Government Project Delivery Profession

Project Delivery Capability Framework

For Project Delivery Professionals in Government

December 2021 (Version 3)

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Government Project Delivery Profession is part of Infrastructure and Projects Authority

What is the PDCF?

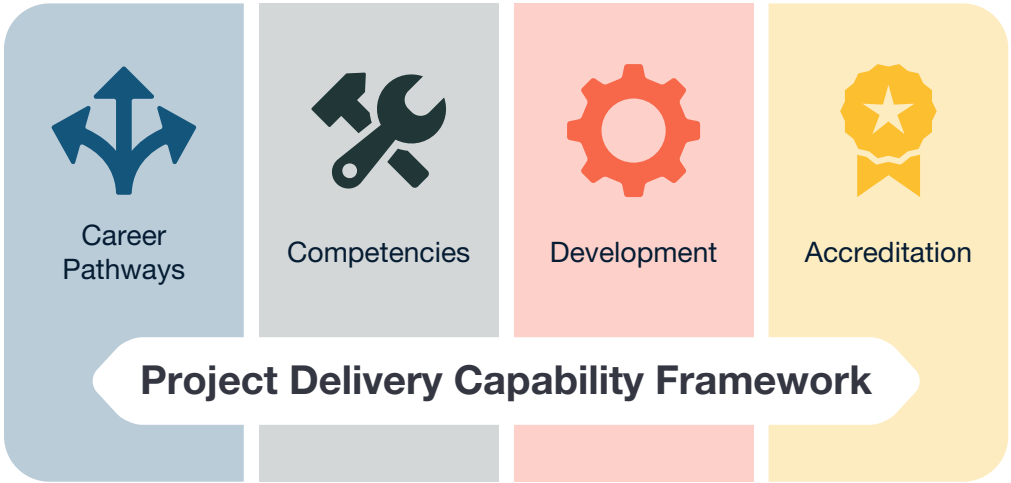
The Project Delivery Capability Framework describes the job roles, capabilities and learning for Project Delivery Professionals across government. It contains four elements:

- A **Career Pathway**/common set of job roles
- A set of **Competencies**
- A signpost for **Development** opportunities specific to job roles
- the criteria and process to obtain **Accreditation** as a Government Project Delivery Professional.

Who is it for?

The Project Delivery Capability Framework is for all Project Delivery Professionals or aspiring professionals.

It gives you, as part of the large and diverse Project Delivery Community, a common language to describe job roles, and the knowledge, skills and abilities needed to perform project work across all areas of government.



How do I access it?

The PDCF is presented as an online, interactive PDF with buttons, hyperlinks, bookmarks, and page transitions to allow you to navigate the tool in a simple, user-friendly way.

It will help you to reflect on your capabilities and development needs (or those of your team) and alongside the completion of the Government Online Skills Tool supports Government Project Delivery Profession Accreditation. It is a useful resource for both current Project Delivery Professionals and for anyone interested in moving into the profession.

How do I use it?

The PDCF provides a toolkit with information on Career Pathways, Competencies, Development opportunities and Accreditation to support your career development.

Using the framework, you can align yourself to one of the Project Delivery job roles. Each job role lists the required capabilities and capability levels for the role and it is recommended that you assess yourself against these to identify areas of strength and development.

For each capability, you should consider the behavioural indicators (or capability statements) in the Capability Framework and select a rating for each one.

When should I do this?

You should rate yourself against the capability areas for your job roles, and others you aspire to throughout the performance year. It is particularly important to do this as you discuss your personal development plan with your line manager during objective setting to agree the capability level (awareness, working, practitioner or expert level) you should be progressing towards during the performance year, or during your regular performance reviews. The Capability Framework is also the first step in the accreditation process and additionally sets out a range of learning opportunities to help in your development towards the next level or a different area of expertise.

Career Pathways

Career pathways overview

Career profiles

What is a Career Pathway?

Who is it for?

How do I access it?

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What is a Career Pathway?

A Career Pathway is series of defined and connected job roles which often feature at different levels. A Career Pathway also describes the expected responsibilities, skills and experience required for each role at each level.

A Career Pathway enables people to identify what is expected for each role at each level, and to see how they might progress or develop through different job roles and levels. Some individuals may use a Career Pathway to advance over time to successively higher levels. This progression can happen in the same role or a different one. Each step on a career pathway is designed explicitly to ensure individuals gain the right skills and experiences to be effective at that level, and to help them prepare to progress to the next level as applicable.

Who is it for?

The Project Delivery Career Pathway is for all government staff working in a Project Delivery role, or any who want to find out more about what is required in different project roles. It is also for some members of the wider public sector who have adopted our model.

How do I access it?

Through this interactive PDF.

When should I do this?

You should regularly review the Career Pathway and make sure you are familiar with it. It is particularly important to do this when you are considering a job move, as you discuss your personal development plan with your line manager, and during objective setting to agree the capability level (awareness, working, practitioner or expert level) you should be progressing towards during the performance year and during your regular performance reviews.

The Project Delivery Capability Framework also offers a range of learning opportunities to help you develop towards the next level or a different area of expertise.

Links with other professions

The roles outlined in the Project Delivery Career Pathways are the core roles for the Project Delivery Profession.

In addition, there are many other roles that are needed to successfully deliver projects. These roles are not included in our framework but you will find information on them within the frameworks of other professions, such as, Digital, Data and Technology (DDaT), Commercial, Finance, Policy, HR, Security, Property, Operational Delivery, Communications and Analysis.

Project Delivery Career Pathways

Click on job role for an overview.

Click on ● for a grade-specific description.

		Civil Service grades							
		EO	HEO	SEO	G7	G6	SCS 1	SCS 2	SCS 3
Leadership	Head of Profession						●	●	●
	Senior Responsible Owner					●	●	●	●
	Portfolio Manager / Director				●	●	●	●	
	Programme Manager / Director			●	●	●	●	●	●
	Project Manager / Director		●	●	●	●	●	●	●
	PMO Manager / Director				●	●	●		
Project Delivery Specialists	Portfolio Analyst		●	●					
	Project Planner	●	●	●	●	●			
	Resource Manager		●	●	●	●			
	Business Case Manager	●	●	●	●	●			
	Assurance Manager	●	●	●	●	●			
	Configuration Manager	●	●						
	Project Support Officer	●	●	●					
	Governance and Reporting Manager	●	●	●	●	●			
	Risks and Issues Manager	●	●	●	●	●			
	Advisor						●	●	
Business Analysis and Change Specialist	Stakeholder Manager	●	●	●	●	●			
	Benefits Manager	●	●	●	●	●			
	Business Change Manager	●	●	●	●	●			
	Business Analyst	●	●	●	●				

Project Delivery Career Pathways

You can also click on ● for grade-specific descriptions

Links with other professions

The roles in the Project Delivery Career Pathways are the core roles for the Project Delivery Profession. In addition, there are many other roles that are needed to successfully deliver projects. These roles are not included in our framework but you will find information on them within the frameworks of other professions, such as, Digital, Data and Technology (DDaT), Commercial, Finance, Policy, HR, Security, Property, Operational Delivery, Communications and Analysis.

Project Complexity

The broad range of projects delivered across government varies significantly in terms of their nature and the challenges they present. This can make it difficult to draw a direct comparison between them. There are various methodologies used to determine project complexity across government projects.

In general, the more complex a project is the greater level of expertise and experience is needed to manage the project. This is why we have shown a correlation between the job roles in the Career Pathways and the level of project complexity. This is for guidance only and should not be used as an absolute measure. You should also be mindful that there will always be a range of grade levels within a project team.

The following words have been used within the Career Pathways to describe this grade / complexity relationship:

The grade level of roles 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 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.

Career Profiles

Fiona Spencer
Director, Function, Profession and Standards, IPA

Steve Vine
Portfolio Director, Defra

Neil Wolstenholme
Programme Director, HMRC

Avi Ghosh
Head of Portfolio Management Office, DIT

Adrian Davis
Project Manager, BEIS

Lorraine Russell
Deputy Director, MoJ

Kartilk Kumar
Sponsor Advisor & Governance, DfT

Jack Waters
Change Office/UC, DWP

Florence Grieve
Project Support Officer, MoD

Career profile – Fiona Spencer (page 1 of 2)

Background

As government head of profession for project delivery, I'm responsible for leading work on improving standards and building project delivery capability, working with project professionals across government departments and the wider public sector.

I started out as a policy fast streamer in government but very quickly I worked out that I was much more interested in how policies were actually delivered on the ground – and that took me increasingly into jobs which involved project delivery and transformation, which is where I've spent most of my career.

Over the 33 years I've worked in government, I've led a number of major projects, mostly involving transformation, technology and property. I've also managed two major portfolios, including four years as chief portfolio officer in the Home Office. For 14 of those years, I worked part-time while my children were young, including job-sharing a programme director role, and moving from Grade 7 to director over that period.

Key experience

I started out on small projects – my first real project delivery job was as the project manager for implementing electronic monitoring for offenders as an alternative to detention – and gradually worked my way up to increasingly complex leadership roles as programme director, senior responsible officer (SRO) and portfolio director.

I've also done a number of roles in policy, operations and corporate services along the way, which has helped me understand the range of different stakeholder perspectives that need to be considered in any project delivery role.

One of the best moves I made early on was to get experience of financial management. I thought I'd hate it but found that I really enjoyed it, and it's been a skill that's been really important in project delivery leadership roles.

What attracted you to the IPA?

Working in the IPA is endlessly fascinating, as our work supports delivery of all major projects across government. So you're working on projects that will have a major impact on the delivery of infrastructure and public services, delivering lasting change for people in the UK.

Fiona's journey

BA French University of Birmingham **1978-82**	**MA, PhD French** University of Birmingham **1982-86**	**Researcher** King's College, London **1986-87**	**Fast streamer** Prison Service and Home Office **1988-89**	**Private Secretary** Home Office **1989-91**	**Project Manager** Probation Unit, Home Office **1991-92**	**Project Manager** Citizen's Charter Home Office **1992-94**	**Policy Advisor** Human Rights Home Office **1994-98**	**Team Leader** Police Finance Home Office **1998-99**	**Head, HR Planning and change programmes** Home Office **1999-2001**

Career profile – Fiona Spencer (page 2 of 2)

Career highlights

I love my current job – the changes we're putting in place, like the Government Project Delivery Framework and Government Projects Academy, will transform government project delivery over the next few years. But I've had so many other great experiences working in government – ranging from being a minister's private secretary to being part of the Home Office's work to deliver a safe and very successful Olympics in 2012. From a project delivery perspective, it was probably signing off, as SRO, the final return on investment report on a really hard, four-year major IT project – we exceeded our targets, got a green benefits review and saved over £140m for the taxpayer. A good day.

Personal development

My first degree and postgraduate research were in modern languages, so a long way from project delivery. My early development in the Civil Service was around core management and leadership. I also picked up some project delivery skills along the way, but to be honest most of my real development was on the job, supported by somegreat mentors. I was then lucky enough to be nominated for one of the early cohorts of the Major Projects Leadership Academy (MPLA), which is a fantastic learning experience for anyone involved in leading major projects. It also spurred me on to do a master's research degree on project delivery, which I'm just completing, and also to apply for APM Fellowship (FAPM), which I was delighted to gain last year. I was also delighted to have recently become one of the first Master Practitioners under the Government Project Delivery Profession accreditation scheme.

Career advice

Don't be afraid to try new things – it helps you work out what you enjoy doing, which is really important in starting out on any career. And stay flexible – it's a long game and things change. What matters is building up a strong bank of experience and expertise along the way, so take all the opportunities you can to learn and gain professional accreditation, it will serve you well over the course of your career.

What do you like to do in your free time?

Gardening – digging, making things grow and getting my hands dirty – is a really good counterbalance to work. Whenever I get the chance, I also like running, cycling, hill-walking and cooking. My grandmother was a baker and I learnt a lot of skills from her, so there's been a lot of lockdown bread baking.

Fiona's journey

Head, Mental Health Unit and Programme Director, DSPD
Home Office/Dept Health
2002-03

Head, Performance and Delivery Unit
Home Office
2003-06

Strategic Programmes Director
UK Border Agency
2006-08

Director of Shared Services
SRO for major IT, estates and shared services programmes, Home Office
2008-2013

Director of Transformation
Home Office
2013-2015

Chief Portfolio Officer
Home Office
2015-2019

Director, Function, Profession and Standards
IPA
2019-present

Career profile – Steve Vine (page 1 of 2)

Background

From setting off to the US as a young systems engineer to realising a long standing ambition to work on environmental issues, my career has followed opportunity rather than a plan. I spent 10 years working in a global outsourcing organisation before moving to a small management consultancy and then setting up my own business. Along the way, I developed a strong preference for working on government and non-profit initiatives and this led me to join the civil service in 2014.

Key experience

Delivering change can be a bit of a roller coaster and the last 20 years has brought me a fair share of highs and lows. The causes of success and failure are familiar and well documented. Knowing the pitfalls is one thing, avoiding them in the real world is another, particularly in the complex operating environments that exist in the public sector. The key thing that underpins a good project is the people and the relationships that we develop thought the delivery system.

What attracted you to Defra?

Defra has one of the most ambitious reform agendas in Whitehall. From tackling climate change and net-zero, to improving food sustainability and the rural economy, we are transforming the way we live and the environment we live in. Having previously worked at the Cabinet Office and MoJ, moving to Defra was an opportunity to help lead a major delivery department through a period of significant change.

Career highlights

Going back a few years, a celebratory beach BBQ on the Isle of Lewis following the successful launch of the Consumer Direct service. The project had gone well, but the real highlight was seeing the benefits first-hand. The service empowered people with knowledge and confidence in their rights, and locating it on the island had a significant impact on the local economy. It was one of my first projects in the public sector and it opened my eyes to the difference that government projects can make to both the general public and local communities. More recently, reflecting on the success of the NHS 111 service. It taught me an important lesson that transformational change doesn't come easy.

Steve's journey

Electronic Engineering
Liverpool University
1987-90

Systems Engineer
Electronic Data Systems
1990-97

IT Consultant
Centrobe
1997-2000

Management Consultant
Detica
2000-10

Career profile – Steve Vine (page 2 of 2)

Personal development

I have learnt most from experience and colleagues. People are at the heart of good projects and leading change requires a good understanding of yourself and human behaviour more generally. Over time, I have come to appreciate my own limitations and the strength that diversity brings to any team. Attending the Major Projects Leadership Academy has helped me consolidate that learning and be more confident leading change.

Career advice

Be useful. Be yourself. Have fun.

What do you like to do in your free time?

Setting aside an unhealthy interest in maps and exploring, my free time is all about family, sport and music. Our four children are grown up but still keep us busy. Playing, watching and talking about sport takes a lot of time and there is always music playing in the house. Occasionally I pick up one of many guitars or, for some peace and quiet, walk the dog along a beautiful stretch of the River Ouse near where we live.

Steve's journey

Director
Catervine
2010-14

Operations Manager
Major Projects Authority
2014-16

Change Director
MoJ
2016-2020

Portfolio Director
Defra
2020-present

Career profile – Neil Wolstenholme (page 1 of 2)

Background

On finishing College I decided that I really didn't want to go to University (not having the grades helped with that decision) so I applied for a role as an Admin Assistant for two months in what was then DHSS. Some 35 years later I think I can claim to having had a 'career' in the Civil Service. Much of which hasn't been really planned but follows a series of opportunities only the Civil Service could offer.

Key experience

In the last 25 years or so I've worked in various roles in Programme and Project Delivery. What I really love about working in this profession is the diversity of roles and ever changing landscape that (it feels like!) throws up new challenges daily. I've been a developer of training material, producer of guidance, a project and programme manager and Head of a Programme Management Office, delivering Transformation and Information Technology Programmes. It would be true to say that in some of these I've experienced real challenges, difficult times and in some, real successes, but in all I have had the privilege of working with many great people who I have been able to learn from as well as a sense of really being able to make a difference.

What attracted you to HMRC?

I've worked in two large departments, DWP and HMRC, as well as a stint in the Cabinet Office. In my role as Director of HMRC Change Portfolio I am in a really privileged position. I get a real oversight of all that is going on in Transformation in HMRC, with the opportunity to discuss and (hopefully) resolve issues impacting many of the programmes in the portfolio. We have Major IT transformation, using sophisticated digital tax accounts and other online services as our main way of interacting with customers, making it easier for them to see all their affairs in one place. We have also played a major part in many of the government COVID-19 response schemes, supporting the economy and many people through a very difficult time. For my part, this involved advising on our capacity and capability to deliver all that was asked of us, making real use of effective Portfolio Management. With nearly seven years as Deputy Head of PPM Profession, I do feel very strongly that we can only be successful in programme delivery if we have the right people with the right skills. In this role I've been privileged to be involved in cross-government discussions on where the profession is heading and how we can build capability. Initiatives

Neil's journey

Joined Civil Service
Operational Delivery
1984

Major Welfare Reform
DWP
1993

Tax Credit Office Training Officer
DWP
1997-2001

Project Manager
DWP
2001-05

Portfolio and Planning Analyst
Jobcentre Plus PPM
2005-08

Head of DWP IT Directorate PMO
DWP
2008-12

Career profile – Neil Wolstenholme (page 2 of 2)

such as the new Project Delivery Capability Framework with standard role descriptions and competencies across all grades; developing Government Standards for project delivery; and creating a real identity for the profession across government.

Career highlights

There have been many, but Would have to be when I found out I had been awarded an OBE in the Queen's birthday honours in 2013, for services to project delivery in government. I still am not absolutely sure why I was nominated as I have always felt working in projects is essentially a team sport, but needless to say the joy on my families face was amazing, as was the experience of taking my parents to Buckingham Palace.

Personal development

– careers office to MBA now MPLA

I have learnt most from working with and for amazing people (I have also learnt from those not so amazing). Having not gone to University, through my career I have taken advantage of opportunities from sources such as the Open University and the APM. I was also fortunate enough to gain an MBA at Leicester University and recently successfully completed the Major Projects Leadership Academy, which I have to say has proved to be one of the most challenging and rewarding things I have done.

Career advice

Build relationships, be respectful, act with integrity, build your resilience but most of all, make sure you are doing something you enjoy.

What do you like to do in your free time?

Having always been involved in sport but with my football and cricketing 'career' behind me, I am now enjoying playing golf and hoping to get my five handicap down with extra lessons. We are blessed to live on the West Lancashire coast, only 45 minutes from the Lake District and with my three kids all grown up, we love simply chilling out on long walks, with our Border Terriers. We also have an amazing social life with some great friends. If pressed I'd also confess to a love of cooking and good wine.

Neil's journey

Senior IT Programme Manager	Head of Portfolio Office Civil Service Reform	Operations Lead	Deputy Director HMRC Head of Assurance	Programme Director EU Exit	Interim Director HMRC Change Portfolio	Programme Director
DWP	Cabinet Office	MPA	HMRC	HMRC	HMRC	HMRC
2012-13	**2013-14**	**2014-15**	**2015-2018**	**2018-2019**	**2020-2021**	**2021-present**

Career profile – Avi Ghosh (page 1 of 2)

Background

I'm currently Head of the DIT Portfolio Management Office at the Department for International Trade. My role is to monitor the performance of our major programmes and projects in DIT, while providing them with best practice and advisory to support their delivery.

I always had a passion for delivery and soon found out that working on programmes and projects across government gave me that unique opportunity to deliver tangible outputs.

I have never been one to sit down and do the same day-to-day business as usual role. I get bored! A career in PPM gives you that flexibility and wide range of options to experience different delivery environments in some amazing Departments.

Key experience

Experience counts they say? If there is one profession where experience does count it has to be in the Project Delivery space. You can go on as many project management courses as you like but hands on experience is the best learning to date.

I have over 15 years' experience in project delivery across a variety of government departments. They have ranged from key transformational programmes in justice, digital, education, EU Exit and trade, while also working strategically in Portfolio and Project Delivery Functions.

I specialise in mobilising PMOs and PD Functions, while supporting programmes to move from concept into delivery. It's a growing area and there is more of a focus on projects than ever before.

Working in Project Delivery in the Civil Service gives you access to work on some of the most important programmes/projects in the UK. What is unique about them all is that they make a difference and that is what is so great about my career. Each role I have played on a programme has been unique and presents different challenges and rewards.

What attracted you to DIT?

Department for International Trade is one of the youngest departments in government. The opportunity to join a department with a large requirement to involve specialists who can help shape the business and how we deliver programmes was very appealing. There is flexibility here to shape what good project delivery looks like and you are not constrained to set ways of working like the more

Avi's journey

Portfolio Management, Project Assurance and Centre of Excellence – various roles
Ministry of Justice
2005-2014

Head of PMO – Various Programmes
Ministry of Justice
2015 – 2017

PMO Lead, Apprenticeships Reform Programme
Department for Education
2017-2018

Career profile – Avi Ghosh (page 2 of 2)

established departments. Plus, we work on some fascinating projects internationally.

Career highlights

One of my biggest achievements was establishing the DIT EU Exit Portfolio Management Office at pace during an ambiguous period. It was hard work but very rewarding, as we saw our key projects deliver on time. But one major highlight is meeting some amazing people in project delivery, a great diverse community, who are passionate and have some great stories.

Personal development

The Civil Service is spot on for career development. Year-on-year, you get access to great learning opportunities. I have gained multiple qualifications across project delivery, with the latest being the Project Leadership Programme qualification from Cranfield University. It is for senior project leaders in government, and it really does compliment your career after you build up experience in project delivery.

Career advice

Network! You soon realise that meeting with fellow PPM professionals across different government departments gives you free access to a wealth of knowledge on how to do PPM. Tap into their experiences.

What do you like to do in your free time?

I support Coventry City and follow them, where I can, up and down the country. I also love travelling and airplanes (bit geeky), but they go hand in hand. But my kids take up most of my free time these days!

Avi's journey

Head of Programme Management, Trade Agreements Continuity Programme
Department for International Trade
2018

Head of DIT EU Exit Portfolio Management Office
Department for International Trade
2018-2019

Head of DIT Portfolio Management Office
Department for International Trade
2019-present

Career profile – Adrian Davis (page 1 of 3)

Background

I joined the Civil Service in my 20s having graduated from university and spending a few years working in sales and teaching. I started as an Administrative Assistant (AA) in the Civil Service and worked my way up through various public facing operational roles. I really only thought I'd be working in the Civil Service for a few weeks. Twenty-three years later, I'm still in the Civil Service and have considerably more responsibilities. These days I'm a Project Delivery Professional at the heart of some of the most challenging project management work the UK has ever seen. So, I guess this counts as the longest summer job I've had.

When I made the jump from the operations profession to the project delivery profession, it was to take up a project planner role. I found I had a real passion for planning, having that passion and interest in the role, fuelled my progression from a level 1 planner to a level 4 planner over a period of about 10 years.

I have undertaken other project delivery support roles during my career: Project Support Officer, Resource Manager, PMO Manager, Project Manager, Assurance Manager but but my planning has always remained as a bedrock for me. Planners are a bit like navigators. They make the journey easier if they can help the driver take the quickest, safest route. A background in planning has helped me avoid delays, difficult routes and occasionally nasty accidents in pretty much all my project delivery roles.

Key experience

As a level 1 planner, I spent most of my time using planning tools like Microsoft Project to crunch data for small business process improvement projects. I would use the tools to logically work out 'when' work can be done and 'who' will have the capacity to do it. Through close working with project managers and their teams, I would also find out 'what' work needed to be delivered and 'how' it would be delivered. Putting the 'when, who, what and how' together into a plan, is a truly collaborative effort and can't all be done from behind a screen.

At level 2, I was attending management meetings and presenting, across a range of projects and several non-complex programmes. As well as applying those collaborative principles to help and enable others to get the most out of their plans. At level 3, I went onto plan ever more complex and demanding projects and

Adrian's journey

AA – Clerk
DWP
1997-1998

AO – Account Controller
Child Support Agency
1998-2000

EO – Team Leader
Child Support Agency
2000-2002

EO – Planner
Child Support Agency
2002-2008

HEO – Planner
Identity and Passport Service
2008-2009

Career profile – Adrian Davis (page 2 of 3)

programmes. Presenting to project and programme boards, as well as putting in place relationships, tools and processes for multiple teams to align their plans and manage cross cutting dependencies. At level 4, I was embedding planning frameworks across portfolios and overseeing the embedding of project and programme planning standards. As well as navigating portfolios of multiple programmes and project plans, providing analysis and insight to strategic decision makers and portfolio boards.

What attracted you to your current department?

The rich development opportunities in the Civil Service can't be beaten. I've worked on so many different projects and programmes and learnt so much. I really don't think you could get that variety anywhere else but in government.

Career highlights

In 2020, I received BEIS's award for 'Outstanding Contribution to the Project Delivery Profession'. The equivalent of a 'lifetime achievement' award. It was rather humbling and gratifying to receive it. Sadly, we were all in lockdown at the time so there wasn't an award party. But the award is rather pretty and sits on my desk at home and always makes me smile when I see it.

Personal development

Undertaking training, such as PRINCE2 and APM, early in my career equipped me with better technical knowledge. That increase in understanding and the confidence boost from gaining accredited professional qualifications gave me a lift to progress in my career. I'll always be grateful to my line managers, insisting I gave them a 'training consolidation' plan before they'd put me forward for any course. Because it was consolidating that learning straight after training, putting the knowledge from those courses immediately into practise, that really made the difference in my development. I've continued to augment my technical know-how over the years, dipping into YouTube videos on subjects that benefit my work, attending conferences and seminars on project delivery practise, and I have quite a considerable library of project delivery books these days and have even contributed as an editor to one.

I've found using coaches and mentors really helps me turn my reflections of my on-the-job experiences into actual learning. Participation in professional bodies, forums and communities of practise have been invaluable source of growth as well as learning from others who share similar challenges but not necessarily in the same business or roles as me, has given me a wider perspective and quite often a new way to approach a problem.

Adrian's journey

SEO – Planner
UK Border Agency
2009-2012

SEO – Planner
Home Office
2012-2013

Grade 7 – Planner
Department of Energy and Climate Change
2013-2016

Grade 7 – Project Manager
Infrastructure and Projects Authority
2016-2017

Career profile – Adrian Davis (page 3 of 3)

For a large part of my career, I specialised in planning and scheduling – becoming an APMG Planning Scheduling and Controls Practitioner, sponsor of a specialist interest group on Planning in my department and the lead on planning training. When I made a direction change and moved into other project delivery roles, it really brought home to me the value of the development I had gained over the years in my behavioural skill set. Project Delivery is such a people-focused profession, behavioural skills are vital. The Project Leadership Programme (PLP) has been a fantastic boost to my personal development, and I can't rate it highly enough. For me, completion of the course felt like a career step change and really opened my eyes to the impact I can make in the future.

Career advice

I was five years into my Civil Service career when I made the jump from leading a team in operations into a project delivery role. I nearly didn't, as project management seemed too difficult for the likes of me. But by taking an introductory course in Project Management (APM) and getting a qualification, I gained the confidence to go for the role. Attending a 'good' professional development course gave me a real thirst for learning about project management. Over the years I've attended many more courses, joined and participated in lots of forums and most importantly taken the time to learn on the job and from those around me. My advice, is don't stop learning, make full use of the rich development opportunities and the expertise across the profession. Project Management is as much art as it is science. The more you learn, the more you can innovate.

What do you like to do in your free time?

My degree was in Performing Arts, so its no wonder I have a little bit of the acting bug. It comes out in my hobby – live action roleplaying (LARP). Where other participants and I get to act roles in an adventurous story for a weekend. Very theatrical and great fun and there isn't a Gantt chart to be seen.

Adrian's journey

Grade 7 – Assurance Manager
Department for Business, Energy, and Industrial Strategy
2017-2019

Grade 7 Project Delivery Business Partner
Department for Business, Energy, and Industrial Strategy
2019

Grade 7 PMO Manager
Department for Business, Energy, and Industrial Strategy
2019

Grade 7 Project Manager
Department for Business, Energy, and Industrial Strategy
2020-present

Career profile – Lorraine Russell (page 1 of 3)

Background

I started in the civil service in November 2001, I spent 4 years working in various roles within Jobcentre Plus while studying for my second degree in Public Health Nutrition before moving to the Food Standards Agency which is where I began my career within Project Delivery.

I worked on several public health programmes a particular highlight was seeing some nutritional information I had produced in the supermarket as well as being part of a team that produced an advert that premiered in an ad break during Ant and Dec's Saturday Night Takeaway!

Since leaving the Food Standards Agency I have worked in several different government departments delivering a range of projects and programmes; from new communications platforms for the Emergency Services and others, implementing the Modern Slavery Strategy and writing the government response to the Transparency in Supply Chain provision, designing the future phases of the Heathrow Expansion Programme, defining the benefits of Smart Meters to non-domestic consumers, leading a global science programme conducting research into anti-microbial resistance and diseases with epidemic potential to leaving the Civil Service temporarily to work for the Metropolitan Police and London Fire Brigade to set up a pan London programme delivering better collaboration across the Emergency Services and back again designing and standing up Portfolio's in the Government Security Function and the Geospatial Commission in the Cabinet Office. My most recent role before moving to the Ministry of Justice was Deputy Head of the Project Delivery Function of the Ministry of Defence. I think its safe to say my career to date has been interesting, challenging and varied with lots of tangible outputs.

Key Experience

Experience, being organised and having an eye for detail as well as transferable skills are massively important in the project delivery profession… its doesn't matter how many courses you go on nothing beats the learning you get "on the job"

I have been very fortunate to have worked on some amazing projects over the last 14 years in a variety of roles and departments with some very experienced people. This has definitely developed the passion and enthusiasm I have for Project Delivery being able to consolidate my formal training by learning how to apply it to the many roles I have worked in has been invaluable.

Lorraine's journey

New Deal for Lone Parent Adviser
Jobcentre Plus
2001-2007

PMO Manager, One Agency Transformation Programme
Food Standards Agency
2007-2008

Project Manager, Contact Centre Project
Food Standards Agency
2008-2010

PMO Manager
Office of the Public Guardian
2010–2011

Non Domestic Benefits Manager Smart Meters
DECC
2011-2012

Stakeholder Engagement and Dependant Programmes Manager, ESN
Home Office
2012-2015

Career profile – Lorraine Russell (page 2 of 3)

Developing the ability to translate sometimes very technical information concisely is definitely a skill I have developed over the years.

More recently I realised that my true passion lays in what I call the advice and governance (with a capital G) side of Project Delivery and introducing this way of working to new areas like policy for example. Being able to shape how projects are being delivered by developing tailored theme based frameworks as well as ensuring our people are trained and have the support to deliver their projects is just as rewarding as working on the delivery side.

What attracted you to MoJ?

The Ministry of Justice has a very good reputation for excellence in Project Delivery… it also has one of the largest portfolios with a really good mix of policy, infrastructure and transformation projects so it was an ideal move for me.

Career highlights

There have honestly been so many! I would have to say my stint working for the Met has to be one of them being able to design and stand up a joint project between three very different organisations was as rewarding as it was challenging, delivering the Project Delivery Functional Strategy for Defence in a pandemic and being new in post was another massive achievement, delivering what is now the UK Vaccines network 6 years ago and hearing how this work has influenced the UK COVID response on a Downing Street briefing has to be up there as well. Even in my current role it is hugely rewarding to see how the interventions of me and my team are helping to shape how projects are delivered across the MoJ. Lastly, I would have to say having colleagues especially those from minority backgrounds contact me to say I have inspired them or asking me to coach or mentor them has to be a highlight and a very humbling one at that.

Personal development

Finding the right balance between experience and technical and leadership learning is vital! I have also been very fortunate to have worked with some amazing people over the years... It has meant that I have been able to consolidate my technical learning working in the roles I have done has been invaluable. More recently I have completed the Projects Leadership Programme which has been hugely beneficial in developing as a leader.

Lorraine's journey

Senior Policy Adviser, Modern Slavery Strategy
Home Office
2015

Head of PMO, Safeguarding Directorate
Home Office
2015-2016

Programme Manager, Global Health Security Programme
Department of Health
2016-2017

Strategic Planning Manager
Heathrow Expansion Programme
2017

Programme Manager, Blue Light Collaboration Programme
Metropolitan Police/London Fire Brigade and London Ambulance Service
2017-2018

Career profile – Lorraine Russell (page 3 of 3)

Career advice

I would encourage anyone to work in Project Delivery... it has become the way government delivers its agenda. Its also the only profession that allows you to develop skills in other areas like commercial or policy for example. If PD isnt for you? Pick a career anchor that you are passionate about, never doubt yourself, build your network, always treat others with respect and never be afraid to be your authentic self!

Free time

When I am not at work like to practise Yoga and Pilates, I built a terrace garden during lockdown and have been hooked on gardening ever since, I love cooking (apparently I am quite good), I am an avid follower of fashion and when I am not reading the latest edition of Vogue, trying out recipes, going to lovely restaurants or practising my downward facing dog. I can be found cheering on or booing Arsenal FC at the Emirates Stadium every other weekend.

Lorraine's journey

Head of Project Delivery
UK Export Finance
2018-2019

Head of Portfolio Management, Geospatial Commission
Cabinet Office
2019

Head of Portfolio Management Office, Government Security Function
Cabinet Office
2019-2020

Deputy Head Project Delivery Function
Ministry of Defence
2020-2021

Deputy Director, Head of Project Delivery Standards, Capability and Expertise (Interim)
Ministry of Justice Project Delivery Function
2021-present

Career profile – Kartik Kumar (page 1 of 2)

Background

I joined Civil Services in 2020 in Department for Transport within their Road Investment Strategy Client (RISC) team. My role provides me with an overarching view of project sponsorship across all the Tier 1 projects (all Strategic road schemes over £500M) and enables me to implement a consistent approach towards the project through the sponsorship role whilst identifying any potential challenges and hurdles that a project may face from ongoing parallel work in different government organisations. Additionally I have the responsibility for developing the skills and capability of the project sponsorship team within RISC to ensure the department has the resources to deliver projects to meet the wider government priorities.

Key Experience

I have over 10 years of experience working on some highly challenging and complex projects in a fast paced and political environment within the transport industry covering rail, urban transport, port, freight, and aviation sectors. Through my experience I have developed my ability to see the bigger picture and the skills to think critically, identify problems, formulate strategies, deliver clear communication based on a robust evidence base, innovate, and improvise processes to deliver the projects in the most cost-effective and timely manner.

What attracted you to DfT?

I possess a strong sense of purpose in the work I do and believe in contributing towards the continued betterment of society through my work. The work undertaken by my current team aligns with my core beliefs and plays an integral part in helping achieve the wider departmental objective of growing and levelling up the economy and improving the transport for users.

Career highlights

Being fairly new to civil services, the work we undertake is fast paced. In a short span since I have worked in the department, the high points for me would be the effective collaborative working with our ALBs to undertake work to improve consistency across project delivery of strategic road projects through the sponsorship role as a client.

Personal development

Through my career, I have developed myself by identifying gaps in my knowledge whilst working on projects

Kartik's journey

PDIP and Tier 1 Governance Advisor, RISC
Department for Transport
2020-ongoing

Career profile – Kartik Kumar (page 2 of 2)

and then fulfilling those gaps by taking necessary trainings and course. Taking part in lunch and learn sessions have been helpful to gain better understanding of subject matter and the most important element that has definitely helped me develop is reaching out to my peers in the industry and learning as much as possible from their experience.

Career advice

My advice to anyone new or slightly less experienced Civil Servants would be – do not be shy in reaching out and asking the question. The work we do is important and can be overwhelming at times but reaching out to people and asking for guidance/steer always makes it easier. The other suggestion would be to ensure that they identify any training needs or opportunities with their managers and get themselves on those course. Self-development is not only crucial for personal growth but it is highly advocated within the Civil Services.

Free time

In my free time I unwind by going for walks, catching up with friends, updating myself on latest technological advancements and trying my hand at cooking anything I see on Master Chef.

Kartik's journey

Senior Project Sponsor, RISC
Department for Transport
2021-ongoing

Career profile – Jack Waters (page 1 of 3)

Background

Despite a relatively short career so far compared to most, I've had a variety of roles which have taught me several leadership and project delivery skills.

My first experience of the Civil Service was during my placement year whilst at university in 2016.

I went to university in Bristol and managed to secure a placement at Defence, Equipment and Support at Abbeywood in the newly created Project Controls function. It introduced me to the Civil Service and project delivery.

I loved my experience of project delivery in my placement year. I was fortunate enough to secure a place on the Project Delivery Fast Stream. My first Fast Stream role at the Department for International Trade was as a Project Support Officer for 12 months, where I supported and led several projects to attract international investment into UK major projects.

I then moved to an Internal Controls role at BEIS where I worked on improving the controls and assurances that the department had in place to strengthen risk management.

Following my six months at BEIS, moved to King's Health Partners on secondment to manage an NHS England-commissioned project to pilot integrated care for patients with type one diabetes and eating disorders. This was a brilliant opportunity to work with our incredibly talented NHS which is an experience I will always be grateful for.

I then took up a role in DWP as a project manager in the Unity Programme, where I led the Integration work of a project to TUPE transfer around 900 people into the department from an external organisation. My current role is Head of Director General Change & Resilience Group and Universal Credit SRO Private Office. I head up the office of the DG with oversight of some of the biggest projects in government, including Universal Credit, one of the largest programmes in Europe, is a fantastic experience. I'm already learning a considerable amount about how senior governance works in major government projects and programmes, developing my capability as a Project Delivery professional further!

Key Experience

Stakeholder management: The variety of roles that I have had has resulted in me needing to manage vastly different groups of stakeholders. I've learned how to tailor my communication style to influence them in different ways. It

Jack's journey

Internal Controls, Artillery Systems
Defence Equipment & Support
2016-2017 (University placement year)

Project Support Officer, Capital Investment
DIT
2018–2019 (Fast Stream)

Career profile – Jack Waters (page 2 of 3)

isn't always possible but I've learned a few tips and tricks over the last few years to help. I'm continuing to develop this skill however, especially in the senior official and ministerial space which is much more complex than the stakeholder landscapes that I have previously managed!

I've worked on projects and programmes of varying scales, and subsequently had a variety of budget sizes to manage. I've developed the cost and resource profiles from scratch several times so have a good understanding of how to flex resource utilisation to keep projects to budget, whilst also ensuring that sufficient resource is available at the busiest points of the project to ensure that we deliver to time and quality too.

I've also had the opportunity to take a central role in project planning for several projects, from drafted to refreshing business cases, to scheduling, to resource and cost profiling as mentioned above. At the start of my career I would just want to jump in and start delivering the projects that I was managing but I now appreciate that planning is the most important part of the programme.

What attracted you to DWP?

DWP has some of the biggest projects and programmes in government, almost all of which directly impact the lives of people across the UK. This is hugely motivating for me.

There's a growing Project Delivery profession within the department which has an ambition to grow at pace and be at the forefront of the profession across government, whilst also providing development opportunities to those within the profession. I have found that where I have identified skills gaps or areas that I would like to further develop there is always someone that is happy to assist and give me an opportunity to do so. There is also a wide range of mentors and coaches, especially in the project delivery profession, that continue to help me with my career progression.

Career highlights

One of my first tasks when joining the Civil Service was to organise a breakfast event at No.10 for forty of our biggest global investors. Although it was a bit of a baptism of fire, it went really well and showed me that if you fully throw yourself into something you can achieve whatever you set your mind to. Although not a huge achievement in the grand scheme of things in hindsight, it is important to celebrate the small wins as they often lead to bigger ones!

Leading on the integration of around 900 staff into DWP was a huge achievement. Bringing two organisations together always creates cultural problems so to be able to ensure that colleagues had a smooth transition into the department was a huge success both personally and for the programme.

Jack's journey

Internal Controls Manager, Internal Controls
BEIS
2019-2020 (Fast Stream)

Project Manager
Institute for Diabetes, Endocrinology & Obesity – King's Health Partners
2020 (Fast Stream)

Career profile – Jack Waters (page 3 of 3)

Personal development

When moving roles, I have found that it is always best to look for those that are outside of my comfort zone and will help me to develop project delivery skills that I lack. I do this by identifying a role that I would like to do and ask myself 'what skill gaps do I need to plug in order to get that role?' and then go from there. I've found that you don't always need to move roles to do this however. There is usually scope to move/expand your responsibilities within your current role so I would recommend talking to your line manager in the first instance!

Secondly, if there is a development opportunity up for grabs I usually go for it! At first it can seem like a bit of a jump but you soon pick it up and develop new skills. It also shows that you are proactive with your development which can stand you in good stead when applying for new roles.

Finally, I would say that networking is one of the most important things you can do. I know it isn't everyone's cup of tea (to be honest, it isn't my favourite!) but when it comes to hearing about and applying for jobs it is the best thing you can do for your chances of success!

Career advice

- As I mentioned previously, networking is absolutely key. Getting your name out there seriously enhances your career progression!
- Be proactive with your development. If you know what you want to do for your next project delivery role, identify your skills gaps and look for ways to fill them. In my experience, managers and colleagues are usually happy to try to provide you with the experiences you need to progress. Remember, they were in the same situation as you not so long ago!
- Take advantage of the L&D offer within government. There is a whole host of project delivery development opportunities available, some classroom based but most are on the job. I know it can be difficult to balance this with the day job sometimes but you can either spread it over a long period of time or talk to your line manager about prioritisation to make it more manageable!
- Don't put too much pressure on yourself to progress quickly. The opportunities will come.

Free time

I'm a huge Wolves fan and season ticket holder (apologies to any West Brom fans reading this!). I go to every home game (and away games when I can get tickets) with my. I also play when I get the opportunity both outside of work and also in intra-departmental games.

I love travelling and exploring new corners of the earth. Covid put that on the backburner for a few years but I'm looking forward to getting back out there!

Jack's journey

Project Manager, Unity Programme
DWP
2020-2021 (Fast Stream)

Head of Office, Director General Change & Resilience Private Office and Universal Credit SRO
DWP
2021-present (Fast Stream)

Career profile – Florence Grieve (page 1 of 2)

Background

I am at the start of my project delivery career in the Civil Service and am looking forward to seeing where it takes me. My interest in joining the Civil Service began while at University when I undertook the Summer Diversity Internship Programme at Defra. This was a fantastic opportunity that exposed me to different facets of the Civil Service including Project Delivery. Through learning about what Project Delivery was I realised that experiences I'd already had and enjoyed up to that point, including co-founding a University society, were essentially delivering projects. This encouraged me to find out more and after hearing a talk from Project Delivery Fast Streamers I was inspired to apply. This led to me securing my current role through the Direct Appointee scheme.

Key Experience

My knowledge and understanding of the Project Delivery profession has grown throughout my current role. In particular I have developed a detailed understanding of the PDCF and supporting tools such as GOST. I have gone from being new to the tool to now promoting it across MOD and being the single point of contact for queries and advice.

I enjoy being in a people focussed role. It has sharpened my stakeholder engagement skills and grown my networks across MOD and wider government. Key to this has been getting to grips with the structure of MOD and how we operate with other government departments. I have been able to draw on this knowledge to set up initiatives such as a working group to drive the development of our PD people forward.

What attracted you to MOD?

Sitting in the Defence PD Centre of Excellence provides an oversight of Project Delivery across MOD, a high profile, complex portfolio with a large number of GMPP programmes. Defence currently has more than half of the total number of Project Delivery professionals across the UK Civil Service, making it an exciting and varied environment to work in people development.

Florence's journey

Summer Diversity Internship Programme
Defra
2019

Career profile – Florence Grieve (page 2 of 2)

Career highlights

As the co-ordinator for the GOST rollout across Defence I have the privilege of embedding the tool which will improve learning and development capability for all of our Project Delivery professionals (around 6,500). It has been a highlight to see the number of users and the amount of interest in GOST grow.

Personal development

Although I am working towards gaining a formal project delivery qualification, my current role has taught me so much through the people I've worked with and the opportunities I've had. As someone at the beginning of their career in project delivery I enjoy attending webinars with fellow civil servants and senior leaders to hear the reflections and advice they share. Alongside my job I am the Communications Officer for the Defence Disability Network. I have had the chance to develop my skills working alongside our brilliant committee organising events. The network's agenda is really important and so I am really proud to be involved.

Career advice

I still have a lot to learn and so I think I'd be better listening to advice rather than giving it out! Saying that, something I have learnt from others is to be open to learning new things and trying out different experiences because you never know where they will lead you. From listening to others project delivery career journeys, I am excited to see where mine takes me.

Free time

I enjoy running and walking as ways to explore my local area and to get to know new places. I have done one half marathon, but I'd like to do more and perhaps even a full marathon one day. I also like to bake, although eating the cake is definitely my favourite part!

Florence's journey

Project Delivery People Development Advisor,
Defence Project Delivery Centre of Excellence
MOD
2021-present

Competencies

- PD Technical Competencies
- PD Behavioural/Leadership Competencies
- Standard Levels for Competence Evaluation
- Comparison to APM Competencies
- Comparison to MPLA Competencies
- Comparison to PLP Competencies
- Comparison to PMI Competencies
- Comparison to CMi Competencies

What are competencies?

Who are they for?

How do I access it?

When should I do this?

What are competencies?

Competencies are the skills, knowledge, behaviours and experience that are needed to do something successfully. There are 29 Project Delivery Competencies, which are grouped into two areas:

- 19 Technical Competencies – aligned to the APM competencies.
- 10 Behavioural/Leadership Competencies – aligned to the Civil Service Success Profiles

The Project Delivery Competencies are used to indicate the typical knowledge and experience required for each of the 19 Project Delivery roles in the Career Pathways.

Who are they for?

The Project Delivery Competencies are for all government staff working in a Project Delivery role, or any who want to find out more about what is required for different project roles. They are also for some members of the wider public sector who have adopted our model.

How do I access them?

You will find the Project Delivery competencies and the competence profiles for each role within this document. You can evaluate yourself against the Project Delivery competencies using the Online Skills Tool. This will enable you to compare your competence profile to the jobs in the Career Pathways.

When should I do this?

You should regularly review and update any changes to your personal profile in the Government Online Skills Tool, particularly prior to any development discussion.

How do I use them?

It is important to link the competencies to your development and use them to inform career and development discussions with your line manager. This will help you to agree which development areas to focus on.

It is important to remember the following:

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.

You don't need to achieve all aspects of the competence profile for a role before you can apply for it. We often learn best by stretching ourselves to take on some new responsibilities.

Project Delivery Profession – Technical competencies

1	**Commercial and procurement skills**	Is the ability to gain financial approval for project costs and work with commercial colleagues to monitor spend against contract. It is also the ability to ensure the process by which the goods and services are procured by a project in line with the relevant regulatory framework.
2	**Requirements management**	Requirements management is the process of capturing stakeholder needs, assessing, defining and justifying those needs to arrive at an agreed schedule of requirements.
3	**Solutions development**	Solutions development is the ability to identify, document and analyse the various delivery options and select the optimal solution.
4	**Planning**	Planning is the ability to define the fundamental components of a project in terms of its scope, deliverables, time scales, resource requirements and budget. It also includes the production of broader plans incorporating risk and quality to provide a consolidated overview of a project.
5	**Scheduling**	The ability to develop, produce and maintain schedules for activities that take account of dependencies, resource requirements and constraints in order to enable the efficient realisation of benefits.
6	**Resource management**	Resource management is the ability to identify, profile and secure the resources required to deliver a project.
7	**Budgeting and cost management**	Budgeting and cost management is the ability to estimate costs, produce a budget and control forecasts and actual spend against budget.
8	**Risk and issue management**	Risk and issue management is the ability to systematically identify and monitor risks and issues, planning how to mitigate / respond to those risks and issues and implementing the responses.
9	**Quality management**	Quality management is the ability to plan, develop, maintain and apply quality management processes to ensure the adherence to those standards throughout the project delivery lifecycle.
10	**Business change and implementation**	Business change and implementation is the ability to integrate the project outputs into 'business as usual' (BAU) ensuring that activities are planned and completed to enable the business to implement the change and realise the benefits.

11	**Governance**	Governance is the ability to clearly define roles, responsibilities and accountabilities and establish controls and approval routes appropriate to each stage of the project to monitor project progress and compliance.
12	**Frameworks and methodologies**	Is the ability to identify and amend appropriate project frameworks and methodologies to enable a consistent and efficient approach to delivery at all stages of the project lifecycle.
13	**Stakeholder engagement**	Stakeholder engagement is the ability to systematically identify, analyse and communicate with stakeholders, using appropriate channels, to ensure all those impacted by the change are engaged, taking account of their levels of influence and particular interests.
14	**Assurance**	Assurance is the ability to establish, plan and manage reviews at appropriate points during all stages of the project life cycle to provide evaluations of progress against time, cost, quality, compliance and ongoing viability.
15	**Change control**	Change control is the ability to establish protocols to manage and document all requests that alter the scope of a project. This includes, the capture, evaluation and approval or rejection of any requests.
16	**Business case development**	Business case development is the ability to prepare, develop, commission and update business cases to justify the initiation and continuation of projects in terms of benefits, value for money and risk.
17	**Asset allocation**	The ability to recommend how financial and other resources should be allocated between projects in order to optimise the organisations return on investment (ROI). This includes the determination of which projects should be initiated continued or closed to best support the organisations strategic objectives.
18	**Benefits management**	Benefits management is the ability to identify, quantify, map and track project benefits to justify investment in the project, and to provide assurance that the benefits identified can be realised.
19	**Knowledge management**	Knowledge management is the ability identify, share and promote best practices and lessons learned to create a culture of learning and good practice that supports continuous improvement to optimise project delivery.

Project Delivery Profession – Behavioural/leadership competencies

Project Delivery Profession – Behavioural/leadership competencies		Related CS Behaviours
1 Visible leadership	The ability to engage, motivate and coach others. To act as a role model and inspire and empower others.	Leadership
2 Credible action	The ability to promote the wider public good in all actions and to act in a morally, legally and socially appropriate manner at all times. Challenges unacceptable behavior.	Leadership
3 Working with ambiguity	The ability to work in an environment of uncertainty and continual change. Able to feel comfortable making decisions and setting direction without having the full picture and re-focus as details emerge. Can apply knowledge and techniques to reduce ambiguity.	Making effective decisions
4 Collaboration	The ability to establish and develop productive relationships with internal and external stakeholders, bringing people together to benefit the project.	Working together
5 Influencing	The ability to influence, change and impact decisions with both internal and external stakeholders.	Communicating and influencing
6 Conflict resolution	The ability to recognize, anticipate and effectively deal with existing or potential conflicts at an individual, team or strategic level.	Working together / leadership
7 Inspiring others	The ability to create and present a compelling vision and set clear direction, that motivates others to work towards a common goal.	Leadership
8 Resilience	The ability to adapt to changing circumstances and adverse situations whilst remaining calm, reassuring others and maintaining performance.	Delivering at pace
9 Innovation	The ability to think of, research and apply new ideas and ways of doing things. Encourages and supports innovations from others, is willing to experiment and follow ideas through to implementation.	Changing and improving
10 Culture change	The ability to plan, lead and effect positive cultural change, securing commitment and buy-in and promoting a positive long term vision. Recognizes when broader culture change is necessary to deliver a project .	Seeing the big picture / changing and improving

Standard levels for competence evaluation

Print

Competence level	None	Awareness (A)	Working (W)	Practitioner (P)	Expert (E)
Competence level descriptor	No knowledge and no experience	Basic knowledge and limited or no experience	Working knowledge and practical experience	Detailed knowledge and significant experience	Expert knowledge and experience
Detailed indicators for each competence level		• You understand how it can be applied. • You can describe the benefits and importance. • You may have applied it in a low complexity project under supervision or assisted others in delivering it.	• You have a good understanding of this competence. • You have applied this independently in low complexity projects and/or under supervision in more complex projects.	• You have a deep understanding of this competence. • You have applied this independently in medium and/or highly complex projects. • You advise and may supervise others in the delivery of this competence. • You can adapt/tailor your approach to meet the requirements of the project.	• You are considered an expert within government and in the wider profession. • You have applied this competence in multiple complex projects. • You have been responsible for developing unique variations to suit specific situations. • You champion capability development in this area.

