



House of PMO Essentials™

Essentials for PMO Administrators

Syllabus v0.5

**ESSENTIALS
FOR PMO
ADMINISTRATORS™**

May 2021

Essentials for PMO Administrators - Syllabus

1. Introduction

This syllabus is based on three publications.

The PMO Competency Framework provides information on the 24 competences required to undertake roles within a PMO. It also contains role profiles and details of the key knowledge, skills and behaviours for four PMO roles: PMO Administrators, PMO Analysts, PMO Managers and PMO Directors.

The PMO Service Catalogue provides details of the various services PMOs can provide.

The Praxis Framework provides guidance on the knowledge, processes, competencies and capability maturity required to manage projects, programme and portfolios in any environment.

The primary purpose of the syllabus is to provide a basis for certification for individuals who aspire or have recently been appointed the role of PMO Administrator. It documents the learning outcomes related to the essential knowledge and skills to undertake the role of a PMO Administrator.

The target audience for this document is:

- Exam Board
- Exam Panel
- Accredited Training Organisations

The syllabus informs the design of the exams and provides accredited training organisations with a more detailed breakdown of what the exams will assess. Details of the exam structure and content are documented in the PMO for Administrators Exam Design.

2. Qualification Details

2.1. Purpose of the Qualification

The purpose of the Essentials for PMO Administrators qualification is to confirm that a candidate has sufficient knowledge and understanding to undertake the role of a PMO Administrator.

2.2. Target Audience

This qualification is aimed at current and aspiring PMO Administrators. It is also relevant for aspiring project managers that are new to project management.

2.3. High Level Performance Definition of a Successful Candidate

A candidate should understand the role of the PMO Administrator and the context within which the PMO Administrator works. Specifically, the candidate should understand the:

- The P3M and PMO context
- The four key roles within a PMO
- The competences required to successfully undertake the role of a PMO Administrator

3. Learning Outcomes Assessment Model

A classification widely used when designing assessments for clarification is the Bloom's Taxonomy of Educational Objectives. This classifies learning objectives into six ascending learning levels, each defining a higher degree of competence and skill (Bloom et al, 1956, Taxonomy of Educational Objectives).

APMG have adapted this into a four-step variation of the Bloom's model – The APMG Learning Outcomes Assessment Model which defines the standard for each qualification's Learning Outcomes Assessment Model. The Model is used as a basis for classifying learning outcomes when developing exam qualification schemes and syllabi.

This structured approach helps to ensure:

- There is a clear delineation in learning level content between different qualification levels
- Learning outcomes are documented consistently across different areas of the framework
- Exam questions and papers are pitched appropriately and consistently for each of the learning levels

4. House of PMO Essentials Learning Outcomes Assessment Model

For the House of PMO Essentials, the two levels of learning outcomes are shown below. These learning outcomes are independent of the method used to assess whether a qualification level has been achieved.

Learning Outcomes Assessment Model				
	1. Knowledge	2. Comprehension	3. Application	4. Analysis
Generic Definition from APMG Learning Outcomes Assessment Model	Know key facts, terms and concepts from the manual/ guidance	Understand key concepts from the manual/ guidance	Be able to apply key concepts relating to the syllabus area for a given scenario	Be able to identify, analyse and distinguish between appropriate and inappropriate use of the method/ guidance
House of PMO Essentials Qualification Learning Outcome Assessment Model	Know key facts, including terms, concepts, principles, life cycle phases and components, products, techniques, roles and responsibilities from the relevant texts	Understand the processes, documentation, roles, skills, behaviours, procedures, tools and techniques and can explain how these are used in executive the PMO role.		

5. Syllabus Presentation

For each of the above learning levels, the syllabus defines the individual learning outcomes required for the qualification. Each learning outcome is then supported by a description of the requirements that a candidate is expected to meet to demonstrate that the learning outcome has been achieved at the qualification level indicated. These are shown as syllabus topics.

Each of the subject areas is presented in a similar format as follows:

Syllabus Area Code		Syllabus Area		Essentials	Primary Reference
CX [2]		QUAL Syllabus Area (XX) Theme [1]			
Level	Topic				
Know facts, terms and concepts relating to the syllabus area: [3] Specifically, to recall:					
01 [4]	01 [5]	[6]		[7]	[8]
01	02				

Key to the Syllabus Area Table:

- | | | |
|-----|---|--|
| [1] | Syllabus Area | Unit of learning eg page or chapter of the reference guide |
| [2] | Syllabus Area Code | A unique 20character code identifying the syllabus area |
| [3] | Learning Outcome (topic header shown in bold) | A statement of what a candidate will be expected to know, understand or do |
| [4] | Level | Classification of the learning outcome against the APMG OTE Learning Outcomes Assessment Model |
| [5] | Topic Reference | Number of the topic within the learning level |
| [6] | Topic Descriptions | Description of what is required of the candidate to demonstrate that a learning outcome has been achieved at the qualification level indicated |
| [7] | Essentials | Shows at which qualification level the topic is assessed |
| [8] | Primary Reference | The reference supporting the topic |

