



**PROVEK'S
PROGRAMME AND PROJECT MANAGEMENT
COMPETENCE FRAMEWORK**

Programme and Project Management Competence Framework

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Programme and Project Management Competence Framework

PURPOSE

This framework, which has been developed over the past few years by Provek, is being made more widely available to those involved in assessing, recruiting and training programme and project management professionals to provide guidance on the expected scope and levels of technical competence across a range of typical roles.

The target audience for this framework includes organisations that employ programme and project managers and associated industry professional groups involved in managing and delivery of programmes and projects.

The framework is benchmarked against thousands of programme and project staff, the breadth and depth of expected competence levels will benefit organisations by:

- Alignment of the right staff to programme and project roles
- Saving time in the specification of job requirements
- Rigorous and efficient selection of candidates
- Providing greater confidence in the whole recruitment process
- More structured and perceptive training needs analysis
- Giving a demonstrable industry benchmark

Even more benefit can be gained by using Provek's leading online programme and project management assessment PMA5, which maps onto this competence framework.

ELEMENTS

The framework comprises four related elements:

- Definitions - overview on definitions in which the key terms are defined.
- Competence matrix - short descriptions of the broad expected level of competence at five levels for each of the fifteen areas.
- Roles summary - a brief overview of each principal role and an indication of the typical average level of competence across all fifteen areas expected for that role.
- Role descriptions - detail on some of the important roles including main accountabilities, person specification and essential minimum levels of key competence areas.

USAGE

Provek's competence framework is deployed in a number of ways. For HR professionals wishing to create benchmarked job descriptions quickly, an interactive Job Description builder is available free of charge on Provek's website. For individuals wishing to benchmark themselves against the competence framework and identify their programme and project management strengths and weaknesses, Provek has an online assessment tool PMA5, a version of which is available free of charge on Provek's website. For organisations wishing to deploy a competence framework or to undertake capability assessment, Provek will be pleased to discuss a robust benchmarked approach, involving this competence framework.

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MAPPING TO APM COMPETENCE FRAMEWORK

The APM Competence Framework has 47 competence elements which comprise between 2 and 11 indicators of behaviour. Each relevant behaviour should be self-assessed in two dimensions (knowledge and experience) on a 10 point scale, thus giving a possible maximum of over 600 items to be self-assessed.

Provek's competence matrix identifies just 15 key competence areas on a simple five level scale and benefits from a substantial database of thousands of programme and project management staff who have been assessed against the matrix. In addition, Provek has also tested the knowledge of these staff and can therefore provide evidence-based benchmarks of knowledge (across the APM Body of Knowledge) and experience of programme and project management staff today.

The table below provides the summary of average levels of knowledge and experience as measured by Provek against the four APM competence levels.

	APM Levels of Competence			
	APM Level D	APM Level C	APM Level B	APM Level A
APM role definition	Project management associate	Project manager	Senior project manager	Projects director
APM qualification	APMP	APM Practitioner	APM Certificated PM	None
Provek's average knowledge*	60%	65%	70%	70%
Provek's average experience**	Level 0.5 to Level 2.0	Level 2.5	Level 3.5	Level 4.5

* As measured by Provek's leading online assessment tool PMA5 (more details and a free version are available at www.provek.co.uk)

** As measured on Provek's competence matrix given in this document.

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DEFINITIONS

Project

Projects are unique, transient endeavours undertaken to achieve a desired outcome. Projects bring about change and **project management** is recognised as the most efficient way of managing such change. Project management is the process by which projects are defined, planned, monitored, controlled and delivered such that the agreed benefits are realised.

A **significant project** is a project which is formally recognised and governed by an organisation.

Projects vary in size and complexity ranging from low value, short term deliverables to large complex projects. Typically, managing a **large complex project** will imply many of the following attributes:

- Project budget at least a few million pounds
- Project duration of approximately 1-2 years
- Whole lifecycle involvement
- Team size of at least 50
- Minimum of two external 3rd parties involved

Programme

A programme is group of related projects and activities, which may include related business-as-usual activities that together achieve a beneficial change of a strategic nature for an organisation.