Comparison to the Association for Project Management (APM) Competence Framework

PDCF Competencies		APM Competencies	
Technical competencies		**Technical and behavioural competencies**	
1	Commercial and procurement skills	7 27	Procurement Contract management
2	Requirements management	19 3	Requirements management Sustainability
3	Solutions development	20	Solutions development
4	Planning	2	Integrated planning
5	Scheduling	23	Schedule management
6	Resource management	24 25 10	Resource management Resource capacity planning Capability development
7	Budgeting and cost management	4 26	Financial management Budgeting and cost control
8	Risk and issue management	28	Risk and issue management
9	Quality management	21	Quality management
10	Business change and implementation	11	Transition management
11	Governance	2 8	Governance arrangements Reviews
12	Frameworks and methodologies	1	Life cycles
13	Stakeholder engagement	13	Stakeholder engagement and communication management
14	Assurance	9 8	Assurance Reviews

PDCF Competencies		APM Competencies	
Technical competencies		**Technical and behavioural competencies**	
15	Change control	29	Change control
16	Business case development	5	Business case
17	Asset allocation	6	Portfolio shaping
18	Benefits management	12	Benefits management
19	Knowledge management		– no direct equivalent –
Behavioural/Leadership competencies			
1	Visible leadership	16 15 17 10	Team management Leadership Diversity and Inclusion Capability development
2	Credible action	18 3	Ethics, compliance and professionalism Sustainability
3	Working with ambiguity	15	Leadership
4	Collaboration	15	Leadership
5	Influencing	15	Leadership
6	Conflict resolution	14	Conflict resolution
7	Inspiring others	15	Leadership
8	Resilience	15	Leadership
9	Innovation		– no direct equivalent –
10	Culture change		– no direct equivalent –

Comparison with Major Projects Leadership Academy (MPLA) Competency Framework

PDCF Competencies		MPLA Competency Framework
Technical competencies		**Competency domain**
1	Commercial and Procurement Skills	Commercial leadership
2	Requirements Management	Commercial leadership, Technical leadership
3	Solutions Development	Commercial leadership, Technical leadership
4	Planning	Leadership of self, Commercial leadership
5	Scheduling	Technical leadership
6	Resource Management	Technical leadership
7	Budgeting and Cost Management	Commercial leadership
8	Risk and Issue Management	Leadership of major projects, Commercial leadership, Technical leadership
9	Quality Management	Technical leadership
10	Business Change and Implementation	Technical leadership
11	Governance	Leadership of major projects, Commercial leadership
12	Frameworks and Methodologies	Technical leadership
13	Stakeholder Engagement	Leadership of self, Leadership of major projects, Commercial leadership
14	Assurance	Leadership of self, Leadership of major projects, Commercial leadership, Technical leadership
15	Change Control	Technical leadership
16	Business Case Development	Commercial leadership, Technical leadership
17	Asset Allocation	Commercial leadership, Technical leadership

PDCF Competencies		MPLA Competency Framework
Technical competencies		**Competency domain**
18	Benefits Management	Commercial leadership, Technical leadership
19	Knowledge Management	Leadership of self, Leadership of major projects, Technical leadership
Behavioural/Leadership competencies		
1	Visible Leadership	Leadership of self, Leadership of major projects, Technical leadership
2	Credible Action	Leadership of self, Leadership of major projects
3	Working with Ambiguity	Leadership of self
4	Collaboration	Leadership of self, Leadership of major projects, Technical leadership
5	Influencing	Leadership of self, Leadership of major projects, Technical leadership
6	Conflict Resolution	Leadership of self, Leadership of major projects, Technical leadership
7	Inspiring Others	Leadership of self, Leadership of major projects, Technical leadership
8	Resilience	Leadership of self
9	Innovation	Leadership of self, Technical leadership
10	Culture Change	Leadership of self, Technical leadership

Comparison with Project Leadership Programme (PLP) Competency Framework

PDCF Competencies		PLP Competency Framework
Technical competencies		**Competency domain**
1	Commercial and Procurement Skills	Commercial leadership
2	Requirements Management	Commercial leadership, Technical leadership
3	Solutions Development	Commercial leadership, Technical leadership
4	Planning	Leadership of self, Commercial leadership, Technical leadership
5	Scheduling	Technical leadership
6	Resource Management	Technical leadership
7	Budgeting and Cost Management	Commercial leadership
8	Risk and Issue Management	Commercial leadership, Technical leadership
9	Quality Management	Technical leadership
10	Business Change and Implementation	Technical leadership
11	Governance	Commercial leadership, Technical leadership
12	Frameworks and Methodologies	Technical leadership
13	Stakeholder Engagement	Leadership of self, Commercial leadership, Technical leadership
14	Assurance	Leadership of self, Commercial leadership, Technical leadership
15	Change Control	Technical leadership
16	Business Case Development	Commercial leadership, Technical leadership

PDCF Competencies		PLP Competency Framework
Technical competencies		**Competency domain**
17	Asset Allocation	Commercial leadership, Technical leadership
18	Benefits Management	Commercial leadership, Technical leadership
19	Knowledge Management	Leadership of self, Technical leadership
Behavioural/Leadership competencies		
1	Visible Leadership	Leadership of self, Technical leadership
2	Credible Action	Leadership of self
3	Working with Ambiguity	Leadership of self
4	Collaboration	Leadership of self, Technical leadership
5	Influencing	Leadership of self, Technical leadership
6	Conflict Resolution	Leadership of self, Technical leadership
7	Inspiring Others	Leadership of self, Technical leadership
8	Resilience	Leadership of self
9	Innovation	Leadership of self, Technical leadership
10	Culture Change	Leadership of self, Technical leadership

Comparison with Project Management Institute (PMI) Competency Skill Set Area

PDCF Competencies		PMI Competencies
Technical competencies		**Skill set**
1	Commercial and Procurement Skills	Strategic and business management
2	Requirements Management	Technical project management, Strategic and business management
3	Solutions Development	Strategic and business management
4	Planning	Technical project management
5	Scheduling	Technical project management
6	Resource Management	Technical project management
7	Budgeting and Cost Management	Technical project management
8	Risk and Issue Management	Technical project management, Strategic and business management
9	Quality Management	Technical project management, Strategic and business management
10	Business Change and Implementation	Strategic and business management
11	Governance	Technical project management, Strategic and business management
12	Frameworks and Methodologies	Technical project management
13	Stakeholder Engagement	Strategic and business management
14	Assurance	Technical project management, Strategic and business management
15	Change Control	Technical project management

PDCF Competencies		PMI Competencies
Technical competencies		**Skill set**
16	Business Case Development	Strategic and business management
17	Asset Allocation	Strategic and business management
18	Benefits Management	Strategic and business management
19	Knowledge Management	Technical project management
Behavioural/Leadership competencies		
1	Visible Leadership	Leadership
2	Credible Action	Leadership
3	Working with Ambiguity	Leadership
4	Collaboration	Leadership
5	Influencing	Leadership
6	Conflict Resolution	Leadership
7	Inspiring Others	Leadership
8	Resilience	Leadership
9	Innovation	Leadership
10	Culture Change	Strategic and business management, Leadership

Comparison with Change Management Institute (CMi) Competency Skill Topic Area

PDCF Competencies		CMi Framework Competency	
Behavioural/Leadership competencies		**Skill Topic Area**	
1	Visible Leadership	CM7	Communication Skills
2	Credible Action	CM2	Strategic Thinking
3	Working with Ambiguity	CM3	Thinking & Judgement
4	Collaboration	CM4	Influencing Others
5	Influencing	CM1 CM4 CM9	Facilitating Change Influencing Others Strategic Thinking
6	Conflict Resolution	CM4	Influencing Others
7	Inspiring Others	CM7	Communication Skills
8	Resilience	CM1 CM9	Facilitating Change Strategic Thinking
9	Innovation	CM1 CM9	Facilitating Change Strategic Thinking
10	Culture Change	CM1 CM8	Facilitating Change Coaching for Change

Development

- Personal Development Planning Cycle
- PD Curriculum
- Continuous Professional Development
- 70 / 20 / 10

What is development?

Who is it for?

How do I access it?

When should I do this?

What is development?

Learning and Development are activities you undertake to improve your competency in a particular skill or area, often those required in your job role and as you progress through or towards different roles.

The government takes development seriously and there are many fantastic support mechanisms and development opportunities available within government. The Civil Service Reform Plan guarantees each individual a minimum of five working days for development each year. There is mandatory training we are all required to do, alongside a multitude of other opportunities.

Your career is your responsibility, but there is help and support available for you to make what you want of it.

To develop your career, you will need to gain a breadth and depth of experience. The specifics will depend on the career aspirations that you have. The Capability Framework will help you identify this in discussion with your line manager or a mentor or coach.

To manage your career proactively, you do not necessarily need a long term career plan. You do need to be clear on what aspirations you have, so that you have a direction to guide choices and to identify opportunities when they arise. Do seize opportunities, and plan when to move on from an existing role.

Who is it for?

All government staff in a Project Delivery role, or anyone who wants to develop competence in project delivery.

How do I access it?

- Through discussions with your line manager
- Through the Government Project Delivery Hub.
- Through Civil Service Learning (or equivalent if your organisation is not aligned to CSL).
- Through internal capability initiatives within your own department.
- On the job – use this tool to complete your profile.

When should I do this?

Constantly throughout the performance year. As you discuss your personal development plan with your line manager during objective setting to agree the capability level (awareness, working, practitioner or expert level) you should be progressing towards during the performance year, or during your regular performance reviews, the capability framework offers a range of learning opportunities to help you develop your potential to the next level.

Personal Development Planning Cycle

1. Understand your strengths and gaps

Questions to think about

- Where are you in your career now?
- What are you good at?
- What do you like doing?
- How do you get feedback on your strengths and weaknesses?
- How do you like to learn?
- What would you like to improve?
- What 3 skills would enable you to be more effective?
- What 3 experiences would help broaden your knowledge?
- What are the barriers that could impact your performance at work?
- If you could rate yourself 1-10 (10 being outstanding) where are you in your current role?
- How could you improve on that number?

People who can help you

- Line manager
- Role model
- Mentor
- Peers
- PD Profession team – in your department or IPA
- Subject matter expert/Senior Project Delivery Professional

When you need to think about this

- Regularly with your informal support network
- Periodically through seeking feedback and honest self-assessment
- Revisit competencies regularly
- In line with annual reviews

Tools which can support you

- Success Profiles
- 360 Degree feedback (where appropriate)
- Personal development/action plan
- Government Online Skills tool
- Government Project Delivery Hub

Key points for line managers

- Familiarise yourself with the PD Capability Framework
- Ensure regular one to ones with individuals
- Take the opportunity to give and receive regular honest and fair feedback
- Remember to encourage and endorse skills in the online skills tool

2. Investigate career opportunities

Questions to think about

- What specific projects or areas interest you?
- How do your specific goals match your career path?
- What skills and experience should you be looking to obtain?
- How would you describe your ideal development opportunities?
- What other areas of the business would you like to know more about?
- When assessing yourself against your competencies, which do you struggle to meet?
- Even if you are doing the same role, how will you have evolved in 12 months?
- Can you talk to people in areas of interest?
- Can you job shadow to gain experience?
- Are there secondment/loan opportunities?

People who can help you

- Line Manager
- Peers
- Mentors
- PD Profession team – in your department or IPA

When you need to think about this

- Anytime, it's smart to stay current
- Before holding your performance or development review
- When you are contemplating a change in your job

Tools which can support you

- Internal and external publications
- Civil Service Careers
- Conferences and seminars
- Career profiles
- Career conversations
- Government Project Delivery Hub

Key points for line managers

- Be supportive and give guidance
- Talk about short, medium and long term goals
- Connect individual to other people
- See the bigger picture, think of the future of the business and what would support ongoing business needs

3. Hold career conversation

Questions to think about

- What progress have you made in the last 12 months?
- Are your career objectives realistic? Have they changed?
- Are your competencies up to date?
- Have you gathered sufficient feedback?
- Have you thought about possible training needs and opportunities?
- If you could choose any job, what would that look like?
- What type of role would you like to be doing in two, five and ten years?
- What three competencies will help you move towards this goal?
- What can you do now to prepare for your short, medium and long term goals?

People who can help you

- Line manager
- Mentor
- PD Profession team – in your department or IPA

When you need to think about this

- At least once a year, normally in the first quarter
- You should hold this conversation at any time if you feel you need to refresh your career plans

Tools which can support you

- Career Pathways
- Competencies
- Personal development/ action plan
- Civil Service Learning
- Government Online Skills tool
- Government Project Delivery Hub

Key points for line managers

- Talk about values, ambitions and motivations
- Talk about strengths, limitations and development needs
- Encourage individuals to think beyond what they are doing now
- Find out what motivates and inspires individuals

4. Create your action plan

Questions to think about

- What development opportunities would be of assistance to you?
- Is your development plan realistic?
- Does it challenge you?
- How do you get the support to implement the plan?

People who can help you

- Line manager
- Mentor
- Role model
- Peers
- PD Profession team – in your department or IPA

When you need to think about this

- During and after your annual conversation with your line manager
- In conversations with your mentor
- In self-initiated conversations with role models or others

Tools which can support you

- Career Pathways
- Competencies
- 360 degree feedback (where appropriate)
- Personal development/ action plan
- 70/20/10 opportunities
- Government Project Delivery Hub

Key points for line managers

- Help to create a realistic and challenging Personal development/ action plan
- Help to identify resources and opportunities
- Encourage individual to get direction and advice from other sources (i.e. mentor)
- Provide opportunities to help learning through experience

5. Put your plan into action

Questions to think about

- How do you make personal development an everyday activity?
- How do you ensure your development/action plan is not compromised when you are too busy?
- How do you engage the right people to help you?

People who can help you

- Mentor
- Role model
- PD Profession team – in your department or IPA

When you need to think about this

- Following directly from your development conversations
- In follow up conversations with your line manager, mentor and others involved

Tools which can support you

- Competencies
- Government Online Skills tool
- 360 degree feedback (if appropriate)
- Personal development/ action plan
- Civil Service Careers
- Government Project Delivery Hub

Key points for line managers

- Support the individual, if required, by recommending specific actions they might do to get started
- Follow up and give them time and space to focus on development

6. Review

Questions to think about

- Are you satisfied with your progress?
- What have you learned recently?
- Is there anything missing?
- Are you delivering on your objectives?

People who can help you

- Line manager
- Role model
- PD Profession team – in your department or IPA
- Mentor

When you need to think about this

- Advised monthly, spend a few minutes thinking about achievements and required steps

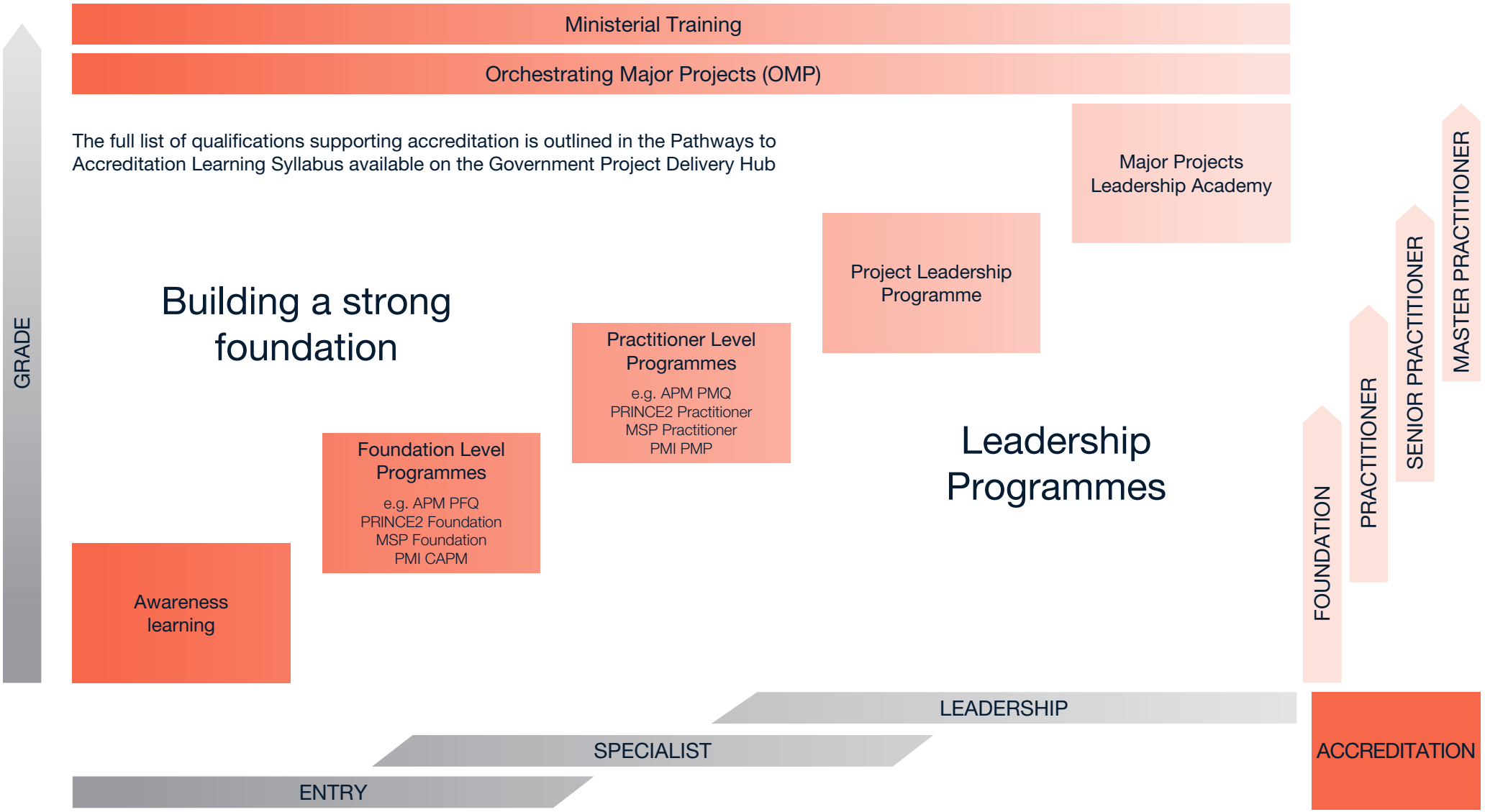
Tools which can support you

- Career Pathways
- Competencies
- 360 degree feedback (where appropriate)
- Personal development/ action plan
- Government Online Skills tool
- Government Project Delivery Hub

Key points for line managers

- Informal checking in with individual can be useful to help reinforce the need to keep their own development in view
- Encourage regular reviews
- Provide support throughout the process

Project Delivery Curriculum – key elements



Continuing Professional Development

As someone working in a project environment you will already be involved to some degree with 'Continuing Professional Development' (CPD). Searching the internet for information, doing something new and sharing knowledge either formally or informally with colleagues are all part of CPD.

Making CPD a more formal part of the development process will help you make the most of available learning opportunities and have these recognised as part of your 'Personal Development Plan' (PDP). The vast majority of CPD relates to 'near the job' learning often referred to as 'Social Learning' and 'Off the Job' learning often referred to as 'Formal Learning'. See the 70 / 20 / 10 page for more information on the different types of learning.

Length of CPD

We recommend that those working in a Project Delivery role or those wanting to maintain their Project Delivery skills undertake a minimum of 35 hours CPD per annum. This is a mandatory requirement for those seeking accreditation. It also aligns with the Civil Service '5 days learning per year' and the requirement of 'Association for Project Management' (APM). CPD should be logged and discussed with line managers as part of regular development discussions.

Types of CPD

Some examples of CPD for Project Delivery Profession are listed below. This list is not exhaustive. We also recommend that you consider a varied approach to your CPD learning choices and try new things each year.

Formal learning

- Accredited training course e.g. PRINCE2, MSP, MPLA, PLP
- E-learning e.g. through Civil Service Learning.

NB: Suggestions for formal learning options will be generated when you complete your personal profile in the Online Skills Tool.

Self-study

- Attending internal masterclass or learning event.
- Reading project management literature or internet material

Volunteering and networking

- Work shadowing a fellow project professional.
- Acting as a mentor or coach for a fellow project professional.
- Being mentored or coached by a fellow project professional.
- Attending an APM Branch meeting or Special Interest Group meeting.
- Undertaking a Gateway Review as either a Review Team Member or Review Team Leader.
- Being an assessor at a PD 'Fast Track' or 'Fast Stream' assessment centre.
- Attending Project Delivery Community events.
- Delivering a Presentation at a Project Delivery Community event.

APM advice on successful CPD

CPD works best for individuals when it is:

- **Relevant** – The best experiences are those that enable you...to use CPD at work to immediately improve on performance.
- **Collaborative** Presenting my work to colleagues produced positive feedback and lively debate on my findings.
- **Recognised** – The trouble with CPD is that you have to do it, you do it on your own and it's not recognised.
- **Personal** – CPD works best if it is led by the individual.

What is 70 / 20 / 10?

70 / 20 / 10 is a widely used learning and development model. The three numbers represent the relative amount of learning time a person typically spends on the following three activities to optimise their development. These ratios should not be taken literally but are a relative indication of time.

‘Learning through experience’ **On the Job**

This is often regarded as the most beneficial as it enables you to put your knowledge into practice and embed learning. It’s about stretching ourselves to take on areas of work responsibilities that are new to us and learning through these experiences.

‘Learning through others’ **Near the Job**

This is sometimes referred to as ‘Social Learning’. It’s about how we share our knowledge and experiences with others and also how we learn from them. There are many ways to do this. We refer to this as the PD ‘Continuing Professional Development’ (CPD) and you can see some of the many examples of this on our CPD page.

‘Learning through structured education’ **Off the Job**

This covers all forms of formal courses and learning programmes. These may be delivered through e-learning, in a classroom and distance learning.

Head of Profession (page 1 of 2)

What does a Head of Profession do?

The role of the Head of Profession is to lead and champion Project Delivery within their department and across government. The Head of Profession is a senior individual, who is responsible within their department for the strategic development of the project delivery profession and building project delivery capability. They are responsible for influencing decision making to ensure that projects are properly resourced and successfully delivered.

PD Career Pathways		Head of Profession
Civil Service grades		SCS 1-3
Typical role responsibilities	Strategy development	Agree the strategy and plan for developing the Project Delivery Profession, for prioritising and resourcing work activities, in collaboration with Head of Profession colleagues. Contribute to specific objectives and deliverables within the Project Delivery Profession plan. Help shape and deliver the work plan to build the profession, make active contributions to governance boards and set appropriate governance to develop the profession within their department.
	Visible leadership	Provide visible leadership to the Project Delivery Profession and community. Role model positive behaviours and professional excellence. Build productive relationships with other key functions and professions. Communicate key messages, drive communities, events and provide a voice for the Project Delivery Profession. Inspire others and help to create a profession individuals feel proud to be a part of.
	Board interaction and advice	Influence key board discussions and decisions on Project Delivery. Drive collaboration between policy and delivery, particularly in the early stages of a project. Provide advice to the Permanent Secretary / Departmental Board and Senior Leadership on Project Delivery leadership appointments, selection and performance.
	Talent management	Help to identify and develop a high quality pool of Project Delivery talent across government. Secure support of other senior Project Delivery colleagues and invest time to hold career conversations, support development activity, manage talent and inform career choices for key members of the profession within the department and across government. Provide and facilitate mentoring and support for professionals, sponsor MPLA and PLP participants, assure apprenticeship and fast stream placements and act as an ambassador for the programmes or schemes. Share insights across government and collaborate with others to secure solutions. Help secure internal or cross-government development solutions, and/or support managed moves across the profession.
	Capability	Increase Project Delivery capability. Lead work and gather key data to identify project capability gaps and requirements in the department. Put measures in place to fill capability gaps. Support effective collection and analysis of capability data in order to build relationships with other departments and other professional bodies in order to support capability development.
	Resourcing and workforce planning	Establish mechanisms to understand supply and demand requirements for project resources. Build central workforce plans for the profession in each department and share this insight across government. Support effective Project Delivery recruitment and the development of specialist skills based on need and government priorities. Commit to sharing resources across government.
	Management information	Collect and provide relevant management information to support the development of the profession, informing resourcing decisions, key appointments and development activity.

Head of Profession (page 2 of 2)

Next role profile ▶

Leadership

PD Career Pathways		Head of Profession
Civil Service grades		SCS 1-3
Entry route	Project Delivery Professional	Suitable for a senior and experienced Project Delivery Professional at a leadership level who has a strong reputation and level of influence within their department. Individuals will have led major projects as either a Project Director or SRO, be used to interacting at Board level and with Ministers, and be passionate about developing people and the profession. Appointment by joint agreement with departmental Permanent Secretary and Government Head of Profession (IPA).
	non-Project Delivery Professional	Not considered as a suitable role for individuals outside of the profession. May be appropriate in some cases, dependent on an individuals experience, where an individual has a dual professional anchor.
Typical qualifications and professional memberships		• APM Chartered Project Professional • Major Projects Leadership Academy
Job role competencies		Competencies are listed in individual job role pages. Click the link at the top of each column.

Senior Responsible Owner (page 1 of 2)

What does a SRO do?

The role of the Senior Responsible Owner (SRO) is to ensure the project delivers the business case benefits and outcomes. The SRO is the person ultimately held to account for the delivery of a project. They provide strategic guidance to the Project Director / Manager and set key delivery parameters. Those in an SRO role will generally come from a leadership role within the business area into which the project outcomes and benefits are being delivered.

PD Career Pathways		SRO 1	SRO 2	SRO 3	SRO 4
Civil Service grades		G6	SCS1	SCS2	SCS3
Project complexity ⓘ		MODERATE → HIGH → VERY HIGH			
		The grade level of roles 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 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.			
Typical role responsibilities	Leadership	Owner of the overall business change, acts as the champion for the project. Provide leadership and direction to the project executive throughout the life of the project. Delegate responsibilities and agrees clear limits and performance criteria with the Project Manager / Director.	Act as the champion for the project and takes ultimate authority and personal accountability for its delivery. Provide clear leadership and strategic direction to the Project Director / Project Board throughout the life of the project. Delegate responsibilities and agrees clear limits and performance criteria with the Project Director. Is a visible, engaged, active leader who creates an open and honest culture.		
	Stakeholder management	Ensure effective communication with key project stakeholders and senior Sponsors / SRO. Broker relationships with stakeholders within and outside of the project. Aware of the broader business and project related interdependencies and ensures effective management of these interfaces.	Influence and manages the operating environment into which the project outcomes will be delivered, including relationships with key stakeholders, business owners and other project sponsors. Builds effective relationships with key strategic stakeholders obtaining their commitment to the project objectives and benefits. Effective management of all interdependencies.		
	Benefits management	Ensure benefits are owned, delivered and measured during and after the project.	The SRO is responsible for ensuring the Project delivers the business case benefits and outcomes. A Sponsor is responsible for ensuring the benefits are owned.		
	Governance	Ensure appropriate governance is in place, in line with departmental guidance and the project maintains its business focus.	They both oversee and drive benefits realisation. Put plans and monitoring in place post-project to assure sustainability and to enable benefits realisation in the longer-term.		

Senior Responsible Owner (page 2 of 2)

Next role profile ▶
◀ Previous role profile

PD Career Pathways		SRO 1	SRO 2	SRO 3	SRO 4
Civil Service grades		G6	SCS1	SCS2	SCS3
Project complexity ⓘ		MODERATE →	HIGH →		VERY HIGH
	Business case	Is the owner of the business case.	Establish appropriate, robust and efficient governance to ensure the project is governed responsibly. An SRO of a GMPP project is personally accountable for its delivery and could be called by Select Committees to explain their decisions and actions taken to deliver the project.		
Typical role responsibilities	Reviews and assurance	Deliver an integrated, risk-based approach to assurance that provide confidence to stakeholders. Monitor and oversee the progress of the project at a strategic level ensuring the project executive is fully supported.	Is the owner of the business case. Ensures that the value of the predicted benefits exceeds the cost and risks of achieving them. Refers any significant concerns regarding the business case and/or value for money to the relevant Accounting Officer.		
	Business change and implementation	Ensure the project aims continue to be aligned with the departments business priorities. Flags significant issues to senior sponsors.	Ensure an appropriate level and frequency of assurance reviews are established and adhered to. Monitor and control progress of the project at a strategic level.		
	Risk and issue management	Identify and manage strategic risks and may contribute to the wider team risk management.	Ensures the strategic direction of the project remains aligned with any changes in political or business priorities. Ensure that any changes to the agreed project benefits are flagged appropriately and the business case is updated accordingly.		
	Resource management	May be responsible for the appointment of the Project Manager / Director. Supports the project executive to secure necessary resources.	Accountable for the management of strategic risks and issues in the operating environment and is aware of all high level risks and issues affecting the project. Ensures appropriate mitigation plans are developed and followed through.		
	Budgeting and cost control	Ensure financial and other resources are in place to deliver the project.	Responsible for the appointment of the Project Director, agreeing the responsibilities and authority of the role and securing other resources as necessary to deliver the project.		
Typical qualifications and professional memberships		• Senior Responsible Officer Fundamentals • APM Chartered Project Professional		• Senior Responsible Officer Fundamentals • APM Chartered Project Professional • Leading as an SRO • Major Projects Leadership Academy • Orchestrating Major Projects	
Job role competencies		Competencies are listed in individual job role pages. Click the link at the top of each column.			

Portfolio Manager / Director (page 1 of 3)

Next role profile ▶
◀ Previous role profile

Leadership

What does a Portfolio Manager / Director do?

The Portfolio Manager is responsible for leading a collection of programmes or projects that contribute to the delivery of departmental or business area objectives. They are primarily responsible for the prioritisation and effective allocation of resources across the portfolio to ensure optimal delivery of departmental / business strategic objectives in line with government priorities.

PD Career Pathways		Portfolio Manager 1	Portfolio Manager 2	Portfolio Director 1	Portfolio Director 2
Civil Service grades		G7	G6	SCS1	SCS2
Project complexity ⓘ		LOW → MODERATE → HIGH → VERY HIGH			
		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.			
Typical role responsibilities	Project pipeline	Works with business areas to identify and categorise new projects for a decision on entry to the portfolio and provides regular updates on pipeline to Portfolio Board.	Works with business areas to identify and categorise new projects for a decision on entry to the portfolio and provides regular updates on pipeline to Portfolio Board.	Leads prioritisation of projects for entry to portfolio in line with strategic objectives and Target Operating Model and Yes/No decision on entry taken by Portfolio Board.	Leads prioritisation of projects for entry to portfolio in line with strategic objectives and Target Operating Model and Yes/No decision on entry taken by Portfolio Board.
	Governance and reporting	Establish clear governance framework and reporting regime aligned to Management of Portfolios best practice. Co-ordinate reporting from projects and provide analysis of performance at portfolio level for review by governance bodies. Provide secretariat support for senior governance boards.	Establish clear governance framework and reporting regime aligned to Management of Portfolios best practice. Co-ordinate reporting from projects and provide analysis of performance at portfolio level for review by governance bodies. Provide secretariat support for senior governance boards.	Maintain oversight of portfolio progress. Chair governance boards for taking decisions on portfolio development in response to escalated risks or opportunities. Gain Management Board approval for Portfolio Strategy and implementation.	Maintain oversight of portfolio progress. Chair governance boards for taking decisions on portfolio development in response to escalated risks or opportunities. Gain Management Board approval for Portfolio Strategy and implementation.
	Business cases and assurance	Work with project teams to co-ordinate business case production ensuring appropriate specialist input and timing of approval through governance framework, provide best practice advice and guidance.	Work with project teams to co-ordinate business case production ensuring appropriate specialist input and timing of approval through governance framework, provide best practice advice and guidance.	Oversee appropriate levels of assurance, both at business case decision points and on overall portfolio governance and progress.	Oversee appropriate levels of assurance, both at business case decision points and on overall portfolio governance and progress.

Portfolio Manager / Director (page 2 of 3)

Next role profile ▶
◀ Previous role profile

PD Career Pathways		Portfolio Manager 1	Portfolio Manager 2	Portfolio Director 1	Portfolio Director 2
Civil Service grades		G7	G6	SCS1	SCS2
Project complexity ⓘ		LOW → MODERATE → HIGH → VERY HIGH			
Typical role responsibilities	People and leadership	Communicate and build commitment to a shared vision and sense of purpose. Support business areas to take decisions independently and take the lead in their area of expertise.	Communicate and build commitment to a shared vision and sense of purpose. Support business areas to take decisions independently and take the lead in their area of expertise.	Champion implementation of the portfolio across the organisation and provide overall lead and direction. Promote an energised culture focused on collaborative working in the interests of the organisation and portfolio as a whole.	Champion implementation of the portfolio across the organisation and provide overall lead and direction. Promote an energised culture focused on collaborative working in the interests of the organisation and portfolio as a whole.
	Planning, scheduling and resourcing	Maintain portfolio delivery map and critical path to monitor project progress. Recognise and track interdependencies across change projects. Recommend how financial and other resources be allocated across change initiatives to optimise the organisation's return on investment. Develop strategies to address resource gaps.	Maintain portfolio delivery map and critical path to monitor project progress. Recognise and track interdependencies across change projects. Recommend how financial and other resources be allocated across change initiatives to optimise the organisation's return on investment. Develop strategies to address resource gaps.	Ensure portfolio evolves to reflect changes in strategic directives and business priorities and that is sufficiently balanced to optimise delivery. Secure the provision of resources needed from internal / external providers. Manage the integration of project outputs and dependencies within strategic objectives.	Ensure portfolio evolves to reflect changes in strategic directives and business priorities and that is sufficiently balanced to optimise delivery. Secure the provision of resources needed from internal / external providers. Manage the integration of project outputs and dependencies within strategic objectives.
	Risk and opportunity management	Identify and monitor portfolio risks (threats and opportunities), planning and implementing responses to them and responding to other issues impacting the portfolio.	Identify and monitor portfolio risks (threats and opportunities), planning and implementing responses to them and responding to other issues impacting the portfolio.	Agree the risk appetite for the organisation, ensure that project/ programme risk management is fully embedded within the organisation and take decisions in response to escalated risks or opportunities.	Agree the risk appetite for the organisation, ensure that project/ programme risk management is fully embedded within the organisation and take decisions in response to escalated risks or opportunities.
	Stakeholder management	Map stakeholder interest and influence to determine priorities for engagement and communication. Communicate regularly and obtain input on issues such as means of communication. Engage in debate to resolve issues and differences between stakeholders and to challenge assumptions.	Map stakeholder interest and influence to determine priorities for engagement and communication. Communicate regularly and obtain input on issues such as means of communication. Engage in debate to resolve issues and differences between stakeholders and to challenge assumptions.	Cultivate and manage a range of relationships and key strategic alliances with internal / external stakeholders. Lead senior stakeholders in regularly reviewing the continuing relevance of projects based on a clear understanding of cost, risk and contribution to strategic objectives.	Cultivate and manage a range of relationships and key strategic alliances with internal / external stakeholders. Lead senior stakeholders in regularly reviewing the continuing relevance of projects based on a clear understanding of cost, risk and contribution to strategic objectives.

Portfolio Manager / Director (page 3 of 3)

Next role profile ▶
◀ Previous role profile

PD Career Pathways		Portfolio Manager 1	Portfolio Manager 2	Portfolio Director 1	Portfolio Director 2
Civil Service grades		G7	G6	SCS1	SCS2
Project complexity ⓘ		LOW → MODERATE → HIGH → VERY HIGH			
Typical role responsibilities	Benefits management	Support the business to develop mechanisms for measuring benefits. Establish ownership and responsibility within the business for benefit realisation. Review business cases regularly to assess progress towards benefits realisation.	Support the business to develop mechanisms for measuring benefits. Establish ownership and responsibility within the business for benefit realisation. Review business cases regularly to assess progress towards benefits realisation.	Oversee maintenance of benefit tracking over multiple years. Change or stop activities that are no longer adding value.	Oversee maintenance of benefit tracking over multiple years. Change or stop activities that are no longer adding value.
Entry route	Project Delivery Professional	Suitable for an individual who has experience of working in complex projects and programmes and the use of portfolio management as a tool for managing organisational change.		Suitable for an individual with extensive experience of portfolio management to lead and deliver major change across multiple organisations. Likely to have experience of managing corporate functions.	
	non-Project Delivery Professional	Not normally suitable for an individual with no previous Project Delivery experience.			
Typical qualifications and **professional memberships**		• PRINCE2 Practitioner • Managing Successful Programmes Practitioner • Management of Risk Practitioner • Managing Portfolios Practitioner • Managing Successful Programmes Advanced Practitioner • APM Practitioner Qualification • APM Chartered Project Professional • Project Leadership Programme • Leading and Managing Project Workstreams	• PRINCE2 Practitioner • Managing Successful Programmes Practitioner • Management of Risk Practitioner • Managing Portfolios Practitioner • Managing Successful Programmes Advanced Practitioner • APM Chartered Project Professional • Project Leadership Programme • Leading and Managing Project Workstreams	• Managing Successful Programmes Practitioner • Management of Risk Practitioner • Managing Portfolios Practitioner • Managing Successful Programmes Advanced Practitioner • APM Chartered Project Professional • Major Projects Leadership Academy • Project Leadership Programme • Leading and Managing Project Workstreams	• APM Chartered Project Professional • Major Projects Leadership Academy
Job role competencies		Competencies are listed in individual job role pages. Click the link at the top of each column.			

Programme Manager / Director (page 1 of 4)

Next role profile ▶
◀ Previous role profile

Leadership

What does a Programme Manager / Director do?

The Programme Manager is responsible for leading a defined set of interdependent projects and the associated business change activities. They have primary responsibility for successful delivery of the required outcomes, including the establishment of appropriate governance and assurance, monitoring progress, managing risks and issues and ensuring the business readiness for change.

PD Career Pathways		Programme Manager 1	Programme Manager 2	Programme Manager 3	Programme Director 1	Programme Director 2	Programme Director 3
Civil Service grades		SEO	G7	G6	SCS1	SCS2	SCS3
Project complexity ⓘ		LOW → MODERATE → HIGH → VERY HIGH					
		The grade level of roles 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 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.					
Typical role responsibilities	Business case	Drafting the business case with input from project managers and specialists.	Develop and clearance of the business case with project leads and SMEs	Develop and clearance of the business case with project leads and SMEs	Lead the development of the business case, alignment with senior stakeholders and agreement through Programme Board / Management Board / HMT.	Lead the development of the business case, alignment with senior stakeholders and agreement through Programme Board / SRO / Management Board / HMT.	Lead the development of the business case, alignment with senior stakeholders and agreement through Programme Board / SRO / Management Board / HMT.
	Communications and stakeholder management	Develop and maintain communications with project managers and other stakeholders, building effective and collaborative relationships.	Identify and manage stakeholder relationships and highlight need for senior level support. Manage internal and external relationships as appropriate.	Identify and manage stakeholder relationships and highlight need for senior level support. Manage internal and external relationships as appropriate.	Ensure stakeholder interests are identified and addressed. Segment and manage multiple stakeholder groups appropriately in complex environments. Build consensus across a large and often diverse group of stakeholders and develop strategic relationships with internal and external suppliers. Work closely with the SRO to co-manage senior stakeholders.	Ensure stakeholder interests are identified and addressed. Segment and manage multiple stakeholder groups appropriately in complex environments. Build consensus across a large and often diverse group of stakeholders and develop strategic relationships with internal and external suppliers. Work closely with the SRO to co-manage senior stakeholders.	Lead, manage and direct stakeholder relationships across multiple groups to achieve buy-in to programme objectives and delivery of outcomes.

Programme Manager / Director (page 2 of 4)

Next role profile ▶
◀ Previous role profile

Leadership

PD Career Pathways		Programme Manager 1	Programme Manager 2	Programme Manager 3	Programme Director 1	Programme Director 2	Programme Director 3
Civil Service grades		SEO	G7	G6	SCS1	SCS2	SCS3
Project complexity ⓘ		LOW → MODERATE → HIGH → VERY HIGH					
Typical role responsibilities	Guidance	May be mentored by a more senior PM.	Provide direction and guidance on development to team and more broadly across departmental profession.	Provide direction and guidance on development to team and more broadly across departmental profession.	Provide direction and guidance on development to team and more broadly across department and government.	Provide direction and guidance on development to team and more broadly across department and government.	Provide direction and guidance on development to team and more broadly across department and government.
	Resource management	Identify resources to ensure required capacity and capability for successful programme delivery. Undertakes planning, scheduling and estimating.	Secures resources and directs planning scheduling, resourcing and estimating for complex and large scale programmes.	Secures resources and directs planning scheduling, resourcing and estimating for complex and large scale programmes.	Build and maintain a strong delivery-focused programme team. Provide leadership and direct larger multi-disciplinary teams to deliver successfully.	Build and maintain a strong delivery-focused programme team. Provide leadership and direct larger multi-disciplinary teams to deliver successfully.	Build and maintain a strong delivery-focused programme team. Provide leadership and direct larger multi-disciplinary teams to deliver successfully.
	Risks and issues	Manage risks and issues, including those that are strategic and politically sensitive, ensuring regular reporting and escalation as appropriate.	Oversee risk and issue management. Ensures mitigations are in place and resolved through negotiated agreement.	Oversee risk and issue management. Ensures mitigations are in place and resolved through negotiated agreement.	Accountable for ensuring strategic and operational risks and issues are identified, prioritised, assessed and mitigated. Ensure senior stakeholders are briefed, updated and where appropriate, enrolled in the management and control of key risks. Identify and engage specialists as appropriate.	Accountable for ensuring strategic and operational risks and issues are identified, prioritised, assessed and mitigated. Ensure senior stakeholders are briefed, updated and where appropriate, enrolled in the management and control of key risks. Identify and engage specialists as appropriate.	Accountable for ensuring strategic and operational risks and issues are identified, prioritised, assessed and mitigated. Ensure senior stakeholders are briefed, updated and where appropriate, enrolled in the management and control of key risks. Identify and engage specialists as appropriate.
	Benefits realisation	Work with project leads and Benefits Manager to identify, track and deliver benefits set out in business case.	Ensure realisation of benefits for customers through planning and designing and that project outputs meet programme requirements.	Ensure realisation of benefits for customers through planning and designing and that project outputs meet programme requirements.	Provide strategic leadership in monitoring benefit delivery and to maximise benefits from the programme.	Provide strategic leadership in monitoring benefit delivery and to maximise benefits from the programme.	Provide strategic leadership in monitoring benefit delivery and to maximise benefits from the programme.

Programme Manager / Director (page 3 of 4)

Next role profile ▶
◀ Previous role profile

PD Career Pathways		Programme Manager 1	Programme Manager 2	Programme Manager 3	Programme Director 1	Programme Director 2	Programme Director 3
Civil Service grades		SEO	G7	G6	SCS1	SCS2	SCS3
Project complexity ?		LOW → MODERATE → HIGH → VERY HIGH					
Typical role responsibilities	Programme performance and controls	Plan and design the programme and proactively monitor and report on its overall progress through the governance framework.	Maintain overall integrity and coherence of programme and governance framework to support each project. Plan programme assurance activities.	Maintain overall integrity and coherence of programme and governance framework to support each project. Plan programme assurance activities.	Responsible for identifying success criteria, set project controls and be accountable for performance. Monitor and control progress, engage fully with assurance and respond to recommendations.	Responsible for identifying success criteria, set project controls and be accountable for performance. Monitor and control progress, engage fully with assurance and respond to recommendations.	Responsible for identifying success criteria, set project controls and be accountable for performance. Monitor and control progress, engage fully with assurance and respond to recommendations.
	Leadership vision and objectives	Deliver stated objectives. Support the programme to deliver the business case benefits and outcomes.	Cascade vision and translate into delivery objectives for the team. Lead the programme to deliver the business case benefits and outcomes.	Cascade vision and translate into delivery objectives for the team. Lead the programme to deliver the business case benefits and outcomes.	Create an environment in which projects can succeed – working effectively together and managing dependencies. Deliver benefits and outcomes set out in business case.	Create an environment in which projects can succeed – working effectively together and managing dependencies. Deliver benefits and outcomes set out in business case.	Create an environment in which projects can succeed – working effectively together and managing dependencies. Deliver benefits and outcomes set out in business case.
	Dependency management	Map programme dependencies and identify owners, build dependency management into the programme's governance cycle.	Work with project leads and business as usual to ensure dependencies are actively managed, act as an arbiter and enforcer and resolve issues between the various elements of the programme.	Work with project leads and business as usual to ensure dependencies are actively managed, act as an arbiter and enforcer and resolve issues between the various elements of the programme.	Quality Assure the dependency management process, work with senior stakeholders to resolve issues and act as a link between the programme and business governance.	Quality Assure dependency management process, own strategic dependencies (HMT, CO), work with senior stakeholders to resolve issues and act as a link between the programme and business governance.	Own strategic cross departmental and key supplier dependencies, ensure dependencies are re-aligned to reflect changes in the programme's environment.

Programme Manager / Director (page 4 of 4)

Next role profile ▶
◀ Previous role profile

PD Career Pathways		Programme Manager 1	Programme Manager 2	Programme Manager 3	Programme Director 1	Programme Director 2	Programme Director 3
Civil Service grades		SEO	G7	G6	SCS1	SCS2	SCS3
Project complexity ⓘ		LOW → MODERATE → HIGH → VERY HIGH					
Entry route	Project Delivery Professional	Suitable for an individual with experience working as a member of a large or medium complexity programme or project team or as a specialist or work stream strand lead for a small, low complexity programme or project.	Suitable for an individual who has successfully managed several low or medium complexity programmes or projects or may have been in a specialist or work stream strand lead role within a programme or project.		Suitable for an individual who has successfully managed several low or medium complexity programmes or projects or may have been in a specialist or work stream strand lead role within a programme or project.		
	non-Project Delivery Professional	May be suitable for an individual with appropriate skills gained in a non-project environment, for example business change managers.	Not normally suitable for an individual with no previous Project Delivery experience.				
Typical qualifications and professional memberships		• Managing Successful Programmes Practitioner • PRINCE2 Practitioner • Managing Successful Programmes Advanced Practitioner • APM Project Management Qualification	• Managing Successful Programmes Practitioner • PRINCE2 Practitioner • Managing Successful Programmes Advanced Practitioner • APM Project Management Qualification • APM Chartered Project Professional • Project Leadership Programme • Leading and Managing Project Workstreams	• Managing Successful Programmes Practitioner • PRINCE2 Practitioner • Managing Successful Programmes Advanced Practitioner • P3O Practitioner • APM Chartered Project Professional • Project Leadership Programme • APM Project Management Qualification • Leading and Managing Project Workstreams	• Managing Successful Programmes Practitioner • Managing Successful Programmes Advanced Practitioner • P3O Practitioner • APM Chartered Project Professional • Major Projects Leadership Academy	• APM Chartered Project Professional • Major Projects Leadership Academy	• APM Chartered Project Professional • Major Projects Leadership Academy
Job role competencies		Competencies are listed in individual job role pages. Click the link at the top of each column.					

Project Manager / Director (page 1 of 4)

Next role profile ▶
◀ Previous role profile

Leadership

What does a Project Manager / Director do?

The role of the Project Manager is to lead / manage the project and the project team on a day-to-day basis. The Project Manager is responsible for driving and overseeing the delivery of the project to ensure that the objectives are clearly defined and achieved within the agreed time, cost and quality constraints. The Project Manager has a key role in project governance and working with stakeholders, to ensure the agreed project outputs are delivered to enable benefits to be realised.

PD Career Pathways		Project Manager 1	Project Manager 2	Project Manager 3	Project Manager 4	Project Director 1	Project Director 2	Project Director 3
Civil Service grades		HEO	SEO	G7	G6	SCS1	SCS2	SCS3
Project complexity ⓘ		VERY LOW → LOW → MODERATE → HIGH → VERY HIGH						
		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.						
Typical role responsibilities	Delivery	Create and lead the project to deliver the agreed outcomes within time, cost and quality constraints.		Create and lead the project to deliver the agreed outcomes within time, cost and quality constraints.		Accountable to the SRO for creating and leading the project to deliver the agreed outcomes within time, cost and quality constraints.		
	Project management	Day-to-day management and leadership of the project and the project team. Set project controls. Design the project structure appropriate to stage. Select and apply appropriate delivery methodologies.		Day-to-day management and leadership of the project and the project team. Provide effective leadership and management controls. Set project controls. Design the project structure and organisation appropriate to stage. Set appropriate delivery methodologies. Manage effective transition between project phases.		Day-to-day management and leadership of the project and the project team. Provide effective leadership and management controls. Set project controls and 'stop go' decision points. Design the project structure and organisation appropriate to stage. Set appropriate delivery methodologies. Manage effective transition between project phases.		
	Business case	Co-ordinate development of the business case.		Develop and draft the business case, with input from specialists as necessary.		Develop the business case.		
	Budget	Track delivery within budget.		Develop the budget and track delivery within budget.		Develop the budget and track delivery within budget.		
	Resources	Schedule / manage resources to deliver the project. May work independently or with a small team.		Identify skill requirements; and deploy and develop resources. Manage medium sized team.		Identify skill requirements at all stages of the project, recruit resources within budget constraints, oversee effective deployment of resources including: building the project team; delegation of roles and responsibilities; developing capability and fostering innovation.		

Project Manager / Director (page 2 of 4)

Next role profile ▶
◀ Previous role profile

PD Career Pathways		Project Manager 1	Project Manager 2	Project Manager 3	Project Manager 4	Project Director 1	Project Director 2	Project Director 3
Civil Service grades		HEO	SEO	G7	G6	SCS1	SCS2	SCS3
Project complexity ⓘ		VERY LOW → LOW → MODERATE → HIGH → VERY HIGH						
Typical role responsibilities	Benefits realisation	Ensure benefits are identified, understood, measured, tracked and owned. Ensure appropriate Benefits Realisation Strategy is in place, and monitor longer term delivery of benefits against the business case.		Deliver the agreed business case benefits and outcomes. Ensure appropriate Benefits Realisation Strategy is in place, and monitor longer term delivery of benefits against the business case.		Deliver the agreed business case benefits and outcomes. Ensure benefits are identified, understood, measured, tracked and owned. Ensure appropriate Benefits Realisation Strategy is in place, and monitor longer term delivery of benefits against the business case.		
	Stakeholder management	Identify key stakeholders and develop effective relationships.		Identify and manage stakeholder relationships and need for senior level support. Manage internal and external relationships as appropriate.		Work collaboratively with the SRO to jointly manage senior stakeholders. Ensure stakeholder interests are identified and addressed. Manage stakeholder communications and ensure buy-in. Form collaborative relationships with key stakeholders both internally and externally. Build consensus across a large and often diverse group of stakeholders.		
	Risks and issues	Identify and monitor project risks and issues. Develop mitigating actions and escalate as appropriate.		Identify and monitor project risks and issues. Develop mitigating actions and escalate as appropriate. Identify and work with related projects to manage interdependencies.		Manage risks and issues and escalate to SRO where appropriate. Ensure strategic and operational risks and issues are identified, prioritised, assessed and mitigation actions developed, implemented and monitored throughout the life of the project. Ensure senior stakeholders are briefed, updated and where appropriate, enrolled in the management and control of key risks. Identify and engage specialists as appropriate.		
	Governance	Provide key reports and support effective governance and decision making.		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.		
	Assurance	Support or set appropriate project assurance.		Engage with assurance reviews and support action on recommendations. Organise assurance processes such as gateway reviews, as required.		Engage with assurance reviews and acts on recommendations. Organise assurance processes such as gateway reviews, as required by the SRO.		
	Change management	Ensure effective Change Management processes are in place to agree and document changes to deliverables as agreed with stakeholders.		Ensure effective Change Management processes are in place to agree and document changes to deliverables as agreed with stakeholders.		Ensure effective Change Management processes are in place to agree and document changes to deliverables as agreed with stakeholders.		
	Guidance and support	Seek appropriate support, guidance and coaching from the project community. Show commitment to personal development. Promote effective individual and team performance.		Provide support, guidance and coaching for the project team. Show commitment to personal development. Promote effective individual and team performance.		Provide support, guidance and coaching for the project team. Promote effective individual and team performance.		