6. House of PMO Essentials References

The references provided to support the House of PMO Essentials certifications should be considered indicative rather than comprehensive, ie there may be other valid references within the materials. The House of PMO references the following publications as source materials:

- PMO Competence Framework
- PMO Services Catalogue
- PRAXIS Framework

7. Syllabus Areas

Syllabus Area Code	Syllabus Area Title
CX	The PMO in Context
RO	PMO Role
AD	P3M Administration
DS	P3M Delivery Support

Syllabus Area Code		Syllabus Area	Essentials	Primary Reference
CX		The PMO in Context (CX)		
Level	Topic			
Know facts, terms and concepts relating to the context of a PMO within an organisation. Specifically, to recall:				
KNOW				
01	01	Key Definitions: <ul style="list-style-type: none"> • Business as Usual/ Operations • Project and Project Management • Programme and Programme Management • Portfolio and Portfolio Management • P3M • PMO/ P3O and their respective offices 	✓	CF p 7 Praxis
01	02	Key Definitions: <ul style="list-style-type: none"> • Project Office • Programme Office • Portfolio Office • Centre of Excellence • P3O 		CF p 26
UNDERSTAND				
Understand terms and concepts relating to the context of PMOs. Specifically, to identify:				
02	01	Core elements and processes of P3M.		Praxis

02	02	P3M life cycle phases and governance mechanisms		Praxis
02	03	Characteristics of agile projects		Praxis
02	04	Typical P3 organisation structures and associated roles and responsibilities		Praxis
02	05	Key documentation and its purpose: <ul style="list-style-type: none"> • Mandate • Brief • Business Case • Definition/ Delivery Plan • Progress Report 		Praxis
02	06	The service based PMO		PMO Service Catalogue p 21
02	07	The purpose and content of a PMO Service catalogue		PMO Service Catalogue p 19

Syllabus Area Code	Syllabus Area	Essentials	Primary Manual
RO	PMO Roles		
KNOW			
Know facts, terms and concepts relating to the context of a PMO within an organisation. Specifically, to recall:			
01	01	The purpose of the four key PMO roles	CF Appendix A
01	02	The key responsibilities of the PMO Administrator	CF Appendix A
01	03	The key knowledge required to undertake the role of the PMO Administrator. •	CF Appendix A
01	04	Know the key skills of the PMO Administrator. •	CF Appendix A
01	05	Know the key behaviours of an effective PMO Administrator. •	CF Appendix A
UNDERSTAND			
Understand terms and concepts relating to the context of PMOs. Specifically, to:			
02	01	Understand the purpose of the four key PMO roles and how they relate to each other	CF Appendix A
02	02	The key responsibilities of the PMO Administrator and how to execute those responsibilities	CF Appendix A
02	03	Understand potential sources of the key knowledge required to undertake the role and how to obtain it. •	CF Appendix A
02	04	Understand how to apply the key skills whilst undertaking the role of the PMO Administrator. •	CF Appendix C

02	05	Understand the impact of demonstrating the key behaviours of a PMO Administrator: <ul style="list-style-type: none">•		CF Appendix A
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Syllabus Area Code	Syllabus Area	Essentials	Primary Manual
AD	P3M Administration Competence		
KNOW			
Know facts, terms and concepts relating to the context of a PMO within an organisation. Specifically, to recall:			
01	01	The definition of the competence.	CF p 34
01	02	The potential PMO services that require this specific competence <ul style="list-style-type: none"> • Secretariat • Maintain project diary • Maintain organisation chart 	CF p 34
UNDERSTAND			
Understand terms and concepts relating to the context of PMOs. Specifically, to identify:			
02	01	The description of the competence	CF p 34
02	02	The key terms and artefacts (in context) <ul style="list-style-type: none"> • Meetings. Minutes and agendas • Contact Lists • Board papers 	CF p 34
02	03	How the competence is used in the delivery of PMO services, including: <ul style="list-style-type: none"> • Secretariat • Maintain project diary • Maintain organisation chart 	CF p 34

Syllabus Area Code	Syllabus Area	Essentials	Primary Manual
DS	P3M Delivery Support		
KNOW			
Know facts, terms and concepts relating to the context of a PMO within an organisation. Specifically, to recall:			
01	01	The definition of the competences: <ul style="list-style-type: none"> • Delivery Support • Delivery Support - Change Control • Delivery Support - Information Management • Delivery Support - Issue Management • Delivery Support - Reporting, Insights and Analysis • Delivery Support - Risk Management • Delivery Support - Financial Management 	CF p 44
01	02	The potential PMO services that require the Delivery Support competence, specifically: <ul style="list-style-type: none"> • Induct new team members • Production of status reports • Facilitation of workshops 	CF p 44
01	03	The potential PMO services that require the Delivery Support - Change Control competence, specifically: <ul style="list-style-type: none"> • Maintain change control register • Undertake impact analysis of proposed change • Develop change control strategy 	CF p 75
01	04	The potential PMO services that require the Delivery Support - Information Management competence, specifically:	CF p 105