Again programmes vary in size and complexity. A **major strategic programme** typically means a programme with the following attributes:

- Delivering main board strategy with director level responsible owner
- Programme budget or benefits of at least £20 million pounds
- Programme involvement throughout its lifecycle
- Comprising at least five distinct significant projects
- Team size of at least 100
- Prime leadership with at least a minimum of five major external 3rd parties involved across the programme

Portfolio

A portfolio is a group of projects, programmes and related business-as-usual activities carried out under the sponsorship of an organisation. Portfolios can be managed at an organisational, programme or functional level, and should be evaluated, directed and aligned with the organisations overall business delivery strategy.

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COMPETENCE MATRIX

Description	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5
Risk management Risk management includes identification, analysis, responding and monitoring, while key deliverables are the risk management plan and risk logs/registers.	Has no direct experience of a formal risk management process applied to a significant project.	Has supported some aspects of a formal risk management process on a significant project.	Has contributed to aspects of a formal risk management process and seen all the risk documentation on a significant project.	Has led all aspects of a formal risk management process, including the continual use of risk management tools and documents, throughout significant projects.	Has planned, implemented and managed a comprehensive formal risk management process throughout the entire lifecycle of a large complex project.	Has led and implemented a comprehensive risk management strategy for a major strategic programme and its interrelated projects.
Change control All programmes and projects will experience requests for change and managing and responding to a change request in a controlled and structured manner is essential.	Has no experience of a formal change control process for a significant project.	Has provided administrative support to the formal change control process for a significant project.	Has contributed to all aspects of the change control process and seen the change documentation for a significant project.	Has been responsible for managing all aspects of the change control and recommending actions, throughout significant projects.	Has implemented a comprehensive change control process to deliver the optimum time, cost and quality outputs for a large complex project.	Has managed proposed changes on a major strategic programme to deliver the optimum profile of realizable benefits.
Work planning Developing a well structured plan of the project or programme work is necessary to enable the appropriate approvals, baselining and controls to be undertaken.	Has no experience of creating or using a bar chart showing the activities for a significant project	Has used activity bar charts and resource plans which showed my work on a significant project.	Has developed a bar chart plan with resource responsibilities for more than 50 activities within a significant project.	Has created the work breakdown structure, activity network, master bar chart and resource schedule for significant projects comprising more than 200 activities.	Has been responsible for the development and optimisation of a comprehensive work plan of at least 1000 activities for a large complex project.	Has prepared dependency plans of the major outputs of the interrelated projects and the planned the tranche structures for a major strategic programme.

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Description	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5
Contract negotiation Applying a comprehensive contract and negotiation approach to a significant project is essential.	Has no experience of face to face contract negotiation with a key supplier to a significant project.	Has taken part in negotiations with an internal or external supplier of services for a significant project.	Has led and established a formal agreement with either an internal or external supplier for key services for a significant project	Has managed and contributed to the financial and contract negotiations with an external supplier for key services for significant projects.	Has been responsible for, and led the negotiations including price and terms and conditions of, a major supplier contract for a large complex project.	Has been responsible for leading and managing all aspects of the engagement of key third party partners within a major strategic programme.
Budget management Ensuring budgets are tracked and managed properly throughout the lifecycle of the project and programme is imperative for success.	Has no experience of formally planning, reporting or controlling costs on a significant project.	Has supported the preparation of a cost plan and reported detailed costs on a significant project.	Has led and prepared the cost plans and reported costs for a significant project.	Has managed and contributed to all aspects of cost planning, reporting and controlling, including taking corrective cost actions for significant projects.	Has managed the preparation of detailed cost plans and implementation of cost reporting, and led significant actions to control costs for a major complex project.	Has optimised the cost of a major strategic programme by changing the priorities of the interrelated projects to produce better realizable benefits.
Management planning A management plan describes the reasoning and purpose for the project or programme, explains how risk, issues, changes, resources, procurement, progress etc. will be managed, and presents the detailed work plans.	Has no experience of formal project management planning process.	Has supported the preparation of parts of project management plan (e.g. PMP or PID) for a significant project.	Has written parts of the project management plan (e.g. PMP or PID) and has read a complete management plan for a significant project.	Has managed the preparation and contributed to many aspects of a significant project management plan (e.g. PMP or PID) for significant projects.	Has led and managed the preparation of a detailed and comprehensive management plan for a large complex project.	Has prepared the definition document, management strategies, and comprehensive management plans for a strategic programme.
Project and programme methods Working to a best practice based project or programme management method is adopted by	Has not worked to a formal project management method on a significant project.	Has worked using some aspects of a formal project management method on a significant project.	Has worked using all aspects of a formal management method to a significant project	Has audited significant projects or a major programme against a formal comprehensive	Has written and implemented many aspects of a formal management method for projects or programme for	Has led the introduction of a new project or programme management method in an