Project Manager / Director (page 3 of 4)

Next role profile ▶
◀ Previous role profile

PD Career Pathways		Project Manager 1	Project Manager 2	Project Manager 3	Project Manager 4	Project Director 1	Project Director 2	Project Director 3
Civil Service grades		HEO	SEO	G7	G6	SCS1	SCS2	SCS3
Project complexity ⓘ		VERY LOW → LOW → MODERATE → HIGH → VERY HIGH						
Typical role responsibilities	Project performance and controls	Build Project Plan and apply appropriate project principles to deliver stated objectives. Identify and set appropriate Project Controls. Track and report delivery against milestones.		Cascade vision and translate into delivery objectives for the team. Develop and maintain Project Plan. Identify and set appropriate Project Controls. Manage performance and report progress to sponsors.		Develop and agree the vision and measurable success criteria with the SRO. Develop and maintain the Project Plan and integrates with other inter-dependent projects. Monitor and control project progress and performance. Ensure appropriate standards, good practices and lessons learned are sought and applied. Ensure the product / transition deliverables are well defined and agreed with stakeholders. Manage project closure and sign off.		
Entry route	Project Delivery Professional	Suitable for an individual with experience working as a member of a large or medium complexity project team or as a specialist or work stream lead for a small, low complexity project.		Suitable for an individual who has successfully managed several low or medium complexity projects or may have been in a specialist or work strand lead role within a project.		Suitable for an individual who has successfully managed progressively larger and more complex projects.		
	non-Project Delivery Professional	Entry level position suitable for an individual with appropriate skills gained in a non-project environment. Capability assessment required to assess gaps and development requirements.		Not normally suitable for an individual with no previous Project Delivery experience.				

Project Manager / Director (page 4 of 4)

Next role profile ▶
◀ Previous role profile

PD Career Pathways	Project Manager 1	Project Manager 2	Project Manager 3	Project Manager 4	Project Director 1	Project Director 2	Project Director 3
Civil Service grades	HEO	SEO	G7	G6	SCS1	SCS2	SCS3
Project complexity ⓘ	VERY LOW → LOW → MODERATE → HIGH → VERY HIGH						
Typical qualifications and professional memberships	• PRINCE2 Foundation, Agile Project Management Foundation • PRINCE2 Practitioner • Agile Project Management Practitioner • APM Project Fundamentals • APM Project Management Qualification • PMI Certificate in Associate Project Management • PMI Project Management Professional • Leading and Managing Project Workstreams	• PRINCE2 Practitioner • Agile Project Management Practitioner • APM Project Management Qualification • PMI Project Management Professional • Leading and Managing Project Workstreams	• PRINCE2 Practitioner • Agile Project Management Practitioner • APM Project Management Qualification • APM Chartered Project Professional • Project Leadership Programme • PMI Project Management Professional • Leading and Managing Project Workstreams	• PRINCE2 Practitioner • Agile Project Management Practitioner • APM Chartered Project Professional • Project Leadership Programme • APM Project Management Qualification • PMI Project Management Professional • Leading and Managing Project Workstreams	• PRINCE2 Practitioner • Agile Project Management Practitioner • APM Chartered Project Professional • Major Projects Leadership Academy • Project Leadership Programme • Leading and Managing Project Workstreams	• APM Chartered Project Professional • Major Projects Leadership Academy	• APM Registered Project Professional • Major Projects Leadership Academy
Job role competencies	Competencies are listed in individual job role pages. Click the link at the top of each column.						

Project Management Office (PMO) Manager (page 1 of 3)

Next role profile ▶
◀ Previous role profile

What does a PMO Manager do?

The role of the PMO Manager is to define and maintain the standards for project management within their organisation. This includes 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. The PMO Manager provides expert guidance, support and insight on the project, and acts as the source of all project information and metrics.

PD Career Pathways		PMO Manager 1	PMO Manager 2	PMO Director 1
Civil Service grades		G7	G6	SCS1
Project complexity ⓘ		LOW → MODERATE → HIGH → VERY HIGH		
		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.		
Typical role responsibilities	Delivery and leadership	Lead the PMO 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.
	Business case	Support the Project Manager in the development of business case with input from specialists as necessary.		Support the Project Manager in the development of the business case and alignment with senior stakeholders.
	Budget	Develop and agree budgets for projects and/or programmes and forecast actual costs against them.		Develop and agree budgets for projects and/or programmes and forecast actual costs against them.
	Resources	Manage the PMO 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.
	Stakeholder management	Advise the project team on appropriate tools and techniques for managing stakeholder relationships. Provide assurance to the project manager on the effectiveness of stakeholder management arrangements.		Manage and influence senior relationships across projects, the department and across government. Build strategic relationships with internal and external suppliers.
	Risks and issues	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 risk and issue management process within the department. Driving innovation and introduce the latest learning from professional bodies and academic research.

Project Management Office (PMO) Manager (page 2 of 3)

Next role profile ▶
◀ Previous role profile

PD Career Pathways		PMO Manager 1	PMO Manager 2	PMO Director 1
Civil Service grades		G7	G6	SCS1
Project complexity ⓘ		LOW → MODERATE → HIGH → VERY HIGH		
Typical role responsibilities	Governance and assurance	Ensure appropriate governance is in place and arrange external reviews e.g. Gateway Reviews at appropriate points in the project lifecycle. Monitor the effectiveness of controls and ensure that recommendations from external reviews are acted upon.		Establish and maintain governance arrangements for the delivery of projects. Define clear roles, responsibilities and accountabilities that align with organisational practice. Monitor the effectiveness of controls and ensure that recommendations from external reviews are acted upon.
	Change management	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.
	Project performance and controls	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 and support	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.
Entry route	Project Delivery Professional	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.
	non-Project Delivery Professional	Not normally suitable for an individual with no previous Project Delivery experience.		

Project Management Office (PMO) Manager (page 3 of 3)

Next role profile ▶
◀ Previous role profile

PD Career Pathways	PMO Manager 1	PMO Manager 2	PMO Director 1
Civil Service grades	G7	G6	SCS1
Project complexity ?	LOW → MODERATE → HIGH → VERY HIGH		
Typical qualifications and professional memberships	• PRINCE2 Practitioner • Managing Successful Programmes Practitioner • Agile Project Management Practitioner • Management of Risk Practitioner • P3O Practitioner • Managing Successful Programmes Advanced Practitioner • APM Project Management Qualification • APM Chartered Project Professional • Project Leadership Programme • APMG International Project Planning and Control Foundation • APMG International Project Planning and Control Practitioner • Leading and Managing Project Workstreams	• PRINCE2 Practitioner • Managing Successful Programmes Practitioner • Agile Project Management Practitioner • Management of Risk Practitioner • P3O Practitioner • Managing Successful Programmes Advanced Practitioner • APM Chartered Project Professional • Project Leadership Programme • APM Project Management Qualification • APMG International Project Planning and Control Foundation • APMG International Project Planning and Control Practitioner • Leading and Managing Project Workstreams	• PRINCE2 Practitioner • Managing Successful Programmes Practitioner • Agile Project Management Practitioner • Management of Risk Practitioner • P3O Practitioner • Managing Successful Programmes Advanced Practitioner • APM Chartered Project Professional • APM Project Management Qualification • APMG International Project Planning and Control Foundation • APMG International Project Planning and Control Practitioner • Leading and Managing Project Workstreams
Job role competencies	Competencies are listed in individual job role pages. Click the link at the top of each column.		

Portfolio Analyst (page 1 of 2)

Next role profile ▶
◀ Previous role profile

Project Delivery Specialists

What does a Portfolio Analyst do?

A Portfolio Analyst is responsible for the oversight of a collection of programmes or projects that contribute to the delivery of departmental or business area objectives. They will focus primarily on providing insight, information and support that strengthens portfolio governance and enables prioritisation decisions and effective allocation of resources across the portfolio. Ultimately, analysts help ensure optimal delivery of departmental/business strategic objectives in line with government priorities through the analysis of a range of information sources and engagement with programme and project stakeholders, and converting this into informed insights using appropriate reporting and visualisation methods.

PD Career Pathways		Portfolio Analyst 1	Portfolio Analyst 2
Civil Service grades		HEO	SEO
Project complexity ⓘ		LOW → MODERATE → HIGH	
		The grade level of roles 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 high degrees 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.	
Typical role responsibilities	Project pipeline	Works with business areas to identify and categorise new projects.	
	Governance and reporting	Co-ordinate reporting from projects and provide analysis of performance. Provide secretariat for governance boards.	
	People and leadership	Support the Portfolio Manager to communicate and build commitment to a shared vision and sense of purpose.	
	Planning, scheduling and resourcing	Maintain portfolio delivery map and critical path to monitor project progress. Recognise and track interdependencies across change projects.	
	Risk and opportunity management	Identify and monitor portfolio risks (threats and opportunities) and escalate as appropriate.	
	Stakeholder management	Manage and engage with a wide range of stakeholders. Draft and sign-off correspondence.	
	Benefits management	Help develop mechanisms for measuring benefits.	

Portfolio Analyst (page 2 of 2)

Next role profile ▶
◀ Previous role profile

Project Delivery Specialists

PD Career Pathways		Portfolio Analyst 1	Portfolio Analyst 2
Civil Service grades		HEO	SEO
Project complexity ⓘ		LOW → MODERATE → HIGH	
Entry route	Project Delivery Professional	Suitable for an individual with appropriate skills, for example in a project or programme management office with experience of planning, governance and risk.	Suitable for an individual who has worked in a project or programme management office with experience of planning, governance and risk or has experience of managing a project, programme or strand of activity.
	non-Project Delivery Professional	Suitable for an individual with appropriate skills gained in a non-project environment, for example in areas such as planning, resourcing, risk and governance or analytical skills in another profession or area of work.	Suitable for an individual with appropriate skills gained in a non-project environment, for example in areas such as planning, resourcing, risk and governance or analytical skills in another profession or area of work.
Typical qualifications and professional memberships		• PRINCE2 Foundation • PRINCE2 Practitioner • Managing Successful Programmes Foundation • Managing Successful Programmes Practitioner • Management of Risk Foundation • Management of Risk Practitioner • Managing Portfolios Foundation • Managing Portfolios Practitioner • APM Project Fundamentals • APM Project Management Qualification • PMI Certificate in Associate Project Management	• PRINCE2 Practitioner • Managing Successful Programmes Practitioner • Management of Risk Foundation • Management of Risk Practitioner • Managing Portfolios Foundation • Managing Portfolios Practitioner • APM Project Management Qualification • PMI Certificate in Associate Project Management • PMI The complete Project Management Professional
Job role competencies		Competencies are listed in individual job role pages. Click the link at the top of each column.	

Project Planner (page 1 of 3)

Next role profile ▶
◀ Previous role profile

Project Delivery Specialists

What does a Project Planner do?

The role of the Project Planner is to work with stakeholders to ensure all aspects of the project are defined. The planner provides clarity on key milestones to define what, when and how activities will be organised to ensure the outcomes of a project can be achieved, with the resources available. They lead on all aspects of project planning, which will include the development, updating and monitoring of plans and schedules. They identify tasks, activities, interdependencies and outputs for the project and work with the project team to track and monitor progress against the plan throughout the life of the project.

PD Career Pathways		Project Planner 1	Project Planner 2	Project Planner 3	Project Planner 4	Project Planner 5
Civil Service grades		EO	HEO	SEO	G7	G6
Project complexity ⓘ		VERY LOW → LOW → MODERATE → HIGH → VERY HIGH				
		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.				
Typical role responsibilities	Delivery and leadership	Support capability building and the use of best practice in planning and reporting.	Lead on planning activity and work with the project to support delivery of the business case benefits and outcomes. Support capability building and the use of best practice in planning and reporting. Provide expert advice for team members and project community.		Provide visible and effective leadership, lead the planning team and work with the project manager to deliver the business case benefits and outcomes. Develop clear vision and standards and champion the use of best practice project planning standards, tools and processes. Build strong networks both internally and externally.	
	Project planning	Develop and maintain the project plan, capture assumptions and identify dependencies. Contribute towards the development of breakdown structures, quality criteria, product descriptions and monitoring strategy.	Challenge and test project assumptions to ensure that plans are realistic and achievable. Develop of breakdown structures, quality criteria, product descriptions and monitoring strategy. Support the project manager to identify options to optimise delivery through resource smoothing, resource levelling and rescheduling of activities.		Apply advanced knowledge in the discipline of planning for the analysis and successful resolution of risks and issues and identification of opportunities.	
	Resources	Identify project resource requirements through the application of project planning techniques.	Manage the planning team and identify, develop and deploy of planning resources. Identify and plan for wider resource requirements for the project.		Identify future capacity and capability needs of the project planning function and puts in place strategies to meet them.	
	Stakeholder management	Work with stakeholders to ensure plans are comprehensive.	Ensure that stakeholder responsibilities and needs are understood and addressed in reporting arrangements.		Build and maintain external networks to access technical and professional best practice.	

Project Planner (page 2 of 3)

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◀ Previous role profile

Project Delivery Specialists

PD Career Pathways		Project Planner 1	Project Planner 2	Project Planner 3	Project Planner 4	Project Planner 5
Civil Service grades		EO	HEO	SEO	G7	G6
Project complexity ?		VERY LOW → LOW → MODERATE → HIGH → VERY HIGH				
Typical role responsibilities	Project performance and controls	Gathers information from project teams and stakeholders and produces project performance reports.	Monitor and analyse information, reporting progress, slippage and highlighting areas of risk and opportunity.		Analyse performance data, looking at trends to identify areas for improvement and collaboration, and selecting appropriate methods and tools to resolve them.	
	Guidance and support	Provide advice on planning processes throughout the lifecycle of the project.	Provide expert advice on planning processes throughout the lifecycle of the project.		Provide specialist advice and support to ensure successful delivery of projects. Provide guidance and advice to the Project Manager during project initiation on selection of planning approach, tools, processes and proportionality. Identify and lead the introduction of best practice planning processes, tools and templates, using industry standard best practice as a benchmark. Build planning capability.	
Entry route	Project Delivery Professional	Suitable for an individual with experience gained in a different area within a project environment and who preferably has knowledge of planning activities.	Suitable for an individual who has experience of working as project planner or has held a role within a project team with good knowledge of project planning, a PMO or as a project manager or work stream lead of a small project.		Suitable for an individual who has experience of leading planning for progressively larger and more complex projects.	
	non-Project Delivery Professional	Suitable for an individual with appropriate skills gained in a non-project environment ideally with previous planning experience.	Suitable for an individual with planning experience in a non-project environment.		Not normally suitable for an individual with no previous Project Delivery experience.	

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Project Delivery Specialists

PD Career Pathways	Project Planner 1	Project Planner 2	Project Planner 3	Project Planner 4	Project Planner 5
Civil Service grades	EO	HEO	SEO	G7	G6
Project complexity ⓘ	VERY LOW →	LOW →	MODERATE →	HIGH →	VERY HIGH
Typical qualifications and professional memberships	• Introduction to Project Delivery • Identifying Customer and Stakeholder Requirements • How Projects Run • Project Planning • Managing Risks • Issues and Dependencies • Getting It Right: Scope and Change • Outcomes and Benefits • Understanding and Using Business Cases • Working With Agile • APM Project Fundamentals • APMG International Project Planning and Control Foundation • PRINCE2 Foundation	• PRINCE2 Foundation • Agile Project Management Foundation • PRINCE2 Practitioner • Agile Project Management Practitioner • APM Project Management Fundamentals • APM Project Management Qualification • APMG International Project Planning and Control Foundation • PRINCE2 Foundation • PMI Certificate in Associate Project Management	• PRINCE2 Practitioner • Agile Project Management Practitioner • APM Project Management Qualification • APM Practitioner Qualification • APMG International Project Planning and Control Practitioner • PMI Project Management Professional	• PRINCE2 Practitioner • Agile Project Management Practitioner • APM Project Management Qualification • APM Practitioner Qualification • APM Chartered Project Professional • Project Leadership Programme • APMG International Project Planning and Control Practitioner • PMI Project Management Professional • Leading and Managing Project Workstreams	• PRINCE2 Practitioner • Agile Project Management Practitioner • APM Project Management Qualification • APM Chartered Project Professional • Project Leadership Programme • APMG International Project Planning and Control Practitioner • PMI Project Management Professional • Leading and Managing Project Workstreams
Job role competencies	Competencies are listed in individual job role pages. Click the link at the top of each column.				

Resource Manager (page 1 of 3)

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◀ Previous role profile

Project Delivery Specialists

What does a Resource Manager do?

The role of the Resource Manager is to define the people resources required for a project at different stages, and to identify, recruit, deploy, flex and develop those resources to support successful delivery. The resource manager works closely with the project manager to ensure resource requirements are met. Resources may be people focussed, other resources may be physical (eg. equipment).

PD Career Pathways		Resource Manager 1	Resource Manager 2	Resource Manager 3	Resource Manager 4
Civil Service grades		HEO	SEO	G7	G6
Project complexity ⓘ		LOW → MODERATE → HIGH → VERY HIGH			
		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.			
Typical role responsibilities	Resource strategy and planning	Work alongside the project manager to implement planned resource strategies for the project, in line with the project requirements and standards. Likely to be focused on recruitment and allocation of internal resources.	Lead the development and implementation of a number of resource and capability activities across one or many projects. Lead specific activities at a local or departmental level and/or for bring in external or expert resources as required.	Oversee the planning, development and implementation of resource and capability strategies across a major project or portfolio of projects. Including use of appropriate resourcing mechanisms to support pipeline resource planning. Works with HR (or other resource suppliers) and commercial colleagues to use appropriate routes to market (e.g. frameworks, preferred supplier, strategic supplier etc.)	Oversee the planning, development and implementation of resource and capability strategies across a major project, a portfolio of projects or at departmental level, working with internal and external resources. Provides guidance to senior figures on future resource planning. Assesses current resourcing frameworks to establish gaps or improvements for future resourcing strategies. Embeds consistent approach to resource planning across a number of projects to support wider corporate planning activities.
	Stakeholder management	Engage with stakeholders on resource management requirements alongside the project manager.	Lead key stakeholder relationships required to secure project resources.	Develop and lead all stakeholder relationships required to secure project resources.	Oversee all stakeholder relationships on resource and capability management, providing guidance to senior figures and linking key stakeholder groups. Holds relationships at cross government and cross profession level, as well as internal to the department and project.

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◀ Previous role profile

Project Delivery Specialists

PD Career Pathways		Resource Manager 1	Resource Manager 2	Resource Manager 3	Resource Manager 4
Civil Service grades		HEO	SEO	G7	G6
Project complexity ⓘ		LOW → MODERATE → HIGH → VERY HIGH			
Typical role responsibilities	Reporting	Collect timely and accurate data to report on Project Resource and Capability activities, planned or otherwise, on a regular basis to local or departmental teams. Highlight key resourcing and capability risks. Support the use of resource management tools in projects.	Lead the timely and accurate reporting on Project Resource and Capability activities to support departmental resourcing activities. Highlight key resourcing and capability risks and plans for mitigation. Support the use of resource management tools in project.	Oversee the timely and accurate reporting on Project Resource and Capability plans and activities. Lead the challenge function on consistency and accuracy of resource need.	Accountable for resource management plans and activities taking place across major projects or a portfolio of projects. Work with senior figures to make best use of reported data including feeding into risk management approaches.
	Capability management	Work alongside a project manager to identify, skills and competencies required and analyse skill gaps for new and existing staff.	Lead the identification of resource levels, skills and competencies required and skill gaps for new and existing staff.	Lead the identification of resource levels, skills and competencies required and skill gaps for new and existing staff. Provide advice on appropriate learning solutions, strategies and support. Advocate professional development and learning within the project.	Oversee the identification of resource levels, skills and competencies required and skill gaps for new and existing staff. Accountable for securing those resources and filling skills gaps. Advocate professional development and learning within the project.
Entry route	Project Delivery Professional	Suitable for an individual with experience working on resource related activities as part of a small, low complexity project or supporting resource activities within a larger project.	Suitable for an individual who has successfully worked to deliver resource management on small to medium complexity projects or may have been in a specialised on specific resource activities within a high complexity project.	Suitable for an individual with experience of leading resource and capability management activities on medium complexity projects.	Suitable for an individual with experience of successfully leading resource and capability management on a major projects(s).
	non-Project Delivery Professional	Suitable for an individual with appropriate skills gained in a non-project environment , for example a HR professional. Basic resourcing knowledge also required.	Suitable for an individual with appropriate skills gained in a non-project environment, for example a HR professional. Recent capability and resource management experience required.	Suitable for someone who has previously managed resource and capability of significant complexity in the past 5 years in a non-project environment, for example a HR professional.	

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Project Delivery Specialists

PD Career Pathways	Resource Manager 1	Resource Manager 2	Resource Manager 3	Resource Manager 4
Civil Service grades	HEO	SEO	G7	G6
Project complexity ?	LOW → MODERATE → HIGH → VERY HIGH			
Typical qualifications and professional memberships	• APM Project Fundamentals • APM Project Management Qualification • PRINCE 2 Foundation • PRINCE 2 Practitioner • Managing Successful Programmes Foundation • Managing Successful Programmes Practitioner • PMI Certificate in Associate Project Management	• APM Project Management Qualification • PRINCE 2 Practitioner • Managing Successful Programmes Practitioner • PMI The complete Project Management Professional	• APM Project Management Qualification • APM Chartered Project Professional • Project Leadership Programme • PRINCE 2 Practitioner • Managing Successful Programmes Practitioner • PMI The complete Project Management Professional • Leading and Managing Project Workstreams	• APM Chartered Project Professional • Project Leadership Programme • PRINCE 2 Practitioner • Managing Successful Programmes Practitioner • PMI The complete Project Management Professional • Leading and Managing Project Workstreams
Job role competencies	Competencies are listed in individual job role pages. Click the link at the top of each column.			

Business Case Manager (page 1 of 3)

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◀ Previous role profile

Project Delivery Specialists

What does a Business Case Manager do?

The role of the Business Case Specialist is to prepare and maintain a robust business case, which justifies the necessary investment in the project, and determines whether the project is (and continues to be) desirable, viable and achievable.

PD Career Pathways		Business Case Manager 1	Business Case Manager 2	Business Case Manager 3	Business Case Manager 4	Business Case Manager 5
Civil Service grades		EO	HEO	SEO	G7	G6
Project complexity ?		LOW → MODERATE → HIGH → VERY HIGH The grade level of roles 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 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.				
Typical role responsibilities	Business case writing	Support the co-ordination of the business cases, liaising with key stakeholder to ensure deadlines are met and relevant information received to develop the business case.	Co-ordinates the production of business cases, setting the timetable for completion, and ensuring it is in line with organisational and Treasury requirements. Use lessons learned from similar projects to inform business case preparation.	Co-ordinates the planning, development and production of business case, drafting discrete sections, and ensuring it is in line with organisational and Treasury requirements. Use lessons learned from similar projects to inform business case preparation.	Leads the planning, development and drafting, and oversees the production of business case. Prepared to challenge expert input, and is responsible for ensuring the business complies with organisational and Treasury requirements. Use lessons learned from similar projects to inform business case preparation.	Leads the planning, development and drafting of the business case. Prepared to challenge expert input, and is responsible for ensuring the business complies with organisational and Treasury requirements. Use lessons learned from similar projects to inform business case preparation.
	Business case support	Provide guidance to project teams on the requirements and development on business case, directing them to organisational template.	Provide guidance and advice to project teams on the requirements and development of business case, using organisational templates.	Provide guidance and advice to project teams on the requirements and development of business case, using organisational templates and HMT 5 case model.	Devise and provide guidance and advice to project teams on the requirements and development of business case, using organisational templates and HMT 5 case model.	Devise and provide guidance and advice to project teams on the requirements and development of business case, using organisational templates and HMT 5 case model, and design new templates that remain aligned to business need.

Business Case Manager (page 2 of 3)

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◀ Previous role profile

PD Career Pathways		Business Case Manager 1	Business Case Manager 2	Business Case Manager 3	Business Case Manager 4	Business Case Manager 5
Civil Service grades		EO	HEO	SEO	G7	G6
Project complexity ⓘ		LOW → MODERATE → HIGH → VERY HIGH				
Typical role responsibilities	Business case governance	Support the preparation of the supporting documents for submission to the appropriate boards, maintaining records of actions that are allocated and to whom, until completion.	Map the governance route, and prepare business case supporting documents for submission to the appropriate boards, ensuring any actions are allocated an owner and are completed.	Map the governance route, and prepare business case supporting documents for submission to the appropriate boards, ensuring any actions are allocated an owner and are completed.	Present business case rationale to senior managers and project governance forums, work with key stakeholders to anticipate and mitigate issues and delays whilst engaging with senior management.	Present business case rationale to senior managers and project governance forums, work with key stakeholders to anticipate and mitigate issues and delays whilst engaging with senior management.
	Seeing the bigger picture	Ensures that all relevant organisational factors for change are incorporated within a comprehensive business case.	Ensures that all relevant organisational factors for change are incorporated within a comprehensive business case.	Ensures that all relevant organisational factors for change are incorporated within a comprehensive business case.	Ensures that all relevant organisational factors for change are incorporated within a comprehensive business case, and that there is a clear rationale for preferred option(s).	Ensures that all relevant organisational factors for change are incorporated within a comprehensive business case, and that there is a clear rationale for preferred option(s).
	Configuration management	Uses configuration management techniques to ensure that the business case retains validity throughout the project lifecycle.	Develops configuration management techniques to ensure that the business case retains validity throughout the project lifecycle.	Develops configuration management techniques to ensure that the business case retains validity throughout the project lifecycle.	Lead on adopting configuration management techniques to ensure that the business case retains validity throughout the project lifecycle, updating project sponsors as required.	Lead on adopting configuration management techniques to ensure that the business case retains validity throughout the project lifecycle, updating project sponsors as required.
	Benefits	Engages with stakeholder to record and collate the identified benefits.	Co-ordinate stakeholder engagement to identify, define and quantify benefits.	Co-ordinate stakeholder engagement to identify, define and quantify benefits.	Leads engagement with stakeholders to identify, define and quantify benefits, negotiating with stakeholders to agree the key benefits.	Leads engagement with stakeholders to identify, define and quantify benefits, negotiating with stakeholders to agree the key benefits, and work with senior sponsors to ensure the expectations of senior sponsors are articulated and met.
	Stakeholder management	Liaise with key stakeholders to ensure required specialist information is received to support the production of the business cases.	Ensure key stakeholders are utilised in requirements management, and to support the production of business cases.	Manage interactions with key stakeholders to support the production of business cases, and ensure their involvement in requirements management.	Manage and engage with key stakeholders to support the production of business cases and ensure linkage with benefits realisation.	Manage and engage with key stakeholders to support the production of business cases and ensure linkage with benefits realisation.

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Project Delivery Specialists

PD Career Pathways		Business Case Manager 1	Business Case Manager 2	Business Case Manager 3	Business Case Manager 4	Business Case Manager 5
Civil Service grades		EO	HEO	SEO	G7	G6
Project complexity ⓘ		LOW → MODERATE → HIGH → VERY HIGH				
Entry route	Project Delivery Professional	Suitable for an individual with experience gained in a different area within a project environment for example PMO, project or portfolio support function.		Suitable for an individual with experience in a project support, PMO, or portfolio support function.	Suitable for an individual with experience of developing business cases.	
	non-Project Delivery Professional	Suitable for an individual with appropriate skills gained in a non-project environment, for example an understanding developed in strategy, governance, or specialist area (economics, commercial, legal) that contributes to the development of a business case.				
Typical qualifications and professional memberships		• APMG Better Business Cases Foundation • Introduction to Project Delivery • Identifying Customer and Stakeholder Requirements • How Projects Run • Project Planning • Managing Risks • Issues and Dependencies • Getting It Right: Scope and Change • Outcomes and Benefits, Understanding and Using Business Cases • Working With Agile • APM Project Fundamentals • PRINCE 2 Foundation • Managing Successful Programmes Foundation	• APMG Better Business Cases Practitioner • APMG Better Business Cases Foundation • APM Project Management Qualification • PRINCE 2 Practitioner • Managing Successful Programmes Practitioner • PMI Certificate in Associate Project Management	• APMG Better Business Cases Practitioner • APM Project Management Qualification • PRINCE 2 Practitioner • Managing Successful Programmes Practitioner • PMI The complete Project Management Professional	• APMG Better Business Cases Practitioner • APM Project Management Qualification • APM Chartered Project Professional • PRINCE 2 Practitioner • Managing Successful Programmes Practitioner • PMI Project Management Professional	• APMG Better Business Cases Practitioner • APM Chartered Project Professional • PRINCE 2 Practitioner • Managing Successful Programmes Practitioner • PMI Project Management Professional
Job role competencies		Competencies are listed in individual job role pages. Click the link at the top of each column.				

Assurance Manager (page 1 of 4)

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Project Delivery Specialists

What does an Assurance Manager do?

When based within a project, the role of the Assurance Manager is to provide independent assessment and confirmation that the project is on track. When overseeing a range of projects across a department, for example as a Departmental Assurance Co-ordinator, the Assurance Manager's role is to ensure that the right level of assurance is undertaken at the right time in a project's lifecycle. For both roles, this can include ensuring reviews are scheduled and delivered to enable scrutiny of the achievability of the project to meet its objectives and benefits as stated within the projects business case.

PD Career Pathways		Assurance Manager 1	Assurance Manager 2	Assurance Manager 3	Assurance Manager 4	Assurance Manager 5
Civil Service grades		EO	HEO	SEO	G7	G6
Project complexity ⓘ		VERY LOW → LOW → MODERATE → HIGH → VERY HIGH				
		The grade level of roles 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 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.				
Typical role responsibilities	Application of assurance standards	Ensures local or department guidance on assurance reviews are appropriately applied.	Responsible for ensuring projects or activities have appropriate levels of assurance for the complexity of the project. Following local guidance on types of assurance activities and recording them in management documents as required. Supporting the development of local assurance strategies.	Responsible for ensuring projects or activities have appropriate levels of assurance for the complexity of the project. Following local guidance on types of assurance activities and recording them in management documents as required. As a coordinator overseeing project assurance across a department. Recognised as an authority for all assurance related activity and able to provide guidance on the types of assurance / requirements across a department. Conversant with Cabinet Office related guidance and its application for projects. Supporting the development of project or departmental strategy on assurance.	Responsible for leading Assurance within a major project or across a portfolio of projects. Ensure proportionate reviews at key milestones and management of recommendations. As a coordinator overseeing project assurance across a department. Recognised as an authority for all assurance related activity and able to provide guidance on the types of assurance / requirements across a department. Fully conversant with Cabinet Office related guidance and its application for all projects (inc major). Developing / implementing project or departmental strategies on assurance.	Responsible for leading Assurance across a department, major project or across a portfolio of projects. Recognised as an authority for all Assurance related activity and able to provide guidance on requirements across a departmental portfolio. Ensure proportionate reviews at key milestones and management of recommendations. As a coordinator overseeing project assurance across a department. Recognised as an authority for all assurance related activity and able to provide guidance on the types of assurance/requirements across a department. Fully conversant with Cabinet Office related guidance and its application for major projects. Provides guidance on all types of assurance reviews. Developing/implementing project or departmental strategies on assurance.

Assurance Manager (page 2 of 4)

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Project Delivery Specialists

PD Career Pathways		Assurance Manager 1	Assurance Manager 2	Assurance Manager 3	Assurance Manager 4	Assurance Manager 5
Civil Service grades		EO	HEO	SEO	G7	G6
Project complexity ⓘ		VERY LOW →	LOW →	MODERATE →	HIGH →	VERY HIGH
	Planning	Obtains relevant, accurate and reliable information on change initiatives from valid sources to inform reviews.	Working alongside a Project Manager to integrate planned assurance activities throughout the lifecycle of a project. Ensure all management documents are update and available for reviews. As a coordinator they work with Project Managers / SRO's across a portfolio or department to ensure they implement appropriate levels of assurance as part of baseline and future planning activities. Sourcing review teams.	Responsible for leading a number of assurance activities across either one or several projects. Responsible for leading specific project activities such as the review of management cases within business cases either at a local or department level. Provides guidance and to support integrated assurance planning. As a coordinator they work with Project Managers / SRO's to ensure they implement appropriate levels of assurance as part of baseline and future planning activities. Sourcing review teams.	Oversees the planning, scheduling and management of assurance activities across a major project or portfolio of projects. Ensures the alignment of key assurance activities to major delivery milestones and ensure these are integrated across interdependent projects. Responsible for specific activities such as reviewing the management cases within a business cases for a project. Provides guidance and leadership to enable fully integrated assurance planning. As a coordinator they work with Project Managers / SRO's to ensure they implement appropriate levels of assurance as part of baseline and future planning activities. Sourcing review teams.	Accountable for the planning, scheduling and management of assurance activities across a major project or portfolio of projects. Ensures the alignment of key assurance activities to major delivery milestones and ensure these are integrated across interdependent projects. Responsible for specific activities such as reviewing the management cases within a business cases for a project. Provides guidance and leadership to enable fully integrated assurance planning. As a coordinator they work with Project Managers / SRO's to ensure they implement appropriate levels of assurance as part of baseline and future planning activities. Sourcing review teams.

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Project Delivery Specialists

PD Career Pathways		Assurance Manager 1	Assurance Manager 2	Assurance Manager 3	Assurance Manager 4	Assurance Manager 5
Civil Service grades		EO	HEO	SEO	G7	G6
Project complexity ?		VERY LOW → LOW → MODERATE → HIGH → VERY HIGH				
Typical role responsibilities	Results/actions	Identifies and documents any deviations from the original plans, the reasons for the deviations, and potential actions or solutions to address them.	Responsible for collating outcomes or recommendations from reviews and feeding back to the Project Manager to collectively implement identified solutions to overcome any shortfalls. As a co-ordinator, they provide analysis to senior managers about the outcomes from assurance reviews from across a department.	Ensures that agreed actions are implemented, and that any lessons learned are applied to future change initiatives.	Reports the outcomes of reviews to all relevant stakeholders, confirms their understanding and acceptance, and agrees resulting actions. Oversees the implementation of agreed actions. As a co-ordinator, they provide analysis to senior managers about the outcomes from assurance reviews, make recommendations and lead on improvements at a local and departmental level.	Leads the implementation of corrective actions through process improvements or by delegation to Project Manager. Leads the sharing and embedding of lessons with other projects. As a co-ordinator, they provide analysis to senior managers about the outcomes from assurance reviews, make recommendations and lead on improvements at a departmental level.
	Reporting	Supports the reporting of project assurance activities to local or departmental teams.	Collects timely and accurate data to report on Assurance activities, planned or otherwise on a regular basis to local or departmental teams. Works to support the embedding of assurance into projects across a department.	Leads the timely and accurate reporting of integrated assurance plans and milestones to support departmental or board level assurance activities. As a co-ordinator, they provide analysis to senior managers about the outcomes from assurance reviews and make recommendations for improvement.	Oversees the timely and accurate reporting of assurance to departmental or Cabinet Office teams to ensure transparency. Shares best working practices with other projects. As a co-ordinator, works with the SRO's, Project Director's and managers to ensure effective reporting, communication of key messages and the sharing of best practices both within their own department and to others as part of the co-ordinator network. Leads on the timely and accurate reporting of assurance data (at project or departmental level) to senior managers or Cabinet Office teams to ensure transparency. Works to ensure that assurance reporting is embedded across the department.	Accountable for the management of assurance reporting activities across a department, major project or portfolio. Works with SROs and Project Directors to ensure effective reporting and communication of key messages and sharing of best practices. Ensure assurance reporting is embedded across Project teams.

Assurance Manager (page 4 of 4)

Next role profile ▶
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Project Delivery Specialists

PD Career Pathways		Assurance Manager 1	Assurance Manager 2	Assurance Manager 3	Assurance Manager 4	Assurance Manager 5
Civil Service grades		EO	HEO	SEO	G7	G6
Project complexity ⓘ		VERY LOW → LOW → MODERATE → HIGH → VERY HIGH				
	Areas for assurance evaluation	Key areas for evaluation in assurance reviews include: Alignment with the business case; management processes; overall progress towards output in terms of time, cost and quality; stakeholder relationships and perceptions; final outcomes and lessons learned and benefits plans and realisation.				
Entry criteria	Project Delivery Professional	Suitable for an individual with experience gained in a different area within a project environment. May be a part of a combined role.	Suitable for an individual with some assurance or with appropriate experience from a different area within a project environment.	Suitable for an individual with a good level of assurance experience or appropriate experience from a different area within a project environment.	Suitable for an individual with extensive assurance experience or appropriate experience from a different area within a project environment.	
	non-Project Delivery Professional	Suitable for an individual with appropriate skills gained in a non-project environment.			Suitable only for an individual with significant assurance management experience gained in a non-project environment.	
Typical qualifications and professional memberships		• Introduction to Project Delivery • Identifying Customer and Stakeholder Requirements • How Projects Run • Project Planning • Managing Risks • Issues and Dependencies • Getting It Right: Scope and Change • Outcomes and Benefits • Understanding and Using Business Cases • Working With Agile • APM Project Fundamentals • PRINCE 2 Foundation • Managing Successful Programmes Foundation • APMG International Project Planning and Control Foundation	• APM Project Fundamentals • APM Project Management Qualification • PRINCE 2 Foundation • PRINCE 2 Practitioner • Managing Successful Programmes Foundation • Managing Successful Programmes Practitioner • APMG International Project Planning and Control Foundation • PMI Certificate in Associate Project Management	• APM Project Management Qualification • PRINCE 2 Practitioner • Managing Successful Programmes Practitioner • APMG International Project Planning and Control Practitioner • PMI Project Management Professional	• APM Chartered Project Professional • PRINCE 2 Practitioner • Managing Successful Programmes Practitioner • APMG International Project Planning and Control Practitioner • PMI Project Management Professional	• APM Chartered Project Professional • PRINCE 2 Practitioner • Managing Successful Programmes Practitioner • APMG International Project Planning and Control Practitioner • PMI Project Management Professional
Job role competencies		Competencies are listed in individual job role pages. Click the link at the top of each column.				

Configuration Manager (page 1 of 2)

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Project Delivery Specialists

What does a Configuration Manager do?

The role of the Configuration Management Specialist is to ensure all key information assets, products, documents, etc. for the project are identified, controlled, tracked, and securely stored.

PD Career Pathways		Configuration Manager 1	Configuration Manager 2
Civil Service grades		EO	HEO
Project complexity ⓘ		LOW → MODERATE → HIGH	
		The grade level of roles 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 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.	
Typical role responsibilities	Configuration management process	Manage appropriate Configuration Management processes for the programme or project in line with departmental standards.	Develop, implement and manage Configuration Management processes for the programme or project in line with departmental standards.
	Stakeholder management	Advise stakeholders on the Configuration Management procedures in place for the project or programme, ensuring they are understood.	
	Information management and security	Manage the receipt, identification, storage, retention and accessibility of items under configuration control. Ensure that all changes to documents under configuration control are documented and controlled. Ensure data is appropriately protected in line with departmental policy.	Create a repository for items under configuration control, ensuring it is appropriate to manage; receipt, identification, storage, retention and accessibility of such items. Ensure that all changes to documents under configuration control are documented and controlled. Ensure data is appropriately protected in line with departmental policy.
	Auditing and reporting	Carry out configuration verification, reviews and audits. Report on the status of items under configuration control for management.	
Entry route	Project Delivery Professional	Suitable for an individual with experience gained in a different area within a project environment. May be a part of a combined role.	
	non-Project Delivery Professional	Suitable for an individual with appropriate skills gained in a non-project environment. For example may have held roles in, for instance, the Information Management profession, or depending on the nature of the project or programme, may have a technical background, such as in IT or Engineering. May be a part of a combined role.	

Configuration Manager (page 2 of 2)

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Project Delivery Specialists

PD Career Pathways	Configuration Manager 1	Configuration Manager 2
Civil Service grades	EO	HEO
Project complexity ?	LOW → MODERATE → HIGH	
Typical qualifications and professional memberships	• Introduction to Project Delivery • Identifying Customer and Stakeholder Requirements • How Projects Run • Project Planning • Managing Risks • Issues and Dependencies • Getting It Right: Scope and Change • Outcomes and Benefits • Understanding and Using Business Cases • Working With Agile • PRINCE2 Foundation • APM Project Fundamentals • Managing Successful Programmes Foundation	• Introduction to Project Delivery • Identifying Customer and Stakeholder Requirements • How Projects Run • Project Planning • Managing Risks • Issues and Dependencies • Getting It Right: Scope and Change • Outcomes and Benefits • Understanding and Using Business Cases • Working With Agile • PRINCE2 Foundation • PRINCE 2 Practitioner • Managing Successful Programmes Foundation • Managing Successful Programmes Practitioner • PMI Certificate in Associate Project Management
Job role competencies	Competencies are listed in individual job role pages. Click the link at the top of each column.	

Project Support Officer (page 1 of 2)

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Project Delivery Specialists

What does a Project Support Officer do?

The role of the Project Support Officer covers a diverse range of activities to support the delivery of the project's objectives. The Project Support Officer enables the smooth running of the project by supporting the project manager through the operation of project management processes, and the co-ordination of business management actions and activities on their behalf.

PD Career Pathways		Project Support Officer 1	Project Support Officer 2	Project Support Officer 3
Civil Service grades		EO	HEO	SEO
Project complexity ⓘ		LOW → MODERATE → HIGH		
		The grade level of roles 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 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.		
Typical role responsibilities	Planning and scheduling	Assist with and maintain appropriate systems to enable effective planning and scheduling.	Implement and maintain appropriate systems to enable effective planning and scheduling.	Ensure systems are in place to enable effective planning and scheduling
	Monitoring and reporting	Assist in maintaining project controls and in producing project reports.	Establish and maintain project controls, keeping the project manager aware of the project status. Prepare project performance reports, presenting statistics and researching new information.	Manage project controls, reporting to the Project Manager about the project status. Develop project performance reports.
	Admin	Responsible for project file management using robust version control. Organise key project meetings, and provide secretariat support.	Ensure organisational tasks are carried out efficiently. Manage and monitor compliance of the project with Departmental Security, Health and Safety, Equality and Diversity, Business Continuity and Business Planning.	Ensure organisational tasks are carried out efficiently. Manage compliance of the project with Departmental Security, Health and Safety, Equality and Diversity, Business Continuity and Business Planning.
	Resources	Management of staff as appropriate, including their development.	Lead a team responsible for identifying, developing and deploying resources. Manage workforce planning, providing information for effective decision making to the Project Manager. Procurement of supplies and services related to project support within Delegated Financial Authority limits.	Lead a team responsible for identifying, developing and deploying resources. Manage workforce planning, providing information for effective decision making to the Project Manager. Procurement of supplies and services related to project support within Delegated Financial Authority limits.
	Stakeholder	Assist with maintaining the stakeholder log for internal and external stakeholders. Act as the focal point for project responses to external requests for information.	Manage professional relationships with a wide range of internal and external stakeholders, and act as lead point of contact for some external parties. Draft and sign-off correspondence.	Manage and engage with a wide rate of internal and external stakeholders. Draft and sign-off correspondence.

Project Support Officer (page 2 of 2)

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Project Delivery Specialists

PD Career Pathways		Project Support Officer 1	Project Support Officer 2	Project Support Officer 3
Civil Service grades		EO	HEO	SEO
Project complexity ?		LOW → MODERATE → HIGH		
Typical role responsibilities	Financial control	Assist with the monitor of project spend and contribute to the compilation of budgets. Maintains an accurate asset register for the project.	Monitor project spend and contribute to the compilation of budgets and the development of the business case. Ensures an accurate asset register is maintained.	Manage project spend and contribute to the compilation of budgets. Contribute to the project business case.
	Risks and issues	Assist with and maintain risk and issue logs, escalating as appropriate.	Manage potential risk areas, working with risk managers and escalating as appropriate.	Lead potential risk areas, working with risk manager and escalating as appropriate.
Entry route	Project Delivery Professional	Suitable entry level position.		Suitable for an individual with experience gained in a different area within a project environment.
	non-Project Delivery Professional	Suitable for an individual with appropriate skills gained in a non-project environment.		
Typical qualifications and professional memberships		• Introduction to Project Delivery • Identifying Customer and Stakeholder Requirements • How Projects Run • Project Planning • Managing Risks • Issues and Dependencies • Getting It Right: Scope and Change • Outcomes and Benefits • Understanding and Using Business Cases • Working With Agile • APM Project Fundamentals	• Introduction to Project Delivery • Identifying Customer and Stakeholder Requirements • How Projects Run • Project Planning • Managing Risks • Issues and Dependencies • Getting It Right: Scope and Change • Outcomes and Benefits • Understanding and Using Business Cases • Working With Agile • APM Project Fundamentals • APM Project Management Qualification • PRINCE 2 Foundation • PRINCE 2 Practitioner • Managing Successful Programmes Foundation • Managing Successful Programmes Practitioner • PMI Certificate in Associate Project Management	• APM Project Management Qualification • PRINCE2 Practitioner • Managing Successful Programmes Practitioner • PMI Project Management Professional
Job role competencies		Competencies are listed in individual job role pages. Click the link at the top of each column.		

Governance and Reporting Manager (page 1 of 3)

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Project Delivery Specialists

What does a Governance and Reporting Manager do?

The role of the Governance and Reporting Specialist is to manage and control governance activities in the project to enable effective management and decision-making of the project. They should ensure timely, consistent and accurate data collection, analysis and reporting on project progress and delivery confidence.

PD Career Pathways		Governance and Reporting Manager 1	Governance and Reporting Manager 2	Governance and Reporting Manager 3	Governance and Reporting Manager 4	Governance and Reporting Manager 5
Civil Service grades		EO	HEO	SEO	G7	G6
Project complexity ?		LOW → MODERATE → HIGH → VERY HIGH				
		The grade level of roles 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 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.				
Typical role responsibilities	Business case	Identify specialists to complete relevant sections of the business case. Ensure correct business case template is used, and understood by contributors.	Identify specialists to complete relevant sections of the business case. Ensure correct business case template is used, and understood by contributors. Set out business case completion timeline	Draft parts of the business case (governance section). Liaise with business case investment approval boards and ensure business case has timely slots at all relevant approval boards. Prepare papers for Investment approval boards.	Draft parts of the business case and quality assure specialist contributions – gaining appropriate specialist sign off. Quality Assure (QA) investment board papers.	Part of project SMT that signs off the business case prior going to investment board. Support SRO/PM taking business case through investment boards. Be a critical friend for business case drafting. Develop guidelines and masterclasses on business case preparation.
	Stakeholder	Supporting liaison with stakeholders to gather data. Support the Governance and supporting manager acting as a point of contact for Governance and reporting.	Liaise with stakeholders to gather data. Act as point of contact for governance and reporting.	Liaise with stakeholders to gather data. Review data, and work with stakeholders to resolve anomalies or gaps.	Work with stakeholder to agree a governance and reporting structure. Set up project boards, ensuring all relevant stakeholders are represented (e.g. user, supplier etc.)	Work with stakeholders to agree governance and reporting structure and ensure key stakeholders are embedded in governance structure. Keep governance structure under review, bringing in different stakeholders during project lifecycle. Deliver masterclasses on governance best practice for wider project community.

Governance and Reporting Manager (page 2 of 3)

Next role profile ▶
◀ Previous role profile

Project Delivery Specialists

PD Career Pathways		Governance and Reporting Manager 1	Governance and Reporting Manager 2	Governance and Reporting Manager 3	Governance and Reporting Manager 4	Governance and Reporting Manager 5
Civil Service grades		EO	HEO	SEO	G7	G6
Project complexity ⓘ		LOW → MODERATE → HIGH → VERY HIGH				
Typical role responsibilities	Est governance and reporting landscape	Support the drafting of terms of reference for boards. Draft reports using standard templates.	Draft and own terms of reference for boards. Draft reports using standard templates. Single point of contact for reporting.	Draft and own terms of reference for boards and define roles of board members. Work with senior project roles to draft board agendas. Keep log of board decisions and owners. Work with decision owners to provide report updates. Analysis data and present at relevant boards.	Understand and communicate the organisation's governance pathways – driving appropriate use of boards and build governance into the project cycle. Analysis and challenge of data in the reports (is there a rainbow of honesty?). Present reports at relevant boards. Develop and agree tolerances, escalation triggers and investment gateways.	Ensure project governance is followed for all decision making, challenge when not. Keep governance and reporting structure under review and relevant to the project lifecycle. Conduct governance audits. Work with senior stakeholders to ensure decisions are understood and owned, both inside and outside the project.
	Risk and issue management	Work with risk manager/ risk owners to report risks to project boards.	Work with risk manager/ risk owners to report risks to project boards.	Work with risk manager/ risk owners to report risks to project boards.	Ensure risks and issues are an integral part of the governance cycle and boards give enough time to consider key risks and issues.	Ensure risks and issues are an integral part of the governance cycle and boards give enough time to consider key risks and issues.
	Change control	Maintain change request log.	Work with the change manager/ PM to provide data for Change Control requests. Maintain change request log.	Work with the change manager/ PM to provide data for Change Control requests. Present change control requests to relevant board and disseminate the outcome.	Design change control process, agreeing tolerance and escalation points. Oversee compliance with change request process, escalating non compliance.	Design change control process, agreeing tolerance and escalation points. Oversee compliance with change request process, escalating non compliance.
	Knowledge and information management	Support the Implement knowledge and information process and maintain the lessons learned log.	Implement knowledge and information process and maintain the lessons learned log.	Implement knowledge and information process. Advise the project on correct processes and lead the lessons learned process.	Set knowledge and information processes that conforms with the organisations standards. QA and challenge the project/ business to follow the agreed processes. Disseminate lessons learned within project and wider community.	Set knowledge and information processes that conforms with the organisations standards and are proportionate to the size/type of project. QA and challenge the project/ business to follow the agreed processes. Disseminate lessons learned within project and wider community.

Governance and Reporting Manager (page 3 of 3)

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Project Delivery Specialists

PD Career Pathways		Governance and Reporting Manager 1	Governance and Reporting Manager 2	Governance and Reporting Manager 3	Governance and Reporting Manager 4	Governance and Reporting Manager 5
Civil Service grades		EO	HEO	SEO	G7	G6
Project complexity ⓘ		LOW → MODERATE → HIGH → VERY HIGH				
Entry route	Project Delivery Professional	Suitable for an individual with experience gained in a different area within a project environment.		Suitable for an individual with experience of reporting and working with boards in a corporate or project role.	Suitable for an individual with experience of having set up boards, drafted Terms of Reference, designed reporting and dashboard processes and been a board secretariat. Will need a good understanding of Project Management language and best practice.	Suitable for an individual with in-depth knowledge of project governance, with experience of setting up boards for a variety of projects and programmes, and have worked with portfolios and outside agencies for example IPA reporting.
	non-Project Delivery Professional	Suitable for an individual with appropriate skills gained in a non-project environment.		Suitable for an individual with experience of reporting and working with boards in a corporate or project role.	Suitable for an individual with experience of having set up boards, drafted Terms of Reference, designed reporting and dashboard processes and been a board secretariat. Will need a good understanding of Project Management language and best practice.	
Typical qualifications and professional memberships		• APM Project Fundamentals • Introduction to Project Delivery • Identifying Customer and Stakeholder Requirements • How Projects Run • Project Planning • Managing Risks, Issues and Dependencies • Getting It Right: Scope and Change • Outcomes and Benefits • Understanding and Using Business Cases • Working With Agile • PRINCE 2 Foundation • Managing Successful Programmes Foundation • APMG International Project Planning and Control Foundation	• APM Project Fundamentals • APM Project Management Qualification • APMG International Project Planning and Control Foundation • APMG International Project Planning and Control Practitioner • PRINCE 2 Foundation • PRINCE 2 Practitioner • Managing Successful Programmes Foundation • Managing Successful Programmes Practitioner • PMI Certificate in Associate Project Management	• APM Project Management Qualification • APMG International Project Planning and Control Practitioner • PRINCE 2 Practitioner • Managing Successful Programmes Practitioner • PMI Project Management Professional	• APM Project Management Qualification • APM Chartered Project Professional	• APM Chartered Project Professional • APMG International Project Planning and Control Practitioner • PRINCE 2 Practitioner • Managing Successful Programmes Practitioner • PMI Project Management Professional
Job role competencies		Competencies are listed in individual job role pages. Click the link at the top of each column.				

Risks and Issues Manager (page 1 of 3)

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Project Delivery Specialists

What does a Risks and Issues Manager do?

