

ROLE PROFILE FOR

PROGRAMME MANAGER (MASTER)



INTRODUCTION

The *APM Competence Framework 3rd edition* comprises 29 competences covering project management, programme management, portfolio management and PMO. As not all the competences will be relevant to all professionals, a series of role profiles have 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 below 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 for your information. Guidance on the levels of complexity is included in the introduction to the *APM Competence Framework*.

OVERVIEW OF THE ROLE

This role profile applies to programme managers operating at master level. At this level, a programme manager will typically be acting at a strategic/corporate level, managing complex programmes, shaping appropriate governance for the delivery life cycle and considering a high degree of uncertainty and conflicting priorities. They will typically be seen as an expert by other senior professionals and provide extensive advice to high-level line managers, maintain commitment from multiple interdependent stakeholders, contribute to the overall strategy, lead project managers to achieve specified outcomes whilst investing in people to develop project management capability for continuous improvement. They will typically have experience of project management, of managing different interfaces, and of programme and project methods and tools.

Competence ratings

Competence	Competence definition	Knowledge score	Application score
1 Life cycles	The ability to structure and organise change initiatives.	5	5
2 Governance arrangements	The ability to establish and maintain governance structures that define control of deployment for delivery of change initiatives, and that align with organisational practice.	5	5
3 Sustainability	The ability to balance the environmental, social, economic and administrative considerations that will impact a change initiative.	4	4
4 Financial management	The ability to enable financial resource for delivery and to plan and control the finances of change initiatives, as part of the organisation's overall financial management, to ensure optimisation of the business case.	5	4
5 Business case	The ability to prepare, gain approval of, refine and update business cases that justify the initiation, investment and/or continuation of change initiatives in terms of benefits, costs, and risks.	5	5
6 Portfolio shaping	The ability to set up portfolios to ensure efficient delivery of strategic objectives.	2	1
7 Procurement	The ability to secure the provision of resources, choosing strategies for obtaining best value from supply chains.	4	4
8 Reviews	The ability to manage progression through the life cycle of the change initiative.	5	5
9 Assurance	The ability to provide confidence to the governance board that a change initiative is on track to deliver the objectives and intended value.	4	4

Competence ratings

Competence	Competence definition	Knowledge score	Application score
10 Capability development	The ability to assess organisational maturity in relation to a change initiative and the wider organisation.	5	4
11 Transition management	The ability to manage the integration of the outputs of a change initiative into business-as-usual, ensuring that outputs enable the intended value.	5	4
12 Benefits management	The ability to identify and agree the benefits and determine how they will be measured, monitored and managed throughout a change initiative until they are realised.	5	4
13 Stakeholder engagement and communication management	The ability to work with people, both internally and externally, to build support to achieve intended outcomes.	5	5
14 Conflict resolution	The ability to identify, address and resolve differences between individuals and/or interest groups.	5	5
15 Leadership	The ability to empower and inspire others to deliver successful change initiatives by providing vision, direction, feedback and support, so people can do their best work.	5	5
16 Team management	The ability to select, develop and manage individuals to create and sustain teams.	5	5
17 Diversity and inclusion	The ability to build and maintain an inclusive environment that embraces a diverse culture.	4	4
18 Ethics, compliance and professionalism	The ability to embody, promote and maintain a trusted profession and to navigate the cultural, legal and regulatory environment.	4	4
19 Requirements management	The ability to prepare and maintain definitions of the requirements of change initiatives.	3	1

Competence ratings

Competence	Competence definition	Knowledge score	Application score
20 Solutions development	The ability to determine the optimal solution to satisfy agreed requirements.	3	1
21 Quality management	The ability to ensure that outputs are delivered in accordance with requirements.	4	1
22 Integrated planning	The ability to take forward the definition of outputs into detailed planning, incorporating multiple areas into the integrated project management plan.	5	4
23 Schedule management	The ability to undertake time-based planning with an emphasis on activities and resource.	5	4
24 Resource management	The ability to acquire and deploy internal and external resources.	5	5
25 Resource capacity planning	The ability to plan resource needs in line with the strategic direction of the organisation to ensure that resource utilisation is maintained at an appropriate level for optimal efficiency.	4	4
26 Budgeting and cost control	The ability to develop and agree budgets for change initiatives and understanding where costs fall over time.	5	5
27 Contract management	The ability to monitor and manage supplier performance.	5	4
28 Risk and issue management	The ability to identify and monitor risks (threats and opportunities); to plan and implement responses to those risks, and respond to issues that affect a change initiative.	5	5
29 Change control	The ability to manage variations and change requests in a controlled way.	4	4

Ratings score

Level	Knowledge	Application
1. Aware	Has an awareness of the knowledge needed for the competence.	As only awareness is required at this level, no application is expected.
2. Practised	Has a working knowledge of and can describe the competence.	Applies the competence under supervision, primarily in non- complex situations.
3. Competent	Has a comprehensive knowledge of the competence in situations of limited complexity.	Applies the competence independently, primarily in situations of limited complexity.
4. Proficient	Has a detailed knowledge of the competence in complex situations and can critically evaluate and adapt as required.	Applies the competence independently, primarily in complex situations. Supervises others applying the competence.
5. Expert	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.	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.