



PMO Competency Framework

For the Profession, By the Profession

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Tonight's Speakers



Eileen J Roden

Eileen is the author of Portfolio, Programmes and Project Offices (P3O), co-author of Managing Knowledge in Project Environments and The PMO Principles. As well as being an experienced PMO Manager, she is also a respected PMO trainer and consultant.



Carol Hindley

Carol is an experienced PMO Manager, currently working at the Houses of Parliament as the Head of Digital PMO.



Lindsay Scott

Lindsay is the co-founder of the House of PMO, editor of the People in Project Management Handbook and creator of the PMO Conference.

AGENDA

01

House of
PMO

02

Background -
Competency
Framework

03

Structure -
Competency
Framework

04

How to Use -
Competency
Framework

05

What Next-
Competency
Framework



01

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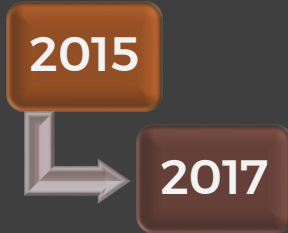
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Growing with the Profession

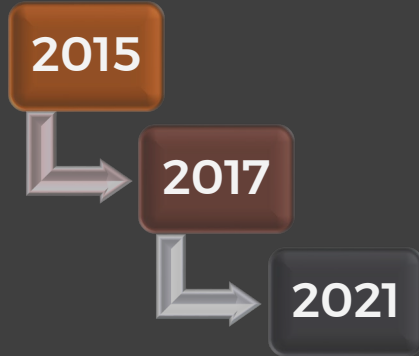
2015



Growing with the Profession



Growing with the Profession



PMO 2021 Conference



02

Background to the Competency Framework




Underpins individual and organisation development in PMO competences





Our role is more than admin, and different to project, programme and portfolio managers

A man with a beard and blue eyes is peeking over a large white sign. He has a surprised expression and is pointing his right index finger towards the sign. The background is a solid orange color.

*by the profession
for the profession*

03

Structure of the Competency Framework





















The ability to do something successfully

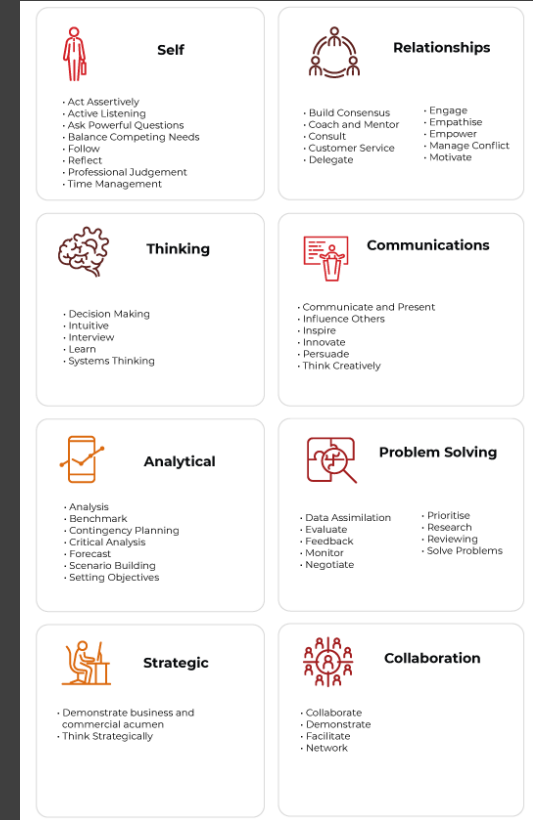
There is an expectation that key knowledge is present in order to demonstrate competency at the required level.

