apmKNOWLEDGE

APM COMPETENCE FRAMEWORK

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APM Competence Framework,
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Contents

RATINGS SCALE

LEVEL	APPLICATION	KNOWLEDGE
1. AWARE	■ As only awareness is required at this level, no application is expected	■ Has an awareness of the knowledge needed for the competence.
2. PRACTISED	■ Applies the competence under supervision, primarily in non-complex situations.	■ Has a working knowledge of, and can describe, the competence.
3. COMPETENT	■ Applies the competence independently, primarily in situations of limited complexity.	■ Has a comprehensive knowledge of the competence in situations of limited complexity.
4. PROFICIENT	■ Applies the competence independently, primarily in complex situations ■ Supervises others applying the competence	■ Has a detailed knowledge of the competence in complex situations and can critically evaluate and adapt as required.
5. EXPERT	■ Applies the competence independently, primarily in complex situations ■ Recognised as an expert by other senior professionals, who is called on by others for advice on the competence	■ Has an in-depth knowledge of the competence in complex situations ■ Can critically evaluate, adapt or develop new theories and/or methods if required and educate others .

COMPETENCE 1: ETHICS, COMPLIANCE AND PROFESSIONALISM

The ability to promote the wider public good in all actions, and to act in a morally, legally and socially appropriate manner in dealings with stakeholders and members of project teams and the organisation.

INTRODUCTORY NOTES

Ethics, compliance and professionalism are key dimensions of proper conduct. Ethics covers the conduct and moral principles recognised as appropriate within the project, programme and portfolio management profession; compliance entails understanding and abiding by relevant legal duties, rights and processes; professionalism is the application of expert and specialised knowledge within, and the acceptance of standards relating to project, programme and portfolio management.

APPLICATION	KNOWLEDGE
A1 Keeps up-to-date with relevant national and international legal, regulatory, ethical and social requirements, the impact they have on own area of responsibility, and the consequences of non-compliance.	K1 The relevant national and international legal, regulatory, ethical and social requirements, the impact they have on own area of responsibility, and the consequences of non-compliance.
A2 Behaves in a morally, legally and socially acceptable manner in all dealings with project teams, other colleagues and stakeholders in accordance with relevant national and international requirements.	K2 The features and characteristics of moral, legal and socially acceptable behaviour; ways in which the values, culture, behavioural norms and expectations.
A3 Takes responsibility for own learning, development and behaviour, and actively seeks to develop and demonstrate own competence.	K3 The range of opportunities available to develop and apply own competence.
A4 Acts within the limits of own competence and authority at all times, and honestly represents own expertise and abilities to others.	K4 The importance of acting within the limits of own competence and authority, and honestly representing expertise and abilities to others.
A5 Identifies any ethical concerns affecting the change initiative or wider working environment, and takes prompt action to address such concerns.	K5 The range of ethical concerns that could affect change initiatives and the wider working environment, and how they can be addressed.
A6 Encourages a culture of openness and honesty within the change initiative.	K6 The importance of, and approaches to, encouraging a culture of openness and honesty within change initiatives.
A7 Seeks advice or direction from a relevant authority where there are any concerns about compliance with legal, regulatory, ethical and/or social requirements.	K7 Sources of advice and direction regarding compliance with legal, regulatory, ethical and social requirements, and the circumstances in which they should be exploited.

COMPETENCE 2: TEAM MANAGEMENT

The ability to select, develop and manage teams.

INTRODUCTORY NOTES

The success of any change initiative is dependent on effective team management. It entails bringing people together, and motivating, co-ordinating and developing them to achieve specified objectives that cannot be realised individually.

APPLICATION	KNOWLEDGE
A1 Develops team objectives and agrees ways of working with the team, consistent with the vision and goals of the change initiative.	K1 The different stages of team development, and the importance of determining where a team is in the development cycle; ways of maintaining a consistent team ethos throughout the change initiative; the range of models and tools that can be used to develop and maintain an effective team.
A2 Addresses the requirements, circumstances and interests of team members, balancing individual needs with those of the team as a whole and with the demands of the change initiative.	K2 The vision and goals of the change initiative; how to develop team objectives and ways of working that are consistent with these.
A3 Identifies opportunities for coaching and/ or mentoring to address individual team members' development needs, and ensures suitable arrangements are put in place.	K3 The range of opportunities available to develop and apply own competence.
A4 Monitors the performance of individual team members and the team as a whole, and promptly addresses any issues or concerns.	K4 How to assess the development needs of individual team members; how to identify and exploit opportunities for coaching and mentoring, including those presented by own role and responsibilities; how to negotiate the provision of coaching and mentoring by others.
A5 Provides regular, constructive feedback to the team, and acknowledges the contributions made by individual team members.	K5 How to monitor the performance of individuals and teams; the range of issues or concerns that can arise, and ways of addressing these.
A6 Communicates regularly with the team and wider networks, delegating tasks, asking for support, and offering assistance as appropriate.	K6 The importance of providing regular, constructive feedback to teams and acknowledging individual contributions.
	K7 Different styles of communication and how these can be adapted to the particular circumstances and needs of the team.

COMPETENCE 3: CONFLICT MANAGEMENT

The ability to identify, address and resolve differences between individuals and/or interest groups.

INTRODUCTORY NOTES

Conflict management is the process of identifying and addressing differences that, if unmanaged, would affect the delivery of change initiatives and the culture of the workplace. Effective conflict management exploits healthy conflict to support group development and learning, and tackles negative conflict to prevent differences from becoming destructive elements in change initiatives.

