



Healthcare Project+
Change Association

PMO Roles and Responsibilities

Extracted from

NHS Project & Change Capability Framework

For Project and Change Professionals and Practitioners in the NHS

PMO

The role of Programme / Project Management includes a broad range of role categories that provides functional aspects to define and maintain the standards for project management within their organisation. The role categories will include (but are not be limited too) PMO Administrators or Analysts, PMO Specialists, and Project or Programme or Portfolio Management Office Managers. All of the typical role responsibilities and competency levels apply to all role areas that may fall under Programme / Project Management Office Management. A PMO Administrator is likely to be responsible for applying a limited number of operational or strategic functions independently or in situations of low complexity. A PMO Specialists is likely to require higher ratings for three of the competences, being the competences in Governance arrangements, Frameworks and methodologies, and at least one specialist competence from the following list: Schedule management; Budgeting and cost control; Risk, opportunity and issue management; Stakeholder and communications management; Reviews; Change control; Independent assurance; Business case, and Capability development. The Programme / Project Office Manager provides guidance, support and insight on the project, and acts as the source of all project information and metrics. This may extend to the implementation and sharing of best practice as well as the development and application of project procedures, tools and techniques in order to standardise methodologies and realise economies

PP Career Pathways		PMO				
AFC Band	6	7	8A	8B	8C	8D
Project Complexity	Very Low	Low	Moderate			High
Typical Role Responsibilities	The level of a role within the Project Delivery Profession is generally aligned to 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 LOW degree of uncertainty, 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 high profile or misaligned stakeholders and often need procedures and methodologies to be adapted to suit unique situations					
	Leadership	Contribute to the programme / project in the delivery of Business Case benefits and outcomes.	Lead to support the project in the delivery of Business Case benefits and outcomes. Champion the use of best practice project management standards and processes.	Provide visible and effective leadership, working with the project manager to deliver the Business Case benefits and outcomes. Lead the PMO, develop clear vision and standards and champion the use of best practice project management standards and processes. Build strong networks both internally and externally		



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Typical Role Responsibilities	Business Case	Contribute towards the preparation of refining and updating project and/or programme business cases that justify their initiation and/or continuation in portfolios in terms of benefits, costs and risks	Support the Project Manager in the development of Business Case with input from specialists as necessary		Take a lead supportive role with the Project Manager in the development of the Business Case and alignment with senior stakeholders	
	Budget	Assist with the development of budgets for projects and/or programmes and controlling forecast and actual costs against them.	Supporting in the development of budgets for projects and/or programmes and controlling forecast and actual costs against them	Developing and agreeing budgets for projects and/or programmes and controlling forecast and actual costs against them		Develop and agree budgets for projects and/or programmes and forecast actual costs against them
	Resource	Consolidating and documenting the fundamental components of projects and/or programmes and/or portfolios (scope, schedule, resource requirements, budgets, risks, opportunities and issues, and quality requirements).	Preparing and maintaining schedules of project and/ or programme activities and events, taking account of dependencies and resource requirements.	Manage the team and support the Project Manager in the identification, recruitment, development, deployment and reassignment of resources throughout the project lifecycle		Identify future project / programme / departmental capability and capacity needs to put strategies in place and deliver them.



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Typical Role Responsibilities	Stakeholder Management	Manage professional relationships with a wide range of internal and external stakeholders.	Managing stakeholders, taking account of their levels of influence and particular interests. and act as lead point of contact for some external parties. Draft and sign-off correspondence	Advise the project team on appropriate tools and techniques for managing stakeholder relationships. Provide assurance.		Manage and influence senior relationships across projects, the department and across government. Build strategic relationships with internal and external suppliers.	
	Risks & Issues	Assist with and maintain risk and issue logs, escalating as appropriate.	Identifying and monitoring project and/or programme risks (threats and opportunities), planning and implementing responses to them and responding to other issues that affect projects and/ or programmes.	Establish the project processes and standards for managing risks and issues. Provide assurance to the project manager on the effectiveness of Risk and Issue management arrangements.		Drive continuous improvement of Risks and Issues management process within the department. Driving innovation and introduce the latest learning from professional bodies and academic research	



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Typical Role Responsibilities	Governance & Assurance	Assisting with governance arrangements for the delivery of projects and/ or programmes that align with organisational practice.	Establishing and maintaining governance arrangements for the delivery of projects and/ or programmes (essential), defining clear roles, responsibilities and accountabilities that align with organisational practice	Support effective governance and decision making. Provide reporting and engage in mechanisms that hold you, as Project Manager, to account for delivery.		Held to account through the governance process. Provide all reporting as required by the SRO. Establish and manage Quality Assurance and Change Management processes.	
	Change Management	Provide facilitative support towards the development of protocols to change the scope of projects and/ or programmes and update configuration documents as required.	Provide specific support in area of specialism towards the development of protocols to change the scope of projects and/ or programmes and update configuration documents as required.	Establish and implement protocols to change the scope of projects and/or programmes and update configuration documents as required		Establish and implement protocols to change the scope of projects and/or programmes and update configuration documents as required.	



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Typical Role Responsibilities	Project Performance & Controls	Support in the establishment and operation of project controls with the Project Support Officer or Project Manager, reporting on project progress and status where appropriate within very low or low complexity level projects / programmes	Establish and operate project controls on behalf of the project manager, reporting on project progress and status to appropriate bodies. Identify common capabilities and opportunities for linking up, re-using and sharing of methods and resources between projects and programmes. Ensure learning from experience is disseminated across the organisation	Develop effective project control frameworks and strategies. Create a culture of continuous improvement and learning from experience. Identify interdependencies, common capability and opportunities across projects, programmes and the department. Identify common capabilities and opportunities for linking up, re-using and sharing of methods and resources and drive implementation to realise efficiencies			
	Guidance & Support	Identify and share best practice project management processes, tools and templates and benchmarks against industry standard. Provides direction and guidance to the project team	Identify, develop and share best practice project management processes, tools and templates and benchmarks against industry standard. Provides direction and guidance to the project team.	Ensure continuous improvement of project management processes and standards within the department, drives innovation and introduces the latest ideas and learnings from professional bodies and academic research. Provide direction and guidance across the department and government			
	Project Delivery Professional	Suitable for an individual who has gained experience of working in a Programme / Project Management Office or PMO as a PMO Officer, or PMO Specialist or equivalent project role. Suitable for someone transitioning from another role in the project environment.	Suitable for an individual who has experience of managing a PMO team, or as a project manager on a small to medium project, or as a work stream leader on a large project	Suitable for an individual who has experience of managing PMOs for progressively larger and more complex projects			



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Entry Route	Non-Project Delivery Professional	Not normally suitable for an individual with no previous Project Delivery experience. Capability assessment required to assess gaps and development requirements		Not normally suitable for an individual with no previous Project Delivery experience.			
	Typical Qualifications & Professional Memberships	<ul style="list-style-type: none"> • APM Project Fundamentals 	<ul style="list-style-type: none"> • APM Project Fundamentals • APM Project Management Qualification 	<ul style="list-style-type: none"> • Managing Successful Programmes Practitioner. • Agile Project Management Practitioner • Management of Risk Practitioner. • P3O Practitioner. • APM Practitioner Qualification. • APM Registered Project Professional 	<ul style="list-style-type: none"> • Managing Successful Programmes Practitioner. • Agile Project Management Practitioner • Management of Risk Practitioner. • P3O Practitioner. • APM Registered Project Professional 	<ul style="list-style-type: none"> • Managing Successful Programmes Practitioner • Agile Project Management Practitioner • Management of Risk Practitioner • P3O Practitioner 	