16 Knowledge Areas

 <p>Applications and tools of the organisation (e.g. office systems, CRM/ERP systems, document management systems, P3M tools and HR systems)</p>	 <p>Change and Delivery methods and associated controls from conception to benefits realisation (e.g. MoP, MSP, PRINCE2, Managing Benefits, etc and local tailoring)</p>	 <p>Corporate processes and procedures (and associated timings) relevant to delivery (e.g. Administration, Finance, HR, Procurement, Quality Management System)</p>	 <p>Corporate metrics and measures (KPIs, OKRs, etc) and associated tools and techniques (e.g. benchmarking, Balanced Scorecard)</p>
 <p>Corporate vision, strategic aims and strategy and the industry & market within which the organisation operates</p>	 <p>Corporate language and communication, culture (including politics), context and current priorities</p>	 <p>Content of the current portfolio and pipeline/backlog</p>	 <p>Boundaries of your authority and responsibilities</p>
 <p>Job descriptions, role descriptions and associated organisation specific competency frameworks</p>	 <p>Organisation, governance, assurance, and management theories (including strategy development)</p>	 <p>P3M and PMO theories and practice, including maturity models</p>	 <p>Professional standards and corporate norms (including appropriate delivery and legal framework)</p>
 <p>The organisation's governance structure and who's who (along with customer and supplier organisations as appropriate) and relationships between the parties</p>	 <p>Skills, capabilities, and availability of people across the organisation that are involved in the delivery of the portfolio (and pipeline of change).</p>	 <p>Service management frameworks (e.g. ITIL)</p>	 <p>Who to contact for what (internally and externally)</p>

There are many different skills that the PMO professional draws upon to do a role.

51 Skills



All behaviours are relevant to all the competences and the roles

16 Behaviours

	Pay attention to detail, but be pragmatic – keep the bigger picture in mind.		Provide candid feedback and recommendations in a constructive manner
	Take ownership of tasks and complete promptly, keeping customer up to date of progress and task completion		Remain objective, reserving judgement until all the information has been assimilated
	Act with discretion and integrity, maintaining an appropriate level of confidentiality		Be a team player, being a role model for the core values and behaviours of the organisation
	Be proactive and use initiative to achieve a successful outcome for all those involved in a timely manner		Be open and honest, take time to build relationships, credibility, and trust
	Be tenacious and act assertively as appropriate		Be open to challenge and debate; avoid being wedded to a single solution
	Be resilient and maintain a positive attitude		Work with passion and compassion, maintaining a growth mindset
	Probe and challenge confidently, in a professional manner		Recognise the limits of your expertise and continue to develop your knowledge and skills
	Be curious and look beyond the obvious; recognising non-verbal behaviours to get to the real picture		Practice what you preach and lead by example

Project

A temporary office set up to support the delivery of a specific change initiative being delivered as a project.

Programme

A temporary office set up to support the delivery of a specific change initiative being delivered as a programme.

Portfolio

Organisation Portfolio Office:
A permanent office set up to support the definition and delivery of a portfolio of programmes and projects across an organization, division, department, geographical region or business unit.

Centre of Excellence

A portfolio, programme and project management standards office, which defines standards (processes, templates and tools), skills and training, manages knowledge and may provide independent assurance

Individuals may be involved in working across all four contexts at once.

In Context

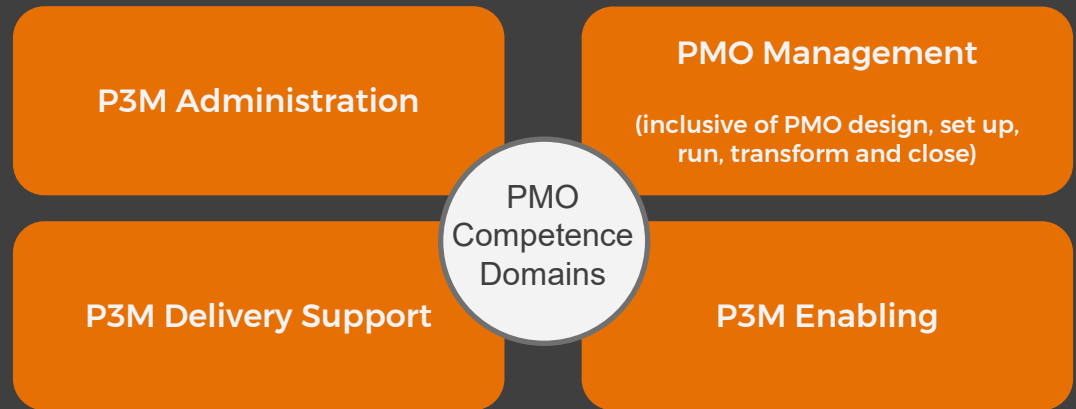
Competence outside of the PMO domains is also required