APPLICATION	KNOWLEDGE
A1 Anticipates, and takes pre-emptive action to address potential conflict situations that may impact on change initiatives.	K1 The potential impact of healthy conflict on working practices and learning and development; the potential impact of negative conflict on individuals, teams and the delivery of change initiatives; the range of pre-emptive actions that can help to minimise or prevent conflict.
A2 Recognises signs of conflict and investigates impartially the causes of the conflict.	K2 The different indicators of negative conflict, and the ways in which obvious and more subtle indicators can be detected.
A3 Encourages the parties involved to resolve their own differences and conflicts.	K3 The benefits of encouraging parties to take responsibility for resolving their own differences and conflicts.
A4 Takes prompt action to address conflict, where the parties are unable to resolve the conflict themselves, in a way that respects the views of all concerned.	K4 The range of models and techniques for conflict resolution; the importance of taking an objective and blame-free approach to conflict resolution.
A5 Seeks help from colleagues or specialists when the conflict cannot be resolved and/or requires additional expertise.	K5 The role of colleagues and specialists in conflict resolution, and the situations in which their input is required.
A6 Monitors the success of conflict management measures and remains alert to any ongoing problems.	K6 How to monitor the success of conflict resolution measures.

COMPETENCE 4: LEADERSHIP

The ability to empower and inspire others to deliver successful change initiatives.

INTRODUCTORY NOTES

Strong leadership is essential to the successful management of change initiatives. It requires the clear communication of vision, values and objectives, the maintenance of a working environment that encourages high performance, and the building of trust, confidence and commitment.

APPLICATION	KNOWLEDGE
A1 Clearly communicates and reinforces to team members and stakeholders the vision, values and objectives of the change initiative and its links to strategic objectives.	K1 The vision, values and objectives of the change initiative for which they are responsible and its links to strategic objectives; the ways in which these can be effectively communicated and reinforced to team members and stakeholders.
A2 Sustains an environment that encourages high performance and empowers team members to reach their full potential.	K2 The characteristics of the working environment likely to encourage high performance and empower team members; how to sustain such an environment.
A3 Uses appropriate leadership styles to gain and maintain the trust, confidence, commitment and collaboration of others throughout the change initiative to ensure continued momentum.	K3 Techniques for gaining and maintaining the trust, confidence, commitment and collaboration of others; the range of different leadership styles, and their advantages and disadvantages; how to select a leadership style that is appropriate for a particular situation, individual or group; the ways in which leadership style can be adapted to suit different or changing circumstances.
A4 Encourages and facilitates open discussion in order that any difficulties or challenges are identified and addressed in a timely manner.	K4 Methods for addressing difficulties and challenges and when to escalate to a higher authority.
A5 Consistently models desirable behaviours in order to encourage similar behaviour from others.	K5 The behaviours and interpersonal skills that underpin effective leadership; how to model desirable behaviours.

COMPETENCE 5: PROCUREMENT

The ability to secure the provision of resources needed for change initiative(s) from internal and/or external providers.

INTRODUCTORY NOTES

Procurement is the process by which products and services are acquired from internal and/or external providers to support the change initiative.

APPLICATION	KNOWLEDGE
A1 Identifies the type, quality and quantity of resources required for the change initiative based on up-to-date and accurate information.	K1 How to determine the type, quality and quantity of resources required to meet the objectives of change initiatives.
A2 Develops detailed specifications for the procurement of resources, securing support from colleagues and specialists where necessary.	K2 How to draw up detailed specifications for the procurement of resources; how to recognise the need for and secure support from colleagues and specialists when developing procurement specifications.
A3 Investigates the technical and commercial options for fulfilling the requirements, including possible suppliers, and agrees the procurement plan with relevant stakeholders.	K3 The range of technical and commercial options for fulfilling resource requirements; the implications of different procurement options; the importance of agreeing preferred options with relevant stakeholders.
A4 Negotiates and secures internal resources, and takes action to resolve any difficulties with their availability or contribution, including by escalation.	K4 Procedures for acquiring internal resources; how to negotiate and secure internal resources; the difficulties that may be encountered in drawing on internal resources, and how these may be resolved.
A5 Conducts a rigorous tender, evaluation and selection process, complying with organisational procedures to select suppliers which best meet the resource requirements of the change initiative and organisation.	K5 The importance of integrity, fairness and consistency in decision making; how to make judgements about which suppliers can best meet the resource requirements of the change initiative and organisation; organisational procedures for procurement including approved supplier lists.
A6 Negotiates with preferred suppliers to reach agreements that meet the organisation's requirements and are acceptable to both parties.	K6 How to negotiate and reach agreement with selected suppliers.
A7 Agrees viable contracts and statements of work, including performance monitoring criteria, in line with organisational requirements.	K7 The nature of contracts and statements of work, and the implications for the contracting organisations.

COMPETENCE 6: CONTRACT MANAGEMENT

The ability to agree contracts for the provision of goods and/or services, to monitor compliance, and to manage variances.

INTRODUCTORY NOTES

Proactive contract management is essential to ensure that agreed goods and/or services are delivered on time and within budget, to address problems without delay, and to maintain productive working relationships with internal and/or external suppliers.

APPLICATION	KNOWLEDGE
A1 Complies with relevant organisational procedures and legal and ethical requirements when managing contracts.	K1 The nature of contracts and statements of work, and the implications for the contracting organisations.
A2 Ensures that necessary actions are undertaken to comply with the terms of the contract.	K2 Relevant organisational procedures and legal and ethical requirements for managing contracts.
A3 Monitors the performance of suppliers in terms of the quality, timeliness and reliability of goods and/or services against agreed contractual obligations.	K3 Performance management techniques.
A4 Monitors the performance of the organisation in terms of meeting its contractual obligations.	K4 The range of problems that can arise with the performance of suppliers, and the indicators of such problems; the importance of taking prompt action to resolve any problems with the performance of suppliers; how to decide what remedial action is required and when.
A5 Takes prompt action to resolve any problems in accordance with the terms of the contract, including negotiating and managing contract variances.	K5 The importance of building and maintaining productive relationships with suppliers, and the ways of achieving this.
A6 Maintains productive relationships with suppliers throughout the execution of the contract.	K6 The range of considerations when closing a contract.
A7 Closes the contract, once the goods and/or services have been delivered and accepted, ensuring that all financial arrangements have been honoured, all contract changes have been accounted for, and any necessary maintenance contracts have been agreed.	

