ROLE PROFILE FOR PROJECT 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 Project 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 Project Managers operating at Master level. At this level, a Project Manager is able to manage a 'mega project' and has significantly high competence in handling external stakeholders: e.g. from communities, governments and vendors. They may provide intensive short-term advice to high level line managers and external stakeholders. They will lead sub project managers and will contribute to the overall strategy. They will have significant experience and knowledge beyond company-used methodology in mega projects.

Typical responsibilities

A Project Manager at Master level is likely to be responsible for applying the following **independently**, in **complex situations;** they will be recognised as an expert in these areas and may be called on by others to provide advice on the following:

- 2: Selecting, developing and managing teams

- 3: Identifying, addressing and resolving differences between individuals and/or interest groups

- 4: Empowering and inspiring others to deliver successful projects

- 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 projects

- 18: Establishing and maintaining governance arrangements for the delivery of projects, 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 projects in terms of benefits, costs and risks

A Project Manager at Master level is likely to be responsible for applying the following **independently** in **complex situations** and may 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 stakeholders, members of project teams and the organisation

- 5: Securing the provision of resources needed for projects from internal and/or external provider

- 8: Determining the best means of satisfying requirements within the context of project objectives and constraints i.e. developing solutions

- 9: Preparing and maintaining schedules for project activities and events, taking account of dependencies and resource requirements

- 10: Developing, implementing and updating resources allocations plans (other than finance) needed for projects, taking account of availabilities and scheduling

- 11: Developing and agreeing budgets for projects and controlling forecast and actual costs against them

- 12: Identifying and monitoring project risks (threats and opportunities), planning and implementing responses to them and responding to other issues that affect projects

- 13: Developing, maintaining and applying quality management processes for project activities and outputs

- 14: Consolidating and documenting the fundamental components of projects (scope, schedule, resource requirements, budgets, risks, opportunities and issues, and quality requirements)

- 20: Identifying and/or developing frameworks and methodologies that ensure management of projects 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 projects, updating configuration documents as required

- 27: Identifying, defining, evaluating, planning, tracking and realising the business benefits of programmes (and/or the projects within them)

A Project Manager at Master level is likely to have a **working knowledge** of the following but is unlikely to have to apply them:

- 15: Managing the integration of project outputs into business-as-usual, addressing the readiness of users, compatibility of work systems and the realisation of benefits

- 16: Planning and controlling finances of projects as a means of driving performance and as part of the organisation's overall financial management

- 23: Gathering independent evidence that the information from projects is valid and that projects are likely to achieve their aims

- 25: Recommending how financial and other resources should be allocated amongst change initiatives to optimise the organisation's return on investment

PROJECT MANAGER (MASTER)

		Application (including rating)	Knowledge (including rating)
1	Ethics, compliance and professionalism	4	4
2	Team management	5	5
3	Conflict management	5	5
4	Leadership	5	5
5	Procurement	4	4
6	Contract management	5	5
7	Requirements management	5	5
8	Solutions development	4	4
9	Schedule management	4	4
10	Resource management	4	4
11	Budgeting and cost control	4	4
12	Risk, opportunity and issue management	4	4
13	Quality management	4	4
14	Consolidated planning	4	4
15	Transition management	1	2
16	Financial management	1	2
17	Resource capacity planning	1	2
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	1	2
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	■ As only awareness is required at this level, no application is expected	■ Has an awareness of the knowledge needed for the competence.
2. PRACTISED	■ Applies the competence under supervision, primarily in non-complex situations.	■ Has a working knowledge of, and can describe, the competence.
3. COMPETENT	■ Applies the competence independently, primarily in situations of limited complexity.	■ Has a comprehensive knowledge of the competence in situations of limited complexity.
4. PROFICIENT	■ Applies the competence independently, primarily in complex situations ■ Supervises others applying the competence	■ Has a detailed knowledge of the competence in complex situations and can critically evaluate and adapt as required.
5. EXPERT	■ 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	■ 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 .