



Healthcare Project+
Change Association

PMO Competencies
Extracted from

NHS Project & Change Capability Framework

For Project and Change Professionals and Practitioners in the NHS



PMO Competencies

NHS Project & Change Capability Framework five levels of competency

No.	Level Title	Competency Level Definition
5	Expert	Expert knowledge and experience applied at a high level or in a specialist area - contributing to the profession and teaching others
4	Proficient	Detailed knowledge and experience applied at a medium level of complexity or high level under supervision
3	Competent	Detailed knowledge and experience applied at a low-level complexity or medium level under supervision
2	Practiced	Working knowledge and practical experience of limited complexity
1	Awareness	Basic knowledge and limited or no experience

**The competence profiles are for guidance only and shouldn't be used as an exact measure for a particular role. Achieving the competence profile for a job at a different grade level does not entitle someone to that grade but may enhance their chances when applying for that role. **

The grade level of roles within the Project Delivery Profession is generally aligned with the level of project complexity. Project Complexity is influenced by a range of factors

Projects with a LOW level of complexity are generally characterised by having a high degree of certainty, are smaller in size, have clear stakeholders, and can be managed using standard procedures and methodologies. Projects with a HIGH level of complexity are generally characterised as having a high degree of uncertainty, are large in size, politically sensitive, technically complex, have a large number of stakeholders and often need procedures and methodologies to be adapted to suit unique situations. **



Competency No.	Core Competency	Sub-competencies	AFC Band:					
			6	7	8A	8B	8C	8D
1	Project Planning	Planning	2	2	3	3	3	4
		Scheduling	1	2	2	2	3	3
		Budgeting and Cost Management	1	1	2	2	3	3
		Asset Allocation	1	1	2	2	3	3
2	Governance	Business Case Development	2	2	2	3	3	3
		Scope Management	2	2	2	2	3	3
		Frameworks & Methodologies	1	2	3	3	4	4
		Change Control	2	2	2	2	3	3
		Finance, Commercial & Procurement (processes)	1	1	2	2	2	3
3	Resource Planning and Management	Project Team selection, capability & onboarding	1	1	2	3	3	3
		Role definition and recruitment	1	1	2	2	3	3
4	Benefit Management	Benefits Case Development	1	2	2	3	3	3
		Benefits Tracking & Realisation	2	1	2	3	3	3
5	Quality Assurance and Management	Requirements Management	1	2	2	3	3	3
		Project Reviews & Assurance (reporting/MI/lessons learned)	1	1	2	2	3	3
		Product Quality Assurance, Compliance & Regulatory	1	2	2	3	3	3
6	Business Change	Stakeholder Engagement & Communications	2	2	3	3	4	4
		Seeing the Big Picture (Vision & Strategic Thinking)	1	1	2	3	3	3
		Influencing Others	1	2	3	3	3	4
		Change Impact & Readiness	1	1	2	2	3	3
		New Ways of Working & Skills Training	1	1	2	2	3	3
7	Project Delivery	Solutions Development and Pilot	1	1	2	2	2	2
		Risk & Issues Management	2	2	3	3	4	4
		Testing	1	1	2	2	2	2
		Roll out & Implementation	1	1	2	2	2	2
		Project close, handover, and sustainability	1	1	2	2	3	3
8	Project Concept and Context	Professionalism & Ethics (EDI)	2	2	2	2	3	3
		Health, Safety & Environmental Management	1	1	2	2	2	2
		Legal Awareness	1	1	1	2	2	2
9	Leadership	Visible Leadership	1	1	2	3	3	3
		Working with Ambiguity	2	2	3	3	3	4
		Conflict Resolution	1	2	2	2	3	3
		Coaching & Mentoring	1	1	2	2	2	2
		Inspiring Others	1	1	2	2	3	3



Competency No.	Specialist Competency	Sub-competencies	AFC Band:					
			6	7	8A	8B	8C	8D
1	Portfolio Management	Strategic engagement and alignment	1	1	2	2	3	3
		Setting organisational standards	1	1	3	3	4	4
		Strategic prioritisation	1	1	2	3	3	3
		Portfolio Reporting	1	2	2	2	3	3
		Portfolio resource profiling, allocation and funding	1	1	2	3	3	3
2	Programme Management	Coordinate, direct and oversee the implementation of a set of related projects and activities	1	1	2	2	3	3
		Deliver organisational outcomes and benefits.	1	1	2	3	3	3
		Programme types and lifecycle	1	1	2	2	3	3
		Programme Sponsorship	1	1	2	2	3	3
		Funding	1	1	2	2	3	3
		Programme Reporting	1	2	2	2	2	2
3	Organisational Change Management	Culture and Behaviour Change	1	1	2	2	2	2
		Capability Development	1	1	2	2	3	3
		Organisational Roles	1	1	1	2	2	2
		Organisational Design	1	1	1	1	2	2