COMPETENCE 7: REQUIREMENTS MANAGEMENT

The ability to prepare and maintain definitions of the requirements of change initiatives.

INTRODUCTORY NOTES

Requirements management is the process of capturing, assessing and justifying stakeholders' wants and needs to arrive at an agreed schedule of requirements. The nature of the requirements will depend on the nature of the change initiative with project requirements typically but not exclusively being defined in terms of outputs, and with programmes typically, but not exclusively, being defined in terms of outcomes and benefits. There is often flexibility in how requirements might be met: the Solutions development competence (competence 8), addresses identifying and choosing between the options.

APPLICATION	KNOWLEDGE
A1 Researches, assesses and prioritises stakeholders' wants and needs.	K1 Identification of stakeholders; consultation and analysis methods; prioritisation of wants and needs.
A2 Researches dependencies and constraints, in advance of a change initiative, which could affect its approach and outcomes.	K2 Interfaces with other disciplines such as law, accounting and HR.
A3 Draws on expertise from within the organisation or externally to confirm the findings of research.	K3 Sources of information and expertise.
A4 Uses an analysis of wants, needs and constraints to specify requirements.	K4 Characteristics of well-specified requirements; relationships between outputs, acceptance criteria, and benefits; advantages and limitations of one-off and iterative approaches to defining requirements; methods to evaluate and select different possible requirements, including value engineering.
A5 Uses negotiation and influencing skills to arrive at an agreed schedule of requirements including agreed success criteria.	K5 Principles of negotiation; methods of influencing; techniques to secure buy-in from users, stakeholders and project or programme teams.
A6 Documents the requirements.	
A7 Refines the requirements as appropriate during the change initiative, implementing the change control process where relevant accounted for, and any necessary maintenance contracts have been agreed.	

COMPETENCE 8: SOLUTIONS DEVELOPMENT

The ability to determine the best means of satisfying requirements within the context of the change initiative's objectives and constraints.

INTRODUCTORY NOTES

Solutions development is the process of determining the best means of satisfying change requirements to be developed during the change initiative. If solutions development includes innovation, then the process might include modelling, prototyping and/or testing. Solutions development, as described here, does not include determination of the change requirements: that process is addressed by the competence on Requirements management (competence 7).

APPLICATION	KNOWLEDGE
A1 Identifies options to deliver the defined requirements for the change initiative.	K1 Tools and techniques to identify, evaluate and select alternative possible delivery options.
A2 Analyses options to deliver the defined requirements and makes recommendations.	K2 Tools and techniques used for modelling, prototyping and testing.
A3 Documents the requirements and selected option for delivery of the change initiative.	
A4 Monitors progress during the change initiative and refines the options for delivery, implementing the change control process where relevant and recording changes in the configuration management system.	

COMPETENCE 9: SCHEDULE MANAGEMENT

The ability to prepare and maintain schedules for activities and events for change initiatives, taking account of dependencies and resource requirements.

INTRODUCTORY NOTES

Schedule management is the process of developing and maintaining schedules for the work activities required to implement a change initiative. Schedules are fundamental to the control of a change initiative and provide a baseline against which progress is tracked.

APPLICATION	KNOWLEDGE
A1 Defines activities and events to be completed during the change initiative to appropriate levels of detail.	K1 The approach and outcomes of other change initiatives that have related scope; limitations of available information methods; prioritisation of wants and needs.
A2 Identifies dependencies between these activities and events and their implications for the organisation.	K2 Estimation methods and the use of confidence limits.
A3 Researches and develops duration estimates for the activities (reviewing and updating these at relevant points) and identifies critical dates relevant to the events.	K3 Network analysis methods including their advantages and limitations.
A4 Prepares and documents a schedule of major phases or tranches, milestones and review points for the change initiative, sufficient to inform the direction of work and the monitoring of progress.	K4 Use of scheduling tools and methods.
A5 Monitors progress and refines the schedule as appropriate, implementing the change control process.	K5 Techniques to guide the choice, capture and analysis of relevant data.

COMPETENCE 10: RESOURCE MANAGEMENT

The ability to develop, implement and update resource allocation plans (other than finance) for change initiatives, taking account of availabilities and scheduling.

INTRODUCTORY NOTES

Resource management is the process of identifying and scheduling the resources required to implement a change initiative. Conflicts between resource limits and time constraints can be addressed by resource smoothing and/or resource levelling.

APPLICATION	KNOWLEDGE
A1 Identifies what resources will be needed to carry out the activities and to deliver the events required by a change initiative.	K1 Nature of consumable and reusable resources, and of non-tangible resources (including the capabilities of personnel); resources used within other similar change initiatives; limitations of available information.
A2 Identifies the availability of internal and external resources and the dependencies between those availabilities.	K2 Different ways to manage the resources based on their availability, and the associated advantages and limitations.
A3 Prepares a schedule for resource use, reconciling resource limits and time constraints by applying resource smoothing and/or levelling.	K3 Network analysis methods for resource smoothing and resource levelling.
A4 Documents the schedule for resource use.	K4 Techniques to guide the choice, capture and analysis of relevant data.
A5 Monitors resource use against the schedule during the change initiative, and identifies variances that require action.	
A6 Refines as appropriate the schedule for resource use, implementing the change control process where relevant.	

COMPETENCE 11: BUDGETING AND COST CONTROL

The ability to develop and agree budgets for change initiatives, and to control forecast and actual costs against the budgets.

INTRODUCTORY NOTES

Budgeting and cost control comprises the estimation of costs, the setting of an agreed budget, and control of forecast and actual costs against that budget. It does not include securing the funding to deliver the budget.

