



## ROLE PROFILE FOR PROGRAMME MANAGER (INTERMEDIATE)

### Introduction

The refreshed APM Competence Framework comprises 27 competences covering project management, programme management, portfolio management and PMO.

As not all of the competences will be relevant to all professionals, a series of role profiles has been developed to help users to navigate the Framework and identify those competences most relevant to their current role. The role profiles aim to capture the 'typical' competences required and are not intended to be prescriptive.

The table on page 4 overleaf lists each of the competences within the Framework and indicates which are likely to be relevant to Programme Managers at Intermediate level. The table also provides a rating for each of the relevant competences indicating the level of knowledge and application expected within the role. The ratings scale comprises five levels from 'aware' to 'expert' and is provided on page 5 for your information. Guidance on the levels of complexity referred to in the ratings scale is available as a separate document: "APM Complexity Guidance".

### Overview of the role

This role profile applies to Programme Managers operating at Intermediate level. At this level, a Programme Manager is able to lead a portfolio with limited complexity which signifies that they have demonstrated the corresponding level of experience in addition to the ability to apply programme management knowledge.

The Programme Manager has responsibility for programmes with limited complexity or assists on a complex portfolio.

### Typical responsibilities

A Programme Manager at Intermediate level is likely to be responsible for applying the following **independently**, in situations of **limited complexity**:

- 1: Promoting the public wider good in all actions, acting in a morally, legally and socially appropriate manner in dealings with stakeholders and members of programme teams and organisation
- 2: Developing and managing teams
- 3: Identifying, addressing and resolving differences between individuals and/or interest groups
- 9: Preparing and maintaining schedules of programme activities and events, taking account of dependencies and resource requirements
- 10: Developing, implementing and updating resource allocations plans (other than finance) needed for programmes, taking account of availabilities and scheduling
- 11: Developing and agreeing budgets for programmes and controlling forecast and actual costs against them
- 12: Identifying and monitoring programme risks (threats and opportunities), planning and implementing responses to them and responding to other issues that affect programmes
- 14: Consolidating and documenting the fundamental components of programmes (scope, schedule, resource requirements, budgets, risks, opportunities and issues, and quality requirements)



- 15: Managing the integration of programme outcomes into business-as-usual, addressing the readiness of users, compatibility of work systems and the realisation of benefits
- 16: Planning and controlling finances of programmes as a means of driving performance and as part of the organisation's overall financial management
- 17: Preparing and maintaining an overall schedule for resource use, which avoids bottlenecks and conflicting demands, and sequencing outcomes, to enable the efficient realisation of benefits
- 19: Managing stakeholders, taking account of their levels of influence and particular interests
- 20: Identifying and/or developing frameworks and methodologies that ensure management of programmes will be comprehensive and consistent across different initiatives ("framework" refers to the parameters, constraints or rules established to standardise delivery)
- 21: Establishing and managing reviews at appropriate points, during and after projects, which will inform governance of projects by providing evaluations of progress, methodologies and continuing relevance
- 22: Establishing, and implementing where necessary, protocols to change the scope of programmes and updating configuration documents as required
- 23: Gathering independent evidence that the information from projects and programmes in portfolios is valid and that programmes are likely to achieve their aims
- 27: Identifying, defining, evaluating, planning, tracking and realising the business benefits of programmes (and/or the projects within them)

A Programme Manager at Intermediate level is likely to be responsible for applying the following **under supervision**, in **non-complex situations**:

- 4: Empowering and inspiring others to deliver successful programmes
- 18: Establishing and maintaining governance arrangements for the delivery of programmes, defining clear roles, responsibilities and accountabilities, that align with organisational practice
- 24: Preparing, gaining approval of, refining and updating business cases that justify programmes in terms of benefits, costs and risks

A Programme Manager at Intermediate level is likely to be **aware** of the following but is unlikely to have to apply their knowledge:

- 5: Securing the provision of resources needed for programmes from internal and/or external providers
- 6: Agreeing contracts for the provision of goods and/or services, monitoring compliance and managing variances
- 7: Preparing and maintaining definitions of the requirements of programmes
- 8: Determining the best means of satisfying requirements within the context of programme objectives and constraints i.e. developing solutions
- 13: Developing, maintaining and applying quality management processes for programme activities and outputs
- 25: Recommending how financial and other resources should be allocated amongst programmes to optimise the organisation's return on investment



**In addition to the application of the competences listed above (for which the knowledge is inferred), a Programme Manager at Intermediate level is likely to require a higher knowledge rating in the competences described below:**

A Programme Manager at Intermediate level is likely to require a **comprehensive knowledge** of the following in situations of **limited complexity**:

- 4: Empowering and inspiring others to deliver successful programmes
- 5: Securing the provision of resources needed for programmes from internal and/or external providers
- 6: Agreeing contracts for the provision of goods and/or services, monitoring compliance and managing variances
- 7: Preparing and maintaining definitions of the requirements of programmes
- 8: Determining the best means of satisfying requirements within the context of programme objectives and constraints i.e. developing solutions
- 13: Developing, maintaining and applying quality management processes for programme activities and outputs
- 18: Establishing and maintaining governance arrangements for the delivery of programmes, defining clear roles, responsibilities and accountabilities, that align with organisational practice
- 24: Preparing, gaining approval of, refining and updating project business cases that justify their initiation and/or continuation of programmes in terms of benefits, costs and risks



## PROGRAMME MANAGER (INTERMEDIATE)

		Application (including rating)	Knowledge (including rating)
1	Ethics, compliance and professionalism	3	3
2	Team management	3	3
3	Conflict management	3	3
4	Leadership	2	3
5	Procurement	1	2
6	Contract management	1	2
7	Requirements management	1	2
8	Solutions development	1	2
9	Schedule management	3	3
10	Resource management	3	3
11	Budgeting and cost control	3	3
12	Risk, opportunity and issue management	3	3
13	Quality management	1	2
14	Consolidated planning	3	3
15	Transition management	3	3
16	Financial management	3	3
17	Resource capacity planning	3	3
18	Governance arrangements	2	3
19	Stakeholder and communications management	3	3
20	Frameworks and methodologies	3	3
21	Reviews	3	3
22	Change control	3	3
23	Independent assurance	3	3
24	Business case	2	3
25	Asset allocation	1	1
26	Capability development	N/R	N/R
27	Benefits management	3	3



## RATINGS SCALE

LEVEL	APPLICATION	KNOWLEDGE
<b>1. AWARE</b>	<ul style="list-style-type: none"> <li>As only awareness is required at this level, no application is expected</li> </ul>	<ul style="list-style-type: none"> <li>Has an awareness of the knowledge needed for the competence.</li> </ul>
<b>2. PRACTISED</b>	<ul style="list-style-type: none"> <li>Applies the competence under supervision, primarily in non-complex situations.</li> </ul>	<ul style="list-style-type: none"> <li>Has a working knowledge of, and can describe, the competence.</li> </ul>
<b>3. COMPETENT</b>	<ul style="list-style-type: none"> <li>Applies the competence independently, primarily in situations of limited complexity.</li> </ul>	<ul style="list-style-type: none"> <li>Has a comprehensive knowledge of the competence in situations of limited complexity.</li> </ul>
<b>4. PROFICIENT</b>	<ul style="list-style-type: none"> <li>Applies the competence independently, primarily in complex situations</li> <li>Supervises others applying the competence</li> </ul>	<ul style="list-style-type: none"> <li>Has a detailed knowledge of the competence in complex situations and can critically evaluate and adapt as required.</li> </ul>
<b>5. EXPERT</b>	<ul style="list-style-type: none"> <li>Applies the competence independently, primarily in complex situations</li> <li>Recognised as an expert by other senior professionals, who is called on by others for advice on the competence</li> </ul>	<ul style="list-style-type: none"> <li>Has an in-depth knowledge of the competence in complex situations</li> <li>Can critically evaluate, adapt or develop new theories and/or methods if required and educate others</li> </ul>