Programme and Project Management Competence Framework

Description	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5
many organisations to provide a successful environment for the delivery of projects and programmes.			or programme.	management method.	an organisation.	organisation.
Monitoring and controlling Monitoring the progress of a significant project or programme and taking suitable controlling action is essential.	Has no experience of the formal monitoring and controlling of a significant project.	Has prepared progress report information throughout the lifecycle of a significant project.	Has reported on all aspects of a significant project's progress and identified variances from the plan for a significant project.	Has managed all aspects of the monitoring and control processes and implemented corrective actions for significant projects.	Has implemented comprehensive monitoring and control processes and instigated major corrective actions for a large complex project.	Has managed integrated programme and project level progress and implemented control actions to maintain benefits for a major strategic programme.
Project evaluation Project and programme reviews take place throughout their lifecycle to check that the objectives will be delivered, benefits realised and the management processes are being undertaken.	Has no experience of the structured review of a significant project.	Has prepared some information for a review of a significant project.	Has read a full review report and contributed information for a formal review a significant project.	Has taken responsibility for producing sections of a comprehensive formal review of significant projects.	Has structured and led the formal review for a large complex project.	Has design, implemented and managed the formal review of a major strategic programme.
Business case The business case presents the justification for the project or programme and is a key document for a significant project developed during its early stages.	Has not seen a business case for a significant project.	Has seen the business case for a significant project.	Has read a comprehensive business case including full financial justification for a significant project.	Has been responsible for writing sections of a comprehensive business case for significant projects.	Has produced, presented and argued a comprehensive business case for a large complex project.	Has written or approved a comprehensive business case for a major strategic programme.

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Description	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5
Leadership and vision Team leading is about creating a vision and setting a direction for the team.	Has not led a significant project team.	Has led a small project team to successfully deliver the project objectives.	Has led work package managers and direct team members to successfully deliver the project objectives.	Has communicated the project vision and built and led a successful team of managers for significant projects.	Has provided the strategic vision and built and led effective teams of managers within a large complex project to deliver the objectives successfully.	Has provided effective leadership to a major strategic programme through continual communication of the vision and influencing key stakeholders.
Stakeholder engagement Forming alliances with, and securing the commitment of key stakeholders is essential for the successful implementation of change.	Has not been involved with formal stakeholder engagement on a significant project.	Has contributed to the formal identification, analysis and communications planning for stakeholders for a significant project.	Has led the development of a stakeholder communication plan and proactively communicated with key stakeholders for a significant project.	Has led the formal stakeholder engagement process throughout significant projects including personally influencing the views of key stakeholders.	Has managed the entire stakeholder engagement across multiple organisational boundaries personally influencing key stakeholders for a large complex project.	Has influenced stakeholders across many organisational and national boundaries for a major strategic programme.
Organisation and governance Governance provides the framework for control of a significant project or programme and involves design of the organisation and roles and responsibilities of its elements, e.g. boards, assurance, offices, delivery teams, change managers etc.	Has not been involved with the design of a significant project organisation.	Has contributed to the design a significant project office or delivery team organisation.	Has been solely responsible for the design of a delivery team for a significant project.	Has designed and implemented the delivery team and support office roles for significant projects.	Has designed and implemented a comprehensive governance organisation and support office for a large complex project.	Has designed and implemented a comprehensive governance organisation and support office for a major strategic programme and its projects.

