



**PROVEK'S
PROJECT MANAGEMENT COMPETENCE
FRAMEWORK 2**

Provek's Project Management Competence Framework 2

DOCUMENT CONTROL

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PURPOSE

Provek's project management competence framework aligns to the refreshed APM Competence Framework and has many of the same competences and the same scoring system.

It has been developed, however, over the past ten years by Provek and is supported by data from many thousands of respondents to Provek's online PMA6 tool. Provek's version 2 of its competence framework was first released in draft in 2014 and finalised in 2015 and incorporates two new competences, the removal of one and amendments to some of the others, compared to the original version.

Since Provek first published its competence framework, other project management bodies, such as the Association for Project Management, have released and refreshed their own project management competence frameworks. The recent 2015 refresh of the APM competence framework has seen the number of its competences halved and the scoring system aligned to Provek's five point scale.

It is being made more widely available to those involved in designing career paths in project management, and in the assessing, recruiting and training project management professionals. It is intended to provide guidance on the expected scope and levels of technical project management 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:

- Designing effective project management career paths
- 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 PMA6, 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 sixteen 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.

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- 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, the Provek standard role descriptions provide a useful starting point. 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 PMA6, 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.

MAPPING TO REFRESHED APM COMPETENCE FRAMEWORK

The refreshed (2015) APM Competence Framework now has 27 competence elements and a five scoring scale which aligns closely with that used ten years ago by Provek.

Scoring levels

The levels between the two frameworks are now the same for all intents and purposes.

Provek	APM
Level 0 – No experience of that competence at all	Not explicitly captured but implicit if not Level 1 or above
Level 1 – Supported some aspects of the competence on a project	Level 1 (Aware) - Because only awareness is required at this level, no application is expected
Level 2 – Contributed under supervision to many aspects of the competence on a significant project	Level 2 (Practised) - Applies the competence under supervision, primarily in non-complex situations
Level 3 – Independently managed all aspects of the competence on a significant project	Level 3 (Competent) - Applies the competence independently, primarily in situations of limited complexity
Level 4 – Managed through others as necessary all aspects of the competence on a large complex project	Level 4 (Proficient) - Applies the competence independently, primarily in complex situations Supervises others applying the competence
Level 5 – Managed all aspects of the competence on a major strategic programme or is a recognised expert across multiple large complex projects	Level 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

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Competences

Although the APM Competence Framework has 27 competences only 20 require application (rather than just knowledge) for project managers. These 20 competences map directly to Provek's competences (see table below).

Provek Competence	APM Competence	Comment
	Ethics, compliance and professionalism	Not explicitly covered in Provek's framework
Team management	Team management	
Team management	Conflict management	
Leadership and vision	Leadership	
Contract procurement	Procurement	
Contract procurement	Contract management	
Requirements and feasibility	Requirements management	
Requirements and feasibility	Solutions development	
Schedule and resource management	Schedule management	
Schedule and resource management	Resource management	
Budget management	Budgeting and cost management	
Risk management	Risk, opportunity and issue management	
Quality management	Quality management	
Management planning	Consolidated planning	
	Transition management	No application required
	Financial management	No application required
	Resource capacity planning	No application required
Governance and organisation	Governance arrangements	
Stakeholder engagement	Stakeholder and communications management	
Project and programme methods	Frameworks and methodologies	No application required
Evaluation reviews	Reviews	
Change control	Change control	
	Independent assurance	No application required
Business case	Business case	
	Asset allocation	No application required
Monitoring and controlling		Not covered explicitly in APM competences
	Capability development	No application required
	Benefits management	Embedded in many of the existing Provek competences

Provek's competence matrix identifies 16 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.

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Project complexity

Provek uses three degrees of project complexity which is the same as the three used by the APM.

	Low	Limited	High
Provek	Project	Significant project	Large complex project
APM	Non-complex situations – low complexity projects	Situations of limited complexity – limited complexity projects	Complex situations – high complexity projects

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 and has overall limited complexity. Provek has created an eight factor questionnaire that has been answered for more than 1000 projects and the answers correlated with narrative descriptions of each project.

Limited complexity typically means at least a small management team, at least 6 months duration, at least £500k value, at least 6 team members, at least two internal teams, at least modified or adaptive familiar technology, at least a contribution to strategic goals, at least possible medium negative risk impact.