APPLICATION	KNOWLEDGE
A1 Obtains estimates for the costs of activities, events and overheads.	K1 Direct costs, indirect costs, fixed costs, variable costs; comparative, parametric and bottom-up estimating; use of three-point cost estimates; cost tracking tools and techniques.
A2 Establishes and agrees an overall budget for a change initiative, based on the business case.	K2 Capital and revenue budget formats; use of tolerances; use of risk premiums.
A3 Develops a cashflow forecast for the change initiative, and sets up arrangements for the drawdown of funds.	K3 Cashflow statement formats; time value of money; opportunity cost of capital.
A4 Monitors financial performance throughout the change initiative, and prepares reports for stakeholders in line with organisational requirements.	K4 Tracking systems for actual costs, accruals and committed costs; effects of inflation; reporting structures; alternative cost breakdowns (e.g. by cost type, resource type, work activity); graphical representations; and performance management.
A5 Applies metrics to identify cost trends and to update estimates of final costs.	K5 Use of tolerances and performance management.
A6 Refines as appropriate budget allocations and cost management processes, implementing the change control process where relevant .	
A7 Ensures that all financial transactions are complete before closure of the change initiative, and that final reports on financial performance are prepared for relevant stakeholders.	

COMPETENCE 12: RISK AND ISSUE MANAGEMENT

The ability to identify and monitor risks (threats and opportunities), to plan and implement responses to those risks, and respond to other issues that affect the change initiative.

INTRODUCTORY NOTES

Risk and issue management is the proactive process of identifying risks (threats and opportunities) and issues, assessing them, planning how to respond to those risks, and implementing the responses. It also includes responding to other issues that affect the change initiative.

APPLICATION	KNOWLEDGE
A1 Identifies risks and issues associated with a change initiative, on an initial and ongoing basis.	K1 Differences between risks, issues and problems.
A2 Assesses the probabilities and impacts of the risks and develops suitable response plans.	K2 Risk identification techniques; criteria for inclusion in the risk management process.
A3 Documents the risks and responses within a risk management plan.	K3 Qualitative and quantitative methods to assess risk; the combination of different risks; hierarchies of risk (e.g. to project, programme, portfolio, organisation); risk responses; iterative nature of response planning.
A4 Implements responses to risks within the limits of own responsibility, and address any implications for the future, implementing the change control process where relevant.	K4 Formats for risk and issue management plans.
A5 Assesses, documents and plans responses to issues.	K5 Formats for risk and issues registers.
A6 Implements responses to the issues, and addresses any implications for the future, implementing the change control process where relevant.	
A7 Records issues, how they were resolved, and their implications to inform planning for future change initiatives.	
A8 Ensures that all open risks are accepted, avoided or transferred when change initiatives close.	

COMPETENCE 13: QUALITY MANAGEMENT

The ability to develop, maintain and apply quality management processes for change initiative activities and outputs.

INTRODUCTORY NOTES

Quality management in this context is the means by which the manager of a change initiative ensures that the outputs and processes through which they are delivered are meeting stakeholder requirements and are fit for purpose. It includes the quality assurance processes applied within the operation of the change initiative. It does not include the additional, independent assurance that might be required by stakeholders from auditors external to the operational team. There is a separate competence that addresses Independent assurance (competence 23).

APPLICATION	KNOWLEDGE
A1 Agrees quality indicators for the processes and outputs of a change initiative by reference to the business case and through negotiation with stakeholders.	K1 Characteristics of effective quality indicators; the business case; stakeholder interests.
A2 Prepares the quality management plan for a change initiative through liaison with relevant stakeholders and in accordance with the processes, culture and values of the organisation.	K2 Quality management processes; metrics for processes and quality standards, including for health, safety and environmental management; ISO quality management standards; and benchmarking.
A3 Documents the quality management plan and establishes a quality register.	K3 Process for developing a quality management plan; formats of plans, portfolio, organisation); risk responses; iterative nature of response planning.
A4 Manages the process of quality assurance for a change initiative, to confirm the consistent application of the procedures and standards defined in the quality management plan.	K4 Configuration management planning, identification, control, status accounting, verification and audit.
A5 Manages the process of quality control for a change initiative to determine whether success criteria are met.	K5 Standards for procedures and for resources to be used during the change initiative.
A6 Captures lessons learned during a change initiative to contribute to continual improvement.	K6 Inspection processes and analytical tools.
A7 Actions outcomes from the quality management process, implementing the change control process where relevant.	K7 Principles and practical implications of continual improvement.

COMPETENCE 14: CONSOLIDATED PLANNING

The ability to consolidate and document the fundamental components of a change initiative: scope; schedule; resource requirements; budgets; risks, opportunities and issues; and quality requirements.

INTRODUCTORY NOTES

The consolidated plan brings together all of the plans for the change initiative. It need not be a single document but can make reference to other plans including stakeholder management and communications, risk management, quality management. The purpose of the consolidated plan is to document the outcomes of the whole planning process and to provide the primary reference for managing the change initiative.

APPLICATION	KNOWLEDGE
A1 Identifies the structure and format required for the consolidated plan to provide an effective reference, and in accordance with the practices of the organisation.	K1 Formats for consolidated plans.
A2 Creates a consolidated plan to support overall management, taking account of previous lessons learnt and including: ■ business case ■ relevant constraints, assumptions and dependencies ■ governance arrangements, organisational structure, reporting arrangements and metrics, stakeholder and communications management plan ■ key performance indicators to evaluate benefit realisation.	K2 The purpose of a consolidated plan and how to prepare a consolidated plan.
A3 Ensures the consolidated plan balances the fundamental components of scope, schedule, resource requirements, budgets, risks and issues, and quality requirements, and matches the requirements of the change initiative.	
A4 Obtains formal acceptance of the consolidated plan and subjects it to configuration management.	
A5 Monitors progress against the consolidated plan.	
A6 Refines the consolidated plan as appropriate, implementing the change control process where relevant.	