6 further competency frameworks referenced

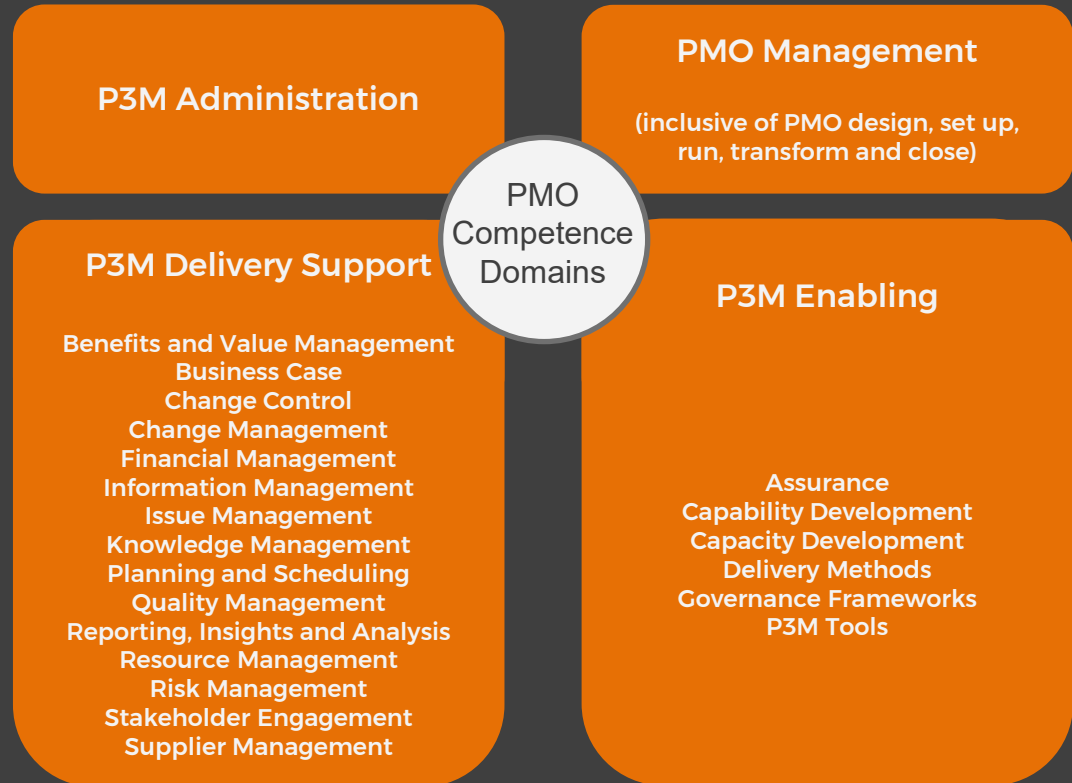
Competency Domains

24
competences
across four
domains



Competency Domains

24
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Proficiency Levels

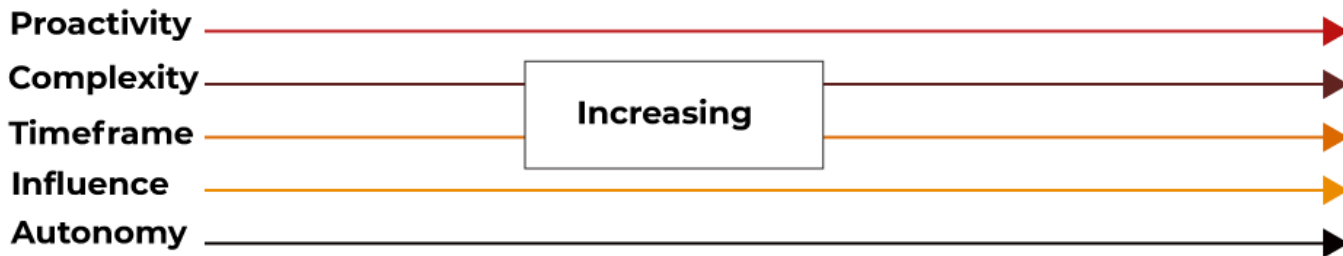
Levels are
intended to
be
cumulative

Foundation	Intermediate	Advanced	Expert
<p>Has basic knowledge of the activity and terminology.</p> <ul style="list-style-type: none">• Demonstrates this competency in familiar, day to day situations.• Follows established methodologies and codes of conduct• Works with guidance and seeks advice on non routine activities• Influences immediate colleagues in own team	<p>Has broad knowledge of the activity and terminology and how it is applied in the current organisation.</p> <ul style="list-style-type: none">• Demonstrates this competency in new situations at an operational and tactical level.• Interprets guidelines and codes of conduct and applies them to all situations.• Works with little guidance, seeks review of outputs and approach to work as required.• Influences colleagues, customers, suppliers and partners on short term issues.	<p>Has extensive knowledge of the competency and terminology and how it is applied in the current and other organisations.</p> <ul style="list-style-type: none">• Demonstrates this competency in complex and ambiguous situations.• Takes initiative in creating and managing own workload and that of others.• Advises others on the application of guidelines, code of conduct and methodologies.• Influences widely within the organisation at all levels on medium and long term issues.	<p>Contributes to developing new knowledge and understanding of the activity.</p> <ul style="list-style-type: none">• Demonstrates this competency organisation-wide, focus is on future and strategy.• Sets direction and standards.• Accountable for the contribution and performance of others to the overall success of the organisation.• Influences externally, contributing to development of policy, standards and thought leadership.

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Indicators

How you can demonstrate the competency.

Project	
Advanced	<p>Oversees the delivery of PMO services to the project</p> <p>Executes benefit management processes on behalf of the project manager or Sponsor e.g. leads benefits identification activities</p> <p>Provides advice and guidance on the tailoring of the business case framework, processes, procedures and tools e.g. if there is a need to produce detailed benefits profiles or a simple benefits register</p> <p>Facilitates project workshops e.g. benefits identification workshops</p> <p>Coaching and/ or mentoring on the