Management team size
Please choose....
No managers
1-2 managers
3-5 managers
5-10 managers
More than 10 managers
Duration
Please choose....
0-6 months
6-12 months
1-2 years
2-3 years
3-5 years
More than 5 years
Budget
Please choose....
£0-£200k
£200k - £500k
£500k-£1M
£1M-£2M

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£2M-£5M
£5M-£10M
£10M-£50M
Above £50M
Team size
Please choose....
Up to 5 team members
6-10 team members
11-20 team members
21-50 team members
51-100 team members
Above 100 team members
Team complexity
Please choose....
One internal group
Between two and five internal groups
More than five internal groups
One external third party
Between two and four external third parties
More than four external third parties
Technical complexity
Please choose....
Low - simple, repetitive, know mature technology
Medium - modified or adapted familiar technology
High - 1st use of new or bespoke technology
Super high - multi disciplinary/new technology development
Strategic importance
Please choose....
Low - didn't deliver towards strategic goals/benefits
Medium - contributed to strategic goals/benefits
High - critical to strategic goals/benefits
Overall project risk
Please choose....
Low - possible low negative impact
Medium - possible medium negative impact
High - possible extensive negative impact

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:

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- 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
- First use of new or bespoke technology
- Critical to strategic goals and benefits
- Possible extensive negative risk impact

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 millions 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
<p>Team management Working in a programme or project management environment will require the management of many resources and may also involve the resolution of differences between people in the team.</p>	Has not been involved in the team management of staff.	Has supported aspects of team management of staff, e.g. recruitment, development, performance management, issue resolution and team communications	Has been under supervision team manager of a small team of staff, and involved in many aspects of recruitment, objective setting, performance management, conflict resolution and personal development on a significant project.	Has been team manager working independently of a group of staff including other team leaders and involved in all aspects of their recruitment, objective setting, performance management, serious conflict resolution, personal development on a significant project.	Has been team manager for a large group of internal and external staff including middle managers, undertaking recruitment, objective settings performance and development aspects on a large complex project.	Has been team manager of all staff aspects on a major strategic programme and its projects or across multiple large complex projects with typically more than 50 staff.
<p>Leadership and vision Team leading is about creating a vision, setting a direction for the team and maintaining a high performance environment.</p>	Has not led a project team.	Has led a small project team to successfully deliver the project's objectives.	Has led under supervision work package managers and direct team members to successfully deliver the objectives of a significant project.	Has communicated the project vision, built and led a high performing 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 or is a recognised expert across multiple large complex projects.

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Description	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5
Contract procurement Applying a comprehensive contract administration and procurement approach to secure resources from internal and external suppliers a project is essential, while deliverables include specifications, tender documentation, contracts, service level agreements and change control documentation.	Has no experience of contract administration or negotiation with a key supplier to a project.	Has supported aspects of contract administration with an internal or external supplier of services for a project.	Has established or administered under supervision aspects of a formal agreement with either an internal or external supplier for key services for a significant project	Has independently managed and contributed to most aspects of the contractual negotiation and administration with a major internal or external supplier for key services for significant projects.	Has been responsible through the supervision of others as necessary for the procurement process including price and terms and conditions and full contract administration with a major supplier 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 or is a recognised expert across multiple large complex projects.
Requirements and feasibility Requirements need to be captured from the stakeholders, analysed, prioritized, solutions evaluated, implemented, tested and accepted throughout the lifecycle, while deliverables include requirement documents and feasibility reports.	Has no experience of formally applying requirements management and feasibility studies on a project.	Has supported some aspects of requirements management and feasibility studies on a project.	Has worked under supervision and contributed to many aspects of the capture, assessment and tracking of requirements throughout the lifecycle and examining the feasibility of different options for a significant project.	Has independently managed the full requirements management process and thoroughly examined options during feasibility studies for significant projects.	Has led and managed through the supervision of others as necessary the full requirements process including change control of requirements for a large complex project.	Has managed all aspects of requirements and optimised them on a major strategic programme or is a recognised expert across multiple large complex projects.
Schedule and resource management Developing and maintaining a well-structured plan of the work and the resources to deliver it is necessary to	Has no experience of creating or using a bar chart showing the activities for a project	Has used activity bar charts and resource plans which showed my work on a project.	Has developed under supervision a Gantt chart with resource allocation and responsibilities for more than 50	Has led independently the development and maintenance of work breakdown structure, activity network, Gantt	Has been responsible through supervision of others as necessary for the development, optimisation and	Has prepared dependency plans of the major outputs of the interrelated projects and planned the tranche structures