COMPETENCE 15: TRANSITION MANAGEMENT

The ability to manage the integration of the outputs of change initiatives into business-as-usual, addressing the readiness of users, compatibility of work systems and the realisation of benefits.

INTRODUCTORY NOTES

Transition management is the process of integrating change initiative outputs into business-as-usual to achieve the benefits associated with the change. The transition phase may or may not be incorporated within the same project as development of the outputs, but it should always form part of the same programme.

APPLICATION	KNOWLEDGE
A1 Identifies key staff who will be needed to support the transition process, at all relevant levels.	K1 Patterns of influence.
A2 Identifies logistic requirements to support the transition process, including the acquisition and/or development of additional systems and/or resources.	K2 Assessing business readiness.
A3 Identifies the knowledge transfer requirements for the transition process, including the full range of participants and stakeholders.	K3 Use of change management models.
A4 Develops solutions to address staffing, logistic and knowledge transfer requirements during the transition phase and agrees these with relevant stakeholders.	K4 Business process development.
A5 Develops a plan for the transition process, taking into account priorities and the potential for disruption, and identifying when ownership for change initiative outputs and benefits realisation are transferred to business-as-usual and agrees this with relevant stakeholders.	K5 The nature of a benefits realisation plan.
A6 Establishes a benefit review process to monitor benefits realisation and sustainability.	K6 The purpose of a benefit review process; how to establish a benefit review process.

COMPETENCE 16: FINANCIAL MANAGEMENT

The ability to plan and control the finances of programmes or portfolios and their related change initiatives, as a means of driving performance and as part of the organisation's overall financial management.

INTRODUCTORY NOTES

Financial management in this context is the co-ordinated financial management and evaluation of programmes or portfolios and their related change initiatives. It provides an interface between the financial management arrangements for the individual change initiatives and the financial systems of the organisation as a whole.

APPLICATION	KNOWLEDGE
A1 Ensures that the financial metrics used to justify related change initiatives are comparable, and that they relate to financial metrics used elsewhere in the organisation.	K1 Investment criteria including net present value (NPV) and rates of return; rules for compiling cost forecasts, and rules for valuing efficiency savings.
A2 Ensures that the financial metrics have been estimated consistently across the different change initiatives.	K2 Ways to identify optimism bias in estimating costs and benefits.
A3 Prepares a financial plan showing profiled capital and revenue expenditure for the related change initiatives, for periods aligned to the organisation's overall financial management cycle.	K3 Classification of capital and revenue expenditure; the organisation's financial management cycle.
A4 Defines financial reporting requirements and schedules for milestones and reviews for the related change initiatives.	K4 Types of financial reports; configuration management planning, identification, control, status accounting, verification and audit.
A5 Defines control limits for reporting variances from budget and for approval of requests for additional funding.	K5 Levels of financial accountability.
A6 Defines arrangements for the release of funding linked to stage or phase gates.	K6 Use of stage or phase gates to control change initiatives.
A7 Uses financial information from the related change initiatives to prepare and deliver overall financial progress reports.	K7 Financial measures and the use of financial dashboards.
A8 Refines the financial plan as appropriate, on the basis of progress, while taking account of external factors.	

COMPETENCE 17: RESOURCE CAPACITY PLANNING

The ability to prepare and maintain an overall schedule for resource use in related change initiatives, which avoids bottlenecks and conflicting demands, and which sequences outcomes in order to enable the efficient realisation of benefits.

INTRODUCTORY NOTES

Resource capacity planning is the process of structuring related change initiatives to make efficient use of resources, by optimising the alignment of resource demand and availability, while taking account of dependencies between the different change initiatives' outputs, outcomes and benefits.

APPLICATION	KNOWLEDGE
A1 Determines the resource demands for each of the related change initiatives at each of their respective stages.	K1 Estimation methods and the use of confidence limits.
A2 Identifies potential dependencies and deadlines for delivery of the outputs and outcomes from all of the related change initiatives, taking account of the schedule for realisation of benefits.	K2 Use of network diagrams to develop logical models; scenario analysis; and what if modelling.
A3 Determines the total resource capacity that can be allocated over the duration of all of the related change initiatives.	K3 Resource capacity planning tools and methods.
A4 Plans how to phase the related change initiatives to make full use of the total resource capacity without making excessive demands, taking account of opportunities for shared infrastructures and/or procurement, and of the need to allow for contingency.	K4 Scheduling tools and methods.
A5 Prepares a schedule of major phases, milestones and review points for all of the related change initiatives, sufficient to inform the direction of work and the monitoring of progress.	K5 The nature and use of milestone reports.
A6 Defines reporting requirements and schedules for milestones and reviews for managers leading the related change initiatives.	
A7 Draws on milestone reports from the related change initiatives to prepare and deliver overall progress reviews.	
A8 Refines the overall schedule as appropriate, on the basis of progress in each of the related change initiatives, while taking account of external factors.	

COMPETENCE 18: GOVERNANCE ARRANGEMENTS

The ability to establish and maintain governance structures that define clear roles, responsibilities and accountabilities for governance and delivery of change initiatives, and that align with organisational practice.

INTRODUCTORY NOTES

Governance arrangements are required to ensure that appropriate stakeholders take the decisions relating to change initiatives, including decisions whether to initiate, continue with, and/or alter the scope of the initiatives.