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Description	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5
<p>Benefits realisation Benefits realisation management ensures that benefits are identified clearly at the start, business areas are committed to their realisation, and appropriate tracking measures are in place.</p>	Has not been involved with the formal process of benefits realisation management.	Has supported the development of a benefits management strategy and realisation plan.	Has influenced the users of a significant project's deliverables to leverage the full benefits from the deliverables.	Has facilitated the benefits realisation planning within user's operational areas to align with project objectives for significant projects.	Has managed the benefits realisation strategy and plan for a large complex project.	Has developed the benefits management strategy and realisation plan, and initiated benefit reviews throughout a major strategic programme.
<p>Line management Working in a programme or project management environment will require the matrix management of resources and possibly the line management of others.</p>	Has not been involved in the line management of staff.	Has supported aspects of line management of staff, e.g. recruitment, development, performance and communications	Has been line manager of a small team of professional staff, including recruitment, performance management and development aspects.	Has been line manager of a group of professional staff including recruitment, performance, development and aspects.	Has been line manager for a large group of staff including middle managers, recruitment, performance and development aspects.	Has been manager of all staff aspects of a department of more than 50 staff.

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ROLES SUMMARY

Role Title	Full or Part Time	Role Purpose	Average Competence Level *
Project team member	Both	Works in a project team undertaking the technical work	Level 1
Work-package manager	Both	Leads a section working on a defined part of a project	Level 1.5
Programme or project administrator	Both	Provides a range of general administrative support and assistance to a programme or a project	Level 1.5
Project planner	Full time	Establishes and maintains detailed and comprehensive project work plans for a large complex project	Level 2
Project coordinator or controller	Full time	Assists a project manager in managing a large project by undertaking planning, communications, reporting and controlling activities	Level 2
Junior project manager	Both	Manages non-complex projects with few external interfaces and leads many of the project team members directly	Level 2.5
Project manager	Full time	Manages projects involving external suppliers and other organizational divisions through other managers and project team members	Level 3
Senior project manager	Full time	Delivers through other managers large or complex projects end to end involving several organizations and multiple disciplines, interfaces and suppliers	Level 3.5
Programme manager	Full time	Manages a strategically important programme through a number of interrelated large projects and has responsibility for planning the benefits realization	Level 4.5
Programme or project office manager	Full time	Leads a support office team providing a range of planning and reporting services and implementing consistent best practice across large projects or strategic programmes	Level 3.5
Sponsor	Part time	Owns the success of the programme or project, provides leadership and ensures that it delivers value	Level 4

* Average Competence Level is as defined in the programme and project management competence matrix. Those role titles shown in bold have detailed role descriptions presented below.

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ROLE DESCRIPTION – PROJECT ADMINISTRATOR

Job title	Programme or Project Administrator
Purpose	Provides a range of general administrative assistance to a programme or a project
Average competence level	Level 1.5
Accountable to	Project manager or business manager
Responsible for	[none]
Key staff relationships	Accountable for project specific outputs to project manager. Liaison with all project team members.
Main accountabilities	Support the programme or project team in general administrative tasks such as meeting organisation, minute taking and distribution, filing, timesheet collation and project team availability.
Person specification	Career experience – previous projects experience or relevant experience gained in an environment that demonstrates organisational and administrative skills Project experience - previous experience of working in a project environment. Education – ‘A’ level or equivalent Qualifications – Skills – drive, commitment, confidence, communication, organising, flexibility, administration
Programme and project management competence levels	Required average is Level 1.5 across 11 of the 15 areas. Minimum levels: <ul style="list-style-type: none"> • Risk management (Level 2) • Change control (Level 2) • Monitoring and control (Level 2) • Others (Level 1) Excluded areas: <ul style="list-style-type: none"> • Contract negotiation • Leadership and vision • Benefits realisation • Line management