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Description	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5
enable the appropriate approvals, baselining, reporting and controls to be undertaken, while key deliverables include a linked Gantt chart, resource allocation schedule and progress reports.			activities within a significant project.	chart including duration estimates and resource allocation schedule for significant projects with typically more than 200 activities.	maintenance of a comprehensive work plan and resource allocation schedule of at least 1000 activities for a large complex project.	for a major strategic programme or is a recognised expert across multiple large complex projects.
Budget management Ensuring budgets are created, tracked, forecast and managed properly throughout the lifecycle of the project and programme is imperative for success, while deliverables include cost estimates and reports of actual costs against budget.	Has no experience of formally planning, reporting or controlling costs on a project.	Has supported the preparation of a cost plan and reported detailed costs on a project.	Has prepared under supervision cost plan including estimates or reported costs including forecasts for a significant project.	Has independently managed all aspects of cost planning and estimating, reporting, forecasting and controlling, including taking corrective cost actions for significant projects.	Has managed through the supervision of others as necessary, the preparation of detailed cost plans and estimates, implementation of cost reporting, and led significant actions to control costs for a large complex project.	Has optimised the cost of a major strategic programme by changing the priorities of the interrelated projects to produce better realizable benefits or is a recognised expert across multiple large complex projects.
Risk management Risk management includes proactively identifying, analysing, responding to and monitoring potential threats and opportunities to a project, while key deliverables are the risk management plan and risk register.	Has no direct experience of applying a formal risk management process to a project.	Has supported some aspects of a formal risk management process on a project.	Has contributed under supervision to aspects of a formal risk management process and seen risk documentation on a significant project.	Has independently 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 through supervision of others as necessary 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 or is a recognised expert across multiple large complex projects.

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Description	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5
Quality management Ensuring that the deliverables of the project or programme and the processes used to manage their delivery are satisfying the stakeholders. Deliverables include quality management plan, quality, lessons learned log, acceptance documents.	Has no experience of quality management in a project.	Has supported others in a few aspects of the quality management process, such as determining quality acceptance criteria, for a project, or identifying lessons learned.	Has under supervision contributed to many quality management activities including planning, assurance, control and lessons learned for a significant project.	Has independently managed all aspects of quality management, including developing a full quality plan, organising quality assurance activities, implementing detailed quality control, and capturing lessons learned for a significant project.	Has managed through others as necessary the entire quality management process throughout the lifecycle of a large complex project.	Has devised and implemented the quality management approach for a major strategic programme or is a recognised expert across multiple large complex projects.
Management planning A project 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 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 maintenance, and has contributed to many aspects of a significant project management plan (e.g. PMP or PID) for significant projects.	Has led and managed through the supervision of others as necessary, the preparation and maintenance 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 or is a recognised expert across multiple large complex projects.
Organisation and governance Governance provides the framework for control of a project or programme and involves design of the decision making	Has not been involved with the design of a project organisation.	Has contributed to the design a project office or delivery team organisation.	Has implemented and maintained under supervision aspects of governance structures, delivery organisation and	Has independently designed and implemented the governance structures, delivery organisation and support office roles	Has designed and implemented a comprehensive governance structures, delivery organisation and support office for a	Has designed and implemented a comprehensive governance organisation and support office for a major strategic