APPLICATION	KNOWLEDGE
A1 Identifies the reporting and decision making hierarchies for change initiatives, and how these relate to the organisation's overarching governance structure the transition process, at all relevant levels.	K1 Organisational and/or external processes, standards and guidelines for the governance of change initiatives, including the processes of initiation, review, handover and close out.
A2 Identifies organisational structures for management of change initiatives, taking into account their context, complexity and potential impact.	K2 Organisational structures (functional, matrix, project, joint ventures, alliances); the organisation's overarching governance structure; organisational breakdown structures (OBS).
A3 Defines the roles, responsibilities, interfaces, reporting lines and levels of authority within the governance structures, and identifies the individuals taking the different roles.	K3 Roles of different stakeholders including sponsors; principles of delegation.
A4 Ensures that the responsibilities and accountabilities associated with the different roles are understood and accepted by the relevant individuals.	
A5 Maintains the clarity of reporting and decision-making hierarchies, the governance structures and the staffing, during the progress of the change initiatives.	

COMPETENCE 19: STAKEHOLDER AND COMMUNICATIONS MANAGEMENT

The ability to manage stakeholders, taking account of their levels of influence and particular interests.

INTRODUCTORY NOTES

Stakeholder and communications management is the systematic identification and analysis of stakeholders, and the planning and conduct of interactions to engage and communicate with them.

APPLICATION	KNOWLEDGE
A1 Identifies all stakeholders and analyses their interests, requirements and levels of influence.	K1 How to identify stakeholders and analyse their different interests, requirements and levels of influence.
A2 Develops, consults on, and disseminates a stakeholder management and communications plan(s) to meet the objectives of the change initiative.	K2 How to develop, consult on, and disseminate stakeholder management and communications plan(s).
A3 Provides stakeholders with clear, timely and relevant information in accordance with the communications plan, using appropriate methods and media.	K3 The range of methods and media for communicating with stakeholders, and how to select the most appropriate methods.
A4 Actively seeks and assesses information and feedback from stakeholders that may impact on the change initiative.	K4 How to gather information from stakeholders, and assess its impact.
A5 Monitors the effectiveness of the communications plan, and amends it as necessary.	K5 How to monitor the effectiveness of the communications plan and make any necessary amendments.

COMPETENCE 20: FRAMEWORKS AND METHODOLOGIES

The ability to identify and/or develop frameworks and methodologies that will ensure management of change initiatives will be comprehensive and consistent across different initiatives. (In this context 'framework' means the parameters, constraints or rules established to standardise delivery).

INTRODUCTORY NOTES

The appropriate adoption of specific frameworks and methodologies for the management of change initiatives provides the benefits of standardisation for all aspects of governance, planning and control, and management. The benefits extend beyond individual change initiatives as the use of common frameworks and methodologies help develop a community of expertise and promote effective communication.

APPLICATION	KNOWLEDGE
A1 Identifies frameworks and/or methodologies designed for, and/or applied to, the management of comparable change initiatives.	K1 Characteristics and limitations of different publicly available frameworks and/or methodologies.
A2 Identifies organisational and external contexts that could affect the applicability of these frameworks and/or methodologies.	K2 Tailoring publicly available frameworks and/or methodologies.
A3 Identifies the underlying principles for a framework and/or methodology that will suit the management of change initiatives within the organisation.	K3 Sector-specific and organisation-specific requirements and how they can be allowed for in a generic framework and/or methodology.
A4 Defines the processes, standards and guidelines to implement the framework and/or methodology over the lifecycle of change initiatives, adopting these from published sources or internal sources, or developing them as required.	K4 Sources that detail the processes, standards and guidelines associated with different frameworks and/or methodologies; experiences of users applying these methodologies; benefits and costs of prescribing frameworks and methodologies to different aspects of change initiatives.
A5 Refines and updates the framework and/or methodology, as experience reveals its strengths and limitations.	

COMPETENCE 21: REVIEWS

The ability to establish and manage reviews at appropriate points, during and after change initiatives, which will inform governance of the change initiatives, by providing evaluations of progress, methodologies and continuing relevance.

INTRODUCTORY NOTES

A review is a critical evaluation of a business case or management process. Reviews are one of the principal mechanisms through which the quality of outputs, performance of the management process and the ongoing viability of the work are monitored.

APPLICATION	KNOWLEDGE
A1 Establishes, schedules and conducts reviews at key milestones during and after change initiatives, which evaluate: ■ alignment with the business case ■ management processes ■ overall progress towards outputs in terms of time, cost and quality ■ stakeholder relationships and perceptions ■ final outcomes and lessons learned ■ benefits plans and realisation.	K1 The legal, regulatory and organisational requirements for reviews; the range of factors that need to be evaluated during reviews, and how these may vary throughout the different stages of the change initiative.
A2 Obtains relevant, accurate and reliable information on change initiatives from valid sources to inform reviews.	K2 How to obtain relevant, accurate and reliable information on change initiatives to inform reviews; the sources of information on change initiatives.
A3 Identifies and documents any deviations from the original plans, the reasons for the deviations, and potential actions or solutions to address them.	K3 How to identify and document deviations and the reasons for such deviations; the range of potential actions or solutions to address deviations, and how to determine their suitability.
A4 Reports the outcomes of reviews to all relevant stakeholders, confirms their understanding and acceptance, and agrees resulting actions.	K4 How to provide relevant stakeholders with information on the outcomes of reviews, confirm understanding and acceptance of the outcomes, and gain agreement for the resulting actions.
A5 Ensures that agreed actions are implemented, and that any lessons learned are applied to future change initiatives.	K5 How to ensure that agreed actions are implemented; the importance of considering lessons learned and applying them to future change initiatives.
	K6 Use of stage or phase gates to control change initiatives.

COMPETENCE 22: CHANGE CONTROL

The ability to establish protocols to alter the scope of change initiatives, implementing the protocols when necessary, and updating configuration documentation including contracts to develop, maintain and apply quality management processes for change initiative activities and outputs.

INTRODUCTORY NOTES

Change control is the process through which all requests to alter the baseline scope of change initiatives are captured, evaluated and then approved, rejected or deferred. Any changes must be managed within the configuration management system.