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ROLE DESCRIPTION – PROJECT PLANNER

Job title	Project Planner
Purpose	Establishes and maintains detailed and comprehensive project work plans for a large or complex project
Average competence level	Level 2
Accountable to	Project manager or business manager
Responsible for	[none]
Key staff relationships	Accountable for project specific outputs to project manager. Liaison with work package managers to maintain and consolidate workstream plans.
Main accountabilities	<ol style="list-style-type: none"> 1. To manage and maintain workstream plans and consolidate these into an integrated project plan. 2. To advise the project manager on key dependencies and resource conflicts arising from the plans. 3. To be proactive in assessing future activities for key risks and advise the project manager on potential outcomes. 4. Communicate the key milestones and deliveries to all stakeholders in a format that best fits the reader.
Person specification	<p>Career experience – at least two years working in a formal project management environment</p> <p>Project experience - whole lifecycle experience seeing project plans developed, managed and the impact of change upon them.</p> <p>Qualifications – foundation level in project management (e.g. APM IC, PRINCE2 Foundation, CAPM or equivalent). Competent in project planning tools (e.g. Microsoft Project)</p> <p>Skills – drive, commitment, confidence, communication, problem-solving, flexibility</p>
Programme and project management competence levels	<p>Required average is Level 2 across 10 of the 15 areas. Minimum levels:</p> <ul style="list-style-type: none"> • Work planning (Level 4) • Risk management (Level 2) • Change control (Level 2) • Monitoring and control (Level 2) • Others (Level 1) <p>Excluded areas:</p> <ul style="list-style-type: none"> • Contract negotiation • Leadership and vision • Organisation and governance • Benefits realisation • Line management

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ROLE DESCRIPTION – PROJECT COORDINATOR OR CONTROLLER

Job title	Project coordinator or controller
Purpose	Assists a project manager in managing a large project by undertaking planning, reporting and controlling activities Responsible for providing advice and guidance in planning and control techniques and to assist in the production of project plans.
Average competence level	Level 2
Accountable to	Project manager or business manager
Responsible for	[none]
Key staff relationships	Accountable for project specific outputs to project manager. Liaison with project specific work-package managers, external suppliers and team members.
Main accountabilities	<ol style="list-style-type: none"> 1. Support the project manager in the creation and maintenance of the overall integrated project management and work plans 2. Assist work-package managers in the preparation of project work plans 3. Support the setting up and implementation of control measures and regular reporting 4. Work within the organisation's policies, processes and best practice 5. Liaise with key stakeholders and manage their expectations regarding plans and reports
Person specification	<p>Career experience – at least two years working in a formal project management environment</p> <p>Project experience - whole lifecycle experience of project management methods applied to a large project.</p> <p>Education – 'A' level or equivalent</p> <p>Qualifications – practitioner level in project management (e.g. APMP, PRINCE2, PMP or equivalent)</p> <p>Skills – drive, commitment, confidence, engagement and influencing, communication, organising, resilience, problem-solving, flexibility</p>
Programme and project management competence levels	<p>Required average is Level 2 across 10 of the 15 areas. Minimum levels:</p> <ul style="list-style-type: none"> • Risk management (Level 2) • Change control (Level 2) • Monitoring and control (Level 2) • Others (Level 1) <p>Excluded areas:</p> <ul style="list-style-type: none"> • Contract negotiation • Leadership and vision • Organisation and governance • Benefits realisation • Line management

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ROLE DESCRIPTION – PROJECT MANAGER