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organisation and roles and responsibilities of its elements, e.g. boards, assurance, offices, delivery teams, change managers etc.			support office, including defining roles and responsibilities for a significant project.	for significant projects.	large complex project.	programme and its projects or is a recognised expert across multiple large complex projects.
Stakeholder engagement Forming alliances with, and securing the commitment of key stakeholders is essential for the successful implementation of change, while deliverables include stakeholder analyses and communication plans.	Has not been involved with formal stakeholder engagement on a project.	Has contributed to the formal identification, analysis and communications planning for stakeholders for a project.	Has developed under supervision a stakeholder communication plan and proactively communicated with key stakeholders for a significant project.	Has independently led the formal stakeholder engagement process throughout significant projects including personally influencing the views of key stakeholders, and amending stakeholder management plans.	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 or is a recognised expert across multiple large complex projects.
Project and programme methods Working to a best practice based project or programme management method is adopted by many organisations to provide a successful environment for the delivery of projects and programmes.	Has not worked to a formal project management method on a project.	Has worked using some aspects of a formal project management method on a project.	Has worked using all aspects of a formal management method to a significant project or programme.	Has audited significant projects or a major programme against a formal comprehensive management method.	Has written and implemented many aspects of a formal management method for projects or programme for an organisation.	Has led the introduction of a new project or programme management method in an organisation .
Evaluation reviews Project and programme reviews take place throughout their lifecycle to check that the objectives will be delivered, benefits	Has no experience of the structured review of a project.	Has prepared some information for a review of a project.	Has read a full review report and contributed information for a formal review a significant project.	Has taken independent responsibility for organising, producing sections of a comprehensive	Has structured and led the formal review and implemented actions for a large complex project.	Has designed, implemented and managed the formal review of a major strategic programme or is a

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Description	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5
realised and the management processes are being undertaken, while deliverables include review reports with recommendations.				formal review report, ensuring actions are implemented and capturing lessons learned of significant projects.		recognised expert across multiple large complex projects.
Change control Change control entails managing and responding to stakeholder requests and the process includes registering, evaluating (including options), recommending and implementing changes, while key deliverables are the change register, change requests and configuration records.	Has no experience of applying a formal change control process for a project.	Has provided administrative support to the formal change control process for a project.	Has contributed under supervision to aspects of the change control process and seen the change documentation for a significant project.	Has independently managed all aspects of the change control process throughout significant projects.	Has managed through supervision of others as necessary a comprehensive change control process to deliver the optimum time, cost and quality for a large complex project.	Has managed proposed changes on a major strategic programme to deliver the optimum profile of realizable benefits or is a recognised expert across multiple large complex projects.
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 and reviewed at the end of phases.	Has not seen a business case for a project.	Has read the business case for a project.	Has contributed under supervision to some sections of a business case and read a comprehensive business case including full financial justification for a significant project.	Has been independently 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 or is a recognised expert across multiple large complex projects.

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Description	Level 0	Level 1	Level 2	Level 3	Level 4	Level 5
<p>Monitoring and controlling Monitoring the progress of a significant project or programme and taking suitable controlling action is essential.</p>	Has no experience of the formal monitoring and controlling of a project.	Has prepared progress report information throughout the lifecycle of a project.	Has reported on all aspects of a 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.

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PRODUCTS OF WORK APPLICATION EXAMPLES

When using the competence framework within the setting of a corporate development programme, the gathering of a portfolio of evidence might be required. Generic examples of evidence that may be obtained such as CV, behavioural assessments, 360 degree feedback, witness statements, written statements, performance appraisals etc.

Most importantly though will be the products of work obtained while doing projects. Listed below are some example of specific products of work for each of the competences.

Description	Products of work application examples
<p>Team management Working in a programme or project management environment will require the management of many resources and may also involve the resolution of differences between people in the team.</p>	<p>Team meeting agenda and action minutes 1:1 review meetings Role descriptions</p>
<p>Leadership and vision Team leading is about creating a vision, setting a direction for the team and maintaining a high performance environment.</p>	<p>Presentation slides Extracts from project documentation Team briefings</p>
<p>Contract procurement Applying a comprehensive contract administration and procurement approach to secure resources from internal and external suppliers a project is essential, while deliverables include specifications, tender documentation, contracts, service level agreements and change control documentation.</p>	<p>Statement of works Contracts reviewed Clauses challenged Contract administration documentation</p>
<p>Requirements and feasibility Requirements need to be captured from the stakeholders, analysed, prioritized, solutions evaluated, implemented, tested and accepted throughout the lifecycle, while deliverables include requirement documents and feasibility reports.</p>	<p>Requirements meeting outputs Statement of requirements Prioritisation of requirements Feasibility or optioneering report Change control documentation</p>
<p>Schedule and resource management Developing and maintaining a well-structured plan of the work and the resources to deliver it is necessary to enable the appropriate approvals, baselining, reporting and controls to be undertaken, while key deliverables include a linked Gantt chart, resource allocation schedule and progress reports.</p>	<p>Work breakdown structure Network or linked Gantt chart Resourcing plans – responsibility assignment matrix, S-curves Milestone plans Progress report against schedule, resource and milestone plans</p>
<p>Budget management Ensuring budgets are created, tracked, forecast and managed properly throughout the lifecycle of the project and programme is imperative for success, while deliverables include cost estimates and reports of actual costs against budget.</p>	<p>Detailed cost estimate against work breakdown structure Allocation of budget across work breakdown structure Interpretation of cost reports with forecast to complete EVM reports and interpretation</p>
<p>Risk management Risk management includes proactively identifying, analysing, responding to and monitoring potential threats and opportunities to a project, while key deliverables are the risk management plan and risk register.</p>	<p>Risk management plan Facilitation of risk workshops Maintenance of risk register Implementation of risk mitigations Maintenance of issue register Resolution of issues</p>