APPLICATION	KNOWLEDGE
A1 Establishes, implements and maintains a change control process of appropriate rigour for the change initiatives.	K1 The features of a rigorous change control process, and how to establish, implement and maintain a change control process; the requirements of the communications management plan and the configuration management plan regarding amendments to change initiatives.
A2 Captures and records proposed changes to the agreed scope and objectives of the change initiatives.	K2 The importance of enabling stakeholders to submit their suggestions for changes to the agreed scope and objectives of change initiatives; and methods for capturing and recording proposed changes.
A3 Reviews proposed changes and determines their high-level impact, requesting further information or clarification where necessary.	K3 How to review proposed changes and determine their high-level impact; and the circumstances in which a change might be rejected without further assessment.
A4 Assesses all options relating to the proposed changes and estimates their impacts.	K4 How to assess all options relating to proposed changes, and estimate their impacts, status accounting, verification and audit.
A5 Makes recommendations based on impact assessments about whether to approve, reject or defer changes, or to request further information.	K5 How to develop, communicate and justify recommendations about whether to approve, reject or defer changes.
A6 Updates relevant plans, schedules and communications to reflect approved changes, and manages approved changes within the configuration management system.	K6 How and when to update relevant plans, schedules and communications to reflect approved changes; and how and when to manage approved changes within the configuration management system.
A7 Analyses patterns of change to identify trends in order to improve the future performance of change initiatives.	K7 Methods for analysing patterns of change and identifying trends; and the ways in which the results of this analysis can improve the performance of change initiatives.

COMPETENCE 23: INDEPENDENT ASSURANCE

The ability to gather independent evidence that the information from the change initiative is valid, and that the change initiative is likely to achieve its aims.

INTRODUCTORY NOTES

Independent assurance provides additional confidence to stakeholders that change initiatives will achieve their scope, time, cost and quality objectives, and realise their anticipated benefits. It is carried out independently of those directly involved in delivering the change initiatives, although in some cases it might be carried out by colleagues from within the same organisation. It is a separate process to the quality assurance carried out as part of the change initiative's internal quality management, which is addressed in the separate competence on quality management (competence 13).

APPLICATION	KNOWLEDGE
A1 Identifies and secures the resources required for independent assurance activities.	K1 The resources required for independent assurance activities, and how to secure them.
A2 Determines and agrees the scope of, and responsibility for, independent assurance activities, ensuring that the total assurance burden does not become onerous scope and objectives of the change initiatives.	K2 How to determine the scope of, and responsibility for, independent assurance activities, including the importance of effective co-ordination of assurance activities in minimising the assurance burden; the importance of ensuring the independence, rigour and timeliness of the assurance activities, and ways in which this can be guaranteed.
A3 Assesses the risks associated with the change initiatives and prioritises independent assurance activities accordingly.	K3 The range of risks associated with the change initiatives, and how these impact on independent assurance activities.
A4 Develops recommendations, based on the outcomes of independent assurance activities, aimed at addressing any failings in the management of the change initiatives and instilling confidence in stakeholders.	K4 How to develop recommendations that aim to address any failings in the management of the change initiatives and instil confidence in stakeholders.
A5 Communicates the outcomes of independent assurance activities to all relevant stakeholders, and responds promptly to any queries or concerns information.	K5 Methods for communicating the outcomes of independent assurance activities to relevant stakeholders; the range of queries or concerns that may result and appropriate ways of responding to them.
A6 Provides advice, guidance and support in the implementation of recommendations.	K6 The advice, guidance and support that is required for the implementation of recommendations, and how best to provide this.
A7 Analyses patterns of change to identify trends in order to improve the future performance of change initiatives.	

COMPETENCE 24: BUSINESS CASE

The ability to prepare, gain approval of, refine and update business cases that justify the initiation and/or continuation of change initiatives in terms of benefits, costs and risks.

INTRODUCTORY NOTES

The business case provides the justification for undertaking and continuing with a change initiative. It needs to be reconsidered regularly at review points during the change initiative in case the original justifications are affected by later developments.

APPLICATION	KNOWLEDGE
A1 Identifies relevant factors affecting the business cases for specific change initiatives, including: ■ strategic arguments ■ options appraisal ■ benefits and disbenefits ■ commercial aspects ■ risk ■ timescales ■ whole-life costs.	K1 Relevant factors affecting business cases, organisational strategies; constraints from the organisational and external environments.
A2 Develops sound arguments, by analysis of the relevant factors, for the adoption (or rejection) of the change initiatives.	K2 Lessons learnt from other change initiatives with related scope.
A3 Documents the business cases for the change initiatives on behalf of sponsors, and establishes the benefits frameworks.	K3 Investment appraisal including net present value (NPV) and rates of return; rules for compiling cost forecasts, and rules for valuing efficiency savings.
A4 Achieves formal acceptance of the business cases from sponsors instilling confidence in stakeholders.	K4 Ways to identify optimism bias in estimating costs and benefits.
A5 Refines and updates business cases as appropriate, implements the change control process where relevant, and records changes in the configuration management system.	K5 Use of confidence limits.
	K6 Different types of risk; ways to quantify likelihood and impact.
	K7 Roles of sponsors and other stakeholders; nature of, and formats for, outline and detailed business cases.
	K8 Configuration management planning, identification, control, status accounting, verification and audit.

COMPETENCE 25: ASSET ALLOCATION

The ability to recommend how financial and other resources should be allocated amongst change initiatives in order to optimise the organisation's return on investment (ROI).

INTRODUCTORY NOTES

Asset allocation is the ongoing process of reviewing the likely balance of investment and benefit from related change initiatives, both current and proposed, and the determination of which of them should be initiated, continued or closed (including premature closure) to best support the organisation's strategic objectives.