The role of a Risk and Issue Specialist is to proactively manage risks and issues facing the project or programme by co-ordinating the consistent identification, documentation, monitoring and reporting of risks and issues. They should support the relevant risk or issue owners to identify and develop appropriate mitigation plans, and escalate to the next level of management where appropriate. Risk Managers may need to develop some domain-level experience, for instance, in procurement projects, infrastructure, business change or IT across government

PD Career Pathways		Risks and Issues Manager 1	Risks and Issues Manager 2	Risks and Issues Manager 3	Risks and Issues Manager 4	Risks and Issues Manager 5
Civil Service grades		EO	HEO	SEO	G7	G6
Project complexity ⓘ		VERY LOW to LOW → MODERATE → HIGH to VERY HIGH				
		The grade level of roles 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 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.				
Typical role responsibilities	Risk Management Strategy, Processes and Procedures	Enacting the Risk Management strategy through effective use of risk processes and procedures in accordance with best practice, Departmental policy and the complexity of the change initiative.	Enacting the Risk Management strategy through effective use of risk processes and procedures in accordance with best practice, Departmental policy and the complexity of the change initiative. Ensures compliance with PD Risk and Issues strategies within the PD team.	Maintaining the Risk Management Strategy and plans for effective Risk Management in accordance with best practice, Departmental policy and the complexity of the change initiative. Ensures compliance with, and plans the continuous improvement of, PD Risk and Issues strategies(y), processes and procedures within change initiatives or sub-organisation(s).	Championing better risk and issue management through the development and implementation of strategies, processes and procedures in accordance with best practice, Departmental policy and the complexity of the change initiative. Provides strategic-level advice to senior leaders and the corporate centre on risk and issue management. Provides leadership of risk and issue management within the sub-organisation or department.	Championing better risk and issue management through the development and implementation of strategies, processes and procedures in accordance with best practice, Departmental policy and the complexity of the change initiative. Provides strategic-level advice to senior leaders and the corporate centre on risk and issue management. Provides leadership of risk and issue management within the sub-organisation or department.

Risks and Issues Manager (page 2 of 3)

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Project Delivery Specialists

PD Career Pathways		Risks and Issues Manager 1	Risks and Issues Manager 2	Risks and Issues Manager 3	Risks and Issues Manager 4	Risks and Issues Manager 5
Civil Service grades		EO	HEO	SEO	G7	G6
Project complexity ?		VERY LOW to LOW →		MODERATE →		HIGH to VERY HIGH
	Stakeholders	Provision of effective and efficient advice on PD Risks and Issues to Project/ Programme Managers. Develop a programme of regular risk and issue reviews with key stakeholders.	Provision of effective and efficient advice on PD Risks and Issues to Project/ Programme Managers. Develop a programme of regular risk and issue reviews with key stakeholders. Point of professional knowledge and expertise on PD Risk and Issue Management for project(s).	Provision of effective and efficient advice on PD Risks and Issues to Project/ Programme Managers and senior leaders. Develop a programme of regular risk and issue reviews with key stakeholders. Point of professional knowledge and expertise on PD Risk and Issue Management for their sub-organisation. Supports the business in identifying appropriate strategies for dealing with Risk and Issues.	Provision of expert strategic-level advice on PD Risks and Issues to Project/Programme Managers and senior leaders. Develop a programme of regular risk and issue reviews with key stakeholders. Point of expert professional knowledge and experience on PD Risk and Issue Management for their department or sub-organisation. Supports the business in identifying appropriate strategies for dealing with Risk and Issues.	Provision of expert strategic-level advice on PD Risks and Issues to Project/Programme Managers and senior leaders. Develop a programme of regular risk and issue reviews with key stakeholders. Point of expert professional knowledge and experience on PD Risk and Issue Management for their department or sub-organisation. Supports the business in identifying appropriate strategies for dealing with Risk and Issues.
Typical role responsibilities	Identification, analysis, monitoring and reporting of risks and issues	Responsible for facilitating the identification, analysis and monitoring of PD Risks and Issues. Produces periodic and ad-hoc PD Risk and Issues reports to a standard template Undertakes qualitative and quantitative risk analysis. Establish and maintains the Risk, Issues and Assumptions database and register(s) for the change initiative(s).	Responsible for facilitating the identification, analysis and monitoring of PD Risks and Issues. Produces periodic and ad-hoc PD Risk and Issues reports to a standard template Undertakes qualitative and quantitative risk analysis, as required by Governance bodies. Establish and maintains the Risk, Issues and Assumptions database and register(s) for the change initiative(s).	Responsible for facilitating the identification, analysis and monitoring of PD Risks and Issues. Plans the periodic reporting of risk and ad-hoc PD Risk and Issues reports to meet changing customer demands. Undertakes qualitative and quantitative risk analysis, as required by Governance bodies. Establish and maintains the Risk, Issues and Assumptions database and register(s) for the change initiative(s).	Responsible for facilitating the identification, analysis and monitoring of PD Risks and Issues. Directs the creation and format of periodic and ad-hoc PD Risk and Issues reports, including qualitative and quantitative risk analysis, as required by PD Governance bodies. Liaises with Departmental (external) reporting bodies. Establish and maintains the Risk, Issues and Assumptions database and register(s) for the change initiative(s).	Responsible for facilitating the identification, analysis and monitoring of PD Risks and Issues. Directs the creation and format of periodic and ad-hoc PD Risk and Issues reports, including qualitative and quantitative risk analysis, as required by PD Governance bodies. Liaises with Departmental (external) reporting bodies. Establish and maintains the Risk, Issues and Assumptions database and register(s) for the change initiative(s).
Entry route	Project Delivery Professional	Suitable for an individual with experience gained in a different area within a project environment who has some experience of interacting with risk and issues function.				
	non-Project Delivery Professional	Suitable for an individual who will have previously undertaken Business Risk Management roles. May come from functions related to the output of the change initiative. For example, Engineering, IT or Infrastructure.				

Risks and Issues Manager (page 3 of 3)

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Project Delivery Specialists

PD Career Pathways	Risks and Issues Manager 1	Risks and Issues Manager 2	Risks and Issues Manager 3	Risks and Issues Manager 4	Risks and Issues Manager 5
Civil Service grades	EO	HEO	SEO	G7	G6
Project complexity ⓘ	VERY LOW to LOW →		MODERATE →		HIGH to VERY HIGH
Typical qualifications and professional memberships	• PRINCE2 Foundation • Management of Risk Foundation • APM Project Fundamentals • Introduction to Project Delivery • Identifying Customer and Stakeholder Requirements • How Projects Run • Project Planning • Managing Risks, Issues and Dependencies • Getting It Right: Scope and Change • Outcomes and Benefits • Understanding and Using Business Cases • Working With Agile • Managing Sucessful Programmes Foundation	• PRINCE2 Foundation • Management of Risk Foundation • PRINCE2 Practitioner • Management of Risk Practitioner • APM Project Fundamentals • APM Project Management Qualification • PMI Certificate in Associate Project Management	• PRINCE2 Practitioner • Management of Risk Practitioner • APM Project Management Qualification • Managing Successful Programmes Practitioner • PMI Project Management Professional	• PRINCE2 Practitioner • Management of Risk Practitioner • APM Project Management Qualification • APM Chartered Project Professional • Managing Successful Programmes Practitioner • PMI Project Management Professional	• PRINCE2 Practitioner • Management of Risk Practitioner • APM Project Management Qualification • APM Chartered Project Professional • Managing Successful Programmes Practitioner • PMI Project Management Professional
Job role competencies	Competencies are listed in individual job role pages. Click the link at the top of each column.				

Advisor (page 1 of 1)

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Project Delivery Specialists

What does an Advisor do?

An Advisor is a leading authority within Project Delivery, who is able to provide expert guidance and solutions to highly complex functional issues. They are considered as an industry expert within their field of specialisation and have a high level of credibility with senior stakeholders. An advisor may inform key decisions, help shape approaches, set standards or arbitrate disputes. They may work within a major project or programme or in a central role influencing across government.

PD Career Pathways		Advisor 1	Advisor 2
Civil Service grades		SCS1	SCS2
Project complexity ?		MODERATE → HIGH → VERY HIGH	
		The grade level of roles 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 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.	
Typical role responsibilities	Provide expert advice	Provide expert advice in one or more specialist area(s) to inform decision making, approaches and/or to resolve difficulties. Advice may be given to shape standards and approaches across the function, or to the Project Manager and their team. Provide examples, and use expertise to shape solutions to complex functional problems. Develop standards, guidelines and other functional materials. Contribute to management reviews and functional strategies. May involve the supervision of other professional or administrative staff.	Provide expert advice in one or more specialist area(s) to inform decision making, approaches and/or to resolve difficulties. Advice may be given to shape standards and approaches across the function, or to the Project Manager and their team. Provide examples, and use expertise to shape solutions to complex functional problems. Demonstrates a high degree of creativity, foresight and judgement in applying expertise to develop new approaches and provide value adding solutions. Trusted advisor to senior management advising on highly complex and sensitive issues. May work across several projects within the same department or projects across government. May involve the supervision of other professional or administrative staff.
	Development of other professionals	Advise on the development of other professionals within area of specialisation, including: Development of skills and competencies; recommendation of courses, qualifications and articles; lead direct training as well as coach and mentor other professionals. Show commitment to own professional development. Build and utilise wide range of links across industry.	
	Reviews	Provide expert advice in specialist area in project reviews, peer reviews, peer assists, stage gate reviews etc.	Provide expert advice in specialist area(s) in project reviews, peer reviews, peer assists, stage gate reviews etc.
	Arbitration	As a recognised industry expert may act as an arbitrator to resolve disputes relating to area of expertise.	
Entry route	Project Delivery Professional	Suitable for an individual who will have held several senior and lead roles in complex projects relating to area of specialisation.	
	non-Project Delivery Professional	Not normally suitable for an individual with no previous Project Delivery experience.	
Job role competencies		Competencies are listed in individual job role pages. Click the link at the top of each column.	

Stakeholder Manager (page 1 of 3)

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Project Delivery Specialists / Business Analysis and Change

What does a Stakeholder Manager do?

Stakeholder engagement and management is the systematic identification and analysis of stakeholders, the planning and conduct of interactions to engage and communicate with them, taking account of their levels of influence and particular interests, ensuring their involvement throughout the project lifecycle.

PD Career Pathways		Stakeholder Manager 1	Stakeholder Manager 2	Stakeholder Manager 3	Stakeholder Manager 4	Stakeholder Manager 5
Civil Service grades		EO	HEO	SEO	G7	G6
Project complexity ?		VERY LOW → LOW → MODERATE → HIGH → VERY HIGH				
		The grade level of roles within the Stakeholder Engagement Specialist 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 high degree of certainty, are smaller in size, have clear stakeholders and can be managed using standard procedures and methodologies. In this instance it is unlikely that a separate Stakeholder engagement specialist but that the elements of stakeholder engagement would reside with a number of the team. 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.				
Typical role responsibilities	Strategy and analysis	Set-up and provide support for stakeholder analysis (often in the form of workshops), and co-ordinate the development of the strategy.	Set-up and provide support for stakeholder analysis (often in the form of workshops), and co-ordinate the development of the strategy.	Lead stakeholder analysis, using appropriate tools, and develop the strategy in conjunction with other senior project leads, and provides advice on the most appropriate communication channel for each stakeholder group.	Lead stakeholder analysis, using and adapting appropriate tools, deciding if in-depth analysis is required for key stakeholders, and develop the strategy with other senior leads, setting out the most appropriate communication channel for each stakeholder group.	Lead stakeholder analysis, using and adapting appropriate tools and oversees the development of the strategy, deciding if in-depth analysis is required for key stakeholders, ensuring the involvement of other senior leads, setting out the most appropriate communication channel for each stakeholder group.
	Profiling	Support the development of the stakeholder profile throughout the project, providing standard templates and the outcomes from analysis.	Support the development of the stakeholder profile throughout the project, providing standard templates and the outcomes from analysis.	Develop the profile by working with the project to understand and map the changing needs of the project against stakeholder influence and involvement.	Develop the profile by working with the project to understand and map the changing needs of the project against stakeholder influence and involvement, providing advice and challenge to ensure the right stakeholders are involved throughout the project lifecycle.	Develop the profile by working with the project to understand and map the changing needs of the project against stakeholder influence and involvement, providing advice and challenge to ensure the right stakeholders are involved throughout the project lifecycle.

Stakeholder Manager (page 2 of 3)

Next role profile ▶
◀ Previous role profile

PD Career Pathways		Stakeholder Manager 1	Stakeholder Manager 2	Stakeholder Manager 3	Stakeholder Manager 4	Stakeholder Manager 5
Civil Service grades		EO	HEO	SEO	G7	G6
Project complexity ⓘ		VERY LOW → LOW → MODERATE → HIGH → VERY HIGH				
Typical role responsibilities	Engagement and Planning	Provide access to the strategy, analysis and profile, and owns all the practical arrangements required for the differing communication channels, and acts as a single point of contact for stakeholders. Collates feedback from stakeholders throughout the life of the project.	Provide access to the strategy, analysis and profile, and owns all the practical arrangements required for the differing communication channels, and acts as a single point of contact for stakeholders. Collates feedback from stakeholders throughout the life of the project.	Ensure the right inputs are used (strategy, analysis and profile) to develop a stakeholder engagement plan with appropriate lead in times for the various communication channels, working with the project to ensure these are reflected in the project plan. Where appropriate leads some of the engagement activity, and acts as a single point of contact for stakeholders. Collating feedback from stakeholders throughout the life of the project.	Lead the development of a stakeholder engagement plan, ensuring this is reflected in the project plan, adapting standard approaches to meet the need of the project. Working with the project to identify what resources are required to deliver the engagement plan, and leading most of the engagement activity. Ensuring stakeholder feedback is collated throughout the life of the project, analysis the feedback, and using it to challenge the project and amend plans.	Lead the development of a stakeholder engagement plan, ensuring this is reflected in the project plan, adapting standard approaches to meet the need of the project. Working with the project to identify what resources are required to deliver the engagement plan, and leading most of the engagement activity. Ensuring stakeholder feedback is collated throughout the life of the project, analysis the feedback, and using it to challenge the project and amend plans.
	Requirements Management	Support the capturing of stakeholder needs and co-ordinates the development of a schedule of requirements.	Support the capturing of stakeholder needs and co-ordinates the development of a schedule of requirements.	Lead the process of capturing stakeholder needs, assessing, defining and justifying those needs to arrive at an agreed schedule of requirements that defines the projects objectives.	Lead the process of capturing stakeholder needs, assessing, defining and justifying those needs to arrive at an agreed schedule of requirements that defines the projects objectives. Working with senior stakeholders and sponsors to ensure their expectations are reflected.	Lead the process of capturing stakeholder needs, assessing, defining and justifying those needs to arrive at an agreed schedule of requirements that defines the projects objectives. Working with senior stakeholders and sponsors to ensure their expectations are reflected.

Stakeholder Manager (page 3 of 3)

Next role profile ▶
◀ Previous role profile

Project Delivery Specialists / Business Analysis and Change

PD Career Pathways		Stakeholder Manager 1	Stakeholder Manager 2	Stakeholder Manager 3	Stakeholder Manager 4	Stakeholder Manager 5
Civil Service grades		EO	HEO	SEO	G7	G6
Project complexity ⓘ		VERY LOW → LOW → MODERATE → HIGH → VERY HIGH				
Entry route	Project Delivery Professional	Suitable for an individual with experience of corporate functions, or policy, or other function that involves stakeholder engagement.	Suitable for an individual with experience of corporate functions, or policy, or other function that involves stakeholder engagement.	Suitable for an individual with experience stakeholder engagement in a project environment.	Suitable for an individual with a good knowledge of stakeholder engagement in a project environment, with experience of balancing stakeholder requirements, leading stakeholder events, and acting as the principal stakeholder point of contact.	Suitable for an individual with an in-depth knowledge of stakeholder engagement in a project environment, with experience of balancing stakeholder requirements, working with senior stakeholders, and leading the stakeholder strategy.
	non-Project Delivery Professional	Suitable for an individual with experience of corporate functions, or policy, or other function that involves stakeholder engagement.	Suitable for an individual with experience of corporate functions, or policy, or other function that involves stakeholder engagement.	Suitable for an individual with experience of stakeholder engagement.	Suitable for an individual with extensive experience of stakeholder engagement, allied with a good understanding of project delivery techniques.	
Typical qualifications and professional memberships		• Introduction to Project Delivery • Identifying Customer and Stakeholder Requirements • How Projects Run • Project Planning • Managing Risks • Issues and Dependencies • Getting It Right: Scope and Change • Outcomes and Benefits • Understanding and Using Business Cases • Working With Agile • APM Project Fundamentals • PRINCE2 Foundation • Managing Successful Programmes Foundation • APMG Change Management Foundation	• APM Project Management Qualification • APM Project Fundaments • PRINCE2 Foundation • PRINCE 2 Practitioner • Managing Successful Programmes Foundation • Managing Sucessful Programmes Practitioner • APMG Change Management Foundation • APMG Change Management Practitioner • PMI Certificate in Associate Project Management	• APM Project Management Qualification • PRINCE 2 Practitioner • Managing Successful Programmes Practitioner • APMG Change Management Practitioner • PMI Project Management Professional	• APM Project Management Qualification • APM Chartered Project Professional • PRINCE 2 Practitioner • Managing Successful Programmes Practitioner • APMG Change Management Practitioner • PMI Project Management Professional	• APM Chartered Project Professional • PRINCE 2 Practitioner • Managing Successful Programmes Practitioner • APMG Change Management Practitioner • PMI Project Management Professional
Job role competencies		Competencies are listed in individual job role pages. Click the link at the top of each column.				

Benefits Manager (page 1 of 3)

Next role profile ▶
◀ Previous role profile

Project Delivery Specialists / Business Analysis and Change

What does a Benefits Manager do?

The role of the Benefits Manager is to proactively identify, quantify, and track the realisation of benefits used to justify investment in the project. The Benefits Manager ensures that a 'fit for purpose' approach to benefits measurement and realisation is used to provide assurance that the benefits identified can be achieved.

PD Career Pathways		Benefits Manager 1	Benefits Manager 2	Benefits Manager 3	Benefits Manager 4	Benefits Manager 5
Civil Service grades		EO	HEO	SEO	G7	G6
Project complexity ?		VERY LOW → LOW → MODERATE → HIGH → VERY HIGH				
		The level of roles 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.				
Typical role responsibilities	Delivery and leadership	Support benefits management activity and work with the project to support delivery of the business case benefits and outcomes	Lead on benefits management activity and work with the project to support delivery of the business case benefits and outcomes. Champion the use of best practice, and provide expert advice for team members and project community.		Provide visible and effective leadership, lead benefits management and work with the project manager to deliver the business case benefits and outcomes. Develop clear vision and standards and champion the use of best practice benefits management standards, tools and processes. Build strong networks both internally and externally.	
	Business case	Support to develop the benefit elements of the business case	Support the project manager in preparing and updating the benefits elements of the business case.	Support the project manager in preparing and updating the benefits elements of the business case working with specialists as required.	Support the project manager in preparing and updating the benefits elements of the business case working with specialists as required.	Support project benefits managers in consistently delivering high quality business cases co-ordinating specialist input.
	Benefits management strategy	Support the project benefit management strategy taking into account the wider organisation methodology.	Implement the project benefits management strategy taking into account the wider organisation methodology.	Define and shape the benefits management strategy taking into account the wider organisation methodology.	Define and shape the benefits management strategy taking into account the wider organisation methodology.	Define the organisational benefits management strategy and secures corporate support for this. Develop benefits management capability across the profession.

Benefits Manager (page 2 of 3)

Next role profile ▶
◀ Previous role profile

Project Delivery Specialists / Business Analysis and Change

PD Career Pathways		Benefits Manager 1	Benefits Manager 2	Benefits Manager 3	Benefits Manager 4	Benefits Manager 5
Civil Service grades		EO	HEO	SEO	G7	G6
Project complexity ⓘ		VERY LOW →	LOW →	MODERATE →	HIGH →	VERY HIGH
	Benefits realisation plan	Support the maintenance the project Benefit realisation Plan including change control	Establish and maintain the project Benefits Realisation Plan including change control.	Establish and maintain the project Benefits Realisation Plan including change control.	Oversee the project Benefits Realisation Plan including change control. Identify risks to benefits realisation. Develop and propose mitigations.	Oversee the project Benefits Realisation Plan including change control. Identify risks to benefits realisation. Develop and proposes mitigations. Provide assurance to the organisation that planned benefits are robust and deliverable.
Typical role responsibilities	Tracking and reporting	Maintain the mechanism for the tracking and reporting of benefits through the project lifecycle and into realisation.	Establish the mechanism for the tracking and reporting of benefits through the project lifecycle and into realisation.	Establish the mechanism for the tracking and reporting of benefits through the project lifecycle and into realisation.	Establish the mechanism for co-ordinated and consistent tracking and reporting of benefits through the project lifecycle and into realisation.	Establish the mechanism and capability required to apply consistent tracking and reporting of benefits across the organisation through the project lifecycle and into realisation.
	Benefits mapping	Support the facilitation of workshops, recording benefits and issues for approval.	Facilitate workshops, maps benefits and circulates for agreement and approval.	Facilitate workshop, maps benefits and circulates for agreement and approval. Applies experience to provide challenge and ensure assumptions are robust. Works with a range of stakeholders to validate and test dependencies.	Co-ordinate workshops, maps benefits and ensures alignment. Circulates for agreement and approval. Works with a range of stakeholders to validate and test dependencies.	Establish the mechanism and capabilities required to apply consistent mapping of benefits across the organisation. Apply this to ensure consistent approach and consistent quality.
	Stakeholder management	Supports stakeholders to ensure benefits are identified, understood, owned and maximised. Ensure stakeholders have correct documentation to support benefit reviews.	Work with the Business Change Manager to ensure benefits are identified, understood, owned and maximised. Briefs key stakeholders ahead of benefits reviews.	Work with stakeholders to ensure benefits are identified, understood, owned and maximised. Briefs key stakeholders ahead of benefits reviews. Engages with organisations portfolio office to assess consistency and test double counting.	Work with stakeholders and wider benefits management community to ensure benefits are identified, understood, owned and maximised. Briefs key stakeholders ahead of benefits reviews. Engages with organisations portfolio office to enhance and improve benefits management best practice.	Provide visible leadership on Benefits Management across the organisation and builds an effective benefits management community. Provides expert guidance, support and advice on Benefits Management Practices.

Benefits Manager (page 3 of 3)

Next role profile ▶
◀ Previous role profile

Project Delivery Specialists / Business Analysis and Change

PD Career Pathways		Benefits Manager 1	Benefits Manager 2	Benefits Manager 3	Benefits Manager 4	Benefits Manager 5
Civil Service grades		EO	HEO	SEO	G7	G6
Project complexity ⓘ		VERY LOW → LOW → MODERATE → HIGH → VERY HIGH				
Entry route	Project Delivery Professional	Suitable for an individual with experience gained in a different area within a project environment.		Suitable for an individual with previous experience in a benefits manager or another project role.	Suitable for an individual with experience in a number of project roles with significant experience of benefits management.	
	non-Project Delivery Professional	Suitable for someone with appropriate skills gained in a non-project environment.		Suitable for an individual with specific and relevant skills and experience in, for example, business chance, strategy, economics or evaluation.	Not normally suitable for an individual with no previous Project Delivery experience.	
Typical qualifications and professional memberships		• APMG Managing Benefits Foundation • APM Project Fundamentals • Introduction to Project Delivery • Identifying Customer and Stakeholder Requirements • How Projects Run • Project Planning • Managing Risks, Issues and Dependencies • Getting It Right: Scope and Change • Outcomes and Benefits • Understanding and Using Business Cases • Working With Agile • PRINCE2 Foundation • Managing Successful Programmes Foundation	• APMG Managing Benefits Foundation • APMG Managing Benefits Practitioner • APM Project Fundamentals • APM Project Management Qualification • PRINCE2 Foundation • PRINCE 2 Practitioner • Managing Successful Programmes Foundation • Managing Successful Programmes Practitioner • PMI Certificate in Associate Project Management	• APMG Managing Benefits Practitioner • APM Project Management Qualification • PRINCE 2 Practitioner • Managing Successful Programmes Practitioner • PMI Project Management Professional	• APMG Managing Benefits Practitioner • APM Project Management Qualification • APM Chartered Project Professional • PRINCE 2 Practitioner • Managing Successful Programmes Practitioner • PMI Project Management Professional	• APM Chartered Project Professional • PRINCE 2 Practitioner • Managing Successful Programmes Practitioner • PMI Project Management Professional
Job role competencies		Competencies are listed in individual job role pages. Click the link at the top of each column.				

Business Change Manager (page 1 of 3)

Next role profile ▶
◀ Previous role profile

Business Analysis and Change

What does a Business Change Manager do?

The role of the Business Change Manager is to proactively prepare the business for the impact of the changes being delivered by the project. The Business Change Manager provides a bridge between the project and the business users to ensure that activities are planned and completed to enable the business to implement the agreed change and realise the business benefits.

PD Career Pathways		Business Change Manager 1	Business Change Manager 2	Business Change Manager 3	Business Change Manager 4	Business Change Manager 5
Civil Service grades		EO	HEO	SEO	G7	G6
Project complexity ⓘ		LOW → MODERATE → HIGH → VERY HIGH				
		The level of roles 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.				
Typical role responsibilities	Leadership and delivery	Support the business change activity and work with the project to support the delivery of the business case benefits. Understanding the impact on stakeholders to improve the likelihood of their adoption of the change.	Lead on business change activity and work with the project to support delivery of the business case benefits and outcomes. Champion the use of best practice, and provide expert advice for team members and project community. Assess and understand the impact on stakeholders to improve the likelihood of their adoption of the change.		Provide visible and effective leadership, lead the business change management activity and work with the project manager to deliver the business case benefits and outcomes. Develop clear vision and standards and champion the use of best practice business change management standards, tools and processes. Build strong networks both internally and externally. Assess and understand the impact on stakeholders to improve the likelihood of their adoption of the change.	
	Business case	Support the business change manager in preparing and updating the change management elements of the business case.	Support the Project Manager in preparing and updating the change management elements of the business case.	Support the Project Manager in preparing and updating the change management elements of the business case.	Lead on the change management elements of the business case.	Support project Business Change Managers in delivering high quality business case content, co-ordinating any specialist input.
	Change products	Provide input into creation of required Business Change products. Supports the engagement of relevant business/end users during this process.	Provide input into creation of required Business Change products. Supports the engagement of relevant business/end users during this process.	Support the Project Manager to create the required Business Change products. Leads on engagement with key contacts. Ensures products are fit for purpose.	Lead the creation of the required Business Change products for the project. Lead on engagement with key contacts. Ensure products are used appropriately by the Project Manager / the business.	Lead the progress of the required Business Change products for the project. Lead on engagement with senior stakeholders both internally and externally and other Business Change Managers across the portfolio.

Business Change Manager (page 2 of 3)

Next role profile ▶
◀ Previous role profile

Business Analysis and Change

PD Career Pathways		Business Change Manager 1	Business Change Manager 2	Business Change Manager 3	Business Change Manager 4	Business Change Manager 5
Civil Service grades		EO	HEO	SEO	G7	G6
Project complexity ?		LOW →	MODERATE →	HIGH →	VERY HIGH	
Typical role responsibilities	Change planning	Support the Business Change Manager and/or Project Manager in preparing and updating the change plan.	Support the Project Manager in preparing and updating the change plan.	Establish and maintain the change plan for a specific area of responsibility.	Establish and maintain the change plan for the project and provides input into the overall Project Plan.	Own the change plan for the project and provides input into the overall Project Plan.
	Business readiness	Support the Business Change Manager and/or in preparing and updating the business readiness criteria before implementation.	Support the Project Manager and business / end users in identifying, qualifying, and updating business readiness criteria before implementation.	Identify, qualify, and update the business readiness criteria across area of responsibility before implementation. Supports the tracking of these to 'approve/refuse' go-live.	Identify, qualify, and update the business readiness criteria before implementation. Report on the tracking of these to 'approve/refuse' go-live to the Project Manager.	Lead the creation and management of the business readiness criteria across the project. Lead in the 'approve/refuse' go-live decision with the Project Manager, business and end users.
	Benefits management	Support the Benefits Manager, project manager and stakeholders to identify benefits.	Support the Benefits Manager, Project Manager and stakeholders to identify and leverage benefits. Considers Benefits Management in all Business Change activities.	Support the Benefits Manager, Project Manager and stakeholders to identify and leverage benefits. Considers Benefits Management in all Business Change activities.	Work in partnership with the Benefits Manager and stakeholders to plan benefits realisation as part of all Business Change activities.	Lead benefits realisation across the project and understands the impact of all Business Change activities on Benefits Management.
	Change communication	Support Business Change Manager to create, and maintain communications plan in relation to Business Change Management.	Support Stakeholder Manager and Project Manager to create, and maintain communications plan in relation to Business Change Management.	Work with Stakeholder Manager and Project Manager to create and maintain communications plan as it relates to Business Change messaging. Provides content for communications relating to Business Change across area of responsibility.	Lead on Business Change messaging, working closely with Communications Manager. Provides content for communications relating to Business Change across project.	Lead the inclusion of Business Change communications requirements into the project communications plan. Provides and reviews content for communications relating to Business Change across the project.
	Stakeholder management	Engages with stakeholders to collate information to inform the stakeholder engagement plan, may be a point of contact for nominated stakeholders.	Identify stakeholders, ensures their inclusion in stakeholder engagement plan. Point of contact for nominated stakeholders.	Identify and classify stakeholders, ensures their inclusion in stakeholder engagement plan. Point of contact for larger pool / more senior stakeholders.	Identify, classify, and update stakeholder engagement plan. Lead stakeholder engagement on project to ensure it meets Business Change requirements. Point of contact for senior stakeholders.	Identify, classify, and update stakeholder engagement plan. Lead stakeholder engagement on project to ensure it meets Business Change requirements. Point of contact for senior / strategic stakeholders.

Business Change Manager (page 3 of 3)

Next role profile ▶
◀ Previous role profile

Business Analysis and Change

PD Career Pathways		Business Change Manager 1	Business Change Manager 2	Business Change Manager 3	Business Change Manager 4	Business Change Manager 5
Civil Service grades		EO	HEO	SEO	G7	G6
Project complexity ⓘ		LOW → MODERATE → HIGH → VERY HIGH				
Typical role responsibilities	Guidance and support	May be mentored by a more senior Business Change Manager or Project Delivery Professional.	May be mentored by a more senior Business Change Manager or Project Delivery Professional.	Provide direction and guidance to team. Lead Business Change activities across area of responsibility.	Provide direction and guidance to team, and support development of others. Lead Business Change activities across the project.	Provide direction and guidance to team, and more broadly across the Portfolio.
Entry route	Project Delivery Professional	Suitable for an individual with experience gained in a different area within a project environment.		Suitable for an individual with relevant skills and experience, or could be a progression from PMO, previous Business Change Management or other project role.	Suitable for an individual who is an experienced Project Delivery practitioner with business change management experience.	
	non-Project Delivery Professional	Suitable for an individual with appropriate skills gained in a non-project environment, for example change management skills and experience.				
Typical qualifications and professional memberships		• Managing Successful Programmes Foundation • APMG Change Management Foundation • APM Project Fundamentals • Introduction to Project Delivery • Identifying Customer and Stakeholder Requirements • How Projects Run • Project Planning • Managing Risks, Issues and Dependencies • Getting It Right: Scope and Change • Outcomes and Benefits • Understanding and Using Business Cases • Working With Agile	• Managing Successful Programmes Foundation • APMG Change Management Foundation • Managing Successful Programmes Practitioner • APMG Change Management Practitioner • APM Project Fundamentals • APM Project Management Qualification	• Managing Successful Programmes Practitioner • APMG Change Management Practitioner • APM Project Management Qualification	• Managing Successful Programmes Practitioner • APMG Change Management Practitioner • APM Project Management Qualification • APM Chartered Project Professional	• Managing Successful Programmes Practitioner • APMG Change Management Practitioner • APM Chartered Project Professional
Job role competencies		Competencies are listed in individual job role pages. Click the link at the top of each column.				

Business Analyst (page 1 of 4)

◀ Previous role profile

Business Analysis and Change

What does a Business Analyst do?

Business Analysts understand and analyse user and business needs. They ensure outcomes are aligned with service vision and business strategy by contributing to the link between current and future business models and delivering to the business architecture. They challenge constructively and act as a critical friend to achieve solutions that are fit for purpose. They facilitate collaboration and lead effective communication with all stakeholders to support design, build and delivery to meet the user needs.

PD Career Pathways		Business Analyst 1	Business Analyst 2	Business Analyst 3	Business Analyst 4
Civil Service grades		EO	HEO	SEO	G7
Project complexity ⓘ		LOW → MODERATE → HIGH → VERY HIGH			
		The grade level of roles 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 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.			
Typical role responsibilities	Requirement gathering	Has an understanding of the tools and techniques of eliciting requirements for simple or small scale changes.	Employ a range of tools and techniques to gather business and user requirements against the clear objectives articulated for the project. Determine the need and value of performing the activity based on the context.	Drive the research and gathering of business requirements against those articulated for the project determining the need and value of performing the activity based on the context.	Co-ordinate requirement activities, their validation and sign-off ensuring that the needs of the key stakeholders are articulated determining the need and value of performing the activity based on the context.
	Process modelling	Understands the purpose and benefits of modelling. Uses established techniques as directed to model simple subject areas. May assist in more complex modelling activities.	If required employ a range of tools and techniques to map 'As-Is' and To-Be' business processes.	If required employ a range of tools and techniques to map 'As-Is' and To-Be' business processes.	Determine requirement for and develop, co-ordinate and agree sign-off of the 'As-Is' and To-Be' business process work.
	Gap analysis	Investigates needs/problems and contributes to the recommendation of improving processes. Assets in defining acceptance levels.	Evaluate requirements against the present state (where we are) and the target state (where we want to be) and identify opportunities to develop successful business requirements needed to make the transition.	Evaluate requirements against the present state (where we are) and the target state (where we want to be) identifying opportunities to develop successful business requirements needed to make the transition.	Co-ordinate and lead on the evaluation of requirements against the present state (where we are) and the target state (where we want to be) and identify opportunities to develop successful business requirements as well as cultivate stakeholder relationships needed to make the transition.

Business Analyst (page 2 of 4)

◀ Previous role profile

Business Analysis and Change

PD Career Pathways		Business Analyst 1	Business Analyst 2	Business Analyst 3	Business Analyst 4
Civil Service grades		EO	HEO	SEO	G7
Project complexity ⓘ		LOW →	MODERATE →	HIGH →	VERY HIGH
Typical role responsibilities	Impact analysis	Support the Identification of the potential consequences of a change.	Identify the potential consequences of a change and estimate what needs to be modified to accomplish that change and focus on scoping changes within the details of the overall project design with appropriate level of effort required depending on change.	Analyse the potential consequences of a change and estimate what needs to be modified to accomplish that change and focus on scoping changes within the details of the overall project design identifying potential stakeholders.	Lead on ensuring that the potential consequences of a change are correctly identified, that stakeholders have been identified and are part of the overall process and that benefits have been collated in response to the impact analysis.
	Benefit analysis	Works iteratively with stakeholders to identify potential benefits and potential options.	Assist with the evaluation of strengths and weaknesses of identified benefits and dis-benefits in line with project mandate.	Evaluate the strengths and weaknesses of identified benefits analysis and lead on identifying business-related actions that will assist with project delivery.	Co-ordinate and lead on ensuring that identified benefits analysis is developed and disseminated to project sponsors, senior managers and project stakeholders where applicable.
	Stakeholder management and engagement	Is aware of the importance of Stakeholder Relationship Management. Helps develop and enhance customer and stakeholder relationships.	Ensure that stakeholders have been identified within the project and that their requirements form part of the benefits analysis.	Engage with business owners, business change lead sand users to ensure delivery of common purpose.	Co-ordinate Stakeholder analysis and comms with project and Comms team and ensure that stakeholder management is an ongoing process.
	Facilitation	Assist with facilitation to identify needs.	Assist with facilitation to identify needs.	Work with business owners and business users to identify needs.	Liaise with business owners, business architects business users change and technical teams to identify solutions.
	System analysis	Supports the mapping of activities, working in partnership with systems analysts to ensure business needs are translated into solutions.	Ensure that activities within project are mapped to ensure that they are delivered effectively and work in partnership with Systems Analysts, where available, to translate business needs into solutions, work with technical leads to ensure business needs are translated into the technical solutions.	Co-ordinate the work of systems analysis to ensure business needs are translated into solutions against identified time lines, and work with technical leads to ensure business needs are translated into the technical solutions.	Lead on the work of systems analysis to ensure business needs are translated into solutions against identified time lines, and work with technical leads to ensure business needs are translated into the technical solutions.
	Assurance and quality	Ensure business needs and solutions are delivered to recognised methodologies.	Ensure business needs and solutions are delivered to recognised methodologies.	Apply recognised methodologies and audit test and quality gates.	Apply recognised methodologies; audit test and quality gates; review deliverables from team and releases.
	Traceability	Support the development a requirements traceability matrix.	Develop a requirements traceability matrix.	Ensure the delivery of change is made against a fully auditable process.	Manage the delivery of change against a fully auditable process.

Business Analyst (page 3 of 4)

◀ Previous role profile

Business Analysis and Change

PD Career Pathways		Business Analyst 1	Business Analyst 2	Business Analyst 3	Business Analyst 4
Civil Service grades		EO	HEO	SEO	G7
Project complexity ?		LOW →	MODERATE →	HIGH →	VERY HIGH
Typical role responsibilities	Business improvement	Has awareness and basic understanding of Business process improvement and its benefits.	Assist Business Improvement teams with identification of BAU enhancements and their solutions to ensure that defined project benefits are delivered.	Co-ordinate the work with Business Improvement teams and the identification of BAU enhancements and their solutions to ensure that defined project benefits are delivered.	Lead on the work with Business Improvement teams on business readiness and the identification of BAU enhancements and their solutions to ensure that defined project benefits are delivered.
	Business solution design	Understands the vision and can apply the target operating model to that of their role and others.	Engage with policy and strategy to ensure business systems, workflows and processes contribute to target operating model.	Engage with policy and strategy to ensure business systems, workflows and processes contribute to target operating model.	Co-ordinate change with policy and strategy to ensure business systems, workflows and processes contribute to target operating model.
	Delivery products tools and documentation	Assist with: application of methodologies; operating model; functional specification; user cases; user stories; defect analysis; forms and templates appropriate for organisational context.	Assist with: application of methodologies; operating model; functional specification; user cases; user stories; defect analysis; forms and templates appropriate for organisational context.	Ensure the delivery of change is made against a fully auditable process by producing/assisting with: frameworks; application of methodologies; operating model; functional specification; user cases; user stories; UAT plans and strategy; entry/exit and /or no/no go criteria; defect analysis; forms and templates; guidance; business case.	Co-ordinate development and application of: frameworks; application of methodologies; operating model/ target operating model; functional specification; user cases; user stories; UAT plans and strategy; entry/exit and /or no/no go criteria; defect analysis; forms and templates; guidance; business case.
Entry route	Project Delivery Professional	Entry level position suitable for an individual with experience gained in a different area within a project environment.	Suitable for an individual who has worked in a project and supported the development of project objectives, experience of engaging with stakeholders to develop project requirements.	Suitable for an individual who has worked in a project and supported the development of project objectives, experience of engaging with stakeholders to develop project requirements, or experience of developing business cases.	Suitable for an individual with experience of using a broad range of analysis techniques and supporting delivery of requirements from both a technical and business perspective.
	non-Project Delivery Professional	Entry level position suitable for someone with appropriate skills gained in a non-project environment.	Suitable for an individual with previous project, testing or QA experience. Needs the ability to disseminate and articulate information and be methodical, detailed and accurate.	Suitable for an individual with previous project, testing or QA experience. Needs the ability to engage with senior stakeholders to identify needs, breakdown business problems and offer solutions. Self starter, with experience of Test Driven development, and open source and cloud technologies and their sourcing.	Suitable for an individual who has experience of working in a project and supported the development and prioritisation of project objectives, experience of engaging with stakeholders to develop project requirements, facilitating stakeholder workshops, or experience of developing business cases.

Business Analyst (page 4 of 4)

◀ Previous role profile

Business Analysis and Change

PD Career Pathways	Business Analyst 1	Business Analyst 2	Business Analyst 3	Business Analyst 4
Civil Service grades	EO	HEO	SEO	G7
Project complexity ?	LOW →	MODERATE →	HIGH →	VERY HIGH
Typical qualifications and professional memberships	• Introduction to Project Delivery • Identifying Customer and Stakeholder Requirements • How Projects Run • Project Planning • Managing Risks, Issues and Dependencies • Getting It Right: Scope and Change • Outcomes and Benefits • Understanding and Using Business Cases • Working With Agile	• BCS International Diploma in Business Analysis • APMG Agile Business Analysis Foundation and Practitioner	• BCS International Diploma in Business Analysis • APMG Agile Business Analysis Foundation and Practitioner	• BCS International Diploma in Business Analysis • APM Chartered Project Professional • APMG Agile Business Analysis Foundation and Practitioner
Job role competencies	Competencies are listed in individual job role pages. Click the link at the top of each column.			

Head of Profession (page 1 of 2)

Role	Role Family	Civil Service grade
Head of Profession	Leadership	SCS 1-3

Role summary:

The role of the Head of Profession is to lead and champion Project Delivery within their department and across government. The Head of Profession is a senior individual, who is responsible within their department for the strategic development of the project delivery profession and building project delivery capability. They are responsible for influencing decision making to ensure that projects are properly resourced and successfully delivered.

Typical role responsibilities:

- **Strategy development** – Agree the strategy and plan for developing the Project Delivery Profession, for prioritising and resourcing work activities, in collaboration with Head of Profession colleagues. Contribute to specific objectives and deliverables within the Project Delivery Profession plan. Help shape and deliver the work plan to build the profession, make active contributions to governance boards and set appropriate governance to develop the profession within their department.
- **Visible leadership** – Provide visible leadership to the Project Delivery Profession and community. Role model positive behaviours and professional excellence. Build productive relationships with other key functions and professions. Communicate key messages, drive communities, events and provide a voice for the Project Delivery Profession. Inspire others and help to create a profession individuals feel proud to be a part of.
- **Board interaction and advice** – Influence key board discussions and decisions on Project Delivery. Drive collaboration between policy and delivery, particularly in the early stages of a project. Provide advice to the Permanent Secretary / Departmental Board and Senior Leadership on Project Delivery leadership appointments, selection and performance.
- **Talent management** – Help to identify and develop a high quality pool of Project Delivery talent across government. Secure support of other senior Project Delivery colleagues and invest time to hold career conversations, support development activity, manage talent and inform career choices for key members of the profession within the department and across government. Provide and facilitate mentoring and support for professionals, sponsor MPLA and PLP participants, assure apprenticeship and fast stream placements and act as an ambassador for the programmes or schemes. Share insights across government and collaborate with others to secure solutions. Help secure internal or cross-government development solutions, and/or support managed moves across the profession.
- **Capability** – Increase Project Delivery capability. Lead work and gather key data to identify project capability gaps and requirements in the department. Put measures in place to fill capability gaps. Support effective collection and analysis of capability data in order to build relationships with other departments and other professional bodies in order to support capability development.
- **Resourcing and workforce planning** – Establish mechanisms to understand supply and demand requirements for project resources. Build central workforce plans for the profession in each department and share this insight across government. Support effective Project Delivery recruitment and the development of specialist skills based on need and government priorities. Commit to sharing resources across government.
- **Management information** – Collect and provide relevant management information to support the development of the profession, informing resourcing decisions, key appointments and development activity.

Head of Profession (page 2 of 2)

Entry route:

Project Delivery Professional – Suitable for a senior and experienced Project Delivery Professional at a leadership level who has a strong reputation and level of influence within their department. Individuals will have led major projects as either a Project Director or SRO, be used to interacting at Board level and with Ministers, and be passionate about developing people and the profession. Appointment by joint agreement with departmental Permanent Secretary and Government Head of Profession (IPA).

non-Project Delivery Professional – Not considered as a suitable role for individuals outside of the profession. May be appropriate in some cases, dependent on an individuals experience, where an individual has a dual professional anchor.

Technical competencies	Level
• Commercial and procurement skills	P
• Planning	P
• Resource management	P
• Budgeting and cost management	P
• Risk and issue management	P
• Business change and implementation	P
• Governance	E
• Frameworks and methodologies	P
• Stakeholder engagement	E
• Assurance	P
• Business case development	P
• Benefits management	P
• Knowledge management	P

Behavioural competencies	Level
• Visible leadership	E
• Credible action	E
• Working with ambiguity	P
• Collaboration	E
• Influencing	E
• Conflict resolution	E
• Inspiring others	E
• Resilience	E
• Innovation	P
• Culture change	P

Typical qualifications and professional memberships

- APM Registered Project Professional
- Major Projects Leadership Academy

Senior Responsible Owner 1 (page 1 of 2)

Next profile ▶
◀ Previous profile

Role	Role Family	Civil Service grade	Project complexity
SRO1	Leadership	G6	Moderate

Role summary:

The role of the SRO is to ensure the project delivers the business case benefits and outcomes. The SRO is the person ultimately held to account for the delivery of a project. They provide strategic guidance to the Project Director / Manager and set key delivery parameters. Those in an SRO role will generally come from a leadership role within the business area into which the project outcomes and benefits are being delivered.

Typical role responsibilities:

- **Leadership** – Owner of the overall business change, acts as the champion for the project. Provide leadership and direction to the project executive throughout the life of the project. Delegate responsibilities and agrees clear limits and performance criteria with the Project Manager / Director.
- **Stakeholder management** – Ensure effective communication with key project stakeholders and senior Sponsors / SRO. Broker relationships with stakeholders within and outside of the project. Aware of the broader business and project related interdependencies and ensures effective management of these interfaces.
- **Benefits management** – Ensure benefits are owned, delivered and measured during and after the project.
- **Governance** – Ensure appropriate governance is in place, in line with departmental guidance and the project maintains its business focus.
- **Business case** – Is the owner of the business case.
- **Reviews and assurance** – Deliver an integrated, risk-based approach to assurance that provide confidence to stakeholders. Monitor and oversee the progress of the project at a strategic level ensuring the project executive is fully supported.
- **Business change and implementation** – Ensure the project aims continue to be aligned with the departments business priorities. Flags significant issues to senior sponsors.
- **Risk and issue management** – Identify and manage strategic risks and may contribute to the wider team risk management.
- **Resource management** – May be responsible for the appointment of the Project Manager / Director. Supports the project executive to secure necessary resources.
- **Budgeting and cost control** – Ensure financial and other resources are in place to deliver the project.

Senior Responsible Owner 1 (page 2 of 2)

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Leadership

Technical competencies ⓘ	Level ⓘ
• Resource management	W
• Budgeting and cost management	W
• Risk and issue management	W
• Business change and implementation	W
• Governance	P
• Stakeholder engagement	P
• Assurance	W
• Business case development	W
• Benefits management	W

Behavioural competencies ⓘ	Level ⓘ
• Visible leadership	W
• Credible action	P
• Working with ambiguity	W
• Collaboration	P
• Influencing	P
• Conflict resolution	P
• Inspiring others	P
• Resilience	P
• Innovation	P
• Culture change	W

Typical qualifications and professional memberships

- Senior Responsible Officer Fundamentals
- APM Chartered Project Professional

Senior Responsible Owner 2-4 (page 1 of 2)

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◀ Previous profile

Leadership

Role	Role Family	Civil Service grades	Project complexity
SRO2-4	Leadership	SCS1-3	High / very high

Role summary:

The role of the SRO is to ensure the project delivers the business case benefits and outcomes. The SRO is the person ultimately held to account for the delivery of a project. They provide strategic guidance to the Project Director / Manager and set key delivery parameters. Those in an SRO role will generally come from a leadership role within the business area into which the project outcomes and benefits are being delivered.

Typical role responsibilities:

- **Leadership** – Act as the champion for the project and takes ultimate authority and personal accountability for its delivery. Provide clear leadership and strategic direction to the Project Director / Project Board throughout the life of the project. Delegate responsibilities and agrees clear limits and performance criteria with the Project Director. Is a visible, engaged, active leader who creates an open and honest culture.
- **Stakeholder management** – Influence and manages the operating environment into which the project outcomes will be delivered, including relationships with key stakeholders, business owners and other project sponsors. Builds effective relationships with key strategic stakeholders obtaining their commitment to the project objectives and benefits. Effective management of all interdependencies.
- **Benefits management** – The SRO is responsible for ensuring the Project delivers the business case benefits and outcomes. A Sponsor is responsible for ensuring the benefits are owned. They both oversee and drive benefits realisation. Put plans and monitoring in place post-project to assure sustainability and to enable benefits realisation in the longer-term.
- **Governance** – Establish appropriate, robust and efficient governance to ensure the project is governed responsibly. An SRO of a GMPP project is personally accountable for its delivery and could be called by Select Committees to explain their decisions and actions taken to deliver the project.
- **Business case** – Is the owner of the business case. Ensures that the value of the predicted benefits exceeds the cost and risks of achieving them. Refers any significant concerns regarding the business case and/or value for money to the relevant Accounting Officer.
- **Reviews and assurance** – Ensure an appropriate level and frequency of assurance reviews are established and adhered to. Monitor and control progress of the project at a strategic level.
- **Business change and implementation** – Ensures the strategic direction of the project remains aligned with any changes in political or business priorities. Ensure that any changes to the agreed project benefits are flagged appropriately and the business case is updated accordingly.
- **Risk and issue management** – Accountable for the management of strategic risks and issues in the operating environment and is aware of all high level risks and issues affecting the project. Ensures appropriate mitigation plans are developed and followed through.
- **Resource management** – Responsible for the appointment of the Project Director, agreeing the responsibilities and authority of the role and securing other resources as necessary to deliver the project.
- **Budgeting and cost control** – Responsible for securing budget against the business case throughout the life of the project.

Senior Responsible Owner 2-4 (page 2 of 2)

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Leadership

Technical competencies	Level
• Commercial and procurement skills	P
• Planning	P
• Resource management	P
• Budgeting and cost management	P
• Risk and issue management	P
• Business change and implementation	P
• Governance	E
• Stakeholder engagement	E
• Assurance	P
• Business case development	P
• Benefits management	P
• Knowledge management	P

Behavioural competencies	Level
• Visible leadership	E
• Credible action	E
• Working with ambiguity	P
• Collaboration	E
• Influencing	E
• Conflict resolution	E
• Inspiring others	E
• Resilience	E
• Innovation	P
• Culture change	P

Typical qualifications and professional memberships

- Senior Responsible Officer Fundamentals
- APM Chartered Project Professional
- Leading as an SRO
- Major Projects Leadership Academy
- Orchestrating Major Projects

Portfolio Manager 1 (page 1 of 2)

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Role	Role Family	Civil Service grade	Project complexity
Portfolio Manager 1	Leadership	G7	Low

Role summary:

The Portfolio Manager is responsible for leading a collection of programmes or projects that contribute to the delivery of departmental or business area objectives. They are primarily responsible for the prioritisation and effective allocation of resources across the portfolio to ensure optimal delivery of departmental / business strategic objectives in line with government priorities.

Typical role responsibilities:

- **Project pipeline** – Works with business areas to identify and categorise new projects for a decision on entry to the portfolio and provides regular updates on pipeline to Portfolio Board.
- **Governance and reporting** – Establish clear governance framework and reporting regime aligned to Management of Portfolios best practice. Co-ordinate reporting from projects and provide analysis of performance at portfolio level for review by governance bodies. Provide secretariat support for senior governance boards.
- **Business cases and assurance** – Work with project teams to co-ordinate business case production ensuring appropriate specialist input and timing of approval through governance framework, provide best practice advice and guidance.
- **People and leadership** – Communicate and build commitment to a shared vision and sense of purpose. Support business areas to take decisions independently and take the lead in their area of expertise.
- **Planning, scheduling and resourcing** – Maintain portfolio delivery map and critical path to monitor project progress. Recognise and track interdependencies across change projects. Recommend how financial and other resources be allocated across change initiatives to optimise the organisation's return on investment. Develop strategies to address resource gaps.
- **Risk and opportunity management** – Identify and monitor portfolio risks (threats and opportunities), planning and implementing responses to them and responding to other issues impacting the portfolio.
- **Stakeholder management** – Map stakeholder interest and influence to determine priorities for engagement and communication. Communicate regularly and obtain input on issues such as means of communication. Engage in debate to resolve issues and differences between stakeholders and to challenge assumptions.
- **Benefits management** – Support the business to develop mechanisms for measuring benefits. Establish ownership and responsibility within the business for benefit realisation. Review business cases regularly to assess progress towards benefits realisation.

