



ROLE PROFILE FOR PROGRAMME MANAGER (MASTER)

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 3 overleaf lists each of the competences within the Framework and indicates which are likely to be relevant to Programme Managers at Master 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 4 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 Master level. At this level, a Programme Manager will be acting at a strategic/corporate level, managing complex programmes. They will provide intensive advice to high-level line managers, contribute to the overall strategy and lead and develop project managers. They will have experience of project management, of managing different interfaces, and of programme and project methods and tools.

Typical responsibilities

A Programme Manager at Master level is likely to be responsible for applying the following **independently** in complex situations, and may be recognised as an expert by other senior professionals, and called on for advice on the competence:

- 3: Identifying, addressing and resolving differences between individuals and/or interest groups
- 4: Empowering and inspiring others to deliver successful programmes
- 10: Developing, implementing and updating resources allocations plans (other than finance) needed for programmes, taking account of availabilities and scheduling
- 18: Establishing and maintaining governance arrangements for the delivery of programmes, defining clear roles, responsibilities and accountabilities, that align with organisational practice
- 19: Managing stakeholders, taking account of their levels of influence and particular interests
- 24: Preparing, gaining approval of, refining and updating business cases that justify the initiation and/or continuation of programmes (and/or the projects within them) in terms of benefits, costs and risks

A Programme Manager at Master level is likely to be responsible for applying the following **independently in complex situations and may also supervise others applying the competence**:

- 1: Promoting the wider public good in all actions, acting in a morally, legally and socially appropriate manner in dealings with all stakeholders and members of project and programme teams and the organisation



- 2: Selecting, developing and managing teams
- 9: Preparing and maintaining schedules for programme activities and events, taking account of dependencies and resource requirements
- 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 the programme
- 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 across 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, sequencing outcomes, to enable the efficient realisation of benefits
- 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 programmes, which will inform governance of programmes 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 programmes 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 Master 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 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



PROGRAMME MANAGER (MASTER)

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



RATINGS SCALE

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