benefits management frameworks, processes, procedures and tools e.g. through the development of the benefits map for the project</p> <p>Analyses and evaluates project data to identify discrepancies, trends, exceptions and opportunities e.g. analyses the impact of emergent benefits on the business case</p> <p>Highlights learnings from the project and recommends enhancements e.g. forwards learnings from building the benefits realization plan to the Centre of Excellence</p> <p>Scrutinises project decision making, applying challenge where required e.g. challenges the proposed metrics for measuring benefits realization</p> <p>Recommends effective actions to mitigate project risks and exploit project opportunities e.g. recommends amendments to project schedule to optimise benefits realization</p>
Expert	N/A

COMPETENCE:
P3M Delivery
Support –
Benefits and
Value
Management
Context-Project

Indicators

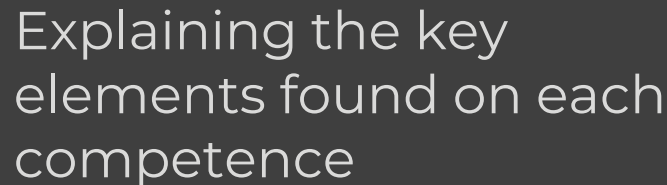
How you can demonstrate the competency.

Portfolio	
Advanced	Oversees the delivery of PMO services to projects, programmes and corporate management
	Execute processes on behalf of the portfolio manager e.g. periodic review and update of the prioritization criteria
	Develops advice and guidance on the tailoring of project and programme benefits management frameworks, processes, procedures and tools, aligned to corporate policies, systems and governance e.g. define the minimum set of benefits management artefacts required to satisfy corporate governance
	Facilitates workshops across the portfolio
	Coaching and/ or mentoring of project and programme teams on project, programme and portfolio benefits management frameworks, processes, procedures and tools
	Analyses and evaluates portfolio data to identify discrepancies, trends, exceptions and opportunities e.g. confirm benefits normalization in relation to external events
	Recommends effective actions to mitigate portfolio risks and exploit opportunities
Expert	Highlights interdependencies and conflicts between business as usual and the portfolio and recommends courses of remedial action
	Highlights learning from the portfolio and recommends enhancements to the Centre of Excellence and business as usual
	Coaching and/ or mentoring of corporate management on project, programme and portfolio benefits and value management frameworks, processes, procedures and tools
Expert	Acts as the corporate conscience and guides corporate decision making that would impact the portfolio, applying scrutiny and challenge where required e.g. recommends which projects to undertake based upon best value for the organization

by the Business As Usual department is not available to resource the new way of working.