Portfolio Manager 1 (page 2 of 2)

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Leadership

Entry route:

Project Delivery Professional – Suitable for an individual who has experience of working in complex projects and programmes and the use of portfolio management as a tool for managing organisational change.

non-Project Delivery Professional – Not normally suitable for an individual with no previous Project Delivery experience.

Technical competencies	Level
• Planning	P
• Scheduling	P
• Resource management	W
• Budgeting and cost management	W
• Risk and issue management	P
• Business change and implementation	W
• Governance	P
• Frameworks and methodologies	W
• Stakeholder engagement	W
• Assurance	W
• Change control	A
• Business case development	W
• Asset allocation	W
• Benefits management	P
• Knowledge management	W

Behavioural competencies	Level
• Visible leadership	W
• Credible action	P
• Working with ambiguity	P
• Collaboration	P
• Influencing	P
• Conflict resolution	W
• Inspiring others	W
• Resilience	W
• Innovation	P
• Culture change	P

Typical qualifications and professional memberships

- PRINCE2 Practitioner
- Managing Successful Programmes Practitioner
- Management of Risk Practitioner
- Managing Portfolios Practitioner
- Managing Successful Programmes Advanced Practitioner
- APM Practitioner Qualification
- APM Chartered Project Professional
- Project Leadership Programme
- Leading and Managing Project Workstreams

Portfolio Manager 2 (page 1 of 2)

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◀ Previous profile

Leadership

Role	Role Family	Civil Service grade	Project complexity
Portfolio Manager 2	Leadership	G6	Moderate

Role summary:

The Portfolio Manager is responsible for leading a collection of programmes or projects that contribute to the delivery of departmental or business area objectives. They are primarily responsible for the prioritisation and effective allocation of resources across the portfolio to ensure optimal delivery of departmental / business strategic objectives in line with government priorities.

Typical role responsibilities:

- **Project pipeline** – Works with business areas to identify and categorise new projects for a decision on entry to the portfolio and provides regular updates on pipeline to Portfolio Board.
- **Governance and reporting** – Establish clear governance framework and reporting regime aligned to Management of Portfolios best practice. Co-ordinate reporting from projects and provide analysis of performance at portfolio level for review by governance bodies. Provide secretariat support for senior governance boards.
- **Business cases and assurance** – Work with project teams to co-ordinate business case production ensuring appropriate specialist input and timing of approval through governance framework, provide best practice advice and guidance.
- **People and leadership** – Communicate and build commitment to a shared vision and sense of purpose. Support business areas to take decisions independently and take the lead in their area of expertise.
- **Planning, scheduling and resourcing** – Maintain portfolio delivery map and critical path to monitor project progress. Recognise and track interdependencies across change projects. Recommend how financial and other resources be allocated across change initiatives to optimise the organisation's return on investment. Develop strategies to address resource gaps.
- **Risk and opportunity management** – Identify and monitor portfolio risks (threats and opportunities), planning and implementing responses to them and responding to other issues impacting the portfolio.
- **Stakeholder management** – Map stakeholder interest and influence to determine priorities for engagement and communication. Communicate regularly and obtain input on issues such as means of communication. Engage in debate to resolve issues and differences between stakeholders and to challenge assumptions.
- **Benefits management** – Support the business to develop mechanisms for measuring benefits. Establish ownership and responsibility within the business for benefit realisation. Review business cases regularly to assess progress towards benefits realisation.

Portfolio Manager 2 (page 2 of 2)

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Leadership

Entry route:

Project Delivery Professional – Suitable for an individual who has experience of working in complex projects and programmes and the use of portfolio management as a tool for managing organisational change.

non-Project Delivery Professional – Not normally suitable for an individual with no previous Project Delivery experience.

Technical competencies	Level
• Planning	P
• Scheduling	P
• Resource management	W
• Budgeting and cost management	P
• Risk and issue management	P
• Business change and implementation	W
• Governance	E
• Frameworks and methodologies	W
• Stakeholder engagement	W
• Assurance	P
• Change control	A
• Business case development	W
• Asset allocation	W
• Benefits management	E
• Knowledge management	W

Behavioural competencies	Level
• Visible leadership	P
• Credible action	P
• Working with ambiguity	P
• Collaboration	P
• Influencing	P
• Conflict resolution	W
• Inspiring others	W
• Resilience	P
• Innovation	P
• Culture change	P

Typical qualifications and professional memberships

- PRINCE2 Practitioner
- Managing Successful Programmes Practitioner
- Management of Risk Practitioner
- Managing Portfolios Practitioner
- Managing Successful Programmes Advanced Practitioner
- APM Chartered Project Professional
- Project Leadership Programme
- Leading and Managing Project Workstreams

Portfolio Director 1 (page 1 of 2)

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Role	Role Family	Civil Service grade	Project complexity
Portfolio Director 1	Leadership	SCS1	High

Role summary:

The Portfolio Manager is responsible for leading a collection of programmes or projects that contribute to the delivery of departmental or business area objectives. They are primarily responsible for the prioritisation and effective allocation of resources across the portfolio to ensure optimal delivery of departmental / business strategic objectives in line with government priorities.

Typical role responsibilities:

- **Project pipeline** – Leads prioritisation of projects for entry to portfolio in line with strategic objectives and Target Operating Model and Yes/No decision on entry taken by Portfolio Board.
- **Governance and reporting** – Maintain oversight of portfolio progress. Chair governance boards for taking decisions on portfolio development in response to escalated risks or opportunities. Gain Management Board approval for Portfolio Strategy and implementation.
- **Business cases and assurance** – Oversee appropriate levels of assurance, both at business case decision points and on overall portfolio governance and progress.
- **People and leadership** – Champion implementation of the portfolio across the organisation and provide overall lead and direction. Promote an energised culture focused on collaborative working in the interests of the organisation and portfolio as a whole.
- **Planning, scheduling and resourcing** – Ensure portfolio evolves to reflect changes in strategic directives and business priorities and that is sufficiently balanced to optimise delivery. Secure the provision of resources needed from internal / external providers. Manage the integration of project outputs and dependencies within strategic objectives.
- **Risk and opportunity management** – Agree the risk appetite for the organisation, ensure that project/programme risk management is fully embedded within the organisation and take decisions in response to escalated risks or opportunities.
- **Stakeholder management** – Cultivate and manage a range of relationships and key strategic alliances with internal / external stakeholders. Lead senior stakeholders in regularly reviewing the continuing relevance of projects based on a clear understanding of cost, risk and contribution to strategic objectives.
- **Benefits management** – Oversee maintenance of benefit tracking over multiple years. Change or stop activities that are no longer adding value.

Entry route:

Project Delivery Professional – Suitable for an individual with extensive experience of portfolio management to lead and deliver major change across multiple organisations. Likely to have experience of managing corporate functions.

non-Project Delivery Professional – Not normally suitable for an individual with no previous Project Delivery experience.

Portfolio Director 1 (page 2 of 2)

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Leadership

Technical competencies ⓘ	Level ⓘ
• Planning	P
• Scheduling	P
• Resource management	P
• Budgeting and cost management	P
• Risk and issue management	P
• Business change and implementation	P
• Governance	E
• Frameworks and methodologies	P
• Stakeholder engagement	E
• Assurance	P
• Change control	W
• Business case development	P
• Asset allocation	P
• Benefits management	P
• Knowledge management	P

Behavioural competencies ⓘ	Level ⓘ
• Visible leadership	P
• Credible action	E
• Working with ambiguity	P
• Collaboration	E
• Influencing	P
• Conflict resolution	E
• Inspiring others	E
• Resilience	E
• Innovation	P
• Culture change	P

Typical qualifications and professional memberships

- Managing Successful Programmes Practitioner
- Management of Risk Practitioner
- Managing Portfolios Practitioner
- Managing Successful Programmes Advanced Practitioner
- APM Chartered Project Professional
- Major Projects Leadership Academy
- Project Leadership Programme

Portfolio Director 2 (page 1 of 2)

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Leadership

Role	Role Family	Civil Service grade	Project complexity
Portfolio Director 2	Leadership	SCS2	Very high

Role summary:

The Portfolio Manager is responsible for leading a collection of programmes or projects that contribute to the delivery of departmental or business area objectives. They are primarily responsible for the prioritisation and effective allocation of resources across the portfolio to ensure optimal delivery of departmental / business strategic objectives in line with government priorities.

Typical role responsibilities:

- **Project pipeline** – Leads prioritisation of projects for entry to portfolio in line with strategic objectives and Target Operating Model and yes/no decision on entry taken by Portfolio Board.
- **Governance and reporting** – Maintain oversight of portfolio progress. Chair governance boards for taking decisions on portfolio development in response to escalated risks or opportunities. Gain Management Board approval for Portfolio Strategy and implementation.
- **Business cases and assurance** – Oversee appropriate levels of assurance, both at business case decision points and on overall portfolio governance and progress.
- **People and leadership** – Champion implementation of the portfolio across the organisation and provide overall lead and direction. Promote an energised culture focused on collaborative working in the interests of the organisation and portfolio as a whole.
- **Planning, scheduling and resourcing** – Ensure portfolio evolves to reflect changes in strategic directives and business priorities and that is sufficiently balanced to optimise delivery. Secure the provision of resources needed from internal / external providers. Manage the integration of project outputs and dependencies within strategic objectives.
- **Risk and opportunity management** – Agree the risk appetite for the organisation, ensure that project/programme risk management is fully embedded within the organisation and take decisions in response to escalated risks or opportunities.
- **Stakeholder management** – Cultivate and manage a range of relationships and key strategic alliances with internal / external stakeholders. Lead senior stakeholders in regularly reviewing the continuing relevance of projects based on a clear understanding of cost, risk and contribution to strategic objectives.
- **Benefits management** – Oversee maintenance of benefit tracking over multiple years. Change or stop activities that are no longer adding value.

Entry route:

Project Delivery Professional – Suitable for an individual with extensive experience of portfolio management to lead and deliver major change across multiple organisations. Likely to have experience of managing corporate functions.

non-Project Delivery Professional – Not normally suitable for an individual with no previous Project Delivery experience.

Portfolio Director 2 (page 2 of 2)

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Leadership

Technical competencies	Level
• Planning	P
• Scheduling	P
• Resource management	P
• Budgeting and cost management	P
• Risk and issue management	P
• Business change and implementation	P
• Governance	E
• Frameworks and methodologies	P
• Stakeholder engagement	E
• Assurance	P
• Change control	W
• Business case development	P
• Asset allocation	P
• Benefits management	P
• Knowledge management	P

Behavioural competencies	Level
• Visible leadership	E
• Credible action	E
• Working with ambiguity	P
• Collaboration	E
• Influencing	E
• Conflict resolution	E
• Inspiring others	E
• Resilience	E
• Innovation	P
• Culture change	P

Typical qualifications and professional memberships

- APM Chartered Project Professional
- Major Projects Leadership Academy

Programme Manager 1 (page 1 of 2)

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Leadership

Role	Role Family	Civil Service grade	Project complexity
Programme Manager 1	Leadership	SEO	Low

Role summary:

The Programme Manager is responsible for leading a defined set of interdependent projects and the associated business change activities. They have primary responsibility for successful delivery of the required outcomes, including the establishment of appropriate governance and assurance, monitoring progress, managing risks and issues and ensuring the business readiness for change.

Typical role responsibilities:

- **Business case** – Drafting the business case with input from project managers and specialists.
- **Communications and stakeholder management** – Develop and maintain communications with project managers and other stakeholders, building effective and collaborative relationships.
- **Guidance** – May be mentored by a more senior PM.
- **Resource management** – Identify resources to ensure required capacity and capability for successful programme delivery. Undertakes planning, scheduling and estimating.
- **Risks and issues** – Manage risks and issues, including those that are strategic and politically sensitive, ensuring regular reporting and escalation as appropriate.
- **Benefits realisation** – Work with project leads and Benefits Manager to identify, track and deliver benefits set out in business case.
- **Programme performance and controls** – Plan and design the programme and proactively monitor and report on its overall progress through the governance framework.
- **Leadership vision and objectives** – Deliver stated objectives. Support the programme to deliver the business case benefits and outcomes.
- **Dependency management** – Map programme dependencies and identify owners, build dependency management into the programme's governance cycle.

Entry route:

Project Delivery Professional – Suitable for an individual with experience working as a member of a large or medium complexity programme or project team or as a specialist or work stream strand lead for a small, low complexity programme or project.

non-Project Delivery Professional – May be suitable for an individual with appropriate skills gained in a non-project environment, for example business change managers.

Programme Manager 1 (page 2 of 2)

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Leadership

Technical competencies	Level
• Commercial and procurement skills	A
• Requirements management	A
• Planning	W
• Scheduling	A
• Resource management	W
• Budgeting and cost management	A
• Risk and issue management	W
• Quality management	A
• Business change and implementation	A
• Governance	W
• Frameworks and methodologies	A
• Stakeholder engagement	W
• Assurance	A
• Change control	A
• Business case development	A
• Asset allocation	A
• Benefits management	A
• Knowledge management	A

Behavioural competencies	Level
• Visible leadership	W
• Credible action	W
• Working with ambiguity	A
• Collaboration	W
• Influencing	W
• Conflict resolution	W
• Inspiring others	W
• Resilience	W
• Innovation	W
• Culture change	A

Typical qualifications and professional memberships

- Managing Successful Programmes Practitioner
- PRINCE2 Practitioner
- Managing Successful Programmes Advanced Practitioner
- APM Project Management Qualification

Programme Manager 2 (page 1 of 2)

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Role	Role Family	Civil Service grade	Project complexity
Programme Manager 2	Leadership	G7	Low / moderate

Role summary:

The Programme Manager is responsible for leading a defined set of interdependent projects and the associated business change activities. They have primary responsibility for successful delivery of the required outcomes, including the establishment of appropriate governance and assurance, monitoring progress, managing risks and issues and ensuring the business readiness for change.

Typical role responsibilities:

- **Business case** – Develop and clearance of the business case with project leads and SMEs.
- **Communications and stakeholder management** – Identify and manage stakeholder relationships and highlight need for senior level support. Manage internal and external relationships as appropriate.
- **Guidance** – Provide direction and guidance on development to team and more broadly across departmental profession.
- **Resource management** – Secures resources and directs planning scheduling, resourcing and estimating for complex and large scale programmes.
- **Risks and issues** – Oversee risk and issue management. Ensures mitigations are in place and resolved through negotiated agreement.
- **Benefits realisation** – Ensure realisation of benefits for customers through planning and designing and that project outputs meet programme requirements.
- **Programme performance and controls** – Maintain overall integrity and coherence of programme and governance framework to support each project. Plan programme assurance activities.
- **Leadership vision and objectives** – Cascade vision and translate into delivery objectives for the team. Lead the programme to deliver the business case benefits and outcomes.
- **Dependency management** – Work with project leads and business as usual to ensure dependencies are actively managed, act as an arbiter and enforcer and resolve issues between the various elements of the programme.

Entry route:

Project Delivery Professional – Suitable for an individual who has successfully managed several low or medium complexity programmes or projects or may have been in a specialist or work stream strand lead role within a programme or project.

non-Project Delivery Professional – Not normally suitable for an individual with no previous Project Delivery experience.

Programme Manager 2 (page 2 of 2)

Next profile ▶
◀ Previous profile

Leadership

Technical competencies	Level
• Commercial and procurement skills	W
• Requirements management	W
• Planning	P
• Scheduling	W
• Resource management	P
• Budgeting and cost management	W
• Risk and issue management	P
• Quality management	W
• Business change and implementation	W
• Governance	P
• Frameworks and methodologies	W
• Stakeholder engagement	P
• Assurance	W
• Change control	W
• Business case development	W
• Asset allocation	W
• Benefits management	W
• Knowledge management	W

Behavioural competencies	Level
• Visible leadership	W
• Credible action	P
• Working with ambiguity	W
• Collaboration	P
• Influencing	P
• Conflict resolution	W
• Inspiring others	W
• Resilience	W
• Innovation	W
• Culture change	W

Typical qualifications and professional memberships

- Managing Successful Programmes Practitioner
- PRINCE2 Practitioner
- Managing Successful Programmes Advanced Practitioner
- APM Project Management Qualification
- APM Chartered Project Professional
- Project Leadership Programme
- Leading and Managing Project Workstreams

Programme Manager 3 (page 1 of 2)

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◀ Previous profile

Leadership

Role	Role Family	Civil Service grade	Project complexity
Programme Manager 3	Leadership	G6	Moderate

Role summary:

The Programme Manager is responsible for leading a defined set of interdependent projects and the associated business change activities. They have primary responsibility for successful delivery of the required outcomes, including the establishment of appropriate governance and assurance, monitoring progress, managing risks and issues and ensuring the business readiness for change.

Typical role responsibilities:

- **Business case** – Develop and clearance of the business case with project leads and SMEs.
- **Communications and stakeholder management** – Identify and manage stakeholder relationships and highlight need for senior level support. Manage internal and external relationships as appropriate.
- **Guidance** – Provide direction and guidance on development to team and more broadly across departmental profession.
- **Resource management** – Secures resources and directs planning scheduling, resourcing and estimating for complex and large scale programmes.
- **Risks and issues** – Oversee risk and issue management. Ensures mitigations are in place and resolved through negotiated agreement.
- **Benefits realisation** – Ensure realisation of benefits for customers through planning and designing and that project outputs meet programme requirements.
- **Programme performance and controls** – Maintain overall integrity and coherence of programme and governance framework to support each project. Plan programme assurance activities.
- **Leadership vision and objectives** – Cascade vision and translate into delivery objectives for the team. Lead the programme to deliver the business case benefits and outcomes.
- **Dependency management** – Work with project leads and business as usual to ensure dependencies are actively managed, act as an arbiter and enforcer and resolve issues between the various elements of the programme.

Entry route:

Project Delivery Professional – Suitable for an individual who has successfully managed several low or medium complexity programmes or projects or may have been in a specialist or work stream strand lead role within a programme or project.

non-Project Delivery Professional – Not normally suitable for an individual with no previous Project Delivery experience.

Programme Manager 3 (page 2 of 2)

Next profile ▶
◀ Previous profile

Leadership

Technical competencies ⓘ	Level ⓘ
• Commercial and procurement skills	W
• Requirements management	P
• Planning	P
• Scheduling	P
• Resource management	P
• Budgeting and cost management	P
• Risk and issue management	P
• Quality management	P
• Business change and implementation	P
• Governance	P
• Frameworks and methodologies	P
• Stakeholder engagement	P
• Assurance	P
• Change control	W
• Business case development	P
• Asset allocation	P
• Benefits management	P
• Knowledge management	W

Behavioural competencies ⓘ	Level ⓘ
• Visible leadership	P
• Credible action	P
• Working with ambiguity	P
• Collaboration	P
• Influencing	P
• Conflict resolution	P
• Inspiring others	P
• Resilience	P
• Innovation	P
• Culture change	W

Typical qualifications and professional memberships

- Managing Successful Programmes Practitioner
- PRINCE2 Practitioner
- Managing Successful Programmes Advanced Practitioner
- P3O Practitioner
- APM Chartered Project Professional
- Project Leadership Programme
- APM Project Management Qualification
- Leading and Managing Project Workstreams

Programme Director 1 (page 1 of 2)

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◀ Previous profile

Role	Role Family	Civil Service grade	Project complexity
Programme Director 1	Leadership	SCS1	Moderate / high

Role summary:

The Programme Manager is responsible for leading a defined set of interdependent projects and the associated business change activities. They have primary responsibility for successful delivery of the required outcomes, including the establishment of appropriate governance and assurance, monitoring progress, managing risks and issues and ensuring the business readiness for change.

Typical role responsibilities:

- **Business case** – Lead the development of the business case, alignment with senior stakeholders and agreement through Programme Board / SRO / Management Board / HMT.
- **Communications and stakeholder management** – Ensure stakeholder interests are identified and addressed. Segment and manage multiple stakeholder groups appropriately in complex environments. Build consensus across a large and often diverse group of stakeholders and develop strategic relationships with internal and external suppliers. Work closely with the SRO to co-manage senior stakeholders.
- **Guidance** – Provide direction and guidance on development to team and more broadly across department and government.
- **Resource management** – Build and maintain a strong delivery-focused programme team. Provide leadership and direct larger multi-disciplinary teams to deliver successfully.
- **Risks and issues** – Accountable for ensuring strategic and operational risks and issues are identified, prioritised, assessed and mitigated. Ensure senior stakeholders are briefed, updated and where appropriate, enrolled in the management and control of key risks. Identify and engage specialists as appropriate.
- **Benefits realisation** – Provide strategic leadership in monitoring benefit delivery and to maximise benefits from the programme.
- **Programme performance and controls** – Responsible for identifying success criteria, set project controls and be accountable for performance. Monitor and control progress, engage fully with assurance and respond to recommendations.
- **Leadership vision and objectives** – Create an environment in which projects can succeed – working effectively together and managing dependencies. Deliver benefits and outcomes set out in business case.
- **Dependency management** – Quality Assure the dependency management process, work with senior stakeholders to resolve issues and act as a link between the programme and business governance.

Programme Director 1 (page 2 of 2)

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◀ Previous profile

Leadership

Entry route:

Project Delivery Professional – Suitable for an individual who has successfully managed several low or medium complexity programmes or projects or may have been in a specialist or work stream strand lead role within a programme or project.

non-Project Delivery Professional – Not normally suitable for an individual with no previous Project Delivery experience.

Technical competencies	Level
• Commercial and procurement skills	P
• Planning	P
• Scheduling	W
• Resource management	P
• Budgeting and cost management	P
• Risk and issue management	P
• Business change and implementation	P
• Governance	E
• Stakeholder engagement	E
• Assurance	P
• Business case development	P
• Asset allocation	P
• Benefits management	P
• Knowledge management	P

Behavioural competencies	Level
• Visible leadership	P
• Credible action	E
• Working with ambiguity	P
• Collaboration	E
• Influencing	E
• Conflict resolution	P
• Inspiring others	E
• Resilience	P
• Innovation	P
• Culture change	P

Typical qualifications and professional memberships

- Managing Successful Programmes Practitioner
- Managing Successful Programmes Advanced Practitioner
- P3O Practitioner
- APM Chartered Project Professional
- Major Projects Leadership Academy

Programme Director 2 (page 1 of 2)

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Leadership

Role	Role Family	Civil Service grade	Project complexity
Programme Director 2	Leadership	SCS2	High / very high

Role summary:

The Programme Manager is responsible for leading a defined set of interdependent projects and the associated business change activities. They have primary responsibility for successful delivery of the required outcomes, including the establishment of appropriate governance and assurance, monitoring progress, managing risks and issues and ensuring the business readiness for change.

Typical role responsibilities:

- **Business case** – Lead the development of the business case, alignment with senior stakeholders and agreement through Programme Board / SRO / Management Board / HMT.
- **Communications and stakeholder management** – Ensure stakeholder interests are identified and addressed. Segment and manage multiple stakeholder groups appropriately in complex environments. Build consensus across a large and often diverse group of stakeholders and develop strategic relationships with internal and external suppliers. Work closely with the SRO to co-manage senior stakeholders.
- **Guidance** – Provide direction and guidance on development to team and more broadly across department and government.
- **Resource management** – Build and maintain a strong delivery-focused programme team. Provide leadership and direct larger multi-disciplinary teams to deliver successfully.
- **Risks and issues** – Accountable for ensuring strategic and operational risks and issues are identified, prioritised, assessed and mitigated. Ensure senior stakeholders are briefed, updated and where appropriate, enrolled in the management and control of key risks. Identify and engage specialists as appropriate.
- **Benefits realisation** – Provide strategic leadership in monitoring benefit delivery and to maximise benefits from the programme.
- **Programme performance and controls** – Responsible for identifying success criteria, set project controls and be accountable for performance. Monitor and control progress, engage fully with assurance and respond to recommendations.
- **Leadership vision and objectives** – Create an environment in which projects can succeed – working effectively together and managing dependencies. Deliver benefits and outcomes set out in business case.
- **Dependency management** – Quality Assure dependency management process, own strategic dependencies (HMT, CO), work with senior stakeholders to resolve issues and act as a link between the programme and business governance.

Programme Director 2 (page 2 of 2)

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Leadership

Entry route:

Project Delivery Professional – Suitable for an individual who has successfully managed several low or medium complexity programmes or projects or may have been in a specialist or work stream strand lead role within a programme or project.

non-Project Delivery Professional – Not normally suitable for an individual with no previous Project Delivery experience.

Technical competencies	Level
• Commercial and procurement skills	P
• Planning	P
• Scheduling	W
• Resource management	P
• Budgeting and cost management	P
• Risk and issue management	P
• Business change and implementation	P
• Governance	E
• Stakeholder engagement	E
• Assurance	P
• Business case development	P
• Asset allocation	P
• Benefits management	P
• Knowledge management	P

Behavioural competencies	Level
• Visible leadership	E
• Credible action	E
• Working with ambiguity	P
• Collaboration	E
• Influencing	E
• Conflict resolution	E
• Inspiring others	E
• Resilience	E
• Innovation	P
• Culture change	E

Typical qualifications and professional memberships

- APM Chartered Project Professional
- Major Projects Leadership Academy

Programme Director 3 (page 1 of 2)

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Leadership

Role	Role Family	Civil Service grade	Project complexity
Programme Director 3	Leadership	SCS3	Very high

Role summary:

The Programme Manager is responsible for leading a defined set of interdependent projects and the associated business change activities. They have primary responsibility for successful delivery of the required outcomes, including the establishment of appropriate governance and assurance, monitoring progress, managing risks and issues and ensuring the business readiness for change.

Typical role responsibilities:

- **Business case** – Lead the development of the business case, alignment with senior stakeholders and agreement through Programme Board / SRO / Management Board / HMT.
- **Communications and stakeholder management** – Lead, manage and direct stakeholder relationships across multiple groups to achieve buy-in to programme objectives and delivery of outcomes.
- **Guidance** – Provide direction and guidance on development to team and more broadly across department and government.
- **Resource management** – Build and maintain a strong delivery-focused programme team. Provide leadership and direct larger multi-disciplinary teams to deliver successfully.
- **Risks and issues** – Accountable for ensuring strategic and operational risks and issues are identified, prioritised, assessed and mitigated. Ensure senior stakeholders are briefed, updated and where appropriate, enrolled in the management and control of key risks. Identify and engage specialists as appropriate.
- **Benefits realisation** – Provide strategic leadership in monitoring benefit delivery and to maximise benefits from the programme.
- **Programme performance and controls** – Responsible for identifying success criteria, set project controls and be accountable for performance. Monitor and control progress, engage fully with assurance and respond to recommendations.
- **Leadership vision and objectives** – Create an environment in which projects can succeed – working effectively together and managing dependencies. Deliver benefits and outcomes set out in business case.
- **Dependency management** – Own strategic cross departmental and key supplier dependencies, ensure dependencies are re-aligned to reflect changes in the programme's environment.

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Leadership

Entry route:

Project Delivery Professional – Suitable for an individual who has successfully managed several low or medium complexity programmes or projects or may have been in a specialist or work stream strand lead role within a programme or project.

non-Project Delivery Professional – Not normally suitable for an individual with no previous Project Delivery experience.

Technical competencies	Level
• Commercial and procurement skills	P
• Planning	P
• Scheduling	W
• Resource management	P
• Budgeting and cost management	P
• Risk and issue management	P
• Business change and implementation	P
• Governance	E
• Stakeholder engagement	E
• Assurance	P
• Business case development	P
• Asset allocation	P
• Benefits management	P
• Knowledge management	P

Behavioural competencies	Level
• Visible leadership	E
• Credible action	E
• Working with ambiguity	P
• Collaboration	E
• Influencing	E
• Conflict resolution	E
• Inspiring others	E
• Resilience	E
• Innovation	P
• Culture change	E

Typical qualifications and professional memberships

- APM Chartered Project Professional
- Major Projects Leadership Academy

Project Manager 1 (page 1 of 2)

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◀ Previous profile

Role	Role Family	Civil Service grade	Project complexity
Project Manager 1	Leadership	HEO	Very low / low

Role summary:

The role of the Project Manager is to lead / manage the project and the project team on a day-to-day basis. The Project Manager is responsible for driving and overseeing the delivery of the project to ensure that the objectives are clearly defined and achieved within the agreed time, cost and quality constraints. The Project Manager has a key role in project governance and working with stakeholders, to ensure the agreed project outputs are delivered to enable benefits to be realised.

Typical role responsibilities:

- **Delivery** – Create and lead the project to deliver the agreed outcomes within time, cost and quality constraints.
- **Project management** – Day-to-day management and leadership of the project and the project team. Set project controls. Design the project structure appropriate to stage. Select and apply appropriate delivery methodologies.
- **Business case** – Co-ordinate development of the business case.
- **Budget** – Track delivery within budget.
- **Resources** – Schedule / manage resources to deliver the project. May work independently or with a small team.
- **Benefits realisation** – Ensure benefits are identified, understood, measured, tracked and owned. Ensure appropriate Benefits Realisation Strategy is in place, and monitor longer term delivery of benefits against the business case.
- **Stakeholder management** – Identify key stakeholders and develop effective relationships.
- **Risks and issues** – Identify and monitor project risks and issues. Develop mitigating actions and escalate as appropriate.
- **Governance** – Provide key reports and support effective governance and decision making.
- **Assurance** – Support or set appropriate project assurance.
- **Change management** – Ensure effective change management processes are in place to agree and document changes to deliverables as agreed with stakeholders.
- **Guidance and support** – Seek appropriate support, guidance and coaching from the project community. Show commitment to personal development. Promote effective individual and team performance.
- **Project performance and controls** – Build Project Plan and apply appropriate project principles to deliver stated objectives. Identify and set appropriate Project Controls. Track and report delivery against milestones.

Project Manager 1 (page 2 of 2)

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Leadership

Entry route:

Project Delivery Professional – Suitable for an individual with experience working as a member of a large or medium complexity project team or as a specialist or work stream lead for a small, low complexity project.

non-Project Delivery Professional – Entry level position suitable for an individual with appropriate skills gained in a non-project environment. Capability assessment required to assess gaps and development requirements.

Technical competencies	Level
• Commercial and procurement skills	A
• Requirements management	W
• Solutions Development	A
• Planning	W
• Scheduling	A
• Resource management	W
• Budgeting and cost management	A
• Risk and issue management	W
• Quality management	A
• Business change and implementation	A
• Governance	W
• Frameworks and methodologies	W
• Stakeholder engagement	W
• Assurance	W
• Change control	W
• Business case development	A
• Asset allocation	A
• Benefits management	A
• Knowledge management	A

Behavioural competencies	Level
• Visible leadership	A
• Credible action	W
• Working with ambiguity	A
• Collaboration	W
• Influencing	W
• Conflict resolution	A
• Inspiring others	A
• Resilience	W
• Innovation	A
• Culture change	A

Typical qualifications and professional memberships

- PRINCE2 Foundation
- Agile Project Management Foundation
- PRINCE2 Practitioner
- Agile Project Management Practitioner
- APM Project Fundamentals
- APM Project Management Qualification
- PMI Certificate in Associate Project Management
- PMI Project Management Professional
- Leading and Managing Project Workstreams

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Role	Role Family	Civil Service grade	Project complexity
Project Manager 2	Leadership	SEO	Low / moderate

Role summary:

The role of the Project Manager is to lead / manage the project and the project team on a day-to-day basis. The Project Manager is responsible for driving and overseeing the delivery of the project to ensure that the objectives are clearly defined and achieved within the agreed time, cost and quality constraints. The Project Manager has a key role in project governance and working with stakeholders, to ensure the agreed project outputs are delivered to enable benefits to be realised.

Typical role responsibilities:

- **Delivery** – Create and lead the project to deliver the agreed outcomes within time, cost and quality constraints.
- **Project management** – Day-to-day management and leadership of the project and the project team. Set project controls. Design the project structure appropriate to stage. Select and apply appropriate delivery methodologies.
- **Business case** – Co-ordinate development of the business case.
- **Budget** – Track delivery within budget.
- **Resources** – Schedule / manage resources to deliver the project. May work independently or with a small team.
- **Benefits realisation** – Ensure benefits are identified, understood, measured, tracked and owned. Ensure appropriate Benefits Realisation Strategy is in place, and monitor longer term delivery of benefits against the business case.
- **Stakeholder management** – Identify key stakeholders and develop effective relationships.
- **Risks and issues** – Identify and monitor project risks and issues. Develop mitigating actions and escalate as appropriate.
- **Governance** – Provide key reports and support effective governance and decision making.
- **Assurance** – Support or set appropriate project assurance.
- **Change management** – Ensure effective change management processes are in place to agree and document changes to deliverables as agreed with stakeholders.
- **Guidance and support** – Seek appropriate support, guidance and coaching from the project community. Show commitment to personal development. Promote effective individual and team performance.
- **Project performance and controls** – Build Project Plan and apply appropriate project principles to deliver stated objectives. Identify and set appropriate Project Controls. Track and report delivery against milestones.

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Leadership

Entry route:

Project Delivery Professional – Suitable for an individual with experience working as a member of a large or medium complexity project team or as a specialist or work stream lead for a small, low complexity project.

non-Project Delivery Professional – Entry level position suitable for an individual with appropriate skills gained in a non-project environment. Capability assessment required to assess gaps and development requirements.

Technical competencies	Level
• Commercial and procurement skills	A
• Requirements management	W
• Solutions Development	A
• Planning	W
• Scheduling	W
• Resource management	W
• Budgeting and cost management	W
• Risk and issue management	W
• Quality management	W
• Business change and implementation	A
• Governance	W
• Frameworks and methodologies	W
• Stakeholder engagement	W
• Assurance	W
• Change control	W
• Business case development	A
• Asset allocation	A
• Benefits management	W
• Knowledge management	A

Behavioural competencies	Level
• Visible leadership	W
• Credible action	W
• Working with ambiguity	A
• Collaboration	W
• Influencing	W
• Conflict resolution	W
• Inspiring others	W
• Resilience	W
• Innovation	W
• Culture change	A

Typical qualifications and professional memberships

- PRINCE2 Practitioner
- Agile Project Management Practitioner
- APM Project Management Qualification
- PMI Project Management Professional
- Leading and Managing Project Workstreams

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Role	Role Family	Civil Service grade	Project complexity
Project Manager 3	Leadership	G7	Moderate / high

Role summary:

The role of the Project Manager is to lead / manage the project and the project team on a day-to-day basis. The Project Manager is responsible for driving and overseeing the delivery of the project to ensure that the objectives are clearly defined and achieved within the agreed time, cost and quality constraints. The Project Manager has a key role in project governance and working with stakeholders, to ensure the agreed project outputs are delivered to enable benefits to be realised.

Typical role responsibilities:

- **Delivery** – Create and lead the project to deliver the agreed outcomes within time, cost and quality constraints.
- **Project management** – Day-to-day management and leadership of the project and the project team. Provide effective leadership and management controls. Set project controls. Design the project structure and organisation appropriate to stage. Set appropriate delivery methodologies. Manage effective transition between project phases.
- **Business case** – Develop and draft the business case, with input from specialists as necessary.
- **Budget** – Develop the budget and track delivery within budget.
- **Resources** – Identify skill requirements; and deploy and develop resources. Manage medium sized team.
- **Benefits realisation** – Deliver the agreed business case benefits and outcomes. Ensure appropriate Benefits Realisation Strategy is in place, and monitor longer term delivery of benefits against the business case.
- **Stakeholder management** – Identify and manage stakeholder relationships and need for senior level support. Manage internal and external relationships as appropriate.
- **Risks and issues** – Identify and monitor project risks and issues. Develop mitigating actions and escalate as appropriate. Identify and work with related projects to manage interdependencies.
- **Governance** – Support effective governance and decision making. Provide reporting and engage in mechanisms that hold you, as Project Manager, to account for delivery.
- **Assurance** – Engage with assurance reviews and support action on recommendations. Organise assurance processes such as gateway reviews, as required.
- **Change management** – Ensure effective Change Management processes are in place to agree and document changes to deliverables as agreed with stakeholders.
- **Guidance and support** – Provide support, guidance and coaching for the project team. Show commitment to personal development. Promote effective individual and team performance.
- **Project performance and controls** – Cascade vision and translate into delivery objectives for the team. Develop and maintain Project Plan. Identify and set appropriate Project Controls. Manage performance and report progress to sponsors.

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Leadership

Entry route:

Project Delivery Professional – Suitable for an individual who has successfully managed several low or medium complexity projects or may have been in a specialist or work strand lead role within a project.

non-Project Delivery Professional – Not normally suitable for an individual with no previous Project Delivery experience.

Technical competencies	Level
• Commercial and procurement skills	W
• Requirements management	P
• Solutions Development	A
• Planning	P
• Scheduling	P
• Resource management	P
• Budgeting and cost management	P
• Risk and issue management	P
• Quality management	W
• Business change and implementation	W
• Governance	P
• Frameworks and methodologies	P
• Stakeholder engagement	P
• Assurance	P
• Change control	P
• Business case development	W
• Asset allocation	A
• Benefits management	W
• Knowledge management	W

Behavioural competencies	Level
• Visible leadership	W
• Credible action	P
• Working with ambiguity	W
• Collaboration	P
• Influencing	P
• Conflict resolution	W
• Inspiring others	W
• Resilience	W
• Innovation	W
• Culture change	W

Typical qualifications and professional memberships

- PRINCE2 Practitioner
- Agile Project Management Practitioner
- APM Project Management Qualification
- APM Chartered Project Professional
- Project Leadership Programme
- PMI Project Management Professional
- Leading and Managing Project Workstreams

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Leadership

Role	Role Family	Civil Service grade	Project complexity
Project Manager 4	Leadership	G6	High

Role summary:

The role of the Project Manager is to lead / manage the project and the project team on a day-to-day basis. The Project Manager is responsible for driving and overseeing the delivery of the project to ensure that the objectives are clearly defined and achieved within the agreed time, cost and quality constraints. The Project Manager has a key role in project governance and working with stakeholders, to ensure the agreed project outputs are delivered to enable benefits to be realised.

Typical role responsibilities:

- **Delivery** – Create and lead the project to deliver the agreed outcomes within time, cost and quality constraints.
- **Project management** – Day-to-day management and leadership of the project and the project team. Provide effective leadership and management controls. Set project controls. Design the project structure and organisation appropriate to stage. Set appropriate delivery methodologies. Manage effective transition between project phases.
- **Business case** – Develop and draft the business case, with input from specialists as necessary.
- **Budget** – Develop the budget and track delivery within budget.
- **Resources** – Identify skill requirements; and deploy and develop resources. Manage medium sized team.
- **Benefits realisation** – Deliver the agreed business case benefits and outcomes. Ensure appropriate Benefits Realisation Strategy is in place, and monitor longer term delivery of benefits against the business case.
- **Stakeholder management** – Identify and manage stakeholder relationships and need for senior level support. Manage internal and external relationships as appropriate.
- **Risks and issues** – Identify and monitor project risks and issues. Develop mitigating actions and escalate as appropriate. Identify and work with related projects to manage interdependencies.
- **Governance** – Support effective governance and decision making. Provide reporting and engage in mechanisms that hold you, as Project Manager, to account for delivery.
- **Assurance** – Engage with assurance reviews and support action on recommendations. Organise assurance processes such as gateway reviews, as required.
- **Change management** – Ensure effective Change Management processes are in place to agree and document changes to deliverables as agreed with stakeholders.
- **Guidance and support** – Provide support, guidance and coaching for the project team. Show commitment to personal development. Promote effective individual and team performance.
- **Project performance and controls** – Cascade vision and translate into delivery objectives for the team. Develop and maintain Project Plan. Identify and set appropriate Project Controls. Manage performance and report progress to sponsors.

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Leadership

Entry route:

Project Delivery Professional – Suitable for an individual who has successfully managed several low or medium complexity projects or may have been in a specialist or work strand lead role within a project.

non-Project Delivery Professional – Not normally suitable for an individual with no previous Project Delivery experience.

Technical competencies	Level
• Commercial and procurement skills	W
• Requirements management	P
• Solutions Development	A
• Planning	E
• Scheduling	P
• Resource management	E
• Budgeting and cost management	P
• Risk and issue management	P
• Quality management	P
• Business change and implementation	W
• Governance	P
• Frameworks and methodologies	P
• Stakeholder engagement	P
• Assurance	P
• Change control	P
• Business case development	W
• Asset allocation	A
• Benefits management	W
• Knowledge management	W

Behavioural competencies	Level
• Visible leadership	P
• Credible action	P
• Working with ambiguity	P
• Collaboration	P
• Influencing	P
• Conflict resolution	P
• Inspiring others	P
• Resilience	P
• Innovation	P
• Culture change	W

Typical qualifications and professional memberships

- PRINCE2 Practitioner
- Agile Project Management Practitioner
- APM Chartered Project Professional
- Project Leadership Programme
- APM Project Management Qualification
- PMI Project Management Professional
- Leading and Managing Project Workstreams

Project Director 1 (page 1 of 2)

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Leadership

Role	Role Family	Civil Service grade	Project complexity
Project Director 1	Leadership	SCS1	High / very high

Role summary:

The role of the Project Manager is to lead / manage the project and the project team on a day-to-day basis. The Project Manager is responsible for driving and overseeing the delivery of the project to ensure that the objectives are clearly defined and achieved within the agreed time, cost and quality constraints. The Project Manager has a key role in project governance and working with stakeholders, to ensure the agreed project outputs are delivered to enable benefits to be realised.

Typical role responsibilities:

- **Delivery** – Accountable to the SRO for creating and leading the project to deliver the agreed outcomes within time, cost and quality constraints.
- **Project management** – Day-to-day management and leadership of the project and the project team. Provide effective leadership and management controls. Set project controls and 'stop / go' decision points. Design the project structure and organisation appropriate to stage. Set appropriate delivery methodologies. Manage effective transition between project phases.
- **Business case** – Develop the business case.
- **Budget** – Develop the budget and track delivery within budget.
- **Resources** – Identify skill requirements at all stages of the project, recruit resources within budget constraints, oversee effective deployment of resources including: building the project team; delegation of roles and responsibilities; developing capability and fostering innovation.
- **Benefits realisation** – Deliver the agreed business case benefits and outcomes. Ensure benefits are identified, understood, measured, tracked and owned. Ensure appropriate Benefits Realisation Strategy is in place, and monitor longer term delivery of benefits against the business case.
- **Stakeholder management** – Work collaboratively with the SRO to jointly manage senior stakeholders. Ensure stakeholder interests are identified and addressed. Manage stakeholder communications and ensure buy-in. Form collaborative relationships with key stakeholders both internally and externally. Build consensus across a large and often diverse group of stakeholders.
- **Risks and issues** – Manage risks and issues and escalate to SRO where appropriate. Ensure strategic and operational risks and issues are identified, prioritised, assessed and mitigation actions developed, implemented and monitored throughout the life of the project. Ensure senior stakeholders are briefed, updated and where appropriate, enrolled in the management and control of key risks. Identify and engage specialists as appropriate
- **Governance** – Held to account through the governance process. Provide all reporting as required by the SRO. Establish and manage Quality Assurance and Change Management processes.
- **Assurance** – Engage with assurance reviews and acts on recommendations. Organise assurance processes such as gateway reviews, as required by the SRO.
- **Change management** – Ensure effective change management processes are in place to agree and document changes to deliverables as agreed with stakeholders.

Project Director 1 (page 2 of 2)

Typical role responsibilities:

- **Guidance and support** – Provide support, guidance and coaching for the project team. Promote effective individual and team performance.
- **Project performance and controls** – Develop and agree the vision and measurable success criteria with the SRO. Develop and maintain the Project Plan and integrates with other inter-dependent projects. Monitor and control project progress and performance. Ensure appropriate standards, good practices and lessons learned are sought and applied. Ensure the product / transition deliverables are well defined and agreed with stakeholders. Manage project closure and sign off.

Entry route:

Project Delivery Professional – Suitable for an individual who has successfully managed progressively larger and more complex projects.

non-Project Delivery Professional – Not normally suitable for an individual with no previous Project Delivery experience.

Technical competencies	Level
Commercial and procurement skills	P
Requirements management	P
Planning	P
Resource management	P
Budgeting and cost management	P
Risk and issue management	P
Quality management	W
Business change and implementation	P
Governance	E
Frameworks and methodologies	P
Stakeholder engagement	E
Assurance	P
Change control	W
Business case development	P
Benefits management	P
Knowledge management	P

Behavioural competencies	Level
Visible leadership	E
Credible action	E
Working with ambiguity	P
Collaboration	E
Influencing	E
Conflict resolution	E
Inspiring others	E
Resilience	E
Innovation	P
Culture change	E

Typical qualifications and professional memberships

- PRINCE2 Practitioner
- Agile Project Management Practitioner
- APM Chartered Project Professional
- Major Projects Leadership Academy
- APM Project Management Qualification
- Leading and Managing Project Workstreams

Project Director 2 (page 1 of 2)

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Leadership

Role	Role Family	Civil Service grade	Project complexity
Project Director 2	Leadership	SCS2	Very high

Role summary:

The role of the Project Manager is to lead / manage the project and the project team on a day-to-day basis. The Project Manager is responsible for driving and overseeing the delivery of the project to ensure that the objectives are clearly defined and achieved within the agreed time, cost and quality constraints. The Project Manager has a key role in project governance and working with stakeholders, to ensure the agreed project outputs are delivered to enable benefits to be realised.

Typical role responsibilities:

- **Delivery** – Accountable to the SRO for creating and leading the project to deliver the agreed outcomes within time, cost and quality constraints.
- **Project management** – Day-to-day management and leadership of the project and the project team. Provide effective leadership and management controls. Set project controls and 'stop / go' decision points. Design the project structure and organisation appropriate to stage. Set appropriate delivery methodologies. Manage effective transition between project phases.
- **Business case** – Develop the business case.
- **Budget** – Develop the budget and track delivery within budget.
- **Resources** – Identify skill requirements at all stages of the project, recruit resources within budget constraints, oversee effective deployment of resources including: building the project team; delegation of roles and responsibilities; developing capability and fostering innovation.
- **Benefits realisation** – Deliver the agreed business case benefits and outcomes. Ensure benefits are identified, understood, measured, tracked and owned. Ensure appropriate Benefits Realisation Strategy is in place, and monitor longer term delivery of benefits against the business case.
- **Stakeholder management** – Work collaboratively with the SRO to jointly manage senior stakeholders. Ensure stakeholder interests are identified and addressed. Manage stakeholder communications and ensure buy-in. Form collaborative relationships with key stakeholders both internally and externally. Build consensus across a large and often diverse group of stakeholders.
- **Risks and issues** – Manage risks and issues and escalate to SRO where appropriate. Ensure strategic and operational risks and issues are identified, prioritised, assessed and mitigation actions developed, implemented and monitored throughout the life of the project. Ensure senior stakeholders are briefed, updated and where appropriate, enrolled in the management and control of key risks. Identify and engage specialists as appropriate
- **Governance** – Held to account through the governance process. Provide all reporting as required by the SRO. Establish and manage Quality Assurance and Change Management processes.
- **Assurance** – Engage with assurance reviews and acts on recommendations. Organise assurance processes such as gateway reviews, as required by the SRO.
- **Change management** – Ensure effective change management processes are in place to agree and document changes to deliverables as agreed with stakeholders.

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Leadership

Typical role responsibilities:

- **Guidance and support** – Provide support, guidance and coaching for the project team. Promote effective individual and team performance.
- **Project performance and controls** – Develop and agree the vision and measurable success criteria with the SRO. Develop and maintain the Project Plan and integrates with other inter-dependent projects. Monitor and control project progress and performance. Ensure appropriate standards, good practices and lessons learned are sought and applied. Ensure the product / transition deliverables are well defined and agreed with stakeholders. Manage project closure and sign off.

Entry route:

Project Delivery Professional – Suitable for an individual who has successfully managed progressively larger and more complex projects.

non-Project Delivery Professional – Not normally suitable for an individual with no previous Project Delivery experience.

Technical competencies	Level
• Commercial and procurement skills	P
• Requirements management	P
• Planning	P
• Resource management	P
• Budgeting and cost management	P
• Risk and issue management	P
• Quality management	W
• Business change and implementation	P
• Governance	E
• Frameworks and methodologies	P
• Stakeholder engagement	E
• Assurance	P
• Change control	W
• Business case development	P
• Benefits management	P
• Knowledge management	P

Behavioural competencies	Level
• Visible leadership	E
• Credible action	E
• Working with ambiguity	P
• Collaboration	E
• Influencing	E
• Conflict resolution	E
• Inspiring others	E
• Resilience	E
• Innovation	P
• Culture change	E

Typical qualifications and professional memberships

- APM Chartered Project Professional
- Major Projects Leadership Academy

Project Director 3 (page 1 of 2)

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Leadership

Role	Role Family	Civil Service grade	Project complexity
Project Director 3	Leadership	SCS3	Very high

Role summary:

The role of the Project Manager is to lead / manage the project and the project team on a day-to-day basis. The Project Manager is responsible for driving and overseeing the delivery of the project to ensure that the objectives are clearly defined and achieved within the agreed time, cost and quality constraints. The Project Manager has a key role in project governance and working with stakeholders, to ensure the agreed project outputs are delivered to enable benefits to be realised.

Typical role responsibilities:

- **Delivery** – Accountable to the SRO for creating and leading the project to deliver the agreed outcomes within time, cost and quality constraints.
- **Project management** – Day-to-day management and leadership of the project and the project team. Provide effective leadership and management controls. Set project controls and 'stop / go' decision points. Design the project structure and organisation appropriate to stage. Set appropriate delivery methodologies. Manage effective transition between project phases.
- **Business case** – Develop the business case.
- **Budget** – Develop the budget and track delivery within budget.
- **Resources** – Identify skill requirements at all stages of the project, recruit resources within budget constraints, oversee effective deployment of resources including: building the project team; delegation of roles and responsibilities; developing capability and fostering innovation.
- **Benefits realisation** – Deliver the agreed business case benefits and outcomes. Ensure benefits are identified, understood, measured, tracked and owned. Ensure appropriate Benefits Realisation Strategy is in place, and monitor longer term delivery of benefits against the business case.
- **Stakeholder management** – Work collaboratively with the SRO to jointly manage senior stakeholders. Ensure stakeholder interests are identified and addressed. Manage stakeholder communications and ensure buy-in. Form collaborative relationships with key stakeholders both internally and externally. Build consensus across a large and often diverse group of stakeholders.
- **Risks and issues** – Manage risks and issues and escalate to SRO where appropriate. Ensure strategic and operational risks and issues are identified, prioritised, assessed and mitigation actions developed, implemented and monitored throughout the life of the project. Ensure senior stakeholders are briefed, updated and where appropriate, enrolled in the management and control of key risks. Identify and engage specialists as appropriate
- **Governance** – Held to account through the governance process. Provide all reporting as required by the SRO. Establish and manage Quality Assurance and Change Management processes.
- **Assurance** – Engage with assurance reviews and acts on recommendations. Organise assurance processes such as gateway reviews, as required by the SRO.
- **Change management** – Ensure effective change management processes are in place to agree and document changes to deliverables as agreed with stakeholders.

Project Director 3 (page 2 of 2)

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◀ Previous profile

Leadership

Typical role responsibilities:

- **Guidance and support** – Provide support, guidance and coaching for the project team. Promote effective individual and team performance.
- **Project performance and controls** – Develop and agree the vision and measurable success criteria with the SRO. Develop and maintain the Project Plan and integrates with other inter-dependent projects. Monitor and control project progress and performance. Ensure appropriate standards, good practices and lessons learned are sought and applied. Ensure the product / transition deliverables are well defined and agreed with stakeholders. Manage project closure and sign off.

Entry route:

Project Delivery Professional – Suitable for an individual who has successfully managed progressively larger and more complex projects.

non-Project Delivery Professional – Not normally suitable for an individual with no previous Project Delivery experience.