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Description	Products of work application examples
<p>Quality management Ensuring that the deliverables of the project or programme and the processes used to manage their delivery are satisfying the stakeholders. Deliverables include quality management plan, quality, lessons learned log, acceptance documents.</p>	<p>Quality management plan Quality register Acceptance of deliverables Lessons learned register</p>
<p>Management planning A project 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.</p>	<p>Project management plan Business case</p>
<p>Organisation and governance Governance provides the framework for control of a project or programme and involves design of the decision making organisation and roles and responsibilities of its elements, e.g. boards, assurance, offices, delivery teams, change managers etc.</p>	<p>Definition of roles and responsibilities Limits of authority and escalation Reports and disclosure</p>
<p>Stakeholder engagement Forming alliances with, and securing the commitment of key stakeholders is essential for the successful implementation of change, while deliverables include stakeholder analyses and communication plans.</p>	<p>Stakeholder identification Stakeholder communication plan Communication actions</p>
<p>Project and programme methods Working to a best practice based project or programme management method is adopted by many organisations to provide a successful environment for the delivery of projects and programmes.</p>	<p>Implementation of a structured method Improvements to method Guidance documents on method</p>
<p>Evaluation reviews 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, while deliverables include review reports with recommendations.</p>	<p>Review meeting agenda Review reports Lessons learned Implementation actions</p>
<p>Change control Change control entails managing and responding to stakeholder requests and the process includes registering, evaluating (including options), recommending and implementing changes, while key deliverables are the change register, change requests and configuration records.</p>	<p>Change register Change requests Change request evaluations Implementation actions Configuration records</p>
<p>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 and reviewed at the end of phases.</p>	<p>Business case Project benefit statements Investment appraisal calculations Presentation slides</p>
<p>Monitoring and controlling Monitoring the progress of a significant project or programme and taking suitable controlling action is essential.</p>	<p>Progress report against schedule, resource and milestone plans EVM application and reports Forecasts for completion Corrective actions</p>

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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 1.5
Work-package manager	Both	Leads a section working on a defined part of a project	Level 2
Programme or project administrator	Both	Provides a range of general administrative support and assistance to a programme or a project	Level 2
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
Project manager	Full time	Manages projects involving external suppliers and other organizational divisions through other managers and project team members	Level 2.5
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
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	Owens the success of the programme or project, provides leadership and ensures that it delivers value	Level 3.5

* Average Competence Level is as defined in the 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 2
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 2 across 11 of the 16 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 procurement • 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 16 areas. Minimum levels:</p> <ul style="list-style-type: none"> • Schedule and resource management (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 procurement • Leadership and vision • Organisation and governance • Team management

Provek's Project Management Competence Framework 2

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 16 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 procurement • Leadership and vision • Organisation and governance • Team management

Provek's Project Management Competence Framework 2

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 2.5
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 2.5 across 15 of the 16 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) • Team management (Level 2) • Leadership and vision (Level 2) • Others (Level 2) <p>Excluded areas:</p> <ul style="list-style-type: none"> • Organisation and governance

Provek's Project Management Competence Framework 2

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 16 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) • Team management (Level 3) • Others (Level 2)

Provek's Project Management Competence Framework 2

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
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 across all of the 16 areas. Minimum levels:</p> <ul style="list-style-type: none"> • Risk management (Level 4) • Change control (Level 4) • Contract procurement (Level 4) • Leadership and vision (Level 4) • Stakeholder engagement (Level 4) • Organisation and governance (Level 4) • Team management (Level 3) • Others (Level 3)

Provek's Project Management Competence Framework 2

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 a few 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 all of the 16 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) • Team management (Level 3) • Others (Level 2)