COMPETENCE:
P3M Delivery
Support –
Benefits and
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Management
Context-Portfolio

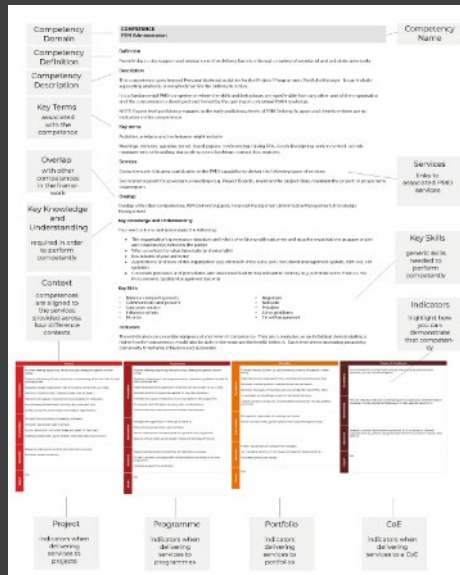
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Elements of each Competence

Definition

Provide day to day support and assistance to the delivery function through a variety of secretarial and administrative tasks



P3M Administration

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Elements of each Competence

Definition

Provide day to day support and assistance to the delivery function through a variety of secretarial and administrative tasks

Description

This competence goes beyond Personal Assistant activities for the Project / Programme / Portfolio Manager. It can include supporting anybody or everybody within the delivery function.

It is a fundamental PMO competence where the skills and behaviours are transferable from any other part of the organization and the competence is developed and honed by the gaining of contextual P3M knowledge.

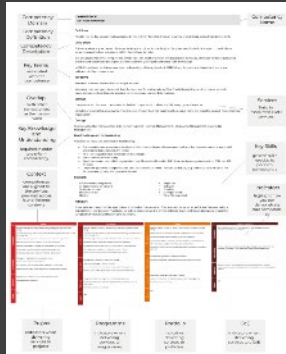


Elements of each Competence

Key Terms

Activities, artefacts and techniques might include:

Meetings; minutes; agendas; travel; board papers; conferencing; raising purchase orders, Goods in receipting; version control; records management; onboarding; signposting; room bookings; contact lists; registers, communication with stakeholders.



P3M Administration

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Elements of each Competence

Services

Competence in this area contributes to the PMO capability to deliver the following types of services:

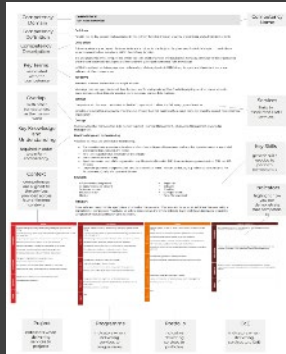
Secretariat support for governance meetings (e.g. Project Boards), maintain the project diary, maintain the project or programme organisation chart.



Elements of each Competence

Overlap

Overlap with other competences: P3M Delivery Support; Financial Management; Information Management; Knowledge Management



P3M Administration

Role Profiles



Purpose

Key Responsibilities

Key Knowledge

Key Skills

Key Behaviours

Competence from other
competence frameworks

Levels of competence from the
PMO Competence Framework

04

How to use the Competency Framework



Can be used to assess against current/ next role profile, or a full assessment across all competences

Select

Choose to use a role profile as a starting point for your assessment or carry out the full assessment

Reflect

Take time to reflect on your career to date, thinking about the difference experiences you have.

Assess

Set aside quiet time to work through the assessment, the first time should take a couple of hours.

Evidence

Gathering evidence to support your assessment is required, this is where most of your time for the assessment is taken up.

Best practice suggests you should repeat the assessment on a regular basis



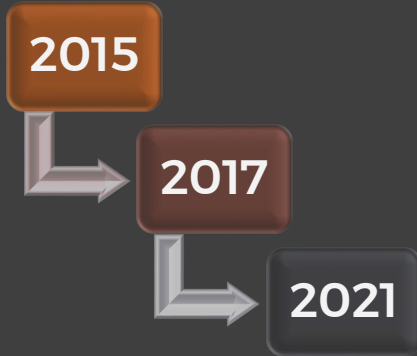
05

What next for the Competency Framework



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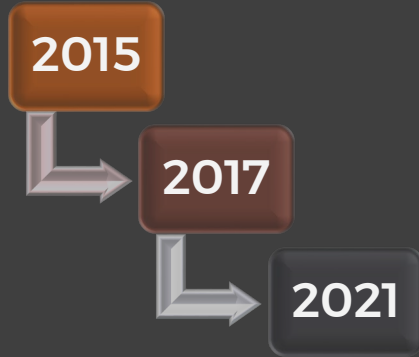
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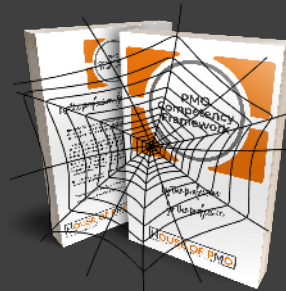
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Thanks!

Any questions?