Job title	Project manager
Purpose	<p>Manages projects involving external suppliers and other organizational divisions through other managers and project team members.</p> <p>Delivers a result to the defined standard of quality, whilst managing the within cost and time constraints in order to achieve the anticipated benefits.</p>
Average competence level	Level 3
Accountable to	Business manager / head of projects
Responsible for	[Direct reports, if any]
Key staff relationships	Accountable for project specific delivery to project sponsor / programme manager Matrix management of project specific work-package managers, external suppliers and team members.
Main accountabilities	<ol style="list-style-type: none"> 1. Manage the project's deliverables to the time, cost and quality requirements 2. Manage the expectations and satisfaction of the project's sponsor and stakeholders 3. Specify, select, engage, lead, direct and motivate the project team 4. Create and maintain detailed integrated work plans for the project 5. Manage the level of risk in the project and implement effective change control 6. Deliver the management of the project within the organisation's processes and best practice 7. Implement control measures and regular reporting and take or recommend corrective actions as necessary 8. Implement health, safety and environmental management processes
Person specification	<p>Career experience – at least five years as a project manager with relevant industry sector experience</p> <p>Project experience - whole lifecycle management of approximately million pound project lasting typically at least one year, involving external suppliers and an overall team size of a few tens of people.</p> <p>Education – graduate level or equivalent</p> <p>Qualifications – practitioner level in project management (e.g. APMP, PRINCE2, PMP or equivalent)</p> <p>Skills – drive, commitment, confidence, leadership through engagement and influencing, communication, organising, resilience, problem-solving, flexibility</p>
Programme and project management competence levels	<p>Required average is Level 3 across 13 of the 15 areas. Minimum levels:</p> <ul style="list-style-type: none"> • Risk management (Level 3) • Change control (Level 3) • Management planning (Level 3) • Monitoring and control (Level 3) • Stakeholder Engagement (Level 3) • Line management (Level 2) • Others (Level 2) <p>Excluded areas:</p> <ul style="list-style-type: none"> • Organisation and governance • Benefits realisation

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ROLE DESCRIPTION – SENIOR PROJECT MANAGER

Job title	Senior project manager
Purpose	Delivers through suppliers and other managers large complex projects end to end involving several organizations and multiple disciplines, interfaces and suppliers. Delivers a result to the defined standard of quality, whilst managing the within cost and time constraints that is capable of achieving the anticipated benefits.
Average competence level	Level 3.5
Accountable to	Business manager / head of projects
Responsible for	Direct reports,
Key staff relationships	Accountable for project specific delivery to project sponsor / programme manager Matrix management of project specific work-package managers, external suppliers and team members.
Main accountabilities	<ol style="list-style-type: none"> 1. Manage the project's deliverables to the time, cost and quality requirements 2. Manage the expectations and satisfaction of the project's sponsor and stakeholders 3. Specify, select, engage, lead, direct and motivate the project team 4. Create and maintain detailed integrated plans for the project 5. Manage the level of risk in the project and implement effective change control 6. Deliver the management of the project within the organisation's policies, processes and best practice 7. Implement control measures and regular reporting and take or recommend corrective actions as necessary 8. Implements health, safety and environmental management processes
Person specification	<p>Career experience – at least seven years as a project manager with relevant industry sector experience</p> <p>Project experience - whole lifecycle management of a project with a value of at least £5 million lasting typically at one to two years, involving many external suppliers and an overall team size of at least 50 people.</p> <p>Education – graduate level or equivalent</p> <p>Qualifications – practitioner level in project management (e.g. APMP, PRINCE2, PMP or equivalent)</p> <p>Skills – drive, commitment, confidence, leadership through engagement and influencing, communication, organising, resilience, problem-solving, flexibility</p>
Programme and project management competence levels	<p>Required average is Level 3.5 across all 15 areas. Minimum levels:</p> <ul style="list-style-type: none"> • Risk management (Level 4) • Change control (Level 4) • Management planning (Level 3) • Monitoring and control (Level 4) • Stakeholder engagement (Level 4) • Benefits realization (Level 3) • Line management (Level 3) • Others (Level 2)

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ROLE DESCRIPTION – PROGRAMME MANAGER