APPLICATION	KNOWLEDGE
A1 Determines changes required by the organisation's strategic objectives.	K1 Different ways of reviewing and categorising change initiatives; how categorisation can inform decisions relating to the balance of a portfolio.
A2 Reviews the alignment of related change initiatives, both current and proposed, by: ■ categorising the change initiatives to aid in their comparison and evaluation ■ mapping intended outputs, outcomes and benefits of change initiatives to the strategic objectives ■ identifying the change initiatives' governance arrangements and states of progress.	K2 Application and interpretation of financial metrics including net present value (NPV), internal rate of return (IRR) and payback; other measures of organisational achievement, for example those included in a 'balanced scorecard'; different categories of risk and how these might be appraised.
A3 Identifies gaps where changes required by the strategic objectives are not yet addressed by current or proposed change initiatives, and initiates proposals to address these gaps.	K3 Methods used to construct balanced portfolios.
A4 Identifies and prepares appropriate measures to compare the likely value of the related change initiatives, both current and proposed, which measures might include ■ financial metrics ■ other return metrics ■ risk and opportunity analyses	K4 Different methods of representing balanced portfolios.
A5 Applies these measures to prioritise the related change initiatives, both current and proposed, and to determine how they should be balanced towards the strategic objectives, taking account of the availability of finance and other resources.	
A6 Prepares recommendations for the initiation and/or continuation and/or closure of the change initiatives to implement one or more balanced portfolios .	
A7 Uses appropriate representations and documentation to enable stakeholders to make informed decisions regarding the recommendations.	

COMPETENCE 26: CAPABILITY DEVELOPMENT

The ability to assess organisational maturity in relation to project, programme and portfolio management; identify the additional capabilities required, and to help with the development of those capabilities.

INTRODUCTORY NOTES

Capability development addresses the continual improvement of competencies within the organisation in relation to the successful management and delivery of change initiatives. It includes, but is not limited to, assessing maturity and development of improvement strategies to increase organisational and individual capability through the provision of formal learning; it also takes advantage of less formal approaches such as the provision of coaching and mentoring, and of arranging suitable opportunities to build experience.

APPLICATION	KNOWLEDGE
A1 Evaluates organisational capability using appropriate maturity models and consideration of professional standards.	K1 The range of tools and techniques that can be used to assess organisational capability and individuals' skills and competence, and to identify their development needs.
A2 Develops and implements strategies for the organisation to develop its workforce in relation to project, programme and portfolio management, through the application of relevant competency frameworks, assessment of competence levels and targeted training and development. Evaluates progress against agreed objectives.	K2 The range of professional standards and frameworks and how they can be applied within an organisation.
A3 Assesses the skills and competence of individuals within the organisation, and identifies their development needs.	K3 How to work with individuals to identify appropriate learning objectives; and the importance of developing goals and objectives consistent with needs and requirements.
A4 At an organisational level, identifies and arranges opportunities for individuals to achieve their learning objectives, by means such as the provision of formal learning, coaching and mentoring, or enhanced experience (team managers will also do this on a one-to-one basis).	K4 How to identify and exploit opportunities for learning and development, including those presented by one's own role and responsibilities; and how to negotiate the provision of learning by others.
	K5 The importance of reviewing progress against objectives at organisational level, or with individuals, and the range of actions that can be taken to provide additional support where it is needed.

Cont.

COMPETENCE 26: CAPABILITY DEVELOPMENT Cont.

The ability to assess organisational maturity in relation to project, programme and portfolio management; identify the additional capabilities required, and to help with the development of those capabilities.

APPLICATION	KNOWLEDGE
	K6 Methods for evaluating the extent to which the outcomes of learning and development are applied in the workplace; the range of alternative methods of learning and development that could be used to address any gaps and deficiencies and/or that are more appropriate to the individual and their needs
A7 Uses appropriate representations and documentation to enable stakeholders to make informed decisions regarding the recommendations.	

COMPETENCE 27: BENEFITS MANAGEMENT

The ability to identify, define, evaluate, plan, track and realise the business benefits of change initiatives.

INTRODUCTORY NOTES

Benefits management refers to all of the activities devoted to ensuring that the benefits intended from change initiatives, and any additional benefits that could result, are achieved. It requires contributions from many different roles, typically including strategic managers, sponsors, stakeholders, the project team, transition managers and business change managers. This competence refers to the management and coordination of the different contributions.

APPLICATION	KNOWLEDGE
A1 Confirms the intended benefits of change initiatives in relation to the organisation's strategic objectives, and defines the benefits in terms that are meaningful to stakeholders and provide for measurement.	K1 Goal analysis; strategic mapping; top-down and bottom-up development of programmes; trade-offs between benefits and disbenefits; risk and issue management.
A2 Develops a benefits management strategy that records the priorities, timescales and responsibilities for realisation of the benefits, and the methods by which the benefits will be monitored, tracked and assessed.	K2 Tangible and intangible benefits; financial and non-financial benefits; economy, effectiveness and efficiency.
A3 Confirms benefits maps that record dependencies between benefits, and dependencies between the benefits and the outputs, outcomes and business changes associated with the change initiatives.	K3 Benefit profiling; stakeholder impact assessment; risk of double counting.
A4 Categorises, evaluates and enables prioritisation of identified benefits, and establishes attribution and level of contribution of the benefits to strategic objectives.	K4 Benefits maps, chains or breakdown structures.
A5 Develops a benefits realisation plan that sets out how benefits realisation will be funded, monitored and tracked, using both leading and lagging indicators, and including appropriate milestones and reporting schedules.	K5 Benefits categorisation and evaluation
A6 Monitors progress against the benefits realisation plan, taking account of risks and of changes resulting from the internal and external business environment, and takes action to amend the change initiatives where appropriate to maximise achievement of the planned benefits.	K6 Consistent measures for different initiatives; measures for tangible and intangible benefits and disbenefits; measures for both leading and lagging realisation indicators.