		<ul style="list-style-type: none"> • Create configuration management standards • GDPR Requests • Manage document archive 		
01	05	<p>The potential PMO services that require the Delivery Support - Issue Management competence, specifically:</p> <ul style="list-style-type: none"> • Maintain issue register • Develop escalation process for issues • Facilitate issue resolution workshop 		CF p 115
01	06	<p>The potential PMO services that require the Delivery Support - Reporting, Insights and Analysis competence, specifically:</p> <ul style="list-style-type: none"> • Collate reports for the programme board • Facilitate planning workshops • Design executive portfolio dashboard 		CF p 154
01	07	<p>The potential PMO services that require the Delivery Support - Risk Management competence, specifically:</p> <ul style="list-style-type: none"> • Maintain the risk register • Facilitate risk identification workshop • Undertake QCRA and QSRA 		CF p 175
01	08	<p>The potential PMO services that require the Delivery Support - Financial Management competence, specifically:</p> <ul style="list-style-type: none"> • Forecasting • Monthly financial reporting • Consultancy • Budget tracking 		CF p 94
UNDERSTAND				
Understand terms and concepts relating to the context of PMOs. Specifically, to identify:				

02	01	<p>The descriptions of the competences:</p> <ul style="list-style-type: none"> • Delivery Support • Delivery Support – Change Control • Delivery Support – Information Management • Delivery Support – Issue Management • Delivery Support – Reporting, Insights and Analysis • Delivery Support – Risk Management • Delivery Support – Financial Management 		<p>CF PMO Service Catalogue p 104</p>
02	02	<p>The key terms and artefacts (in context) relevant to the Delivery Support competence, specifically:</p> <ul style="list-style-type: none"> • Helping projects, programmes and portfolio go faster 		<p>CF p 44 PMO Service Catalogue p 36</p>
02	03	<p>The key terms and artefacts (in context) relevant to the Delivery Support – Change Control competence, specifically:</p> <ul style="list-style-type: none"> • Change log • Change request • Impact assessment 		<p>CF p 74 PMO Service Catalogue p 148, p 154</p>
02	04	<p>The key terms and artefacts (in context) relevant to the Delivery Support – Information Management competence, specifically:</p> <ul style="list-style-type: none"> • Filing structures • Document management • Version control • Protective marking schemes 		<p>CF p 104 PMO Service Catalogue p 196, p 198, p 208</p>
02	05	<p>The key terms and artefacts (in context) relevant to the Delivery Support – Issue Management competence, specifically:</p> <ul style="list-style-type: none"> • Issues log • Impact analysis • Escalation routes 		<p>CF p 114 PMO Service Catalogue p 328</p>

02	06	The key terms and artefacts (in context) relevant to the Delivery Support – Reporting, Insights and Analysis competence, specifically: <ul style="list-style-type: none"> • Dashboards • Presentations and meetings • Evidence based decision making • Burndown charts 		CF p 154
02	07	The key terms and artefacts (in context) relevant to the Delivery Support - Risk Management competence, specifically: <ul style="list-style-type: none"> • Risk register • Risk management plan • ROAM boards 		CF p 184 PMO Service Catalogue p 580
02	08	The key terms and artefacts (in context) relevant to the Delivery Support – Financial Management competence, specifically: <ul style="list-style-type: none"> • Budget tracker • Staged release of funding • Accruals and prepayments • Resource costs and capital costs 		CF p 94 PMO Service Catalogue p 258, p 265
02	09	How the Delivery Support competence is used in the delivery of PMO services, including: <ul style="list-style-type: none"> • Induct new team members • Production of status reports 		CF p 44 PMO Service Catalogue p 230, p 281
02	10	How the Delivery Support – Change Control competence is used in the delivery of PMO services, including: <ul style="list-style-type: none"> • Maintain change control register 		CF p 74 PMO Service Catalogue p 279
02	11	How the Delivery Support – Information Management competence is used in the delivery of PMO services, including: <ul style="list-style-type: none"> • GDPR Requests 		CF p 104
02	12	How the Delivery Support - Issue Management competence is used		CF p 114

		in the delivery of PMO services, including: <ul style="list-style-type: none"> • Maintain issue register 		PMO Service Catalogue p 278, p 318, p 332
02	13	How the Delivery Support – Reporting, Insights and Management competence is used in the delivery of PMO services, including: <ul style="list-style-type: none"> • Collate reports for the Programme Board 		CF p 154 PMO Service Catalogue p 606, p 607
02	14	How the Delivery Support – Risk Management competence is used in the delivery of PMO services, including: <ul style="list-style-type: none"> • Maintain the risk register 		CF p 174 PMO Service Catalogue p 580
02	15	How the Delivery Support – Financial Management competence is used in the delivery of PMO services.		CF p 94 PMO Service Catalogue p 31, p 94, p 260, p 271