Technical competencies	Level
Commercial and procurement skills	P
Requirements management	P
Planning	P
Resource management	P
Budgeting and cost management	P
Risk and issue management	P
Quality management	W
Business change and implementation	P
Governance	E
Frameworks and methodologies	P
Stakeholder engagement	E
Assurance	P
Change control	W
Business case development	P
Benefits management	P
Knowledge management	P

Behavioural competencies	Level
Visible leadership	E
Credible action	E
Working with ambiguity	P
Collaboration	E
Influencing	E
Conflict resolution	E
Inspiring others	E
Resilience	E
Innovation	P
Culture change	E

Typical qualifications and professional memberships

- APM Chartered Project Professional
- Major Projects Leadership Academy

PMO Manager 1 (page 1 of 2)

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Leadership

Role	Role Family	Civil Service grade	Project complexity
PMO Manager 1	Leadership	G7	Low / moderate

Role summary:

The role of the PMO Manager is to define and maintain the standards for project management within their organisation. This includes 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. The PMO Manager provides expert guidance, support and insight on the project, and acts as the source of all project information and metrics.

Typical role responsibilities:

- **Delivery and leadership** – Lead the PMO to support the project in the delivery of business case benefits and outcomes. Champion the use of best practice project management standards and processes.
- **Business case** – Support the Project Manager in the development of business case with input from specialists as necessary.
- **Budget** – Develop and agree budgets for projects and/or programmes and forecast actual costs against them.
- **Resources** – Manage the PMO team and support the Project Manager in the identification, recruitment, development, deployment and reassignment of resources throughout the project lifecycle.
- **Stakeholder management** – Advise the project team on appropriate tools and techniques for managing stakeholder relationships. Provide assurance to the project manager on the effectiveness of stakeholder management arrangements.
- **Risks and issues** – 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.
- **Governance and assurance** – Ensure appropriate governance is in place and arrange external reviews e.g. Gateway Reviews at appropriate points in the project lifecycle. Monitor the effectiveness of controls and ensure that recommendations from external reviews are acted upon.
- **Change management** – Establish and implement protocols to change the scope of projects and/or programmes and update configuration documents as required.
- **Project performance and controls** – 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.
- **Guidance and support** – 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.

PMO Manager 1 (page 2 of 2)

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◀ Previous profile

Leadership

Entry route:

Project Delivery Professional – 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 workstream leader on a large project.

non-Project Delivery Professional – Not normally suitable for an individual with no previous Project Delivery experience.

Technical competencies	Level
• Planning	P
• Scheduling	W
• Resource management	W
• Budgeting and cost management	W
• Risk and issue management	P
• Quality management	W
• Business change and implementation	W
• Governance	P
• Frameworks and methodologies	P
• Stakeholder engagement	W
• Assurance	P
• Change control	W
• Business case development	W
• Asset allocation	A
• Benefits management	W
• Knowledge management	P

Behavioural competencies	Level
• Visible leadership	W
• Credible action	P
• Working with ambiguity	W
• Collaboration	P
• Influencing	P
• Conflict resolution	W
• Inspiring others	W
• Resilience	W
• Innovation	W
• Culture change	W

Typical qualifications and professional memberships

- PRINCE2 Practitioner
- Managing Successful Programmes Practitioner
- Agile Project Management Practitioner
- Management of Risk Practitioner
- P3O Practitioner
- Managing Successful Programmes Advanced Practitioner
- APM Project Management Qualification
- APM Chartered Project Professional
- Project Leadership Programme
- APMG International Project Planning and Control Foundation
- APMG International Project Planning and Control Practitioner
- Leading and Managing Project Workstreams

PMO Manager 2 (page 1 of 2)

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Leadership

Role	Role Family	Civil Service grade	Project complexity
PMO Manager 2	Leadership	G6	Moderate / high

Role summary:

The role of the PMO Manager is to define and maintain the standards for project management within their organisation. This includes 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. The PMO Manager provides expert guidance, support and insight on the project, and acts as the source of all project information and metrics.

Typical role responsibilities:

- **Delivery and leadership** – Lead the PMO to support the project in the delivery of business case benefits and outcomes. Champion the use of best practice project management standards and processes.
- **Business case** – Support the Project Manager in the development of business case with input from specialists as necessary.
- **Budget** – Develop and agree budgets for projects and/or programmes and forecast actual costs against them.
- **Resources** – Manage the PMO team and support the Project Manager in the identification, recruitment, development, deployment and reassignment of resources throughout the project lifecycle.
- **Stakeholder management** – Advise the project team on appropriate tools and techniques for managing stakeholder relationships. Provide assurance to the project manager on the effectiveness of stakeholder management arrangements.
- **Risks and issues** – 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.
- **Governance and assurance** – Ensure appropriate governance is in place and arrange external reviews e.g. Gateway Reviews at appropriate points in the project lifecycle. Monitor the effectiveness of controls and ensure that recommendations from external reviews are acted upon.
- **Change management** – Establish and implement protocols to change the scope of projects and/or programmes and update configuration documents as required.
- **Project performance and controls** – 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.
- **Guidance and support** – 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.

PMO Manager 2 (page 2 of 2)

Entry route:

Project Delivery Professional – 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 workstream leader on a large project.

non-Project Delivery Professional – Not normally suitable for an individual with no previous Project Delivery experience.

Technical competencies	Level
• Planning	P
• Scheduling	P
• Resource management	P
• Budgeting and cost management	W
• Risk and issue management	P
• Quality management	W
• Business change and implementation	W
• Governance	P
• Frameworks and methodologies	P
• Stakeholder engagement	P
• Assurance	P
• Change control	P
• Business case development	W
• Asset allocation	A
• Benefits management	W
• Knowledge management	P

Behavioural competencies	Level
• Visible leadership	P
• Credible action	P
• Working with ambiguity	P
• Collaboration	P
• Influencing	P
• Conflict resolution	P
• Inspiring others	P
• Resilience	P
• Innovation	P
• Culture change	W

Typical qualifications and professional memberships

- PRINCE2 Practitioner
- Managing Successful Programmes Practitioner
- Agile Project Management Practitioner
- Management of Risk Practitioner
- P3O Practitioner
- Managing Successful Programmes Advanced Practitioner
- APM Chartered Project Professional
- Project Leadership Programme
- APM Project Management Qualification
- APMG International Project Planning and Control Foundation
- APMG International Project Planning and Control Practitioner
- Leading and Managing Project Workstream

PMO Director 1 (page 1 of 2)

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Leadership

Role	Role Family	Civil Service grade	Project complexity
PMO Director 1	Leadership	SCS1	High / very high

Role summary:

The role of the PMO Manager is to define and maintain the standards for project management within their organisation. This includes 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. The PMO Manager provides expert guidance, support and insight on the project, and acts as the source of all project information and metrics.

Typical role responsibilities:

- **Delivery and leadership** – 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.
- **Business case** – Support the Project Manager in the development of the business case and alignment with senior stakeholders.
- **Budget** – Develop and agree budgets for projects and/or programmes and forecast actual costs against them.
- **Resources** – Identify future project / programme / departmental capability and capacity needs to put strategies in place and deliver them.
- **Stakeholder management** – Manage and influence senior relationships across projects, the department and across government. Build strategic relationships with internal and external suppliers.
- **Risks and issues** – Drive continuous improvement of risk and issue management process within the department. Driving innovation and introduce the latest learning from professional bodies and academic research.
- **Governance and assurance** – Establish and maintain governance arrangements for the delivery of projects. Define clear roles, responsibilities and accountabilities that align with organisational practice. Monitor the effectiveness of controls and ensure that recommendations from external reviews are acted upon.
- **Change management** – Establish and implement protocols to change the scope of projects and/or programmes and update configuration documents as required.
- **Project performance and controls** – 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 and support** – 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.

PMO Director 1 (page 2 of 2)

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Leadership

Entry route:

Project Delivery Professional – Suitable for an individual who has experience of managing PMOs for progressively larger and more complex projects.

non-Project Delivery Professional – Not normally suitable for an individual with no previous Project Delivery experience.

Technical competencies	Level
• Planning	W
• Scheduling	W
• Resource management	W
• Budgeting and cost management	W
• Risk and issue management	W
• Quality management	A
• Business change and implementation	W
• Governance	W
• Frameworks and methodologies	W
• Stakeholder engagement	P
• Assurance	W
• Change control	W
• Business case development	W
• Asset allocation	A
• Benefits management	P
• Knowledge management	P

Behavioural competencies	Level
• Visible leadership	E
• Credible action	E
• Working with ambiguity	P
• Collaboration	E
• Influencing	E
• Conflict resolution	P
• Inspiring others	E
• Resilience	P
• Innovation	P
• Culture change	P

Typical qualifications and professional memberships

- PRINCE2 Practitioner
- Managing Successful Programmes Practitioner
- Agile Project Management Practitioner
- Management of Risk Practitioner
- P3O Practitioner
- Managing Successful Programmes Advanced Practitioner
- APM Chartered Project Professional
- APM Project Management Qualification
- APMG International Project Planning and Control Foundation
- APMG International Project Planning and Control Practitioner
- Leading and Managing Project Workstream

Portfolio Analyst 1 (page 1 of 2)

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity
Portfolio Analyst 1	Project Delivery Specialists	HEO	Low / moderate

Role summary:

A Portfolio Analyst is responsible for the oversight of a collection of programmes or projects that contribute to the delivery of departmental or business area objectives. They will focus primarily on providing insight, information and support that strengthens portfolio governance and enables prioritisation decisions and effective allocation of resources across the portfolio. Ultimately, analysts help ensure optimal delivery of departmental/business strategic objectives in line with government priorities through the analysis of a range of information sources and engagement with programme and project stakeholders, and converting this into informed insights using appropriate reporting and visualisation methods.

Typical role responsibilities:

- **Project pipeline** – Works with business areas to identify and categorise new projects.
- **Governance and reporting** – Co-ordinate reporting from projects and provide analysis of performance. Provide secretariat for governance boards.
- **People and leadership** – Support the Portfolio Manager to communicate and build commitment to a shared vision and sense of purpose.
- **Planning, scheduling and resourcing** – Maintain portfolio delivery map and critical path to monitor project progress. Recognise and track interdependencies across change projects.
- **Risk and opportunity management** – Identify and monitor portfolio risks (threats and opportunities) and escalate as appropriate.
- **Stakeholder management** – Manage and engage with a wide range of stakeholders. Draft and sign-off correspondence.
- **Benefits management** – Help develop mechanisms for measuring benefits.

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Project Delivery Specialists

Entry route:

Project Delivery Professional – Suitable for an individual with appropriate skills, for example in a project or programme management office with experience of planning, governance and risk.

non-Project Delivery Professional – Suitable for an individual with appropriate skills gained in a non-project environment, for example in areas such as planning, resourcing, risk and governance or analytical skills in another profession or area of work.

Technical competencies	Level
• Planning	W
• Scheduling	W
• Resource management	W
• Budgeting and cost management	A
• Risk and issue management	W
• Governance	W
• Frameworks and methodologies	A
• Stakeholder engagement	W
• Assurance	W
• Change control	A
• Business case development	A
• Asset allocation	A
• Benefits management	A
• Knowledge management	A

Behavioural competencies	Level
• Visible leadership	A
• Credible action	W
• Working with ambiguity	A
• Collaboration	W
• Influencing	A
• Conflict resolution	A
• Inspiring others	A
• Resilience	W
• Innovation	A
• Culture change	A

Typical qualifications and professional memberships

- PRINCE2 Foundation
- PRINCE2 Practitioner
- Managing Successful Programmes Foundation
- Managing Successful Programmes Practitioner
- Management of Risk Foundation
- Management of Risk Practitioner
- Managing Portfolios Foundation
- Managing Portfolios Practitioner
- APM Project Fundamentals
- APM Project Management Qualification
- PMI Certificate in Associate Project Management

Portfolio Analyst 2 (page 1 of 2)

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity
Portfolio Analyst 1	Project Delivery Specialists	SEO	Moderate / high

Role summary:

A Portfolio Analyst is responsible for the oversight of a collection of programmes or projects that contribute to the delivery of departmental or business area objectives. They will focus primarily on providing insight, information and support that strengthens portfolio governance and enables prioritisation decisions and effective allocation of resources across the portfolio. Ultimately, analysts help ensure optimal delivery of departmental/business strategic objectives in line with government priorities through the analysis of a range of information sources and engagement with programme and project stakeholders, and converting this into informed insights using appropriate reporting and visualisation methods.

Typical role responsibilities:

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- **Planning, scheduling and resourcing** – Maintain portfolio delivery map and critical path to monitor project progress. Recognise and track interdependencies across change projects.
- **Risk and opportunity management** – Identify and monitor portfolio risks (threats and opportunities) and escalate as appropriate.
- **Stakeholder management** – Manage and engage with a wide range of stakeholders. Draft and sign-off correspondence.
- **Benefits management** – Help develop mechanisms for measuring benefits.

Portfolio Analyst 2 (page 2 of 2)

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Project Delivery Specialists

Entry route:

Project Delivery Professional – Suitable for an individual who has worked in a project or programme management office with experience of planning, governance and risk or has experience of managing a project, programme or strand of activity.

non-Project Delivery Professional – Suitable for an individual with appropriate skills gained in a non-project environment, for example in areas such as planning, resourcing, risk and governance or analytical skills in another profession or area of work.

Technical competencies	Level
• Planning	W
• Scheduling	W
• Resource management	W
• Budgeting and cost management	W
• Risk and issue management	W
• Governance	W
• Frameworks and methodologies	A
• Stakeholder engagement	W
• Assurance	W
• Change control	A
• Business case development	A
• Asset allocation	A
• Benefits management	W
• Knowledge management	A

Behavioural competencies	Level
• Visible leadership	W
• Credible action	W
• Working with ambiguity	A
• Collaboration	W
• Influencing	W
• Conflict resolution	W
• Inspiring others	W
• Resilience	W
• Innovation	W
• Culture change	A

Typical qualifications and professional memberships

- PRINCE2 Practitioner
- Managing Successful Programmes Practitioner
- Management of Risk Foundation
- Management of Risk Practitioner
- Managing Portfolios Foundation
- Managing Portfolios Practitioner
- APM Project Management Qualification
- PMI Certificate in Associate Project Management
- PMI The complete Project Management Professional

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity ⓘ
Project Planner 1	Project Delivery Specialists	EO	Very low / low

Role summary:

The role of the Project Planner is to work with stakeholders to ensure all aspects of the project are defined. The planner provides clarity on key milestones to define what, when and how activities will be organised to ensure the outcomes of a project can be achieved, with the resources available. They lead on all aspects of project planning, which will include the development, updating and monitoring of plans and schedules. They identify tasks, activities, interdependencies and outputs for the project and work with the project team to track and monitor progress against the plan throughout the life of the project.

Typical role responsibilities:

- **Delivery and leadership** – Support capability building and the use of best practice in planning and reporting.
- **Project planning** – Develop and maintain the project plan, capture assumptions and identify dependencies. Contribute towards the development of breakdown structures, quality criteria, product descriptions and monitoring strategy.
- **Resources** – Identify project resource requirements through the application of project planning techniques.
- **Stakeholder management** – Work with stakeholders to ensure plans are comprehensive.
- **Project performance and controls** – Gathers information from project teams and stakeholders and produces project performance reports.
- **Guidance and support** – Provide advice on planning processes throughout the lifecycle of the project.

Project Planner 1 (page 2 of 2)

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Project Delivery Specialists

Entry route:

Project Delivery Professional – Suitable for an individual with experience gained in a different area within a project environment and who preferably has knowledge of planning activities.

non-Project Delivery Professional – Suitable for an individual with appropriate skills gained in a non-project environment ideally with previous planning experience.

Technical competencies	Level
• Planning	A
• Scheduling	A
• Resource management	A
• Budgeting and cost management	A
• Risk and issue management	A
• Governance	A
• Frameworks and methodologies	A
• Change control	A
• Knowledge management	A

Behavioural competencies	Level
• Credible action	A
• Collaboration	A
• Influencing	A
• Resilience	A
• Innovation	A

Typical qualifications and professional memberships

- Introduction to Project Delivery
- Identifying Customer and Stakeholder Requirements
- How Projects Run
- Project Planning
- Managing Risks
- Issues and Dependencies
- Getting It Right: Scope and Change
- Outcomes and Benefits
- Understanding and Using Business Cases
- Working With Agile
- APM Project Fundamentals
- APMG International Project Planning and Control Foundation
- PRINCE2 Foundation

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity
Project Planner 2	Project Delivery Specialists	HEO	Low / moderate

Role summary:

The role of the Project Planner is to work with stakeholders to ensure all aspects of the project are defined. The planner provides clarity on key milestones to define what, when and how activities will be organised to ensure the outcomes of a project can be achieved, with the resources available. They lead on all aspects of project planning, which will include the development, updating and monitoring of plans and schedules. They identify tasks, activities, interdependencies and outputs for the project and work with the project team to track and monitor progress against the plan throughout the life of the project.

Typical role responsibilities:

- **Delivery and leadership** – Lead on planning activity and work with the project to support delivery of the business case benefits and outcomes. Support capability building and the use of best practice in planning and reporting. Provide expert advice for team members and project community.
- **Project planning** – Challenge and test project assumptions to ensure that plans are realistic and achievable. Develop of breakdown structures, quality criteria, product descriptions and monitoring strategy. Support the project manager to identify options to optimise delivery through resource smoothing, resource levelling and rescheduling of activities.
- **Resources** – Manage the planning team and identify, develop and deploy of planning resources. Identify and plan for wider resource requirements for the project.
- **Stakeholder management** – Ensure that stakeholder responsibilities and needs are understood and addressed in reporting arrangements. Develops peer networks across the department.
- **Project performance and controls** – Monitor and analyse information, reporting progress, slippage and highlighting areas of risk and opportunity.
- **Guidance and support** – Provide expert advice on planning processes throughout the lifecycle of the project.

Project Planner 2 (page 2 of 2)

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Project Delivery Specialists

Entry route:

Project Delivery Professional – Suitable for an individual who has experience of working as project planner or has held a role within a project team with good knowledge of project planning, a PMO or as a project manager or workstream lead of a small project.

non-Project Delivery Professional – Suitable for an individual with planning experience in a non-project environment.

Technical competencies ⓘ	Level ⓘ
• Planning	W
• Scheduling	W
• Resource management	A
• Budgeting and cost management	A
• Risk and issue management	A
• Governance	A
• Frameworks and methodologies	A
• Change control	A
• Knowledge management	A

Behavioural competencies ⓘ	Level ⓘ
• Visible leadership	A
• Credible action	W
• Working with ambiguity	A
• Collaboration	W
• Influencing	A
• Conflict resolution	A
• Inspiring others	A
• Resilience	W
• Innovation	A
• Culture change	A

Typical qualifications and professional memberships

- PRINCE2 Foundation
- Agile Project Management Foundation
- PRINCE2 Practitioner
- Agile Project Management Practitioner
- APM Project Management Fundamentals
- APM Project Management Qualification
- APMG International Project Planning and Control Foundation
- PRINCE2 Foundation
- PMI Certificate in Associate Project Management

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity ⓘ
Project Planner 3	Project Delivery Specialists	SEO	Moderate / high

Role summary:

The role of the Project Planner is to work with stakeholders to ensure all aspects of the project are defined. The planner provides clarity on key milestones to define what, when and how activities will be organised to ensure the outcomes of a project can be achieved, with the resources available. They lead on all aspects of project planning, which will include the development, updating and monitoring of plans and schedules. They identify tasks, activities, interdependencies and outputs for the project and work with the project team to track and monitor progress against the plan throughout the life of the project.

Typical role responsibilities:

- **Delivery and leadership** – Lead on planning activity and work with the project to support delivery of the business case benefits and outcomes. Support capability building and the use of best practice in planning and reporting. Provide expert advice for team members and project community.
- **Project planning** – Challenge and test project assumptions to ensure that plans are realistic and achievable. Develop of breakdown structures, quality criteria, product descriptions and monitoring strategy. Support the project manager to identify options to optimise delivery through resource smoothing, resource levelling and rescheduling of activities.
- **Resources** – Manage the planning team and identify, develop and deploy of planning resources. Identify and plan for wider resource requirements for the project.
- **Stakeholder management** – Ensure that stakeholder responsibilities and needs are understood and addressed in reporting arrangements. Develops peer networks across the department.
- **Project performance and controls** – Monitor and analyse information, reporting progress, slippage and highlighting areas of risk and opportunity.
- **Guidance and support** – Provide expert advice on planning processes throughout the lifecycle of the project.

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Project Delivery Specialists

Entry route:

Project Delivery Professional – Suitable for an individual who has experience of working as project planner or has held a role within a project team with good knowledge of project planning, a PMO or as a project manager or workstream lead of a small project.

non-Project Delivery Professional – Suitable for an individual with planning experience in a non-project environment.

Technical competencies ⓘ	Level ⓘ
• Planning	P
• Scheduling	P
• Resource management	W
• Budgeting and cost management	A
• Risk and issue management	W
• Governance	A
• Frameworks and methodologies	A
• Change control	W
• Knowledge management	W

Behavioural competencies ⓘ	Level ⓘ
• Visible leadership	A
• Credible action	W
• Working with ambiguity	A
• Collaboration	W
• Influencing	W
• Conflict resolution	W
• Inspiring others	A
• Resilience	W
• Innovation	W
• Culture change	A

Typical qualifications and professional memberships

- PRINCE2 Practitioner
- Agile Project Management Practitioner
- APM Project Management Qualification
- APM Practitioner Qualification
- APMG International Project Planning and Control Practitioner
- PMI Project Management Professional

Project Planner 4 (page 1 of 2)

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity ⓘ
Project Planner 4	Project Delivery Specialists	G7	High

Role summary:

The role of the Project Planner is to work with stakeholders to ensure all aspects of the project are defined. The planner provides clarity on key milestones to define what, when and how activities will be organised to ensure the outcomes of a project can be achieved, with the resources available. They lead on all aspects of project planning, which will include the development, updating and monitoring of plans and schedules. They identify tasks, activities, interdependencies and outputs for the project and work with the project team to track and monitor progress against the plan throughout the life of the project.

Typical role responsibilities:

- **Delivery and leadership** – Provide visible and effective leadership, lead the planning team and work with the project manager to deliver the business case benefits and outcomes. Develop clear vision and standards and champion the use of best practice project planning standards, tools and processes. Build strong networks both internally and externally.
- **Project planning** – Apply advanced knowledge in the discipline of planning for the analysis and successful resolution of risks and issues and identification of opportunities.
- **Resources** – Identify future capacity and capability needs of the project planning function and puts in place strategies to meet them.
- **Stakeholder management** – Build and maintain external networks to access technical and professional best practice.
- **Project performance and controls** – Analyse performance data, looking at trends to identify areas for improvement and collaboration, and selecting appropriate methods and tools to resolve them.
- **Guidance and support** – Provide specialist advice and support to ensure successful delivery of projects. Provide guidance and advice to the Project Manager during project initiation on selection of planning approach, tools, processes and proportionality. Identify and lead the introduction of best practice planning processes, tools and templates, using industry standard best practice as a benchmark. Build planning capability.

Entry route:

Project Delivery Professional – Suitable for an individual who has experience of leading planning for progressively larger and more complex projects.

non-Project Delivery Professional – Not normally suitable for an individual with no previous Project Delivery experience.

Project Planner 4 (page 2 of 2)

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Project Delivery Specialists

Technical competencies ⓘ	Level ⓘ
• Planning	P
• Scheduling	P
• Resource management	W
• Budgeting and cost management	W
• Risk and issue management	W
• Governance	A
• Frameworks and methodologies	A
• Change control	W
• Knowledge management	W

Behavioural competencies ⓘ	Level ⓘ
• Visible leadership	W
• Credible action	P
• Working with ambiguity	P
• Collaboration	P
• Influencing	P
• Conflict resolution	W
• Inspiring others	W
• Resilience	W
• Innovation	W
• Culture change	W

Typical qualifications and professional memberships

- PRINCE2 Practitioner
- Agile Project Management Practitioner
- APM Project Management Qualification
- APM Practitioner Qualification
- APM Chartered Project Professional
- Project Leadership Programme
- APMG International Project Planning and Control Practitioner
- PMI Project Management Professional
- Leading and Managing Project Workstreams

Project Planner 5 (page 1 of 2)

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity
Project Planner 5	Project Delivery Specialists	G6	Very high

Role summary:

The role of the Project Planner is to work with stakeholders to ensure all aspects of the project are defined. The planner provides clarity on key milestones to define what, when and how activities will be organised to ensure the outcomes of a project can be achieved, with the resources available. They lead on all aspects of project planning, which will include the development, updating and monitoring of plans and schedules. They identify tasks, activities, interdependencies and outputs for the project and work with the project team to track and monitor progress against the plan throughout the life of the project.

Typical role responsibilities:

- **Delivery and leadership** – Provide visible and effective leadership, lead the planning team and work with the project manager to deliver the business case benefits and outcomes. Develop clear vision and standards and champion the use of best practice project planning standards, tools and processes. Build strong networks both internally and externally.
- **Project planning** – Apply advanced knowledge in the discipline of planning for the analysis and successful resolution of risks and issues and identification of opportunities.
- **Resources** – Identify future capacity and capability needs of the project planning function and puts in place strategies to meet them.
- **Stakeholder management** – Build and maintain external networks to access technical and professional best practice.
- **Project performance and controls** – Analyse performance data, looking at trends to identify areas for improvement and collaboration, and selecting appropriate methods and tools to resolve them.
- **Guidance and support** – Provide specialist advice and support to ensure successful delivery of projects. Provide guidance and advice to the Project Manager during project initiation on selection of planning approach, tools, processes and proportionality. Identify and lead the introduction of best practice planning processes, tools and templates, using industry standard best practice as a benchmark. Build planning capability.

Entry route:

Project Delivery Professional – Suitable for an individual who has experience of leading planning for progressively larger and more complex projects.

non-Project Delivery Professional – Not normally suitable for an individual with no previous Project Delivery experience.

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Project Delivery Specialists

Technical competencies	Level
• Planning	E
• Scheduling	E
• Resource management	P
• Budgeting and cost management	W
• Risk and issue management	W
• Governance	A
• Frameworks and methodologies	A
• Change control	W
• Knowledge management	W

Behavioural competencies	Level
• Visible leadership	W
• Credible action	P
• Working with ambiguity	P
• Collaboration	P
• Influencing	E
• Conflict resolution	P
• Inspiring others	W
• Resilience	P
• Innovation	P
• Culture change	W

Typical qualifications and professional memberships

- PRINCE2 Practitioner
- Agile Project Management Practitioner
- APM Project Management Qualification
- APM Chartered Project Professional
- Project Leadership Programme
- APMG International Project Planning and Control Practitioner
- PMI Project Management Professional
- Leading and Managing Project Workstreams

Resource Manager 1 (page 1 of 2)

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity
Resource Manager 1	Project Delivery Specialists	HEO	Low

Role summary:

The role of the Resource Manager is to define the people resources required for a project at different stages, and to identify, recruit, deploy, flex and develop those resources to support successful delivery. The resource manager works closely with the project manager to ensure resource requirements are met. Resources may be people focussed, other resources may be physical (eg. equipment).

Typical role responsibilities:

- **Resource strategy and planning** – Work alongside the project manager to implement planned resource strategies for the project, in line with the project requirements and standards. Likely to be focused on recruitment and allocation of internal resources.
- **Stakeholder management** – Engage with stakeholders on resource management requirements alongside the project manager.
- **Reporting** – Collect timely and accurate data to report on Project Resource and Capability activities, planned or otherwise, on a regular basis to local or departmental teams. Highlight key resourcing and capability risks. Support the use of resource management tools in projects.
- **Capability management** – Work alongside a project manager to identify, skills and competencies required and analyse skill gaps for new and existing staff.

Entry route:

Project Delivery Professional – Suitable for an individual with experience working on resource related activities as part of a small, low complexity project or supporting resource activities within a larger project.

non-Project Delivery Professional – Suitable for an individual with appropriate skills gained in a non-project environment , for example a HR professional. Basic resourcing knowledge also required.

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Project Delivery Specialists

Technical competencies	Level
• Planning	A
• Scheduling	A
• Resource management	W
• Budgeting and cost management	W
• Risk and issue management	A
• Governance	A
• Stakeholder engagement	A
• Business case development	A
• Asset allocation	A
• Knowledge management	A

Behavioural competencies	Level
• Visible leadership	A
• Credible action	W
• Working with ambiguity	A
• Collaboration	W
• Influencing	A
• Conflict resolution	A
• Inspiring others	A
• Resilience	W
• Innovation	A
• Culture change	A

Typical qualifications and professional memberships

- APM Project Fundamentals
- APM Project Management Qualification
- PRINCE 2 Foundation
- PRINCE 2 Practitioner
- Managing Successful Programmes Foundation
- Managing Successful Programmes Practitioner
- PMI Certificate in Associate Project Management

Resource Manager 2 (page 1 of 2)

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity ⓘ
Resource Manager 2	Project Delivery Specialists	SEO	Moderate

Role summary:

The role of the Resource Manager is to define the people resources required for a project at different stages, and to identify, recruit, deploy, flex and develop those resources to support successful delivery. The resource manager works closely with the project manager to ensure resource requirements are met. Resources may be people focussed, other resources may be physical (eg. equipment).

Typical role responsibilities:

- **Resource strategy and planning** – Lead the development and implementation of a number of resource and capability activities across one or many projects. Lead specific activities at a local or departmental level and/or for bring in external or expert resources as required.
- **Stakeholder management** – Lead key stakeholder relationships required to secure project resources.
- **Reporting** – Lead the timely and accurate reporting on Project Resource and Capability activities to support departmental resourcing activities. Highlight key resourcing and capability risks and plans for mitigation. Support the use of resource management tools in project.
- **Capability management** – Lead the identification of resource levels, skills and competencies required and skill gaps for new and existing staff.

Entry route:

Project Delivery Professional – Suitable for an individual who has successfully worked to deliver resource management on small to medium complexity projects or may have been in a specialised on specific resource activities within a high complexity project.

non-Project Delivery Professional – Suitable for an individual with appropriate skills gained in a non-project environment, for example a HR professional. Recent capability and resource management experience required.

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Project Delivery Specialists

Technical competencies	Level
• Planning	W
• Scheduling	A
• Resource management	P
• Budgeting and cost management	W
• Risk and issue management	A
• Governance	W
• Stakeholder engagement	W
• Business case development	A
• Asset allocation	W
• Knowledge management	A

Behavioural competencies	Level
• Visible leadership	A
• Credible action	W
• Working with ambiguity	A
• Collaboration	W
• Influencing	W
• Conflict resolution	W
• Inspiring others	A
• Resilience	W
• Innovation	W
• Culture change	A

Typical qualifications and professional memberships

- APM Project Management Qualification
- PRINCE 2 Practitioner
- Managing Successful Programmes Practitioner
- PMI The complete Project Management Professional

Resource Manager 3 (page 1 of 2)

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity ⓘ
Resource Manager 3	Project Delivery Specialists	G7	High

Role summary:

The role of the Resource Manager is to define the people resources required for a project at different stages, and to identify, recruit, deploy, flex and develop those resources to support successful delivery. The resource manager works closely with the project manager to ensure resource requirements are met. Resources may be people focussed, other resources may be physical (eg. equipment).

Typical role responsibilities:

- **Resource strategy and planning** – Oversee the planning, development and implementation of resource and capability strategies across a major project or portfolio of projects. Including use of appropriate resourcing mechanisms to support pipeline resource planning. Works with HR (or other resource suppliers) and commercial colleagues to use appropriate routes to market (eg. frameworks, preferred supplier, strategic supplier etc).
- **Stakeholder management** – Develop and lead all stakeholder relationships required to secure project resources.
- **Reporting** – Oversee the timely and accurate reporting on Project Resource and Capability plans and activities. Lead the challenge function on consistency and accuracy of resource need.
- **Capability management** – Lead the identification of resource levels, skills and competencies required and skill gaps for new and existing staff. Provide advice on appropriate learning solutions, strategies and support. Advocate professional development and learning within the project.

Entry route:

Project Delivery Professional – Suitable for an individual with experience of leading resource and capability management activities on medium complexity projects.

non-Project Delivery Professional – Suitable for someone who has previously managed resource and capability of significant complexity in the past 5 years in a non-project environment, for example a HR professional.

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Project Delivery Specialists

Technical competencies	Level
• Planning	W
• Scheduling	A
• Resource management	E
• Budgeting and cost management	P
• Risk and issue management	A
• Governance	W
• Stakeholder engagement	W
• Business case development	A
• Asset allocation	W
• Knowledge management	A

Behavioural competencies	Level
• Visible leadership	W
• Credible action	P
• Working with ambiguity	P
• Collaboration	P
• Influencing	P
• Conflict resolution	W
• Inspiring others	W
• Resilience	W
• Innovation	W
• Culture change	W

Typical qualifications and professional memberships

- APM Project Management Qualification
- APM Chartered Project Professional
- Project Leadership Programme
- PRINCE 2 Practitioner
- Managing Successful Programmes Practitioner
- PMI The complete Project Management Professional
- Leading and Managing Project Workstreams

Resource Manager 4 (page 1 of 2)

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity
Resource Manager 4	Project Delivery Specialists	G6	Very high

Role summary:

The role of the Resource Manager is to define the people resources required for a project at different stages, and to identify, recruit, deploy, flex and develop those resources to support successful delivery. The resource manager works closely with the project manager to ensure resource requirements are met. Resources may be people focussed, other resources may be physical (eg. equipment).

Typical role responsibilities:

- **Resource strategy and planning** – Oversee the planning, development and implementation of resource and capability strategies across a major project, a portfolio of projects or at departmental level, working with internal and external resources. Provides guidance to senior figures on future resource planning. Assesses current resourcing frameworks to establish gaps or improvements for future resourcing strategies. Embeds consistent approach to resource planning across a number of projects to support wider corporate planning activities.
- **Stakeholder management** – Oversee all stakeholder relationships on resource and capability management, providing guidance to senior figures and linking key stakeholder groups. Holds relationships at cross-government and cross-profession level, as well as internal to the department and project.
- **Reporting** – Accountable for resource management plans and activities taking place across major projects or a portfolio of projects. Work with senior figures to make best use of reported data including feeding into risk management approaches.
- **Capability management** – Oversee the identification of resource levels, skills and competencies required and skill gaps for new and existing staff. Accountable for securing those resources and filling skills gaps. Advocate professional development and learning within the project.

Entry route:

Project Delivery Professional – Suitable for an individual with experience of successfully leading resource and capability management on a major projects(s).

non-Project Delivery Professional – Suitable for someone who has previously managed resource and capability of significant complexity in the past 5 years in a non-project environment, for example a HR professional.

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Project Delivery Specialists

Technical competencies	Level
• Planning	P
• Scheduling	A
• Resource management	E
• Budgeting and cost management	P
• Risk and issue management	W
• Governance	W
• Stakeholder engagement	P
• Business case development	W
• Asset allocation	W
• Knowledge management	W

Behavioural competencies	Level
• Visible leadership	W
• Credible action	P
• Working with ambiguity	P
• Collaboration	P
• Influencing	E
• Conflict resolution	P
• Inspiring others	W
• Resilience	P
• Innovation	P
• Culture change	W

Typical qualifications and professional memberships

- APM Chartered Project Professional
- Project Leadership Programme
- APM Project Management Qualification
- PRINCE 2 Practitioner
- Managing Successful Programmes Practitioner
- PMI The complete Project Management Professional
- Leading and Managing Project Workstreams

Business Case Manager 1 (page 1 of 2)

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Project Delivery Specialists

Role	Role Family	CS grade	Project complexity ⓘ
Business Case Manager 1	Project Delivery Specialists	EO	Low

Role summary:

The role of the Business Case Specialist is to prepare and maintain a robust business case, which justifies the necessary investment in the project, and determines whether the project is (and continues to be) desirable, viable and achievable.

Typical role responsibilities:

- **Business case writing** – Support the co-ordination of the business cases, liaising with key stakeholder to ensure deadlines are met and relevant information received to develop the business case.
- **Business case support** – Provide guidance to project teams on the requirements and development on business case, directing them to organisational template.
- **Business case governance** – Support the preparation of the supporting documents for submission to the appropriate boards, maintaining records of actions that are allocated and to whom, until completion.
- **Seeing the bigger picture** – Ensures that all relevant organisational factors for change are incorporated within a comprehensive business case.
- **Configuration management** – Uses configuration management techniques to ensure that the business case retains validity throughout the project lifecycle.
- **Benefits** – Engages with stakeholder to record and collate the identified benefits.
- **Stakeholder management** – Liaise with key stakeholders to ensure required specialist information is received to support the production of the business cases.

Entry route:

Project Delivery Professional – Suitable for an individual with experience of developing business cases.

non-Project Delivery Professional – Suitable for an individual with appropriate skills gained in a non-project environment, for example an understanding developed in strategy, governance, or specialist area (economics, commercial, legal) that contributes to the development of a business case.

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Project Delivery Specialists

Technical competencies	Level
• Budgeting and cost management	A
• Risk and issue management	A
• Business change and implementation	A
• Governance	W
• Stakeholder engagement	A
• Business case development	W
• Benefits management	A
• Knowledge management	A

Behavioural competencies	Level
• Credible action	A
• Collaboration	A
• Influencing	A
• Resilience	A
• Innovation	A

Typical qualifications and professional memberships

- APMG Better Business Cases Foundation
- Introduction to Project Delivery
- Identifying Customer and Stakeholder Requirements
- How Projects Run
- Project Planning
- Managing Risks
- Issues and Dependencies
- Getting It Right: Scope and Change
- Outcomes and Benefits
- Understanding and Using Business Cases
- Working With Agile
- APM Project Fundamentals
- PRINCE 2 Foundation
- Managing Successful Programmes Foundation

Business Case Manager 2 (page 1 of 2)

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity
Business Case Manager 2	Project Delivery Specialists	HEO	Low / moderate

Role summary:

The role of the Business Case Specialist is to prepare and maintain a robust business case, which justifies the necessary investment in the project, and determines whether the project is (and continues to be) desirable, viable and achievable.

Typical role responsibilities:

- **Business case writing** – Co-ordinates the production of business cases, setting the timetable for completion, and ensuring it is in line with organisational and Treasury requirements. Use lessons learned from similar projects to inform business case preparation.
- **Business case support** – Provide guidance and advice to project teams on the requirements and development of business case, using organisational templates.
- **Business case governance** – Map the governance route, and prepare business case supporting documents for submission to the appropriate boards, ensuring any actions are allocated an owner and are completed.
- **Seeing the bigger picture** – Ensures that all relevant organisational factors for change are incorporated within a comprehensive business case.
- **Configuration management** – Develops configuration management techniques to ensure that the business case retains validity throughout the project lifecycle
- **Benefits** – Co-ordinate stakeholder engagement to identify, define and quantify benefits.
- **Stakeholder management** – Ensure key stakeholders are utilised in requirements management, and to support the production of business cases.

Entry route:

Project Delivery Professional – Suitable for an individual with experience gained in a different area within a project environment for example PMO, project or portfolio support function.

non-Project Delivery Professional – Suitable for an individual with appropriate skills gained in a non-project environment, for example an understanding developed in strategy, governance, or specialist area (economics, commercial, legal) that contributes to the development of a business case.

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Project Delivery Specialists

Technical competencies	Level
• Budgeting and cost management	W
• Risk and issue management	A
• Business change and implementation	A
• Governance	W
• Stakeholder engagement	W
• Business case development	W
• Benefits management	W
• Knowledge management	W

Behavioural competencies	Level
• Visible leadership	A
• Credible action	W
• Working with ambiguity	A
• Collaboration	W
• Influencing	A
• Conflict resolution	A
• Inspiring others	A
• Resilience	W
• Innovation	A
• Culture change	A

Typical qualifications and professional memberships

- APMG Better Business Cases Practitioner
- APMG Better Business Cases Foundation
- APM Project Management Qualification
- PRINCE 2 Practitioner
- Managing Successful Programmes Practitioner
- PMI Certificate in Associate Project Management

Business Case Manager 3 (page 1 of 2)

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity ⓘ
Business Case Manager 3	Project Delivery Specialists	SEO	Moderate / high

Role summary:

The role of the Business Case Specialist is to prepare and maintain a robust business case, which justifies the necessary investment in the project, and determines whether the project is (and continues to be) desirable, viable and achievable.

Typical role responsibilities:

- **Business case writing** – Co-ordinates the planning, development and production of business case, drafting discrete sections, and ensuring it is in line with organisational and Treasury requirements. Use lessons learned from similar projects to inform business case preparation.
- **Business case support** – Provide guidance and advice to project teams on the requirements and development of business case, using organisational templates and HMT 5 case model.
- **Business case governance** – Map the governance route, and prepare business case supporting documents for submission to the appropriate boards, ensuring any actions are allocated an owner and are completed.
- **Seeing the bigger picture** – Ensures that all relevant organisational factors for change are incorporated within a comprehensive business case
- **Configuration management** – Develops configuration management techniques to ensure that the business case retains validity throughout the project lifecycle.
- **Benefits** – Co-ordinate stakeholder engagement to identify, define and quantify benefits.
- **Stakeholder management** – Manage interactions with key stakeholders to support the production of business cases, and ensure their involvement in requirements management.

Entry route:

Project Delivery Professional – Suitable for an individual with experience in a project support, PMO, or portfolio support function.

non-Project Delivery Professional – Suitable for an individual with appropriate skills gained in a non-project environment, for example an understanding developed in strategy, governance, or specialist area (economics, commercial, legal) that contributes to the development of a business case.

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Project Delivery Specialists

Technical competencies	Level
• Budgeting and cost management	W
• Risk and issue management	A
• Business change and implementation	A
• Governance	W
• Stakeholder engagement	W
• Business case development	W
• Benefits management	W
• Knowledge management	W

Behavioural competencies	Level
• Visible leadership	A
• Credible action	W
• Working with ambiguity	A
• Collaboration	W
• Influencing	W
• Conflict resolution	W
• Inspiring others	A
• Resilience	W
• Innovation	W
• Culture change	A

Typical qualifications and professional memberships

- APMG Better Business Cases Practitioner
- APM Project Management Qualification
- PRINCE 2 Practitioner
- Managing Successful Programmes Practitioner
- PMI Project Management Professional

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity ⓘ
Business Case Manager 4	Project Delivery Specialists	G7	High / very high

Role summary:

The role of the Business Case Specialist is to prepare and maintain a robust business case, which justifies the necessary investment in the project, and determines whether the project is (and continues to be) desirable, viable and achievable.

Typical role responsibilities:

- **Business case writing** – Leads the planning, development and drafting, and oversees the production of business case. Prepared to challenge expert input, and is responsible for ensuring the business complies with organisational and Treasury requirements. Use lessons learned from similar projects to inform business case preparation.
- **Business case support** – Devise and provide guidance and advice to project teams on the requirements and development of business case, using organisational templates and HMT 5 case model.
- **Business case governance** – Present business case rationale to senior managers and project governance forums, work with key stakeholders to anticipate and mitigate issues and delays whilst engaging with senior management.
- **Seeing the bigger picture** – Ensures that all relevant organisational factors for change are incorporated within a comprehensive business case, and that there is a clear rationale for preferred option(s).
- **Configuration management** – Lead on adopting configuration management techniques to ensure that the business case retains validity throughout the project lifecycle, updating project sponsors as required.
- **Benefits** – Leads engagement with stakeholders to identify, define and quantify benefits, negotiating with stakeholders to agree the key benefits.
- **Stakeholder management** – Manage and engage with key stakeholders to support the production of business cases and ensure linkage with benefits realisation.

Entry route:

Project Delivery Professional – Suitable for an individual with experience of developing business cases.

non-Project Delivery Professional – Suitable for an individual with appropriate skills gained in a non-project environment, for example an understanding developed in strategy, governance, or specialist area (economics, commercial, legal) that contributes to the development of a business case.

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Project Delivery Specialists

Technical competencies	Level
• Budgeting and cost management	W
• Risk and issue management	W
• Business change and implementation	W
• Governance	P
• Stakeholder engagement	P
• Business case development	P
• Benefits management	P
• Knowledge management	W

Behavioural competencies	Level
• Visible leadership	W
• Credible action	P
• Working with ambiguity	P
• Collaboration	P
• Influencing	P
• Conflict resolution	W
• Inspiring others	W
• Resilience	W
• Innovation	W
• Culture change	W

Typical qualifications and professional memberships

- APMG Better Business Cases Practitioner
- APM Project Management Qualification
- APM Chartered Project Professional
- PRINCE 2 Practitioner
- Managing Successful Programmes Practitioner
- PMI Project Management Professional

Business Case Manager 5 (page 1 of 2)

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity
Business Case Manager 5	Project Delivery Specialists	G6	Very high

Role summary:

The role of the Business Case Specialist is to prepare and maintain a robust business case, which justifies the necessary investment in the project, and determines whether the project is (and continues to be) desirable, viable and achievable.

Typical role responsibilities:

- **Business case writing** – Leads the planning, development and drafting of the business case. Prepared to challenge expert input, and is responsible for ensuring the business complies with organisational and Treasury requirements. Use lessons learned from similar projects to inform business case preparation.
- **Business case support** – Devise and provide guidance and advice to project teams on the requirements and development of business case, using organisational templates and HMT 5 case model, and design new templates that remain aligned to business need.
- **Business case governance** – Present business case rationale to senior managers and project governance forums, work with key stakeholders to anticipate and mitigate issues and delays whilst engaging with senior management.
- **Seeing the bigger picture** – Ensures that all relevant organisational factors for change are incorporated within a comprehensive business case, and that there is a clear rationale for preferred option/s.
- **Configuration management** – Lead on adopting configuration management techniques to ensure that the business case retains validity throughout the project lifecycle, updating project sponsors as required.
- **Benefits** – Leads engagement with stakeholders to identify, define and quantify benefits, negotiating with stakeholders to agree the key benefits, and work with senior sponsors to ensure the expectations of senior sponsors are articulated and met.
- **Stakeholder management** – Manage and engage with key stakeholders to support the production of business cases and ensure linkage with benefits realisation.

Entry route:

Project Delivery Professional – Suitable for an individual with experience of developing business cases.

non-Project Delivery Professional – Suitable for an individual with appropriate skills gained in a non-project environment, for example an understanding developed in strategy, governance, or specialist area (economics, commercial, legal) that contributes to the development of a business case.

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Project Delivery Specialists

Technical competencies	Level
• Budgeting and cost management	W
• Risk and issue management	W
• Business change and implementation	W
• Governance	P
• Stakeholder engagement	P
• Business case development	E
• Benefits management	P
• Knowledge management	W

Behavioural competencies	Level
• Visible leadership	W
• Credible action	P
• Working with ambiguity	P
• Collaboration	P
• Influencing	E
• Conflict resolution	P
• Inspiring others	W
• Resilience	P
• Innovation	P
• Culture change	W

Typical qualifications and professional memberships

- APMG Better Business Cases Practitioner
- APM Chartered Project Professional
- APM Project Management Qualification
- PRINCE 2 Practitioner
- Managing Successful Programmes Practitioner
- PMI Project Management Professional

Assurance Manager 1 (page 1 of 2)

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity
Assurance Manager 1	Project Delivery Specialists	EO	Very low / low

Role summary:

When based within a project, the role of the Assurance Manager is to provide independent assessment and confirmation that the project is on track. When overseeing a range of projects across a department, for example as a Departmental Assurance Co-ordinator, the Assurance Manager role is to ensure that the right level of assurance is undertaken at the right time in a project's lifecycle. For both roles this can include ensuring reviews are scheduled and delivered to enable scrutiny of the achievability of the project to meet its objectives and benefits as stated within the projects business case.

Typical role responsibilities:

- **Application of assurance standards** – Ensures local or department guidance on assurance reviews are appropriately applied.
- **Planning** – Obtains relevant, accurate and reliable information on change initiatives from valid sources to inform reviews.
- **Results/actions** – Identifies and documents any deviations from the original plans, the reasons for the deviations, and potential actions or solutions to address them.
- **Reporting** – Supports the reporting of project assurance activities to local or departmental teams.
- **Areas for assurance evaluation** – Key areas for evaluation in assurance reviews include: Alignment with the business case; management processes; overall progress towards output in terms of time, cost and quality; stakeholder relationships and perceptions; final outcomes and lessons learned; and benefits plans and realisation.

Entry route:

Project Delivery Professional – Suitable for an individual with experience gained in a different area within a project environment. May be a part of a combined role.

non-Project Delivery Professional – Suitable for an individual with appropriate skills gained in a non-project environment.

Assurance Manager 1 (page 2 of 2)

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Project Delivery Specialists

Technical competencies	Level
• Risk and issue management	A
• Quality management	A
• Business change and implementation	A
• Governance	A
• Frameworks and methodologies	A
• Stakeholder engagement	A
• Assurance	A
• Change control	A
• Business case development	A
• Knowledge management	A

Behavioural competencies	Level
• Credible action	A
• Collaboration	A
• Influencing	A
• Resilience	A
• Innovation	A

Typical qualifications and professional memberships

- Introduction to Project Delivery
- Identifying Customer and Stakeholder Requirements
- How Projects Run
- Project Planning
- Managing Risks
- Issues and Dependencies
- Getting It Right: Scope and Change
- Outcomes and Benefits
- Understanding and Using Business Cases
- Working With Agile
- APM Project Fundamentals
- PRINCE 2 Foundation
- Managing Successful Programmes Foundation
- APMG International Project Planning and Control Foundation

Assurance Manager 2 (page 1 of 2)

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity
Assurance Manager 2	Project Delivery Specialists	HEO	Low / moderate

Role summary:

When based within a project, the role of the Assurance Manager is to provide independent assessment and confirmation that the project is on track. When overseeing a range of projects across a department, for example as a Departmental Assurance Co-ordinator, the Assurance Manager role is to ensure that the right level of assurance is undertaken at the right time in a project's lifecycle. For both roles this can include ensuring reviews are scheduled and delivered to enable scrutiny of the achievability of the project to meet its objectives and benefits as stated within the projects business case.

Typical role responsibilities:

- **Application of assurance standards** – Responsible for ensuring projects or activities have appropriate levels of assurance for the complexity of the project. Following local guidance on types of assurance activities and recording them in management documents as required. Supporting the development of local assurance strategies.
- **Planning** – Working alongside a Project Manager to integrate planned assurance activities throughout the lifecycle of a project. Ensure all management documents are update and available for reviews. As a coordinator they work with Project Managers / SRO's across a portfolio or department to ensure they implement appropriate levels of assurance as part of baseline and future planning activities. Sourcing review teams.
- **Results/actions** – Responsible for collating outcomes or recommendations from reviews and feeding back to the Project Manager to collectively implement identified solutions to overcome any shortfalls. As a coordinator they provide analysis to senior managers about the outcomes from assurance reviews from across a department.
- **Reporting** – Collects timely and accurate data to report on Assurance activities, planned or otherwise on a regular basis to local or departmental teams. Works to support the embedding of assurance into projects across a department.
- **Areas for assurance evaluation** – Key areas for evaluation in assurance reviews include: Alignment with the business case; management processes; overall progress towards output in terms of time, cost and quality; stakeholder relationships and perceptions; final outcomes and lessons learned; and benefits plans and realisation.

Entry route:

Project Delivery Professional – Suitable for an individual with some assurance or with appropriate experience from a different area within a project environment.

non-Project Delivery Professional – Suitable for an individual with appropriate skills gained in a non-project environment.

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Project Delivery Specialists

Technical competencies	Level
• Risk and issue management	A
• Quality management	A
• Business change and implementation	A
• Governance	W
• Frameworks and methodologies	A
• Stakeholder engagement	W
• Assurance	W
• Change control	A
• Business case development	A
• Knowledge management	A

Behavioural competencies	Level
• Visible leadership	A
• Credible action	W
• Working with ambiguity	A
• Collaboration	W
• Influencing	A
• Conflict resolution	A
• Inspiring others	A
• Resilience	W
• Innovation	A
• Culture change	A

Typical qualifications and professional memberships

- APM Project Fundamentals
- APM Project Management Qualification
- PRINCE 2 Foundation
- PRINCE 2 Practitioner
- Managing Successful Programmes Foundation
- Managing Successful Programmes Practitioner
- APMG International Project Planning and Control Foundation
- PMI Certificate in Associate Project Management

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity
Assurance Manager 3	Project Delivery Specialists	SEO	Moderate / high

Role summary:

When based within a project, the role of the Assurance Manager is to provide independent assessment and confirmation that the project is on track. When overseeing a range of projects across a department, for example as a Departmental Assurance Co-ordinator, the Assurance Manager role is to ensure that the right level of assurance is undertaken at the right time in a project's lifecycle. For both roles this can include ensuring reviews are scheduled and delivered to enable scrutiny of the achievability of the project to meet its objectives and benefits as stated within the projects business case.