Job title	Programme manager
Purpose	Manages a strategically important programme through a number of interrelated large projects and has responsibility for planning the benefits realization. Leads and manages the setting up of a programme and its governance through to successful delivery of new capabilities that will realise the anticipated benefits.
Average competence level	Level 4.5
Accountable to	Senior business manager / head of programmes
Responsible for	Direct reports
Key staff relationships	Accountable for programme specific delivery to senior responsible owner or programme director. Matrix management of project managers, external suppliers and team members
Main accountabilities	<ol style="list-style-type: none"> 1. Manage the delivery of the programme’s capabilities so that the anticipated benefits are realized safely 2. Define the governance of the programme and implement the organisation’s processes and best practice 3. Develop and maintain coherent plans across all projects and other related activities 4. Manage the effective communications with senior stakeholders, third party suppliers and the board 5. Engage, lead, direct and motivate the project managers ensuring effective coordination of the projects and delivery to time, cost and quality 6. Implement control measures and regular reporting and take corrective actions as necessary to maintain the delivery of benefits 7. Influence the appointment of appropriate people to key project roles 8. Implements health, safety and environmental management processes
Person specification	<p>Career experience – at least ten years as a project manager and five years as programme manager with relevant industry sector experience</p> <p>Programme experience - whole lifecycle management of a strategically important programme with a value of at least £20 millions, lasting typically at least one to two years, comprising at least five significant projects, with many major external suppliers and an overall team size of at least 50 people.</p> <p>Education – graduate level or equivalent</p> <p>Qualifications – practitioner level in programme management (e.g. MSP or PgMP or equivalent)</p> <p>Skills – leadership through engagement and influencing, communication, drive, commitment, confidence, resilience, problem-solving, flexibility</p>
Programme and project management competence levels	<p>Required average is Level 4.5 across the 15 areas. Minimum levels:</p> <ul style="list-style-type: none"> • Risk management (Level 4) • Change control (Level 4) • Contract negotiation (Level 4) • Leadership and vision (Level 4) • Stakeholder engagement (Level 4) • Organisation and governance (Level 4) • Benefits realisation (Level 5) • Line management (Level 3) • Others (Level 3)

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ROLE DESCRIPTION – PROGRAMME OR PROJECT OFFICE MANAGER

Job title	Programme or project office manager
Purpose	Leads a programme or project support office team providing a range of planning and reporting services and implementing consistent best practice across large projects or strategic programmes.
Average competence level	Level 3.5
Accountable to	Senior business manager / head of programmes or projects
Responsible for	Programme or project office members
Key staff relationships	Accountable for programme and project specific delivery to programme managers and project managers. Provision of programme and project information and reports to senior business manager / head of programme or projects / senior management Liaison with other functional managers
Main accountabilities	<ol style="list-style-type: none"> 1. Manage the office team to provide accurate, timely, integrated information on all aspects of the portfolio of programmes and projects to key stakeholders 2. Lead, maintain, improve and ensure adoption of the organisation's processes and best practice 3. Communicate with the key stakeholders to manage their expectations and deliver satisfaction with the services 4. Ensure that expert advice and guidance is provided to programme, project and board members 5. Implement measures to ensure continuing strategic fit of the portfolio and the effective tracking of benefits
Person specification	<p>Career experience – at least five years as a project manager and programme manager</p> <p>Project experience - whole lifecycle management of approximately million pound project lasting typically at least one year, involving external suppliers and an overall team size of a few tens of people or programme experience. Whole lifecycle management of a strategically important programme with a value of at least £10 millions, lasting typically at least one year, comprising at least five significant projects, with some major external suppliers and an overall team size of at least 50 people.</p> <p>Education – graduate level equivalent</p> <p>Qualifications – practitioner level in project and programme management (e.g. PRINCE2, APMP, PMP and MSP, PgMP or equivalent)</p> <p>Skills – engagement and influencing, communication, drive, commitment, confidence, resilience, problem-solving, flexibility</p>
Programme and project management competence levels	<p>Required average is Level 3.5 across the 15 areas. Minimum levels:</p> <ul style="list-style-type: none"> • Risk management (Level 4) • Change control (Level 4) • Project and programme methods (Level 4) • Monitoring and controlling (Level 4) • Project evaluation (Level 4) • Organisation and governance (Level 4) • Benefits realisation (Level 3) • Line management (Level 3) • Others (Level 2)