

For the Profession, By the Profession

Carol Hindley Eileen J Roden



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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.





02

Background -Competency Framework

How to Use -Competency Framework 05

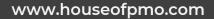
What Next-Competency Framework

5

Structure -Competency Framework

HOME TO PMO PROFESSIONALS

House of PMO





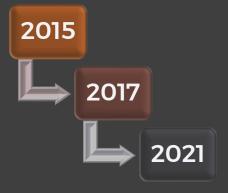














PMO 2021 Conference





Background to the Competency Framework

<u>Why a Competency Framework?</u>

Underpins individual and organisation development in PMO competences



PMO Centric



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

by the profession for the profession





03

Structure of the Competency Framework



Components

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

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

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



Self	Relationships
Act Assertively Active LiseAssertively Active LiseAssertiangle Ask Powerful Questions Balance Competing Needs Foliow Reflect Professional Judgement Time Management	Build Consensus Coach and Mentor Consuit Cursuit Cursurer Cursurer Cursurer Delegate Manage Conflict Motivate
Thinking	Communications
Decision Making Intuitive Interview Learn Systems Thinking	Communicate and Present Influence Others Inspire Innovate Persuade Think Creatively
Analytical	Problem Solving
Analysis Benchmark Contingency Planning Critical Analysis Forecast Scenario Building Setting Objectives	Data Assimilation Prioritise Evaluate Research Feedback Reviewing Monitor Solve Problems Negotiate
Strategic	$\frac{A A A}{A A A} A Collaboration$
Demonstrate business and commercial acumen Think Strategically	Collaborate Demonstrate Facilitate Network

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
jô	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	ŵ	Be open and honest, take time to build relationships, credibility, and trust
	Be tenacious and act assertively as appropriate	<u>Si</u> ł	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
Q	Be curious and look beyond the obvious; recognising non-verbal behaviours to get to the real picture	Frank P	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.

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

Portfolio

Contexts

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

In Context

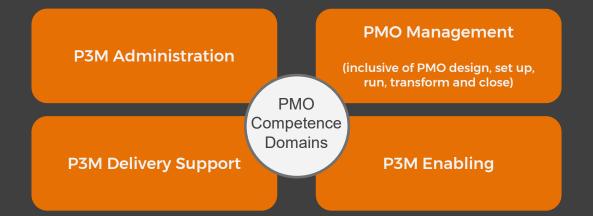
Competence outside of the PMO domains is also required



6 further competency frameworks referenced

Competency Domains

24 competences across four domains



Competency Domains

24 competences across four domains

P3M Administration	PMO Management (inclusive of PMO design, set up, run, transform and close)
P3M Delivery Support	Competence Domains P3M Enabling
Benefits and Value Management Business Case Change Control Change Management Financial Management Information Management Issue Management Knowledge Management Planning and Scheduling Quality Management Reporting, Insights and Analysis Resource Management Risk Management Stakeholder Engagement Supplier Management	Assurance Capability Development Capacity Development Delivery Methods Governance Frameworks

Proficiency Levels

intended to

be

Foundation	Intermediate	Advanced	Expert
 Has basic knowledge of the activity and terminology. 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 	 Has broad knowledge of the activity and terminology and how it is applied in the current organisation. 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. 	 Has extensive knowledge of the competency and terminology and how it is applied in the current and other organisations. 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. 	 Contributes to developing new knowledge and understanding of the activity. 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.

Proficiency Levels

be

Foundation	Intermediate	Advanced	Expert
 Has basic knowledge of the activity and terminology. 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 	 Has broad knowledge of the activity and terminology and how it is applied in the current organisation. 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. 	 Has extensive knowledge of the competency and terminology and how it is applied in the current and other organisations. 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. 	 Contributes to developing new knowledge and understanding of the activity. 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
Proactivity			
Complexity	Increa	sing	
Timeframe			
Influence			
Autonomy			

Indicators

How you can demonstrate the competency.

	Project	COMPETENCE:
Advanced	Oversees the delivery of PMO services to the project Executes benefit management processes on behalf of the project manager or Sponsor e.g. leads benefits identification activities 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 Facilitates project workshops e.g. benefits identification workshops 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 Analyses and evaluates project data to identify discrepancies, trends, exceptions and opportunities e.g. analyses the impact of emergent benefits on the business case Highlights learnings from the project and recommends enhancements e.g. forwards learnings from building the benefits realization plan to the Centre of Excellence Scrutinises project decision making, applying challenge where required e.g. challenges the proposed metrics for measuring benefits realization Recommends effective actions to mitigate project risks and exploit project opportunities e.g. recommends amendments to project schedule to optimise benefits realization	P3M Delivery Support – Benefits and Value Management Context-Project
Expert	N/A	

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Indicators

How you can demonstrate the competency.

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

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

Competency	COMPETENCE			Competency
Domain	PSM Administration			Name
Competency Definition	Definition Provide day to day support and assistance to the de	livery function through a variety of secretarial and adm	inistrative tasks	
Competency	Description	ctivities for the Project / Programme / Portfolio Manage		
Description	supporting anybody or everybody within the deliver	covities for the Project / Programme / Political Manage y function. Its and behaviours are transferable from any other part		
Key Terms		e gaining of contentual PSM knowledge. proficiency levels of PSM Delivery Support and therefor	e there are no	
associated with the competence	Indicators in this competence. Key terms			
	Acthities, artefacts and techniques might include. Meetings minutes agendas travel; board papers o	onferencing, raising POs. Goods Receipting, version cor	trol: records	
Overlap	management, onboarding, signposting, room book Services	rigs, contact last, registers.		Services
with other competences in the frame-	Competence in this area contributes to the PMD ca Secretariat support for governance meetings (e.g. P reganogram	pability to deliver the following types of services. roject Boarcki, maintain the project clary, maintain the	project or programme	links to associated PMO services
work	Ovariap	it: Financial Management: Information Management: Ki		services
Key Knowledge and	Management.	не планска манадитиле плотнало п манадитиле н	<i>invertige</i>	
Understanding required in order	You need to know and understand the following. The organisation's government structure and w	ho's who-jalong with customer and supplier organisation	rs as appropriate)	Key Skills
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Context	 Corporate processes and procedures (and asso Procurement, Quality Management System) Key Skills 	classid load times) relevant to delivery (e.g. Administratio	A, TINAHOA, HR.	competently
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provided across four difference	 Influence others Monitor Indicators 	 Solve problems Time Management 		highlight how you can
contexts	These indicators are potential signposts of your level higher level of competence would also be able to der complexity, timeframe, influence and autonomy.	d competence. They are cumulative, so an individual de mendrate the level(a) before it. Each level shows increasi	monstrating a ing proactivity.	demonstrate that competen- cy
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Explaining the key elements found on each competence

Definition

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

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Competency				
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P3M Administration

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.



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

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.



P3M Administration

Overlap

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



P3M Administration

Role Profiles



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Purpose



O 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.

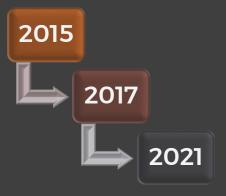
Evidence

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

What next for the Competency Framework









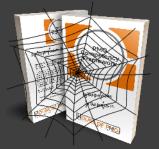














O APMG International





Thanks!

Any questions?