Typical role responsibilities:

- **Application of assurance standards** – Responsible for ensuring projects or activities have appropriate levels of assurance for the complexity of the project. Following local guidance on types of assurance activities and recording them in management documents as required. As a coordinator overseeing project assurance across a department. Recognised as an authority for all assurance related activity and able to provide guidance on the types of assurance / requirements across a department. Conversant with Cabinet Office related guidance and its application for projects. Supporting the development of project or departmental strategy on assurance.
- **Planning** – Responsible for leading a number of assurance activities across either one or several projects. Responsible for leading specific project activities such as the review of management cases within business cases either at a local or department level. Provides guidance and to support integrated assurance planning. As a coordinator they work with Project Managers / SRO's to ensure they implement appropriate levels of assurance as part of baseline and future planning activities. Sourcing review teams.
- **Results/actions** – Ensures that agreed actions are implemented, and that any lessons learned are applied to future change initiatives. As a coordinator they provide analysis to senior managers about the outcomes from assurance reviews and make recommendations for improvement.
- **Reporting** – Leads the timely and accurate reporting of integrated assurance plans and milestones to support departmental or board level assurance activities.
- **Areas for assurance evaluation** – Key areas for evaluation in assurance reviews include: Alignment with the business case; management processes; overall progress towards output in terms of time, cost and quality; stakeholder relationships and perceptions; final outcomes and lessons learned; and benefits plans and realisation.

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Project Delivery Specialists

Entry route:

Project Delivery Professional – Suitable for an individual with a good level of assurance experience or appropriate experience from a different area within a project environment.

non-Project Delivery Professional – Suitable for an individual with appropriate skills gained in a non-project environment.

Technical competencies	Level
• Risk and issue management	A
• Quality management	A
• Business change and implementation	A
• Governance	W
• Frameworks and methodologies	A
• Stakeholder engagement	W
• Assurance	P
• Change control	A
• Business case development	A
• Knowledge management	A

Behavioural competencies	Level
• Visible leadership	A
• Credible action	W
• Working with ambiguity	A
• Collaboration	W
• Influencing	W
• Conflict resolution	W
• Inspiring others	A
• Resilience	W
• Innovation	W
• Culture change	A

Typical qualifications and professional memberships

- APM Project Management Qualification
- PRINCE 2 Practitioner
- Managing Successful Programmes Practitioner
- APMG International Project Planning and Control Practitioner
- PMI Project Management Professional

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity
Assurance Manager 4	Project Delivery Specialists	G7	High

Role summary:

When based within a project, the role of the Assurance Manager is to provide independent assessment and confirmation that the project is on track. When overseeing a range of projects across a department, for example as a Departmental Assurance Coordinator, the Assurance Manager role is to ensure that the right level of assurance is undertaken at the right time in a project's lifecycle. For both roles this can include ensuring reviews are scheduled and delivered to enable scrutiny of the achievability of the project to meet its objectives and benefits as stated within the projects business case.

Typical role responsibilities:

- **Application of assurance standards** – Responsible for leading Assurance within a major project or across a portfolio of projects. Ensure proportionate reviews at key milestones and management of recommendations. As a coordinator overseeing project assurance across a department. Recognised as an authority for all assurance related activity and able to provide guidance on the types of assurance / requirements across a department. Fully conversant with Cabinet Office related guidance and its application for all projects (inc major). Developing / implementing project or departmental strategies on assurance.
- **Planning** – Oversees the planning, scheduling and management of assurance activities across a major project or portfolio of projects. Ensures the alignment of key assurance activities to major delivery milestones and ensure these are integrated across interdependent projects. Responsible for specific activities such as reviewing the management cases within a business cases for a project. Provides guidance and leadership to enable fully integrated assurance planning. As a coordinator they work with Project Managers / SRO's to ensure they implement appropriate levels of assurance as part of baseline and future planning activities. Sourcing review teams.
- **Results/actions** – Reports the outcomes of reviews to all relevant stakeholders, confirms their understanding and acceptance, and agrees resulting actions. Oversees the implementation of agreed actions. As a coordinator they provide analysis to senior managers about the outcomes from assurance reviews, make recommendations and lead on improvements at a local and departmental level.
- **Reporting** – Oversees the timely and accurate reporting of assurance to departmental or Cabinet Office teams to ensure transparency. Shares best working practices with other projects. As a co-ordinator, works with the SRO's, Project Director's and Managers to ensure effective reporting, communication of key messages and the sharing of best practices both within their own department and to others as part of the coordinator network. Leads on the timely and accurate reporting of assurance data (at project or departmental level) to senior managers or Cabinet Office teams to ensure transparency. Works to ensure that assurance reporting is embedded across the department.
- **Areas for assurance evaluation** – Key areas for evaluation in assurance reviews include: Alignment with the business case; management processes; overall progress towards output in terms of time, cost and quality; stakeholder relationships and perceptions; final outcomes and lessons learned; and benefits plans and realisation.

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Project Delivery Specialists

Entry route:

Project Delivery Professional – Suitable for an individual with extensive assurance experience or appropriate experience from a different area within a project environment.

non-Project Delivery Professional – Suitable only for an individual with significant assurance management experience gained in a non-project environment.

Technical competencies ⓘ	Level ⓘ
• Risk and issue management	W
• Quality management	A
• Business change and implementation	A
• Governance	P
• Frameworks and methodologies	W
• Stakeholder engagement	P
• Assurance	E
• Change control	A
• Business case development	A
• Knowledge management	W

Behavioural competencies ⓘ	Level ⓘ
• Visible leadership	W
• Credible action	W
• Working with ambiguity	W
• Collaboration	P
• Influencing	P
• Conflict resolution	W
• Inspiring others	W
• Resilience	W
• Innovation	W
• Culture change	W

Typical qualifications and professional memberships

- APM Chartered Project Professional
- PRINCE 2 Practitioner
- Managing Successful Programmes Practitioner
- APMG International Project Planning and Control Practitioner
- PMI Project Management Professional

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity
Assurance Manager 5	Project Delivery Specialists	G6	Very high

Role summary:

When based within a project, the role of the Assurance Manager is to provide independent assessment and confirmation that the project is on track. When overseeing a range of projects across a department, for example as a Departmental Assurance Co-ordinator, the Assurance Manager role is to ensure that the right level of assurance is undertaken at the right time in a project's lifecycle. For both roles this can include ensuring reviews are scheduled and delivered to enable scrutiny of the achievability of the project to meet its objectives and benefits as stated within the projects business case.

Typical role responsibilities:

- **Application of assurance standards** – Responsible for leading Assurance across a department, major project or across a portfolio of projects. Recognised as an authority for all Assurance related activity and able to provide guidance on requirements across a departmental portfolio. Ensure proportionate reviews at key milestones and management of recommendations. As a coordinator overseeing project assurance across a department. Recognised as an authority for all assurance related activity and able to provide guidance on the types of assurance / requirements across a department. Fully conversant with Cabinet Office related guidance and its application for major projects. Provides guidance on all types of assurance reviews. Developing / implementing project or departmental strategies on assurance.
- **Planning** – Accountable for the planning, scheduling and management of assurance activities across a major project or portfolio of projects. Ensures the alignment of key assurance activities to major delivery milestones and ensure these are integrated across interdependent projects. Responsible for specific activities such as reviewing the management cases within a business cases for a project. Provides guidance and leadership to enable fully integrated assurance planning. As a coordinator they work with Project Managers / SRO's to ensure they implement appropriate levels of assurance as part of baseline and future planning activities. Sourcing review teams.
- **Results/actions** – Leads the implementation of corrective actions through process improvements or by delegation to Project Manager. Leads the sharing and embedding of lessons with other projects. As a co-ordinator they provide analysis to senior managers about the outcomes from assurance reviews, make recommendations and lead on improvements at a departmental level.
- **Reporting** – Accountable for the management of assurance reporting activities across a department, major project or portfolio. Works with SROs and Project Directors to ensure effective reporting and communication of key messages and sharing of best practices. Ensure assurance reporting is embedded across Project teams.
- **Areas for assurance evaluation** – Key areas for evaluation in assurance reviews include: Alignment with the business case; management processes; overall progress towards output in terms of time, cost and quality; stakeholder relationships and perceptions; final outcomes and lessons learned; and benefits plans and realisation.

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Project Delivery Specialists

Entry route:

Project Delivery Professional – Suitable for an individual with extensive assurance experience or appropriate experience from a different area within a project environment.

non-Project Delivery Professional – Suitable only for an individual with significant assurance management experience gained in a non-project environment.

Technical competencies	Level
• Risk and issue management	W
• Quality management	W
• Business change and implementation	W
• Governance	P
• Frameworks and methodologies	P
• Stakeholder engagement	P
• Assurance	E
• Change control	W
• Business case development	A
• Knowledge management	W

Behavioural competencies	Level
• Visible leadership	W
• Credible action	P
• Working with ambiguity	P
• Collaboration	P
• Influencing	P
• Conflict resolution	P
• Inspiring others	W
• Resilience	P
• Innovation	P
• Culture change	W

Typical qualifications and professional memberships

- APM Chartered Project Professional
- PRINCE 2 Practitioner
- Managing Successful Programmes Practitioner
- APMG International Project Planning and Control Practitioner
- PMI Project Management Professional

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity
Configuration Manager 1	Project Delivery Specialists	EO	Low / moderate

Role summary:

The role of the Configuration Management Specialist is to ensure all key information assets, products, documents, etc. for the project are identified, controlled, tracked, and securely stored.

Typical role responsibilities:

- **Configuration management process** – Manage appropriate configuration management processes for the programme or project in line with departmental standards.
- **Stakeholder management** – Advise stakeholders on the configuration management procedures in place for the project or programme, ensuring they are understood.
- **Information management and security** – Manage the receipt, identification, storage, retention and accessibility of items under configuration control. Ensure that all changes to documents under configuration control are documented and controlled. Ensure data is appropriately protected in line with departmental policy.
- **Auditing and reporting** – Carry out configuration verification, reviews and audits. Report on the status of items under configuration control for management.

Entry route:

Project Delivery Professional – Suitable for an individual with experience gained in a different area within a project environment. May be a part of a combined role.

non-Project Delivery Professional – Suitable for an individual with appropriate skills gained in a non-project environment. For example may have held roles in, for instance, the Information Management profession, or depending on the nature of the project or programme, may have a technical background, such as in IT or Engineering. May be a part of a combined role.

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Project Delivery Specialists

Technical competencies	Level
• Quality management	A
• Frameworks and methodologies	A
• Change control	W
• Knowledge management	A

Behavioural competencies	Level
• Credible action	A
• Collaboration	A
• Influencing	A
• Resilience	A
• Innovation	A

Typical qualifications and professional memberships

- Introduction to Project Delivery
- Identifying Customer and Stakeholder Requirements
- How Projects Run
- Project Planning
- Managing Risks
- Issues and Dependencies
- Getting It Right: Scope and Change
- Outcomes and Benefits
- Understanding and Using Business Cases
- Working With Agile
- PRINCE2 Foundation
- APM Project Fundamentals
- Managing Successful Programmes Foundation

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity ⓘ
Configuration Manager 2	Project Delivery Specialists	HEO	Moderate / high

Role summary:

The role of the Configuration Management Specialist is to ensure all key information assets, products, documents, etc. for the project are identified, controlled, tracked, and securely stored.

Typical role responsibilities:

- **Configuration management process** – Develop, implement and manage configuration management processes for the programme or project in line with departmental standards.
- **Stakeholder management** – Advise stakeholders on the configuration management procedures in place for the project or programme, ensuring they are understood.
- **Information management and security** – Create a repository for items under configuration control, ensuring it is appropriate to manage; receipt, identification, storage, retention and accessibility of such items. Ensure that all changes to documents under configuration control are documented and controlled. Ensure data is appropriately protected in line with Departmental policy.
- **Auditing and reporting** – Carry out configuration verification, reviews and audits. Report on the status of items under configuration control for management.

Entry route:

Project Delivery Professional – Suitable for an individual with experience gained in a different area within a project environment. May be a part of a combined role.

non-Project Delivery Professional – Suitable for an individual with appropriate skills gained in a non-project environment. For example may have held roles in, for instance, the Information Management profession, or depending on the nature of the project or programme, may have a technical background, such as in IT or Engineering. May be a part of a combined role.

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Project Delivery Specialists

Technical competencies	Level
• Quality management	A
• Frameworks and methodologies	W
• Change control	P
• Knowledge management	W

Behavioural competencies	Level
• Visible leadership	A
• Credible action	W
• Working with ambiguity	A
• Collaboration	W
• Influencing	A
• Conflict resolution	A
• Inspiring others	A
• Resilience	W
• Innovation	A
• Culture change	A

Typical qualifications and professional memberships

- Introduction to Project Delivery
- Identifying Customer and Stakeholder Requirements
- How Projects Run
- Project Planning
- Managing Risks
- Issues and Dependencies
- Getting It Right: Scope and Change
- Outcomes and Benefits
- Understanding and Using Business Cases
- Working With Agile
- PRINCE2 Foundation
- PRINCE 2 Practitioner
- Managing Successful Programmes Foundation
- Managing Successful Programmes Practitioner
- PMI Certificate in Associate Project Management

Project Support Officer 1 (page 1 of 2)

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity
Project Support Officer 1	Project Delivery Specialists	EO	Low

Role summary:

The role of the Project Support Officer covers a diverse range of activities to support the delivery of the project's objectives. The Project Support Officer enables the smooth running of the project by supporting the project manager through the operation of project management processes, and the co-ordination of business management actions and activities on their behalf.

Typical role responsibilities:

- **Planning and scheduling** – Assist with and maintain appropriate systems to enable effective planning and scheduling.
- **Monitoring and reporting** – Assist in maintaining project controls and in producing project reports.
- **Admin** – Responsible for project file management using robust version control. Organise key project meetings, and provide secretariat support.
- **Resources** – Management of staff as appropriate, including their development.
- **Stakeholder** – Assist with maintaining the stakeholder log for internal and external stakeholders. Act as the focal point for project responses to external requests for information.
- **Financial control** – Assist with the monitor of project spend and contribute to the compilation of budgets. Maintains an accurate asset register for the project.
- **Risks and issues** – Assist with and maintain risk and issue logs, escalating as appropriate.

Entry route:

Project Delivery Professional – Suitable entry level position.

non-Project Delivery Professional – Suitable for an individual with appropriate skills gained in a non-project environment.

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Project Delivery Specialists

Technical competencies	Level
• Planning	A
• Scheduling	A
• Risk and issue management	A
• Governance	A
• Frameworks and methodologies	A
• Stakeholder engagement	A
• Assurance	A
• Change control	W
• Knowledge management	W

Behavioural competencies	Level
• Credible action	A
• Collaboration	A
• Influencing	A
• Resilience	A
• Innovation	A

Typical qualifications and professional memberships

- Introduction to Project Delivery
- Identifying Customer and Stakeholder Requirements
- How Projects Run
- Project Planning
- Managing Risks
- Issues and Dependencies
- Getting It Right: Scope and Change
- Outcomes and Benefits
- Understanding and Using Business Cases
- Working With Agile
- APM Project Fundamentals
- PRINCE 2 Foundation
- Managing Successful Programmes Foundation

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity
Project Support Officer 2	Project Delivery Specialists	HEO	Moderate

Role summary:

The role of the Project Support Officer covers a diverse range of activities to support the delivery of the project's objectives. The Project Support Officer enables the smooth running of the project by supporting the project manager through the operation of project management processes, and the co-ordination of business management actions and activities on their behalf.

Typical role responsibilities:

- **Planning and scheduling** – Implement and maintain appropriate systems to enable effective planning and scheduling.
- **Monitoring and reporting** – Establish and maintain project controls, keeping the project manager aware of the project status. Prepare project performance reports, presenting statistics and researching new information.
- **Admin** – Ensure organisational tasks are carried out efficiently. Manage and monitor compliance of the project with Departmental Security, Health and Safety, Equality and Diversity, Business Continuity and Business Planning.
- **Resources** – Lead a team responsible for identifying, developing and deploying resources. Manage workforce planning, providing information for effective decision making to the Project Manager. Procurement of supplies and services related to project support within Delegated Financial Authority limits.
- **Stakeholder** – Manage professional relationships with a wide range of internal and external stakeholders, and act as lead point of contact for some external parties. Draft and sign-off correspondence.
- **Financial control** – Monitor project spend and contribute to the compilation of budgets and the development of the business case. Ensures an accurate asset register is maintained.
- **Risks and issues** – Manage potential risk areas, working with risk managers and escalating as appropriate.

Entry route:

Project Delivery Professional – Suitable entry level position.

non-Project Delivery Professional – Suitable for an individual with appropriate skills gained in a non-project environment.

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Project Delivery Specialists

Technical competencies	Level
• Planning	W
• Scheduling	W
• Risk and issue management	W
• Governance	W
• Frameworks and methodologies	W
• Stakeholder engagement	W
• Assurance	W
• Change control	P
• Knowledge management	P

Behavioural competencies	Level
• Visible leadership	A
• Credible action	W
• Working with ambiguity	A
• Collaboration	W
• Influencing	A
• Conflict resolution	A
• Inspiring others	A
• Resilience	W
• Innovation	A
• Culture change	A

Typical qualifications and professional memberships

- Introduction to Project Delivery
- Identifying Customer and Stakeholder Requirements
- How Projects Run
- Project Planning
- Managing Risks
- Issues and Dependencies
- Getting It Right: Scope and Change
- Outcomes and Benefits
- Understanding and Using Business Cases
- Working With Agile
- APM Project Fundamentals
- APM Project Management Qualification
- PRINCE 2 Foundation
- PRINCE 2 Practitioner
- Managing Successful Programmes Foundation
- Managing Successful Programmes Practitioner
- PMI Certificate in Associate Project Management

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity
Project Support Officer 3	Project Delivery Specialists	SEO	High

Role summary:

The role of the Project Support Officer covers a diverse range of activities to support the delivery of the project's objectives. The Project Support Officer enables the smooth running of the project by supporting the project manager through the operation of project management processes, and the co-ordination of business management actions and activities on their behalf.

Typical role responsibilities:

- **Planning and scheduling** – Ensure systems are in place to enable effective planning and scheduling.
- **Monitoring and reporting** – Manage project controls, reporting to the Project Manager about the project status. Develop project performance reports.
- **Admin** – Ensure organisational tasks are carried out efficiently. Manage compliance of the project with Departmental Security, Health and Safety, Equality and Diversity, Business Continuity and Business Planning.
- **Resources** – Lead a team responsible for identifying, developing and deploying resources. Manage workforce planning, providing information for effective decision making to the Project Manager. Procurement of supplies and services related to project support within Delegated Financial Authority limits.
- **Stakeholder** – Manage and engage with a wide range of internal and external stakeholders. Draft and sign-off correspondence.
- **Financial control** – Manage project spend and contribute to the compilation of budgets. Contribute to the project business case.
- **Risks and issues** – Lead potential risk areas, working with risk manager and escalating as appropriate.

Entry route:

Project Delivery Professional – Suitable for an individual with experience gained in a different area within a project environment.

non-Project Delivery Professional – Suitable for an individual with appropriate skills gained in a non-project environment.

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Project Delivery Specialists

Technical competencies	Level
• Planning	W
• Scheduling	P
• Risk and issue management	P
• Governance	P
• Frameworks and methodologies	W
• Stakeholder engagement	P
• Assurance	P
• Change control	P
• Knowledge management	P

Behavioural competencies	Level
• Visible leadership	A
• Credible action	W
• Working with ambiguity	A
• Collaboration	W
• Influencing	W
• Conflict resolution	W
• Inspiring others	A
• Resilience	W
• Innovation	W
• Culture change	A

Typical qualifications and professional memberships

- APM Project Management Qualification
- PRINCE2 Practitioner
- Managing Successful Programmes Practitioner
- PMI Project Management Professional

Governance and Reporting Manager 1 (page 1 of 2)

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity ⓘ
Governance and Reporting Manager 1	Project Delivery Specialists	EO	Very low

Role summary:

The role of the Governance and Reporting Specialist is to manage and control governance activities in the project to enable effective management and decision-making of the project. They should ensure timely, consistent and accurate data collection, analysis and reporting on project progress and delivery confidence.

Typical role responsibilities:

- **Business case** – Identify specialists to complete relevant sections of the business case. Ensure correct business case template is used, and understood by contributors
- **Stakeholder** – Supporting liaison with stakeholders to gather data. Support the governance and supporting manager acting as a point of contact for governance and reporting.
- **Establish governance and reporting landscape** – Support the drafting of terms of reference for boards. Draft reports using standard templates.
- **Risk and issue management** – Work with risk manager/ risk owners to report risks to project boards.
- **Change control** – Maintain change request log.
- **Knowledge and information management** – Support the Implement knowledge and information process and maintain the lessons learned log.

Entry route:

Project Delivery Professional – Suitable for an individual with experience gained in a different area within a project environment.

non-Project Delivery Professional – Suitable for an individual with appropriate skills gained in a non-project environment.

Governance and Reporting Manager 1 (page 2 of 2)

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Project Delivery Specialists

Technical competencies	Level
• Risk and issue management	A
• Governance	W
• Frameworks and methodologies	A
• Stakeholder engagement	A
• Assurance	A
• Change control	A
• Knowledge management	A

Behavioural competencies	Level
• Credible action	A
• Collaboration	A
• Influencing	A
• Resilience	A
• Innovation	A

Typical qualifications and professional memberships

- APM Project Fundamentals
- Introduction to Project Delivery
- Identifying Customer and Stakeholder Requirements
- How Projects Run
- Project Planning
- Managing Risks, Issues and Dependencies
- Getting It Right: Scope and Change
- Outcomes and Benefits
- Understanding and Using Business Cases
- Working With Agile
- PRINCE 2 Foundation
- Managing Successful Programmes Foundation
- APMG International Project Planning and Control Foundation

Governance and Reporting Manager 2 (page 1 of 1)

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity
Governance and Reporting Manager 2	Project Delivery Specialists	HEO	Low

Role summary:

The role of the Governance and Reporting Specialist is to manage and control governance activities in the project to enable effective management and decision-making of the project. They should ensure timely, consistent and accurate data collection, analysis and reporting on project progress and delivery confidence.

Typical role responsibilities:

- **Business case** – Identify specialists to complete relevant sections of the business case. Ensure correct business case template is used, and understood by contributors. Set out business case completion timeline
- **Stakeholder** – Liaise with Stakeholders to gather data. Act as point of contact for governance and reporting.
- **Establish governance and reporting landscape** – Draft and own terms of reference for boards. Draft reports using standard templates. Single point of contact for reporting.
- **Risk and issue management** – Work with risk manager/ risk owners to report risks to project boards.
- **Change control** – Work with the change manager/ PM to provide data for Change Control requests. Maintain change request log.
- **Knowledge and information management** – Implement knowledge and information process and maintain the lessons learned log.

Entry route:

Project Delivery Professional – Suitable for an individual with experience gained in a different area within a project environment.

non-Project Delivery Professional – Suitable for an individual with appropriate skills gained in a non-project environment.

Technical competencies	Level
Risk and issue management	A
Governance	W
Frameworks and methodologies	A
Stakeholder engagement	A
Assurance	A
Change control	A
Knowledge management	A

Behavioural competencies	Level
Visible leadership	A
Credible action	W
Working with ambiguity	A
Collaboration	W
Influencing	A
Conflict resolution	A
Inspiring others	A
Resilience	W
Innovation	A
Culture change	A

Typical qualifications and professional memberships

- APM Project Fundamentals
- APM Project Management Qualification
- APMG International Project Planning and Control Foundation
- APMG International Project Planning and Control Practitioner
- PRINCE 2 Foundation
- PRINCE 2 Practitioner
- Managing Successful Programmes Foundation
- Managing Successful Programmes Practitioner
- PMI Certificate in Associate Project Management

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity
Governance and Reporting Manager 3	Project Delivery Specialists	SEO	Moderate

Role summary:

The role of the Governance and Reporting Specialist is to manage and control governance activities in the project to enable effective management and decision-making of the project. They should ensure timely, consistent and accurate data collection, analysis and reporting on project progress and delivery confidence.

Typical role responsibilities:

- **Business case** – Draft parts of the business case (governance section). Liaise with business case investment approval boards and ensure business case has timely slots at all relevant approval boards. Prepare papers for Investment approval boards.
- **Stakeholder** – Liaise with Stakeholders to gather data. Review data, and work with stakeholders to resolve anomalies or gaps.
- **Establish governance and reporting landscape** – Draft and own terms of reference for boards and define roles of board members. Work with senior project roles to draft board agendas. Keep log of board decisions and owners. Work with decision owners to provide report updates. Analysis data and present at relevant boards
- **Risk and issue management** – Work with risk manager/ risk owners to report risks to project boards.
- **Change control** – Work with the change manager/ PM to provide data for change control requests. Present change control requests to relevant board and disseminate the outcome.
- **Knowledge and information management** – Implement knowledge and information process. Advise the project on correct processes and lead the lessons learned process.

Entry route:

Project Delivery Professional – Suitable for an individual with experience of reporting and working with boards in a corporate or project role.

non-Project Delivery Professional – Suitable for an individual with experience of reporting and working with boards in a corporate or project role.

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Project Delivery Specialists

Technical competencies	Level
• Risk and issue management	A
• Governance	P
• Frameworks and methodologies	W
• Stakeholder engagement	A
• Assurance	W
• Change control	A
• Knowledge management	A

Behavioural competencies	Level
• Visible leadership	A
• Credible action	W
• Working with ambiguity	A
• Collaboration	W
• Influencing	W
• Conflict resolution	W
• Inspiring others	A
• Resilience	W
• Innovation	W
• Culture change	A

Typical qualifications and professional memberships

- APM Project Management Qualification
- APMG International Project Planning and Control Practitioner
- PRINCE 2 Practitioner
- Managing Successful Programmes Practitioner
- PMI Project Management Professional

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity
Governance and Reporting Manager 4	Project Delivery Specialists	G7	High

Role summary:

The role of the Governance and Reporting Specialist is to manage and control governance activities in the project to enable effective management and decision-making of the project. They should ensure timely, consistent and accurate data collection, analysis and reporting on project progress and delivery confidence.

Typical role responsibilities:

- **Business case** – Draft parts of the business case and quality assure specialist contributions – gaining appropriate specialist sign off. Quality Assure (QA) Investment board papers.
- **Stakeholder** – Work with stakeholder to agree a governance and reporting structure. Set up project boards, ensuring all relevant stakeholders are represented (eg. User, supplier etc).
- **Establish governance and reporting landscape** – Understand and communicate the organisation's governance pathways – driving appropriate use of boards and build governance into the project cycle. Analysis and challenge of data in the reports (is there a rainbow of honesty?). Present reports at relevant boards. Develop and agree tolerances, escalation triggers and investment gateways.
- **Risk and issue management** – Ensure risks and issues are an integral part of the governance cycle and boards give enough time to consider key risks and issues.
- **Change control** – Design change control process, agreeing tolerance and escalation points. Oversee compliance with change request process, escalating non compliance.
- **Knowledge and information management** – Set knowledge and information processes that conforms with the organisations standards. QA and challenge the project/ business to follow the agreed processes. Disseminate lessons learned within project and wider community.

Entry route:

Project Delivery Professional – Suitable for an individual with experience of having set up boards, drafted Terms of Reference, designed reporting and dashboard processes and been a board secretariat. Will need a good understanding of Project Management language and best practice.

non-Project Delivery Professional – Suitable for an individual with experience of having set up boards, drafted Terms of Reference, designed reporting and dashboard processes and been a board secretariat. Will need a good understanding of Project Management language and best practice.

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Project Delivery Specialists

Technical competencies	Level
• Risk and issue management	W
• Governance	P
• Frameworks and methodologies	P
• Stakeholder engagement	W
• Assurance	P
• Change control	A
• Knowledge management	W

Behavioural competencies	Level
• Visible leadership	W
• Credible action	W
• Working with ambiguity	W
• Collaboration	P
• Influencing	P
• Conflict resolution	W
• Inspiring others	W
• Resilience	W
• Innovation	W
• Culture change	W

Typical qualifications and professional memberships

- APM Project Management Qualification
- APM Chartered Project Professional

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity
Governance and Reporting Manager 5	Project Delivery Specialists	G6	Very high

Role summary:

The role of the Governance and Reporting Specialist is to manage and control governance activities in the project to enable effective management and decision-making of the project. They should ensure timely, consistent and accurate data collection, analysis and reporting on project progress and delivery confidence.

Typical role responsibilities:

- **Business case** – Part of project SMT that signs off the business case prior going to investment board. Support SRO/PM taking business case through investment boards. Be a critical friend for business case drafting. Develop guidelines and masterclasses on business case preparation
- **Stakeholder** – Work with stakeholders to agree governance and reporting structure and ensure key stakeholders are embedded in governance structure. Keep governance structure under review, bringing in different stakeholders during project lifecycle. Deliver masterclasses on governance best practice for wider project community.
- **Establish governance and reporting landscape** – Ensure project governance is followed for all decision making, challenge when not. Keep governance and reporting structure under review and relevant to the project lifecycle. Conduct governance audits. Work with senior stakeholders to ensure decisions are understood and owned, both inside and outside the project.
- **Risk and issue management** – Ensure risks and issues are an integral part of the governance cycle and boards give enough time to consider key risks and issues.
- **Change control** – Design change control process, agreeing tolerance and escalation points. Oversee compliance with change request process, escalating non compliance.
- **Knowledge and information management** – Set knowledge and information processes that conforms with the organisations standards and are proportionate to the size/type of project. QA and challenge the project/business to follow the agreed processes. Disseminate lessons learned within project and wider community.

Entry route:

Project Delivery Professional – Suitable for an individual with in-depth knowledge of project governance, with experience of setting up boards for a variety of projects and programmes, and have worked with portfolios and outside agencies for example IPA reporting.

non-Project Delivery Professional – Suitable for an individual with experience of having set up boards, drafted Terms of Reference, designed reporting and dashboard processes and been a board secretariat. Will need a good understanding of Project Management language and best practice.

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Project Delivery Specialists

Technical competencies	Level
• Risk and issue management	W
• Governance	E
• Frameworks and methodologies	P
• Stakeholder engagement	W
• Assurance	P
• Change control	W
• Knowledge management	W

Behavioural competencies	Level
• Visible leadership	W
• Credible action	P
• Working with ambiguity	P
• Collaboration	P
• Influencing	P
• Conflict resolution	P
• Inspiring others	W
• Resilience	P
• Innovation	P
• Culture change	W

Typical qualifications and professional memberships

- APM Chartered Project Professional
- APMG International Project Planning and Control Practitioner
- PRINCE 2 Practitioner
- Managing Successful Programmes Practitioner
- PMI Project Management Professional

Risks and Issues Manager 1 (page 1 of 2)

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity
Risks and Issues Manager 1	Project Delivery Specialists	EO	Very low

Role summary:

The role of a Risk and Issue Specialist is to proactively manage risks and issues facing the project or programme by co-ordinating the consistent identification, documentation, monitoring and reporting of risks and issues. They should support the relevant risk or issue owners to identify and develop appropriate mitigation plans, and escalate to the next level of management where appropriate. Risk Managers may need to develop some domain-level experience, for instance, in procurement projects, infrastructure, business change or IT across government.

Typical role responsibilities:

- **Risk management strategy, processes and procedures** – Enacting the Risk Management strategy through effective use of risk processes and procedures in accordance with best practice, departmental policy and the complexity of the change initiative.
- **Stakeholders** – Provision of effective and efficient advice on PD Risks and Issues to Project/Programme Managers. Develop a programme of regular risk and issue reviews with key stakeholders
- **Identification, analysis, monitoring and reporting of risks and issues** – Responsible for facilitating the identification, analysis and monitoring of PD Risks and Issues. Produces periodic and ad-hoc PD Risk and Issues reports to a standard template Undertakes qualitative and quantitative risk analysis. Establish and maintains the Risk, Issues and Assumptions database and register(s) for the change initiative(s).

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Project Delivery Specialists

Entry route:

Project Delivery Professional – Suitable for an individual with experience gained in a different area within a project environment who has some experience of interacting with risk and issues function.

non-Project Delivery Professional – Suitable for an individual who will have previously undertaken Business Risk Management roles. May come from functions related to the output of the change initiative. For example, Engineering, IT or Infrastructure.

Technical competencies	Level
• Risk and issue management	W
• Quality management	A
• Business change and implementation	A
• Governance	A
• Frameworks and methodologies	A
• Stakeholder engagement	A
• Assurance	A
• Change control	A
• Knowledge management	A

Behavioural competencies	Level
• Credible action	A
• Collaboration	A
• Influencing	A
• Resilience	A
• Innovation	A

Typical qualifications and professional memberships

- PRINCE2 Foundation
- Management of Risk Foundation
- APM Project Fundamentals
- Introduction to Project Delivery
- Identifying Customer and Stakeholder Requirements
- How Projects Run
- Project Planning
- Managing Risks, Issues and Dependencies
- Getting It Right: Scope and Change
- Outcomes and Benefits
- Understanding and Using Business Cases
- Working With Agile
- Managing Sucessful Programmes Foundation

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity
Risks and Issues Manager 2	Project Delivery Specialists	HEO	Low / moderate

Role summary:

The role of a Risk and Issue Specialist is to proactively manage risks and issues facing the project or programme by co-ordinating the consistent identification, documentation, monitoring and reporting of risks and issues. They should support the relevant risk or issue owners to identify and develop appropriate mitigation plans, and escalate to the next level of management where appropriate. Risk Managers may need to develop some domain-level experience, for instance, in procurement projects, infrastructure, business change or IT across government

Typical role responsibilities:

- **Risk management strategy, processes and procedures** – Enacting the Risk Management strategy through effective use of risk processes and procedures in accordance with best practice, departmental policy and the complexity of the change initiative. Ensures compliance with PD Risk and Issues strategies within the PD team.
- **Stakeholders** – Provision of effective and efficient advice on PD Risks and Issues to Project/Programme Managers. Develop a programme of regular risk and issue reviews with key stakeholders. Point of professional knowledge and expertise on PD Risk and Issue Management for project(s).
- **Identification, analysis, monitoring and reporting of risks and issues** – Responsible for facilitating the identification, analysis and monitoring of PD Risks and Issues. Produces periodic and ad-hoc PD Risk and Issues reports to a standard template. Undertakes qualitative and quantitative risk analysis, as required by Governance bodies. Establish and maintains the Risk, Issues and Assumptions database and register(s) for the change initiative(s).

Entry route:

Project Delivery Professional – Suitable for an individual with experience gained in a different area within a project environment who has some experience of interacting with risk and issues function.

non-Project Delivery Professional – Suitable for an individual who will have previously undertaken Business Risk Management roles. May come from functions related to the output of the change initiative. For example, Engineering, IT or Infrastructure.

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Project Delivery Specialists

Technical competencies	Level
• Risk and issue management	W
• Quality management	A
• Business change and implementation	A
• Governance	A
• Frameworks and methodologies	A
• Stakeholder engagement	A
• Assurance	A
• Change control	A
• Knowledge management	A

Behavioural competencies	Level
• Visible leadership	A
• Credible action	W
• Working with ambiguity	A
• Collaboration	W
• Influencing	A
• Conflict resolution	A
• Inspiring others	A
• Resilience	W
• Innovation	A
• Culture change	A

Typical qualifications and professional memberships

- PRINCE2 Foundation
- Management of Risk Foundation
- PRINCE2 Practitioner
- Management of Risk Practitioner
- APM Project Fundamentals
- APM Project Management Qualification
- PMI Certificate in Associate Project Management

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity ⓘ
Risks and Issues Manager 3	Project Delivery Specialists	SEO	Moderate

Role summary:

The role of a Risk and Issue Specialist is to proactively manage risks and issues facing the project or programme by co-ordinating the consistent identification, documentation, monitoring and reporting of risks and issues. They should support the relevant risk or issue owners to identify and develop appropriate mitigation plans, and escalate to the next level of management where appropriate. Risk Managers may need to develop some domain-level experience, for instance, in procurement projects, infrastructure, business change or IT across government

Typical role responsibilities:

- **Risk management strategy, processes and procedures** – Maintaining the Risk Management Strategy and plans for effective Risk Management in accordance with best practice, departmental policy and the complexity of the change initiative. Ensures compliance with, and plans the continuous improvement of, PD Risk and Issues strategies(y), processes and procedures within change initiatives or sub-organisation(s).
- **Stakeholders** – Provision of effective and efficient advice on PD Risks and Issues to Project/Programme Managers and senior leaders. Develop a programme of regular risk and issue reviews with key stakeholders. Point of professional knowledge and expertise on PD Risk and Issue Management for their sub-organisation. Supports the business in identifying appropriate strategies for dealing with Risk and Issues.
- **Identification, analysis, monitoring and reporting of risks and issues** – Responsible for facilitating the identification, analysis and monitoring of PD Risks and Issues. Plans the periodic reporting of risk and ad-hoc PD Risk and Issues reports to meet changing customer demands. Undertakes qualitative and quantitative risk analysis, as required by Governance bodies. Establish and maintains the Risk, Issues and Assumptions database and register(s) for the change initiative(s).

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Project Delivery Specialists

Entry route:

Project Delivery Professional – Suitable for an individual with experience gained in a different area within a project environment who has some experience of interacting with risk and issues function.

non-Project Delivery Professional – Suitable for an individual who will have previously undertaken Business Risk Management roles. May come from functions related to the output of the change initiative. For example, Engineering, IT or Infrastructure.

Technical competencies ⓘ	Level ⓘ
• Risk and issue management	P
• Quality management	A
• Business change and implementation	A
• Governance	W
• Frameworks and methodologies	W
• Stakeholder engagement	W
• Assurance	A
• Change control	A
• Knowledge management	A

Behavioural competencies ⓘ	Level ⓘ
• Visible leadership	A
• Credible action	W
• Working with ambiguity	A
• Collaboration	W
• Influencing	W
• Conflict resolution	W
• Inspiring others	A
• Resilience	W
• Innovation	W
• Culture change	A

Typical qualifications and professional memberships

- PRINCE2 Practitioner
- Management of Risk Practitioner
- APM Project Management Qualification
- Managing Successful Programmes Practitioner
- PMI Project Management Professional

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity
Risks and Issues Manager 4	Project Delivery Specialists	G7	High / very high

Role summary:

The role of a Risk and Issue Specialist is to proactively manage risks and issues facing the project or programme by co-ordinating the consistent identification, documentation, monitoring and reporting of risks and issues. They should support the relevant risk or issue owners to identify and develop appropriate mitigation plans, and escalate to the next level of management where appropriate. Risk Managers may need to develop some domain-level experience, for instance, in procurement projects, infrastructure, business change or IT across government

Typical role responsibilities:

- **Risk management strategy, processes and procedures** – Championing better risk and issue management through the development and implementation of strategies, processes and procedures in accordance with best practice, departmental policy and the complexity of the change initiative. Provides strategic-level advice to senior leaders and the corporate centre on risk and issue management. Provides leadership of risk and issue management within the sub-organisation or department
- **Stakeholders** – Provision of expert strategic-level advice on PD Risks and Issues to Project/Programme Managers and senior leaders. Develop a programme of regular risk and issue reviews with key stakeholders. Point of expert professional knowledge and experience on PD Risk and Issue Management for their department or sub-organisation. Supports the business in identifying appropriate strategies for dealing with Risk and Issues.
- **Identification, analysis, monitoring and reporting of risks and issues** – Responsible for facilitating the identification, analysis and monitoring of PD Risks and Issues. Directs the creation and format of periodic and ad-hoc PD Risk and Issues reports, including qualitative and quantitative risk analysis, as required by PD Governance bodies. Liaises with Departmental (external) reporting bodies. Establish and maintains the Risk, Issues and Assumptions database and register(s) for the change initiative(s).

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Project Delivery Specialists

Entry route:

Project Delivery Professional – Suitable for an individual with experience gained in a different area within a project environment who has some experience of interacting with risk and issues function.

non-Project Delivery Professional – Suitable for an individual who will have previously undertaken Business Risk Management roles. May come from functions related to the output of the change initiative. For example, Engineering, IT or Infrastructure.

Technical competencies ⓘ	Level ⓘ
• Risk and issue management	E
• Quality management	W
• Business change and implementation	W
• Governance	P
• Frameworks and methodologies	W
• Stakeholder engagement	W
• Assurance	W
• Change control	W
• Knowledge management	A

Behavioural competencies ⓘ	Level ⓘ
• Visible leadership	W
• Credible action	P
• Working with ambiguity	P
• Collaboration	P
• Influencing	P
• Conflict resolution	W
• Inspiring others	W
• Resilience	W
• Innovation	W
• Culture change	W

Typical qualifications and professional memberships

- PRINCE2 Practitioner
- Management of Risk Practitioner
- APM Project Management Qualification
- APM Chartered Project Professional
- Managing Successful Programmes Practitioner
- PMI Project Management Professional

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity
Risks and Issues Manager 5	Project Delivery Specialists	G6	High / very high

Role summary:

The role of a Risk and Issue Specialist is to proactively manage risks and issues facing the project or programme by co-ordinating the consistent identification, documentation, monitoring and reporting of risks and issues. They should support the relevant risk or issue owners to identify and develop appropriate mitigation plans, and escalate to the next level of management where appropriate. Risk Managers may need to develop some domain-level experience, for instance, in procurement projects, infrastructure, business change or IT across government

Typical role responsibilities:

- **Risk management strategy, processes and procedures –** Championing better risk and issue management through the development and implementation of strategies, processes and procedures in accordance with best practice, departmental policy and the complexity of the change initiative. Provides strategic-level advice to senior leaders and the corporate centre on risk and issue management. Provides leadership of risk and issue management within the sub-organisation or department
- **Stakeholders –** Provision of expert strategic-level advice on PD Risks and Issues to Project/Programme Managers and senior leaders. Develop a programme of regular risk and issue reviews with key stakeholders. Point of expert professional knowledge and experience on PD Risk and Issue Management for their department or sub-organisation. Supports the business in identifying appropriate strategies for dealing with Risks and Issues.
- **Identification, analysis, monitoring and reporting of risks and issues –** Responsible for facilitating the identification, analysis and monitoring of PD Risks and Issues. Directs the creation and format of periodic and ad-hoc PD Risk and Issues reports, including qualitative and quantitative risk analysis, as required by PD Governance bodies. Liaises with Departmental (external) reporting bodies. Establish and maintains the Risk, Issues and Assumptions database and register(s) for the change initiative(s).

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Project Delivery Specialists

Entry route:

Project Delivery Professional – Suitable for an individual with experience gained in a different area within a project environment who has some experience of interacting with risk and issues function.

non-Project Delivery Professional – Suitable for an individual who will have previously undertaken Business Risk Management roles. May come from functions related to the output of the change initiative. For example, Engineering, IT or Infrastructure.

Technical competencies	Level
• Risk and issue management	E
• Quality management	W
• Business change and implementation	W
• Governance	P
• Frameworks and methodologies	P
• Stakeholder engagement	P
• Assurance	P
• Change control	W
• Knowledge management	W

Behavioural competencies	Level
• Visible leadership	W
• Credible action	P
• Working with ambiguity	P
• Collaboration	P
• Influencing	P
• Conflict resolution	P
• Inspiring others	W
• Resilience	W
• Innovation	W
• Culture change	W

Typical qualifications and professional memberships

- PRINCE2 Practitioner
- Management of Risk Practitioner
- APM Project Management Qualification
- APM Chartered Project Professional
- Managing Successful Programmes Practitioner
- PMI Project Management Professional

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity
Advisor 1	Project Delivery Specialists	SCS1	Moderate / high

Role summary:

An Advisor is a leading authority within Project Delivery, who is able to provide expert guidance and solutions to highly complex functional issues. They are considered as an industry expert within their field of specialisation and have a high level of credibility with senior stakeholders. An advisor may inform key decisions, help shape approaches, set standards or arbitrate disputes. They may work within a major project or programme or in a central role influencing across government.

Typical role responsibilities:

- **Provide expert advice** – Provide expert advice in one or more specialist area(s) to inform decision making, approaches and/or to resolve difficulties. Advice may be given to shape standards and approaches across the function, or to the Project Manager and their team. Provide examples, and use expertise to shape solutions to complex functional problems. Develop standards, guidelines and other functional materials. Contribute to management reviews and functional strategies. May involve the supervision of other professional or administrative staff.
- **Development of other professionals** – Advise on the development of other professionals within area of specialisation, including: Development of skills and competencies; recommendation of courses, qualifications and articles; lead direct training as well as coach and mentor other professionals. Show commitment to own professional development. Build and utilise wide range of links across industry.
- **Reviews** – Provide expert advice in specialist area in project reviews, peer reviews, peer assists, stage gate reviews etc. Provide expert advice in specialist area(s) in project reviews, peer reviews, peer assists, stage gate reviews etc.
- **Arbitration** – As a recognised industry expert may act as an arbitrator to resolve disputes relating to area of expertise.

Entry route:

Project Delivery Professional – Suitable for an individual who will have held several senior and lead roles in complex projects relating to area of specialisation.

non-Project Delivery Professional – Not normally suitable for an individual with no previous Project Delivery experience.

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Project Delivery Specialists

Technical competencies	Level
• Commercial and procurement skills	P
• Requirements management	W
• Solutions Development	W
• Planning	P
• Scheduling	W
• Resource management	W
• Budgeting and cost management	W
• Risk and issue management	W
• Quality management	P
• Business change and implementation	P
• Governance	P
• Frameworks and methodologies	W
• Stakeholder engagement	E
• Assurance	W
• Change control	W
• Business case development	P
• Asset allocation	W
• Benefits management	E
• Knowledge management	W

Behavioural competencies	Level
• Visible leadership	P
• Credible action	E
• Working with ambiguity	P
• Collaboration	E
• Influencing	E
• Conflict resolution	P
• Inspiring others	P
• Resilience	P
• Innovation	E
• Culture change	P

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Project Delivery Specialists

Role	Role Family	Civil Service grade	Project complexity
Advisor 2	Project Delivery Specialists	SCS2	High / very high

Role summary:

An Advisor is a leading authority within Project Delivery, who is able to provide expert guidance and solutions to highly complex functional issues. They are considered as an industry expert within their field of specialisation and have a high level of credibility with senior stakeholders. An advisor may inform key decisions, help shape approaches, set standards or arbitrate disputes. They may work within a major project or programme or in a central role influencing across government.

Typical role responsibilities:

- **Provide expert advice** – Provide expert advice in one or more specialist area(s) to inform decision making, approaches and/or to resolve difficulties. Advice may be given to shape standards and approaches across the function, or to the Project Manager and their team. Provide examples, and use expertise to shape solutions to complex functional problems. Demonstrates a high degree of creativity, foresight and judgement in applying expertise to develop new approaches and provide value adding solutions. Trusted advisor to senior management advising on highly complex and sensitive issues. May work across several projects within the same department or projects across government. May involve the supervision of other professional or administrative staff.
- **Development of other professionals** – Advise on the development of other professionals within area of specialisation, including: Development of skills and competencies; recommendation of courses, qualifications and articles; lead direct training as well as coach and mentor other professionals. Show commitment to own professional development. Build and utilise wide range of links across industry.
- **Reviews** – Provide expert advice in specialist area(s) in project reviews, peer reviews, peer assists, stage gate reviews etc.
- **Arbitration** – As a recognised industry expert may act as an arbitrator to resolve disputes relating to area of expertise.

Entry route:

Project Delivery Professional – Suitable for an individual who will have held several senior and lead roles in complex projects relating to area of specialisation.

non-Project Delivery Professional – Not normally suitable for an individual with no previous Project Delivery experience.

Advisor 2 (page 2 of 2)

Technical competencies	Level
• Commercial and procurement skills	P
• Requirements management	P
• Solutions Development	P
• Planning	P
• Scheduling	P
• Resource management	P
• Budgeting and cost management	P
• Risk and issue management	P
• Quality management	P
• Business change and implementation	E
• Governance	E
• Frameworks and methodologies	P
• Stakeholder engagement	E
• Assurance	P
• Change control	W
• Business case development	P
• Asset allocation	W
• Benefits management	E
• Knowledge management	W

Behavioural competencies	Level
• Visible leadership	P
• Credible action	E
• Working with ambiguity	E
• Collaboration	E
• Influencing	E
• Conflict resolution	P
• Inspiring others	E
• Resilience	E
• Innovation	E
• Culture change	E

Stakeholder Manager 1 (page 1 of 2)

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Role	**Role Family**	**Civil Service grade**	**Project complexity** ⓘ
Stakeholder Manager 1	Project Delivery Specialists / Business Analysis and Change	EO	Very low / low

Role summary:

Stakeholder engagement and management is the systematic identification and analysis of stakeholders, the planning and conduct of interactions to engage and communicate with them, taking account of their levels of influence and particular interests, ensuring their involvement throughout the project lifecycle.

Typical role responsibilities:

- **Strategy and analysis** – Set-up and provide support for stakeholder analysis (often in the form of workshops), and co-ordinate the development of the strategy.
- **Profiling** – Support the development of the stakeholder profile throughout the project, providing standard templates and the outcomes from analysis.
- **Engagement and planning** – Provide access to the strategy, analysis and profile, and owns all the practical arrangements required for the differing communication channels, and acts as a single point of contact for stakeholders. Collates feedback from stakeholders throughout the life of the project.
- **Requirements management** – Support the capturing of stakeholder needs and co-ordinates the development of a schedule of requirements.

Entry route:

Project Delivery Professional – Suitable for an individual with experience of corporate functions, or policy, or other function that involves stakeholder engagement.

non-Project Delivery Professional – Suitable for an individual with experience of corporate functions, or policy, or other function that involves stakeholder engagement.

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Project Delivery Specialists / Business Analysis & Change

Technical competencies	Level
• Risk and issue management	A
• Business change and implementation	A
• Governance	A
• Stakeholder engagement	A
• Benefits management	A
• Knowledge management	A

Behavioural competencies	Level
• Credible action	A
• Collaboration	A
• Influencing	A
• Resilience	A
• Innovation	A

Typical qualifications and professional memberships

- Introduction to Project Delivery
- Identifying Customer and Stakeholder Requirements
- How Projects Run
- Project Planning
- Managing Risks
- Issues and Dependencies
- Getting It Right: Scope and Change
- Outcomes and Benefits
- Understanding and Using Business Cases
- Working With Agile
- APM Project Fundamentals
- PRINCE2 Foundation
- Managing Successful Programmes Foundation
- APMG Change Management Foundation

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Project Delivery Specialists / Business Analysis & Change

Role	Role Family	Civil Service grade	Project complexity ⓘ
Stakeholder Manager 2	Project Delivery Specialists / Business Analysis and Change	HEO	Low / moderate

Role summary:

Stakeholder engagement and management is the systematic identification and analysis of stakeholders, the planning and conduct of interactions to engage and communicate with them, taking account of their levels of influence and particular interests, ensuring their involvement throughout the project lifecycle.

Typical role responsibilities:

- **Strategy and analysis** – Set-up and provide support for stakeholder analysis (often in the form of workshops), and co-ordinate the development of the strategy.
- **Profiling** – Support the development of the stakeholder profile throughout the project, providing standard templates and the outcomes from analysis.
- **Engagement and planning** – Provide access to the strategy, analysis and profile, and owns all the practical arrangements required for the differing communication channels, and acts as a single point of contact for stakeholders. Collates feedback from stakeholders throughout the life of the project.
- **Requirements management** – Support the capturing of stakeholder needs and co-ordinates the development of a schedule of requirements.

Entry route:

Project Delivery Professional – Suitable for an individual with experience of corporate functions, or policy, or other function that involves stakeholder engagement

non-Project Delivery Professional – Suitable for an individual with experience of corporate functions, or policy, or other function that involves stakeholder engagement.

Technical competencies ⓘ	Level ⓘ
Risk and issue management	A
Business change and implementation	A
Governance	A
Stakeholder engagement	W
Benefits management	A
Knowledge management	A

Behavioural competencies ⓘ	Level ⓘ
Visible leadership	A
Credible action	W
Working with ambiguity	A
Collaboration	W
Influencing	A
Conflict resolution	A
Inspiring others	A
Resilience	W
Innovation	A
Culture change	A

Typical qualifications and professional memberships

- APM Project Management Qualification
- APM Project Fundaments
- PRINCE2 Foundation
- PRINCE 2 Practitioner
- Managing Successful Programmes Foundation
- Managing Sucessful Programmes Practitioner
- APMG Change Management Foundation
- APMG Change Management Practitioner
- PMI Certificate in Associate Project Management

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Project Delivery Specialists / Business Analysis & Change

Role
Stakeholder Manager 3

Role Family
Project Delivery Specialists / Business Analysis and Change

Civil Service grade
SEO

Project complexity ⓘ
Moderate / high

Role summary:

Stakeholder engagement and management is the systematic identification and analysis of stakeholders, the planning and conduct of interactions to engage and communicate with them, taking account of their levels of influence and particular interests, ensuring their involvement throughout the project lifecycle.

Typical role responsibilities:

- **Strategy and analysis** – Lead stakeholder analysis, using appropriate tools, and develop the strategy in conjunction with other senior project leads, and provides advice on the most appropriate communication channel for each stakeholder group.
- **Profiling** – Develop the profile by working with the project to understand and map the changing needs of the project against stakeholder influence and involvement.
- **Engagement and planning** – Ensure the right inputs are used (strategy, analysis and profile) to develop a stakeholder engagement plan with appropriate lead in times for the various communication channels, working with the project to ensure these are reflected in the project plan. Where appropriate leads some of the engagement activity, and acts as a single point of contact for stakeholders. Collating feedback from stakeholders throughout the life of the project.
- **Requirements management** – Lead the process of capturing stakeholder needs, assessing, defining and justifying those needs to arrive at an agreed schedule of requirements that defines the projects objectives.

Entry route:

Project Delivery Professional – Suitable for an individual with experience stakeholder engagement in a project environment.

non-Project Delivery Professional – Suitable for an individual with experience of stakeholder engagement.

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Project Delivery Specialists / Business Analysis & Change

Technical competencies	Level
• Risk and issue management	A
• Business change and implementation	W
• Governance	W
• Stakeholder engagement	P
• Benefits management	A
• Knowledge management	A

Behavioural competencies	Level
• Visible leadership	A
• Credible action	W
• Working with ambiguity	A
• Collaboration	W
• Influencing	W
• Conflict resolution	W
• Inspiring others	A
• Resilience	W
• Innovation	W
• Culture change	A

Typical qualifications and professional memberships

- APM Project Management Qualification
- PRINCE 2 Practitioner
- Managing Successful Programmes Practitioner
- APMG Change Management Practitioner
- PMI Project Management Professional

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Project Delivery Specialists / Business Analysis & Change

Role	Role Family	Civil Service grade	Project complexity ⓘ
Stakeholder Manager 4	Project Delivery Specialists / Business Analysis and Change	G7	High

Role summary:

Stakeholder engagement and management is the systematic identification and analysis of stakeholders, the planning and conduct of interactions to engage and communicate with them, taking account of their levels of influence and particular interests, ensuring their involvement throughout the project lifecycle.

Typical role responsibilities:

- **Strategy and analysis** – Lead stakeholder analysis, using and adapting appropriate tools, deciding if in-depth analysis is required for key stakeholders, and develop the strategy with other senior leads, setting out the most appropriate communication channel for each stakeholder group.
- **Profiling** – Develop the profile by working with the project to understand and map the changing needs of the project against stakeholder influence and involvement, providing advice and challenge to ensure the right stakeholders are involved throughout the project lifecycle.
- **Engagement and planning** – Lead the development of a stakeholder engagement plan, ensuring this is reflected in the project plan, adapting standard approaches to meet the need of the project. Working with the project to identify what resources are required to deliver the engagement plan, and leading most of the engagement activity. Ensuring stakeholder feedback is collated throughout the life of the project, analysis the feedback, and using it to challenge the project and amend plans.
- **Requirements management** – Lead the process of capturing stakeholder needs, assessing, defining and justifying those needs to arrive at an agreed schedule of requirements that defines the projects objectives. Working with senior stakeholders and sponsors to ensure their expectations are reflected.

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Project Delivery Specialists / Business Analysis & Change

Entry route:

Project Delivery Professional – Suitable for an individual with a good knowledge of stakeholder engagement in a project environment, with experience of balancing stakeholder requirements, leading stakeholder events, and acting as the principal stakeholder point of contact.

non-Project Delivery Professional – Suitable for an individual with extensive experience of stakeholder engagement, allied with a good understanding of project delivery techniques.

Technical competencies	Level
• Risk and issue management	W
• Business change and implementation	W
• Governance	W
• Stakeholder engagement	P
• Benefits management	W
• Knowledge management	A

Behavioural competencies	Level
• Visible leadership	W
• Credible action	P
• Working with ambiguity	P
• Collaboration	P
• Influencing	P
• Conflict resolution	W
• Inspiring others	W
• Resilience	W
• Innovation	W
• Culture change	W

Typical qualifications and professional memberships

- APM Project Managment Qualification
- APM Chartered Project Professional
- PRINCE 2 Practitioner
- Managing Successful Programmes Practitioner
- APMG Change Management Practitioner
- PMI Project Management Professional

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Project Delivery Specialists / Business Analysis & Change

Role	Role Family	Civil Service grade	Project complexity ⓘ
Stakeholder Manager 5	Project Delivery Specialists / Business Analysis and Change	G6	Very high

Role summary:

Stakeholder engagement and management is the systematic identification and analysis of stakeholders, the planning and conduct of interactions to engage and communicate with them, taking account of their levels of influence and particular interests, ensuring their involvement throughout the project lifecycle.

Typical role responsibilities:

- **Strategy and analysis** – Lead stakeholder analysis, using and adapting appropriate tools and oversees the development of the strategy, deciding if in-depth analysis is required for key stakeholders, ensuring the involvement of other senior leads, setting out the most appropriate communication channel for each stakeholder group.
- **Profiling** – Develop the profile by working with the project to understand and map the changing needs of the project against stakeholder influence and involvement, providing advice and challenge to ensure the right stakeholders are involved throughout the project lifecycle.
- **Engagement and planning** – Lead the development of a stakeholder engagement plan, ensuring this is reflected in the project plan, adapting standard approaches to meet the need of the project. Working with the project to identify what resources are required to deliver the engagement plan, and leading most of the engagement activity. Ensuring stakeholder feedback is collated throughout the life of the project, analysis the feedback, and using it to challenge the project and amend plans.
- **Requirements management** – Lead the process of capturing stakeholder needs, assessing, defining and justifying those needs to arrive at an agreed schedule of requirements that defines the projects objectives. Working with senior stakeholders and sponsors to ensure their expectations are reflected.

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Project Delivery Specialists / Business Analysis & Change

Entry route:

Project Delivery Professional – Suitable for an individual with an in-depth knowledge of stakeholder engagement in a project environment, with experience of balancing stakeholder requirements, working with senior stakeholders, and leading the stakeholder strategy.

non-Project Delivery Professional – Suitable for an individual with extensive experience of stakeholder engagement, allied with a good understanding of project delivery techniques.

Technical competencies	Level
• Risk and issue management	W
• Business change and implementation	P
• Governance	P
• Stakeholder engagement	E
• Benefits management	W
• Knowledge management	W

Behavioural competencies	Level
• Visible leadership	W
• Credible action	P
• Working with ambiguity	P
• Collaboration	P
• Influencing	E
• Conflict resolution	P
• Inspiring others	W
• Resilience	P
• Innovation	P
• Culture change	W

Typical qualifications and professional memberships

- APM Chartered Project Professional
- PRINCE 2 Practitioner
- Managing Successful Programmes Practitioner
- APMG Change Management Practitioner
- PMI Project Management Professional

Benefits Manager 1 (page 1 of 2)

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Project Delivery Specialists / Business Analysis & Change

Role	Role Family	Civil Service grade	Project complexity ⓘ
Benefits Manager 1	Project Delivery Specialists / Business Analysis and Change	EO	Very low

Role summary:

The role of the Benefits Manager is to proactively identify, quantify, and track the realisation of benefits used to justify investment in the project. The Benefits Manager ensures that a 'fit for purpose' approach to benefits measurement and realisation is used to provide assurance that the benefits identified can be achieved.

Typical role responsibilities:

- **Delivery and leadership** – Support benefits management activity and work with the project to support delivery of the business case benefits and outcomes.
- **Business case** – Support to develop the benefit elements of the business case.
- **Benefits management strategy** – Support the project benefit management strategy taking into account the wider organisation methodology.
- **Benefits realisation plan** – Support the maintenance the project Benefit realisation Plan including change control.
- **Tracking and reporting** – Maintain the mechanism for the tracking and reporting of benefits through the project lifecycle and into realisation.
- **Benefits mapping** – Support the facilitation of workshops, recording benefits and issues for approval.
- **Stakeholder management** – Supports stakeholders to ensure benefits are identified, understood, owned and maximised. Ensure stakeholders have correct documentation to support benefit reviews.

Entry route:

Project Delivery Professional – Suitable for an individual with experience gained in a different area within a project environment.

non-Project Delivery Professional – Suitable for someone with appropriate skills gained in a non-project environment.

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Project Delivery Specialists / Business Analysis & Change

Technical competencies	Level
• Budgeting and cost management	A
• Risk and issue management	A
• Business change and implementation	A
• Governance	A
• Stakeholder engagement	A
• Business case development	W
• Benefits management	A
• Knowledge management	A

Behavioural competencies	Level
• Credible action	A
• Collaboration	A
• Influencing	A
• Resilience	A
• Innovation	A

Typical qualifications and professional memberships

- APMG Managing Benefits Foundation
- APM Project Fundamentals
- Introduction to Project Delivery
- Identifying Customer and Stakeholder Requirements
- How Projects Run
- Project Planning
- Managing Risks, Issues and Dependencies
- Getting It Right: Scope and Change
- Outcomes and Benefits
- Understanding and Using Business Cases
- Working With Agile
- PRINCE2 Foundation
- Managing Successful Programmes Foundation

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Project Delivery Specialists / Business Analysis & Change

Role	Role Family	Civil Service grade	Project complexity ⓘ
Benefits Manager 2	Project Delivery Specialists / Business Analysis and Change	HEO	Low

Role summary:

The role of the Benefits Manager is to proactively identify, quantify, and track the realisation of benefits used to justify investment in the project. The Benefits Manager ensures that a 'fit for purpose' approach to benefits measurement and realisation is used to provide assurance that the benefits identified can be achieved.

Typical role responsibilities:

- **Delivery and leadership** – Lead on benefits management activity and work with the project to support delivery of the business case benefits and outcomes. Champion the use of best practice, and provide expert advice for team members and project community.
- **Business case** – Support the project manager in preparing and updating the benefits elements of the business case.
- **Benefits management strategy** – Implement the project benefits management strategy taking into account the wider organisation methodology.
- **Benefits realisation plan** – Establish and maintain the project Benefits Realisation Plan including change control.
- **Tracking and reporting** – Establish the mechanism for the tracking and reporting of benefits through the project lifecycle and into realisation.
- **Benefits mapping** – Facilitate workshops, maps benefits and circulates for agreement and approval.
- **Stakeholder management** – Work with the Business Change Manager to ensure benefits are identified, understood, owned and maximised. Briefs key stakeholders ahead of benefits reviews.

Entry route:

Project Delivery Professional – Suitable for an individual with experience gained in a different area within a project environment.

non-Project Delivery Professional – Suitable for someone with appropriate skills gained in a non-project environment.

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Project Delivery Specialists / Business Analysis & Change

Technical competencies	Level
• Budgeting and cost management	A
• Risk and issue management	A
• Business change and implementation	W
• Governance	A
• Stakeholder engagement	W
• Business case development	W
• Benefits management	W
• Knowledge management	A

Behavioural competencies	Level
• Visible leadership	A
• Credible action	W
• Working with ambiguity	A
• Collaboration	W
• Influencing	A
• Conflict resolution	A
• Inspiring others	A
• Resilience	W
• Innovation	A
• Culture change	A

Typical qualifications and professional memberships

- APMG Managing Benefits Foundation
- APMG Managing Benefits Practitioner
- APM Project Fundamentals
- APM Project Management Qualification
- PRINCE2 Foundation
- PRINCE 2 Practitioner
- Managing Successful Programmes Foundation
- Managing Successful Programmes Practitioner
- PMI Certificate in Associate Project Management

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Project Delivery Specialists / Business Analysis & Change

Role	Role Family	Civil Service grade	Project complexity ⓘ
Benefits Manager 3	Project Delivery Specialists / Business Analysis and Change	SEO	Moderate

Role summary:

The role of the Benefits Manager is to proactively identify, quantify, and track the realisation of benefits used to justify investment in the project. The Benefits Manager ensures that a 'fit for purpose' approach to benefits measurement and realisation is used to provide assurance that the benefits identified can be achieved.

Typical role responsibilities:

- **Delivery and leadership** – Lead on benefits management activity and work with the project to support delivery of the business case benefits and outcomes. Champion the use of best practice, and provide expert advice for team members and project community.
- **Business case** – Support the project manager in preparing and updating the benefits elements of the business case working with specialists as required.
- **Benefits management strategy** – Define and shape the benefits management strategy taking into account the wider organisation methodology.
- **Benefits realisation plan** – Establish and maintain the project Benefits Realisation Plan including change control.
- **Tracking and reporting** – Establish the mechanism for the tracking and reporting of benefits through the project lifecycle and into realisation.
- **Benefits mapping** – Facilitate workshop, maps benefits and circulates for agreement and approval. Applies experience to provide challenge and ensure assumptions are robust. Works with a range of stakeholders to validate and test dependencies.
- **Stakeholder management** – Work with stakeholders to ensure benefits are identified, understood, owned and maximised. Briefs key stakeholders ahead of benefits reviews. Engages with organisations portfolio office to assess consistency and test double counting.

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Project Delivery Specialists / Business Analysis & Change

Entry route:

Project Delivery Professional – Suitable for an individual with previous experience in a benefits manager or another project role.

non-Project Delivery Professional – Suitable for an individual with specific and relevant skills and experience in, for example, business chance, strategy, economics or evaluation.

Technical competencies	Level
• Budgeting and cost management	W
• Risk and issue management	A
• Business change and implementation	W
• Governance	W
• Stakeholder engagement	W
• Business case development	W
• Benefits management	P
• Knowledge management	A

Behavioural competencies	Level
• Visible leadership	A
• Credible action	W
• Working with ambiguity	A
• Collaboration	W
• Influencing	W
• Conflict resolution	W
• Inspiring others	A
• Resilience	W
• Innovation	W
• Culture change	A

Typical qualifications and professional memberships

- APMG Managing Benefits Practitioner
- APM Project Management Qualification
- PRINCE 2 Practitioner
- Managing Successful Programmes Practitioner
- PMI Project Management Professional

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Project Delivery Specialists / Business Analysis & Change

Role	Role Family	Civil Service grade	Project complexity ⓘ
Benefits Manager 4	Project Delivery Specialists / Business Analysis and Change	G7	High

Role summary:

The role of the Benefits Manager is to proactively identify, quantify, and track the realisation of benefits used to justify investment in the project. The Benefits Manager ensures that a 'fit for purpose' approach to benefits measurement and realisation is used to provide assurance that the benefits identified can be achieved.

Typical role responsibilities:

- **Delivery and leadership** – Provide visible and effective leadership, lead benefits management and work with the project manager to deliver the business case benefits and outcomes. Develop clear vision and standards and champion the use of best practice benefits management standards, tools and processes. Build strong networks both internally and externally.
- **Business case** – Support the project manager in preparing and updating the benefits elements of the business case working with specialists as required.
- **Benefits management strategy** – Define and shape the benefits management strategy taking into account the wider organisation methodology.
- **Benefits realisation plan** – Oversee the project Benefits Realisation Plan including change control. Identify risks to benefits realisation. Develop and propose mitigations.
- **Tracking and reporting** – Establish the mechanism for co-ordinated and consistent tracking and reporting of benefits through the project lifecycle and into realisation.
- **Benefits mapping** – Co-ordinate workshops, maps benefits and ensures alignment. Circulates for agreement and approval. Works with a range of stakeholders to validate and test dependencies.
- **Stakeholder management** – Work with stakeholders and wider benefits management community to ensure benefits are identified, understood, owned and maximised. Briefs key stakeholders ahead of benefits reviews. Engages with organisations portfolio office to enhance and improve benefits management best practice.

Entry route:

Project Delivery Professional – Suitable for an individual with experience in a number of project roles with significant experience of benefits management.

non-Project Delivery Professional – Not normally suitable for an individual with no previous Project Delivery experience.

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Project Delivery Specialists / Business Analysis & Change

Technical competencies	Level
• Budgeting and cost management	W
• Risk and issue management	W
• Business change and implementation	P
• Governance	W
• Stakeholder engagement	P
• Business case development	P
• Benefits management	P
• Knowledge management	W

Behavioural competencies	Level
• Visible leadership	W
• Credible action	P
• Working with ambiguity	P
• Collaboration	P
• Influencing	P
• Conflict resolution	W
• Inspiring others	W
• Resilience	W
• Innovation	W
• Culture change	W

Typical qualifications and professional memberships

- APMG Managing Benefits Practitioner
- APM Project Management Qualification
- APM Chartered Project Professional
- PRINCE 2 Practitioner
- Managing Successful Programmes Practitioner
- PMI Project Management Professional

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Project Delivery Specialists / Business Analysis & Change

Role	Role Family	Civil Service grade	Project complexity ⓘ
Benefits Manager 5	Project Delivery Specialists / Business Analysis and Change	G6	Very high

Role summary:

The role of the Benefits Manager is to proactively identify, quantify, and track the realisation of benefits used to justify investment in the project. The Benefits Manager ensures that a 'fit for purpose' approach to benefits measurement and realisation is used to provide assurance that the benefits identified can be achieved.

Typical role responsibilities:

- **Delivery and leadership** – Provide visible and effective leadership, lead benefits management and work with the project manager to deliver the business case benefits and outcomes. Develop clear vision and standards and champion the use of best practice benefits management standards, tools and processes. Build strong networks both internally and externally.
- **Business case** – Support Project Benefits Managers in consistently delivering high quality business cases co-ordinating specialist input.
- **Benefits management strategy** – Define the organisational benefits management strategy and secures corporate support for this. Develop benefits management capability across the profession.
- **Benefits realisation plan** – Oversee the project Benefits Realisation Plan including change control. Identify risks to benefits realisation. Develop and proposes mitigations. Provide assurance to the organisation that planned benefits are robust and deliverable.
- **Tracking and reporting** – Establish the mechanism and capability required to apply consistent tracking and reporting of benefits across the organisation through the project lifecycle and into realisation.
- **Benefits mapping** – Establish the mechanism and capabilities required to apply consistent mapping of benefits across the organisation. Apply this to ensure consistent approach and consistent quality.
- **Stakeholder management** – Provide visible leadership on Benefits Management across the organisation and builds an effective benefits management community. Provides expert guidance, support and advice on Benefits Management Practices.

Entry route:

Project Delivery Professional – Suitable for an individual with experience in a number of project roles with significant experience of benefits management.

non-Project Delivery Professional – Not normally suitable for an individual with no previous Project Delivery experience.

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Project Delivery Specialists / Business Analysis & Change

Technical competencies	Level
• Budgeting and cost management	P
• Risk and issue management	W
• Business change and implementation	P
• Governance	W
• Stakeholder engagement	P
• Business case development	E
• Benefits management	E
• Knowledge management	W

Behavioural competencies	Level
• Visible leadership	W
• Credible action	P
• Working with ambiguity	P
• Collaboration	P
• Influencing	E
• Conflict resolution	P
• Inspiring others	W
• Resilience	P
• Innovation	P
• Culture change	W

Typical qualifications and professional memberships

- APM Chartered Project Professional
- PRINCE 2 Practitioner
- Managing Successful Programmes Practitioner
- PMI Project Management Professional

Business Change Manager 1 (page 1 of 2)

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Business Analysis & Change

Role	Role Family	Civil Service grade	Project complexity ⓘ
Business Change Manager 1	Business Analysis and Change	EO	Very low

Role summary:

The role of the Business Change Manager is to proactively prepare the business for the impact of the changes being delivered by the project. The Business Change Manager provides a bridge between the project and the business users to ensure that activities are planned and completed to enable the business to implement the agreed change and realise the business benefits.

Typical role responsibilities:

- **Leadership and delivery** – Support the business change activity and work with the project to support the delivery of the business case benefits. Understanding the impact on stakeholders to improve the likelihood of their adoption of the change.
- **Business case** – Support the Business Change Manager in preparing and updating the change management elements of the business case.
- **Change products** – Provide input into creation of required Business Change products. Supports the engagement of relevant business/end users during this process.
- **Change planning** – Support the Business Change Manager and/or Project Manager in preparing and updating the change plan.
- **Business readiness** – Support the Business Change Manager and/or in preparing and updating the business readiness criteria before implementation.
- **Benefits management** – Support the Benefits Manager, project manager and stakeholders to identify benefits.
- **Change communication** – Support Business Change Manager to create, and maintain communications plan in relation to Business Change Management.
- **Stakeholder management** – Engages with stakeholders to collate information to inform the stakeholder engagement plan, may be a point of contact for nominated stakeholders.
- **Guidance and support** – May be mentored by a more senior Business Change Manager or Project Delivery Professional.

Entry route:

Project Delivery Professional – Suitable for an individual with experience gained in a different area within a project environment.

non-Project Delivery Professional – Suitable for an individual with appropriate skills gained in a non-project environment, for example change management skills and experience.

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Business Analysis & Change

Technical competencies	Level
• Requirements management	A
• Solutions Development	A
• Planning	A
• Scheduling	A
• Resource management	A
• Budgeting and cost management	A
• Risk and issue management	A
• Business change and implementation	W
• Governance	A
• Frameworks and methodologies	A
• Stakeholder engagement	A
• Assurance	A
• Change control	A
• Business case development	A
• Benefits management	A

Behavioural competencies	Level
• Credible action	A
• Collaboration	A
• Influencing	A
• Resilience	A
• Innovation	A

Typical qualifications and professional memberships

- Managing Successful Programmes Foundation
- APMG Change Management Foundation
- APM Project Fundamentals
- Introduction to Project Delivery
- Identifying Customer and Stakeholder Requirements
- How Projects Run
- Project Planning
- Managing Risks, Issues and Dependencies
- Getting It Right: Scope and Change
- Outcomes and Benefits
- Understanding and Using Business Cases
- Working With Agile

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Business Analysis & Change

Role	Role Family	Civil Service grade	Project complexity
Business Change Manager 2	Business Analysis and Change	HEO	Low

Role summary:

The role of the Business Change Manager is to proactively prepare the business for the impact of the changes being delivered by the project. The Business Change Manager provides a bridge between the project and the business users to ensure that activities are planned and completed to enable the business to implement the agreed change and realise the business benefits.

Typical role responsibilities:

- **Leadership and delivery** – Lead on business change activity and work with the project to support delivery of the business case benefits and outcomes. Champion the use of best practice, and provide expert advice for team members and project community. Assess and understand the impact on stakeholders to improve the likelihood of their adoption of the change.
- **Business case** – Support the Project Manager in preparing and updating the change management elements of the business case.
- **Change products** – Provide input into creation of required Business Change products. Supports the engagement of relevant business/end users during this process."
- **Change planning** – Support the Project Manager in preparing and updating the change plan.
- **Business readiness** – Support the Project Manager and business / end users in identifying, qualifying, and updating business readiness criteria before implementation.
- **Benefits management** – Support the Benefits Manager, Project Manager and stakeholders to identify and leverage benefits. Considers Benefits Management in all Business Change activities.
- **Change communication** – Support Stakeholder Manager and Project Manager to create, and maintain communications plan in relation to Business Change Management.
- **Stakeholder management** – Identify stakeholders, ensures their inclusion in stakeholder engagement plan. Point of contact for nominated stakeholders.
- **Guidance and support** – May be mentored by a more senior Business Change Manager or Project Delivery Professional.

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Business Analysis & Change

Entry route:

Project Delivery Professional – Suitable for an individual with experience gained in a different area within a project environment.

non-Project Delivery Professional – Suitable for an individual with appropriate skills gained in a non-project environment, for example change management skills and experience.

Technical competencies	Level
• Requirements management	A
• Solutions Development	A
• Planning	A
• Scheduling	A
• Resource management	A
• Budgeting and cost management	A
• Risk and issue management	A
• Business change and implementation	W
• Governance	A
• Frameworks and methodologies	A
• Stakeholder engagement	A
• Assurance	A
• Change control	A
• Business case development	A
• Benefits management	A

Behavioural competencies	Level
• Visible leadership	A
• Credible action	W
• Working with ambiguity	A
• Collaboration	W
• Influencing	A
• Conflict resolution	A
• Inspiring others	A
• Resilience	W
• Innovation	A
• Culture change	A

Typical qualifications and professional memberships

- Managing Successful Programmes Foundation
- APMG Change Management Foundation
- Managing Successful Programmes Practitioner
- APMG Change Management Practitioner
- APM Project Fundamentals
- APM Project Management Qualification

Business Change Manager 3 (page 1 of 2)

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Business Analysis & Change

Role	Role Family	Civil Service grade	Project complexity
Business Change Manager 3	Business Analysis and Change	SEO	Moderate

Role summary:

The role of the Business Change Manager is to proactively prepare the business for the impact of the changes being delivered by the project. The Business Change Manager provides a bridge between the project and the business users to ensure that activities are planned and completed to enable the business to implement the agreed change and realise the business benefits.

Typical role responsibilities:

- **Leadership and delivery** – Lead on business change activity and work with the project to support delivery of the business case benefits and outcomes. Champion the use of best practice, and provide expert advice for team members and project community. Assess and understand the impact on stakeholders to improve the likelihood of their adoption of the change.
- **Business case** – Support the Project Manager in preparing and updating the change management elements of the business case.
- **Change products** – Support the Project Manager to create the required Business Change products. Leads on engagement with key contacts. Ensures products are fit for purpose.
- **Change planning** – Establish and maintain the change plan for a specific area of responsibility.
- **Business readiness** – Identify, qualify, and update the business readiness criteria across area of responsibility before implementation. Supports the tracking of these to 'approve/refuse' go-live.
- **Benefits management** – Support the Benefits Manager, Project Manager and stakeholders to identify and leverage benefits. Considers Benefits Management in all Business Change activities.
- **Change communication** – Work with Stakeholder Manager and Project Manager to create and maintain communications plan as it relates to Business Change messaging. Provides content for communications relating to Business Change across area of responsibility.
- **Stakeholder management** – Identify and classify stakeholders, ensures their inclusion in stakeholder engagement plan. Point of contact for larger pool / more senior stakeholders.
- **Guidance and support** – Provide direction and guidance to team. Lead Business Change activities across area of responsibility.

Business Change Manager 3 (page 2 of 2)

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◀ Previous profile

Business Analysis & Change

Entry route:

Project Delivery Professional – Suitable for an individual with relevant skills and experience, or could be a progression from PMO, previous Business Change Management or other project role.

non-Project Delivery Professional – Suitable for an individual with appropriate skills gained in a non-project environment, for example change management skills and experience.

Technical competencies	Level
• Requirements management	A
• Solutions Development	A
• Planning	A
• Scheduling	A
• Resource management	A
• Budgeting and cost management	A
• Risk and issue management	A
• Business change and implementation	P
• Governance	A
• Frameworks and methodologies	A
• Stakeholder engagement	W
• Assurance	A
• Change control	A
• Business case development	A
• Benefits management	A

Behavioural competencies	Level
• Visible leadership	A
• Credible action	W
• Working with ambiguity	A
• Collaboration	W
• Influencing	W
• Conflict resolution	W
• Inspiring others	A
• Resilience	W
• Innovation	W
• Culture change	A

Typical qualifications and professional memberships

- Managing Successful Programmes Practitioner
- APMG Change Management Practitioner
- APM Project Management Qualification

Business Change Manager 4 (page 1 of 2)

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◀ Previous profile

Business Analysis & Change

Role	Role Family	Civil Service grade	Project complexity ⓘ
Business Change Manager 4	Business Analysis and Change	G7	High

Role summary:

The role of the Business Change Manager is to proactively prepare the business for the impact of the changes being delivered by the project. The Business Change Manager provides a bridge between the project and the business users to ensure that activities are planned and completed to enable the business to implement the agreed change and realise the business benefits.

Typical role responsibilities:

- **Leadership and delivery** – Provide visible and effective leadership, lead the business change management activity and work with the project manager to deliver the business case benefits and outcomes. Develop clear vision and standards and champion the use of best practice business change management standards, tools and processes. Build strong networks both internally and externally. Assess and understand the impact on stakeholders to improve the likelihood of their adoption of the change.
- **Business case** – Lead on the change management elements of the business case.
- **Change products** – Lead the creation of the required Business Change products for the project. Lead on engagement with key contacts. Ensure products are used appropriately by the Project Manager / the business.
- **Change planning** – Establish and maintain the change plan for the project and provides input into the overall Project Plan.
- **Business readiness** – Identify, qualify, and update the business readiness criteria before implementation. Report on the tracking of these to 'approve/refuse' go-live to the Project Manager.
- **Benefits management** – Work in partnership with the Benefits Manager and stakeholders to plan benefits realisation as part of all Business Change activities.
- **Change communication** – Lead on Business Change messaging, working closely with Communications Manager. Provides content for communications relating to Business Change across project.
- **Stakeholder management** – Identify, classify, and update stakeholder engagement plan. Lead stakeholder engagement on project to ensure it meets Business Change requirements. Point of contact for senior stakeholders.
- **Guidance and support** – Provide direction and guidance to team, and support development of others. Lead Business Change activities across the project.

Business Change Manager 4 (page 2 of 2)

Next profile ▶
◀ Previous profile

Business Analysis & Change

Entry route:

Project Delivery Professional – Suitable for an individual who is an experienced Project Delivery practitioner with business change management experience.

non-Project Delivery Professional – Suitable for an individual with appropriate skills gained in a non-project environment, for example change management skills and experience.

Technical competencies	Level
• Requirements management	A
• Solutions Development	A
• Planning	W
• Scheduling	W
• Resource management	W
• Budgeting and cost management	A
• Risk and issue management	W
• Business change and implementation	P
• Governance	W
• Frameworks and methodologies	A
• Stakeholder engagement	W
• Assurance	A
• Change control	W
• Business case development	A
• Benefits management	W

Behavioural competencies	Level
• Visible leadership	W
• Credible action	P
• Working with ambiguity	P
• Collaboration	P
• Influencing	P
• Conflict resolution	W
• Inspiring others	W
• Resilience	W
• Innovation	W
• Culture change	W

Typical qualifications and professional memberships

- Managing Successful Programmes Practitioner
- APMG Change Management Practitioner
- APM Project Management Qualification
- APM Chartered Project Professional

Business Change Manager 5 (page 1 of 2)

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◀ Previous profile

Business Analysis & Change

Role	Role Family	Civil Service grade	Project complexity
Business Change Manager 5	Business Analysis and Change	G6	Very high

Role summary:

The role of the Business Change Manager is to proactively prepare the business for the impact of the changes being delivered by the project. The Business Change Manager provides a bridge between the project and the business users to ensure that activities are planned and completed to enable the business to implement the agreed change and realise the business benefits.

Typical role responsibilities:

- **Leadership and delivery** – Provide visible and effective leadership, lead the business change management activity and work with the project manager to deliver the business case benefits and outcomes. Develop clear vision and standards and champion the use of best practice business change management standards, tools and processes. Build strong networks both internally and externally. Assess and understand the impact on stakeholders to improve the likelihood of their adoption of the change.
- **Business case** – Support project Business Change Managers in delivering high quality business case content, co-ordinating any specialist input.
- **Change products** – Lead the progress of the required Business Change products for the project. Lead on engagement with senior stakeholders both internally and externally and other Business Change Managers across the portfolio.
- **Change planning** – Own the change plan for the project and provides input into the overall Project Plan.
- **Business readiness** – Lead the creation and management of the business readiness criteria across the project. Lead in the 'approve/refuse' go-live decision with the Project Manager, business and end users.
- **Benefits management** – Lead benefits realisation across the project and understands the impact of all Business Change activities on Benefits Management.
- **Change communication** – Lead the inclusion of Business Change communications requirements into the project communications plan. Provides and reviews content for communications relating to Business Change across the project.
- **Stakeholder management** – Identify, classify, and update stakeholder engagement plan. Lead stakeholder engagement on project to ensure it meets Business Change requirements. Point of contact for senior / strategic stakeholders.
- **Guidance and support** – Provide direction and guidance to team, and more broadly across the Portfolio.

Business Change Manager 5 (page 2 of 2)

Next profile ▶
◀ Previous profile

Business Analysis & Change

Entry route:

Project Delivery Professional – Suitable for an individual who is an experienced Project Delivery practitioner with business change management experience.

non-Project Delivery Professional – Suitable for an individual with appropriate skills gained in a non-project environment, for example change management skills and experience.

Technical competencies	Level
• Requirements management	W
• Solutions Development	A
• Planning	W
• Scheduling	W
• Resource management	W
• Budgeting and cost management	A
• Risk and issue management	P
• Business change and implementation	E
• Governance	W
• Frameworks and methodologies	W
• Stakeholder engagement	P
• Assurance	W
• Change control	W
• Business case development	W
• Benefits management	P

Behavioural competencies	Level
• Visible leadership	W
• Credible action	P
• Working with ambiguity	P
• Collaboration	P
• Influencing	E
• Conflict resolution	P
• Inspiring others	W
• Resilience	P
• Innovation	P
• Culture change	W

Typical qualifications and professional memberships

- Managing Successful Programmes Practitioner
- APMG Change Management Practitioner
- APM Chartered Project Professional

Business Analyst 1 (page 1 of 2)

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◀ Previous profile

Business Analysis & Change

Role	Role Family	Civil Service grade	Project complexity
Business Analyst 1	Business Analysis and Change	EO	Low

Role summary:

Business Analysts understand and analyse user and business needs. They ensure outcomes are aligned with service vision and business strategy by contributing to the link between current and future business models and delivering to the business architecture. They challenge constructively and act as a critical friend to achieve solutions that are fit for purpose. They facilitate collaboration and lead effective communication with all stakeholders to support design, build and delivery to meet the user needs.

Typical role responsibilities:

- **Requirement gathering** – Has an understanding of the tools and techniques of eliciting requirements for simple or small scale changes.
- **Process modelling** – Understands the purpose and benefits of modelling. Uses established techniques as directed to model simple subject areas. May assist in more complex modelling activities.
- **Gap analysis** – Investigates needs/problems and contributes to the recommendation of improving processes. Assets in defining acceptance levels.
- **Impact analysis** – Support the Identification of the potential consequences of a change.
- **Benefit analysis** – Works iteratively with stakeholders to identify potential benefits and potential options.
- **Stakeholder management and engagement** – Is aware of the importance of Stakeholder Relationship Management. Helps develop and enhance customer and stakeholder relationships.
- **Facilitation** – Assist with facilitation to identify needs.
- **System analysis** – Supports the mapping of activities, working in partnership with systems analysts to ensure business needs are translated into solutions.
- **Assurance and quality** – Ensure business needs and solutions are delivered to recognised methodologies.
- **Traceability** – Support the development a requirements traceability matrix.
- **Business improvement** – Has awareness and basic understanding of Business process improvement and its benefits.
- **Business solution design** – Understands the vision and can apply the target operating model to that of their role and others.
- **Delivery products tools and documentation** – Assist with: application of methodologies; operating model; functional specification; user cases; user stories; defect analysis; forms and templates appropriate for organisational context.

Entry route:

Project Delivery Professional – Entry level position suitable for an individual with experience gained in a different area within a project environment.

non-Project Delivery Professional – Entry level position suitable for someone with appropriate skills gained in a non-project environment.

Business Analyst 1 (page 2 of 2)

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◀ Previous profile

Business Analysis & Change

Technical competencies	Level
• Requirements management	W
• Solutions Development	W
• Planning	A
• Risk and issue management	A
• Quality management	A
• Business change and implementation	A
• Stakeholder engagement	A
• Change control	A
• Business case development	A
• Benefits management	A
• Knowledge management	A

Behavioural competencies	Level
• Credible action	A
• Collaboration	A
• Influencing	A
• Resilience	A
• Innovation	A

Typical qualifications and professional memberships

- Introduction to Project Delivery
- Identifying Customer and Stakeholder Requirements
- How Projects Run
- Project Planning
- Managing Risks, Issues and Dependencies
- Getting It Right: Scope and Change
- Outcomes and Benefits
- Understanding and Using Business Cases
- Working With Agile

Business Analyst 2 (page 1 of 2)

Next profile ▶
◀ Previous profile

Business Analysis & Change

Role	Role Family	Civil Service grade	Project complexity
Business Analyst 2	Business Analysis and Change	HEO	Low

Role summary:

Business Analysts understand and analyse user and business needs. They ensure outcomes are aligned with service vision and business strategy by contributing to the link between current and future business models and delivering to the business architecture. They challenge constructively and act as a critical friend to achieve solutions that are fit for purpose. They facilitate collaboration and lead effective communication with all stakeholders to support design, build and delivery to meet the user needs.

Typical role responsibilities:

- **Requirement gathering** – Employ a range of tools and techniques to gather business and user requirements against the clear objectives articulated for the project. Determine the need and value of performing the activity based on the context
- **Process modelling** – If required employ a range of tools and techniques to map 'As-Is' and To-Be' business processes
- **Gap analysis** – Evaluate requirements against the present state (where we are) and the target state (where we want to be) and identify opportunities to develop successful business requirements needed to make the transition.
- **Impact analysis** – Identify the potential consequences of a change and estimate what needs to be modified to accomplish that change and focus on scoping changes within the details of the overall project design with appropriate level of effort required depending on change.
- **Benefit analysis** – Assist with the evaluation of strengths and weaknesses of identified benefits and dis-benefits in line with project mandate.
- **Stakeholder management and engagement** – Ensure that stakeholders have been identified within the project and that their requirements form part of the benefits analysis.
- **Facilitation** – Assist with facilitation to identify needs.
- **System analysis** – Ensure that activities within project are mapped to ensure that they are delivered effectively and work in partnership with Systems Analysts, where available, to translate business needs into solutions, work with technical leads to ensure business needs are translated into the technical solutions.
- **Assurance and quality** – Ensure business needs and solutions are delivered to recognised methodologies.
- **Traceability** – Develop a requirements traceability matrix.
- **Business improvement** – Assist Business Improvement teams with identification of BAU enhancements and their solutions to ensure that defined project benefits are delivered.
- **Business solution design** – Engage with policy and strategy to ensure business systems, workflows and processes contribute to target operating model.
- **Delivery products tools and documentation** – Assist with: application of methodologies; operating model; functional specification; user cases; user stories; defect analysis; forms and templates appropriate for organisational context.

Business Analyst 2 (page 2 of 2)

Next profile ▶
◀ Previous profile

Business Analysis & Change

Entry route:

Project Delivery Professional – Suitable for an individual who has worked in a project and supported the development of project objectives, experience of engaging with stakeholders to develop project requirements.

non-Project Delivery Professional – Suitable for an individual with previous project, testing or QA experience. Needs the ability to disseminate and articulate information and be methodical, detailed and accurate.

Technical competencies	Level
• Requirements management	W
• Solutions Development	W
• Planning	A
• Risk and issue management	A
• Quality management	A
• Business change and implementation	W
• Stakeholder engagement	W
• Change control	A
• Business case development	W
• Benefits management	A
• Knowledge management	A

Behavioural competencies	Level
• Visible leadership	A
• Credible action	W
• Working with ambiguity	A
• Collaboration	W
• Influencing	A
• Conflict resolution	A
• Inspiring others	A
• Resilience	W
• Innovation	A
• Culture change	A

Typical qualifications and professional memberships

- BCS International Diploma in Business Analysis
- APMG Agile Business Analysis Foundation & Practitioner

Business Analyst 3 (page 1 of 2)

Next profile ▶
◀ Previous profile

Business Analysis & Change

Role	Role Family	Civil Service grade	Project complexity
Business Analyst 3	Business Analysis and Change	SEO	Moderate / high

Role summary:

Business Analysts understand and analyse user and business needs. They ensure outcomes are aligned with service vision and business strategy by contributing to the link between current and future business models and delivering to the business architecture. They challenge constructively and act as a critical friend to achieve solutions that are fit for purpose. They facilitate collaboration and lead effective communication with all stakeholders to support design, build and delivery to meet the user needs.

Typical role responsibilities:

- **Requirement gathering** – Drive the research and gathering of business requirements against those articulated for the project determining the need and value of performing the activity based on the context
- **Process modelling** – If required employ a range of tools and techniques to map 'As-Is' and To-Be' business processes
- **Gap analysis** – Evaluate requirements against the present state (where we are) and the target state (where we want to be) identifying opportunities to develop successful business requirements needed to make the transition.
- **Impact analysis** – Analyse the potential consequences of a change and estimate what needs to be modified to accomplish that change and focus on scoping changes within the details of the overall project design identifying potential stakeholders.
- **Benefit analysis** – Evaluate the strengths and weaknesses of identified benefits analysis and lead on identifying business-related actions that will assist with project delivery.
- **Stakeholder management and engagement** – Engage with business owners, business change lead sand users to ensure delivery of common purpose.
- **Facilitation** – Work with business owners and business users to identify needs.
- **System analysis** – Co-ordinate the work of systems analysis to ensure business needs are translated into solutions against identified time lines, and work with technical leads to ensure business needs are translated into the technical solutions.
- **Assurance and quality** – Apply recognised methodologies and audit test and quality gates.
- **Traceability** – Ensure the delivery of change is made against a fully auditable process.
- **Business improvement** – Co-ordinate the work with Business Improvement teams and the identification of BAU enhancements and their solutions to ensure that defined project benefits are delivered.
- **Business solution design** – Engage with policy and strategy to ensure business systems, workflows and processes contribute to target operating model.
- **Delivery products tools and documentation** – Ensure the delivery of change is made against a fully auditable process by producing/assisting with: frameworks; application of methodologies; operating model; functional specification; user cases; user stories; UAT plans and strategy; entry/exit and /or no/no go criteria; defect analysis; forms and templates; guidance; business case.

Business Analyst 3 (page 2 of 2)

Next profile ▶
◀ Previous profile

Business Analysis & Change

Entry route:

Project Delivery Professional – Suitable for an individual who has worked in a project and supported the development of project objectives, experience of engaging with stakeholders to develop project requirements, or experience of developing business cases.

non-Project Delivery Professional – Suitable for an individual with previous project, testing or QA experience. Needs the ability to engage with senior stakeholders to identify needs, breakdown business problems and offer solutions. Self starter, with experience of Test Driven development, and open source and cloud technologies and their sourcing.

Technical competencies	Level
• Requirements management	P
• Solutions Development	P
• Planning	A
• Risk and issue management	A
• Quality management	A
• Business change and implementation	P
• Stakeholder engagement	P
• Change control	A
• Business case development	W
• Benefits management	W
• Knowledge management	W

Behavioural competencies	Level
• Visible leadership	A
• Credible action	W
• Working with ambiguity	A
• Collaboration	W
• Influencing	W
• Conflict resolution	W
• Inspiring others	A
• Resilience	W
• Innovation	W
• Culture change	A

Typical qualifications and professional memberships

- BCS International Diploma in Business Analysis
- APMG Agile Business Analysis Foundation & Practitioner

Business Analyst 4 (page 1 of 2)

◀ Previous profile

Business Analysis & Change

Role	Role Family	Civil Service grade	Project complexity
Business Analyst 4	Business Analysis and Change	G7	Very high

Role summary:

Business Analysts understand and analyse user and business needs. They ensure outcomes are aligned with service vision and business strategy by contributing to the link between current and future business models and delivering to the business architecture. They challenge constructively and act as a critical friend to achieve solutions that are fit for purpose. They facilitate collaboration and lead effective communication with all stakeholders to support design, build and delivery to meet the user needs.

Typical role responsibilities:

- **Requirement gathering** – Co-ordinate requirement activities, their validation and sign-off ensuring that the needs of the key stakeholders are articulated determining the need and value of performing the activity based on the context
- **Process modelling** – Determine requirement for and develop, co-ordinate and agree sign-off of the 'As-Is' and To-Be' business process work
- **Gap analysis** – Co-ordinate and lead on the evaluation of requirements against the present state (where we are) and the target state (where we want to be) and identify opportunities to develop successful business requirements as well as cultivate stakeholder relationships needed to make the transition.
- **Impact analysis** – Lead on ensuring that the potential consequences of a change are correctly identified, that stakeholders have been identified and are part of the overall process and that benefits have been collated in response to the impact analysis.
- **Benefit analysis** – Co-ordinate and lead on ensuring that identified benefits analysis is developed and disseminated to project sponsors, senior managers and project stakeholders where applicable.
- **Stakeholder management and engagement** – Co-ordinate Stakeholder analysis and comms with project and Comms team and ensure that stakeholder management is an ongoing process.
- **Facilitation** – Liaise with business owners, business architects business users change and technical teams to identify solutions.
- **System analysis** – Lead on the work of systems analysis to ensure business needs are translated into solutions against identified time lines, and work with technical leads to ensure business needs are translated into the technical solutions.
- **Assurance and quality** – Apply recognised methodologies; audit test and quality gates; review deliverables from team and releases.
- **Traceability** – Manage the delivery of change against a fully auditable process.
- **Business improvement** – Lead on the work with Business Improvement teams on business readiness and the identification of BAU enhancements and their solutions to ensure that defined project benefits are delivered.
- **Business solution design** – Co-ordinate change with policy and strategy to ensure business systems, workflows and processes contribute to target operating model.
- **Delivery products tools and documentation** – Co-ordinate development and application of: frameworks; application of methodologies; operating model/target operating model; functional specification; user cases; user stories; UAT plans and strategy; entry/exit and /or no/no go criteria; defect analysis; forms and templates; guidance; business case.

Business Analyst 4 (page 2 of 2)

◀ Previous profile

Business Analysis & Change

Entry route:

Project Delivery Professional – Suitable for an individual with experience of using a broad range of analysis techniques and supporting delivery of requirements from both a technical and business perspective.

non-Project Delivery Professional – Suitable for an individual who has experience of working in a project and supported the development and prioritisation of project objectives, experience of engaging with stakeholders to develop project requirements, facilitating stakeholder workshops, or experience of developing business cases.

Technical competencies	Level
• Requirements management	E
• Solutions Development	P
• Planning	W
• Risk and issue management	W
• Quality management	W
• Business change and implementation	P
• Stakeholder engagement	P
• Change control	W
• Business case development	P
• Benefits management	W
• Knowledge management	W

Behavioural competencies	Level
• Visible leadership	W
• Credible action	P
• Working with ambiguity	P
• Collaboration	P
• Influencing	P
• Conflict resolution	W
• Inspiring others	W
• Resilience	W
• Innovation	W
• Culture change	W

Typical qualifications and professional memberships

- BCS International Diploma in Business Analysis
- APM Chartered Project Professional
- APMG Agile Business Analysis Foundation & Practitioner

Accreditation

- Accreditation Levels
- Assessment Criteria
- Assessment Process

- **What** is accreditation?
- **Who** is it for?
- **How** do I access it?
- **When** should I do this?

What is accreditation?

The Government Project Delivery Profession Accreditation Scheme provides an industry aligned standard by which project delivery professionals working across government can be recognised for their knowledge, skills and experience, resulting in a 'licence to practice' at one of four defined levels. Those levels are: **Foundation, Practitioner, Senior Practitioner** and **Master Practitioner.**

Accreditation provides a fair and inclusive government-wide standard by which professionals can be assessed and accredited through a consistent, objective and rigorous method of assessing knowledge, skills and experience will be used across the four defined levels.
It will provide accredited professionals with a portable badge of competence and managers with greater confidence in the capability of their people to deliver successfully.

Who is it for?

It is designed for all project delivery professionals working in projects, programmes and portfolios.

How do I access it?

You will find details of the accreditation scheme and guidance on the Government Project Delivery Hub. A high-level view of the assessment criteria and process can be found in the PDCF.

The Government Online Skills Tool (GOST) will be used as the starting point for accreditation and used throughout the process to evidence the required criteria. GOST will record the accreditation level awarded.

When should I do this?

An individual can apply for accreditation at any time as long as they feel they can demonstrate all the criteria for the relevant level.

Accreditation levels (page 1 of 2)

There are four accreditation levels which are distinguished by an individual's knowledge, skills and experience.

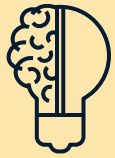
Foundation	An individual achieving Foundation level will have: • gained experience working in a project delivery capacity • knowledge of project delivery methodologies and processes • practical experience of working in a project delivery role within a project, programme or portfolio environment
Practitioner	A Practitioner will have: • demonstrable experience in a project delivery capacity • interest in increasing the breadth and depth of their experience by undertaking roles across different stages of the project or programme lifecycle • worked on at least two different projects, programmes or portfolios, or performed at least two distinct project roles • experience of at least one medium or high complexity project, programme or portfolio • understanding of project delivery methodologies and techniques • relevant project qualifications and have or be working towards professional recognition in the form of external accreditation and professional membership • been an active participant in the project delivery profession

Accreditation levels (page 2 of 2)

Senior Practitioner	A Senior Practitioner will: • have extensive experience in a project delivery capacity, demonstrating a range of knowledge and experience in different roles and stages of the project or programme lifecycle • have a track record of delivering high complexity work within an entire project, programme or portfolio • have experience of working in government or in a similarly complex environment • encourage innovation and be in touch with new developments in thinking and good practice • be involved in the project delivery profession, continuously developing self and others • have relevant qualifications and professional recognition in the form of external accreditation and professional membership
Master Practitioner	A Master Practitioner will: • have a depth and breadth of technical and project leadership experience acquired through operating in a variety of roles, project contexts and organisations • have an extensive and proven track record of successfully leading multiple projects, programmes or large portfolios across all phases of a project • have experience of working in government or in a similarly complex environment • encourage innovation and be in touch with new developments in thinking and good practice • be involved in the project delivery profession, continuously developing self and others • have relevant qualifications and professional recognition in the form of external accreditation and membership of relevant professional bodies

Assessment criteria

There are six criteria that recognise the attained knowledge and the practical experience of a Project Delivery Professional.



Proficiency

Application of technical and behavioural project delivery knowledge and skills.

Experience

Range of experience across various projects, programmes and portfolios.

Project leadership*

An additional set of project leadership attributes that goes beyond PDCF.

Project delivery accreditation

Qualifications

Completion of specified learning (internal/external) and relevant certifications.

CPD

Commitment to maintain and enhance the professional knowledge and capability of self and others.

Professional recognition

Assessment against industry standards. Awarded by an external body.

* Not applicable to Foundation level.

Assessment process

Step 1 and 2	Step 3	Step 4		Step 5	Step 6	Step 7
Individual assesses their PDCF competencies on GOST.	GOST maps competencies against accreditation level(s). Foundation ★ Practitioner ★★ Senior or Master Practitioner ★★★	Individual uploads a portfolio of evidence required for accreditation level (work history, qualifications, CPD). ★ ★★	Individual completes a case study (Practitioner) or record of project delivery achievement (Senior or Master Practitioner) and uploads to GOST. ★★ ★★★	PDP line manager will: • hold one-to-one with individual • verify evidence and review case study (Practitioner level only) • decide the accreditation level ★ ★★	Decision: Foundation or Practitioner	Input the outcome on GOST. Accreditation completed – licence to practice obtained.
PDP line manager validates them on GOST.		Individual uploads additional evidence required for accreditation level (work history, qualifications, professional recognition, CPD). ★★★		PDP line manager will: • hold one-to-one with individual • verify evidence and review the record of project delivery achievement • endorse assessment at Senior or Master level ★★★	Interview with Senior or Master Practitioner assessor panel who make a decision on the accreditation. ★★★ Decision: Senior or Master Practitioner	
Current PDCF GOST process	**Accreditation assessment process** →					