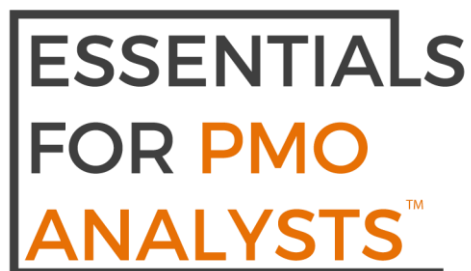




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***House of PMO Essentials™***  
***Essentials for PMO Analysts***  
**Syllabus v1.0**



*September 2021*

# Essentials for PMO Analysts - Syllabus

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## 1. Introduction

This syllabus is based on three publications.

The PMO Competency Framework that 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 (along with the addendum held on [www.houseofpmo.com](http://www.houseofpmo.com)) that 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 to or have recently been appointed to the role of PMO Analyst and have some foundation knowledge in P3 Management. It documents the learning outcomes related to the essential knowledge and skills to undertake the role of a PMO Analyst.

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 Analysts Exam Design.

## 2. Qualification Details

### 2.1. Purpose of the Qualification

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

### 2.2. Target Audience

This qualification is aimed at current and aspiring PMO Analysts.

### 2.3. High Level Performance Definition of a Successful Candidate

A candidate should understand the role of the PMO Analyst and the context within which the PMO Analyst 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 Analyst and how they can be applied

### 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 three 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.

<b>Learning Outcomes Assessment Model</b>				
	<b>1. Knowledge</b>	<b>2. Comprehension</b>	<b>3. Application</b>	<b>4. Analysis</b>
<b>Generic Definition from APMG Learning Outcomes Assessment Model</b>	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
<b>House of PMO Essentials Qualification Learning Outcome Assessment Model</b>	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 executing the PMO role	Be able to apply the competences in the context of a given scenario	

## 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 (and online addendum)
- PRAXIS Framework

## 7. Syllabus Areas

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

Syllabus Area Code	Syllabus Area	Essential	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:			
<b>KNOW</b>			
01	01	✓	PMO Service Catalogue
01	02	✓	PMO Service Catalogue
01	03	✓	PMO Service Catalogue
<b>UNDERSTAND</b>			
Understand terms and concepts relating to the context of PMOs. Specifically:			

02	01	The activities involved in the set up, running and closing of PMO services.	✓	PMO Service Catalogue
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Syllabus Area Code	Syllabus Area	Essential	Primary Manual
RO	PMO Roles		
<b>KNOW</b>			
Know facts, terms and concepts relating to the PMO roles. Specifically, to recall:			
01	01	The purpose of the four key PMO roles	✓ CF Appendix A
01	02	The key responsibilities of the PMO Analyst	✓ CF Appendix A
01	03	The key knowledge required to undertake the role of the PMO Analyst.	✓ CF Appendix A
01	04	The key skills of the PMO Analyst.	✓ CF Appendix A
01	05	The key behaviours of an effective PMO Analyst.	✓ CF Appendix A
<b>UNDERSTAND</b>			
Understand terms and concepts relating to the PMO Roles. 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 Analyst and how to execute those responsibilities	✓ CF Appendix A
02	03	Understand potential sources of the key knowledge required to undertake the role of PMO Analyst and how to obtain it.	✓ CF Appendix A
02	04	Understand how to apply the key skills whilst undertaking the role of the PMO Analyst.	✓ CF Appendix C
02	05	Understand the impact of demonstrating the key behaviours of a PMO Analyst.	✓ CF Appendix A





<b>Syllabus Area Code</b>	<b>Syllabus Area</b>	Essentials	Primary Manual
AD	P3M Administration Competence		
<b>KNOW</b>			
Know facts, terms and concepts relating to the P3M Administration competence. Specifically, to recall:			
01	01	The definition and description of the competence.	✓ CF p 34
<b>UNDERSTAND</b>			
Understand terms and concepts relating to the P3M Administration Competence. 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"> <li>• Onboarding</li> <li>• Board Papers</li> <li>• Communication with stakeholders</li> </ul>	✓ CF p 34
02	03	How the competence is used in the delivery of PMO services, including: <ul style="list-style-type: none"> <li>• Secretariat support for governance meetings</li> <li>• Maintain the project diary</li> <li>• Maintain the project or programme organisation chart</li> <li>• Formatting documents</li> <li>• Onboarding and induction</li> </ul>	✓ CF and PMO Service Catalogue

Syllabus Area Code	Syllabus Area	Essentials	Primary Manual
DS	P3M Delivery Support Competences		
<b>KNOW</b>			
Know facts, terms and concepts relating to the P3M Delivery Support Competences. Specifically, to recall:			
01	01 The definitions and descriptions of the competences: <ul style="list-style-type: none"> <li>• Delivery Support</li> <li>• Delivery Support - Benefits and Value Management</li> <li>• Delivery Support - Business Case</li> <li>• Delivery Support - Change Control</li> <li>• Delivery Support - Change Management</li> <li>• Delivery Support - Financial Management</li> <li>• Delivery Support - Information Management</li> <li>• Delivery Support - Issue Management</li> <li>• Delivery Support - Knowledge Management</li> <li>• Delivery Support - Planning and Scheduling</li> <li>• Management</li> <li>• Delivery Support - Quality Management</li> <li>• Delivery Support - Reporting, Insights and Analysis</li> <li>• Delivery Support - Resource Management</li> <li>• Delivery Support - Risk Management</li> <li>• Delivery Support - Stakeholder Engagement</li> </ul>	✓	Competence Framework

		<ul style="list-style-type: none"> <li>• Delivery Support - Supplier Management</li> </ul>		
<b>UNDERSTAND</b>				
Understand terms and concepts relating to the P3M Delivery Support competences. Specifically, to identify:				
02	01	<p>The descriptions of the competences:</p> <ul style="list-style-type: none"> <li>• Delivery Support</li> <li>• Delivery Support - Benefits and Value Management</li> <li>• Delivery Support - Business Case</li> <li>• Delivery Support - Change Control</li> <li>• Delivery Support - Change Management</li> <li>• Delivery Support - Financial Management</li> <li>• Delivery Support - Information Management</li> <li>• Delivery Support - Issue Management</li> <li>• Delivery Support - Knowledge Management</li> <li>• Delivery Support - Planning and Scheduling</li> <li>• Delivery Support - Quality Management</li> <li>• Delivery Support - Reporting, Insights and Analysis</li> <li>• Delivery Support - Resource Management</li> <li>• Delivery Support - Risk Management</li> <li>• Delivery Support - Stakeholder Engagement</li> <li>• Delivery Support - Supplier Management</li> </ul>	✓	Competence Framework

02	02	The key terms and artefacts (in context) relevant to the Delivery Support competence, specifically: <ul style="list-style-type: none"> <li>• Providing the 'one source of truth'</li> <li>• Raising the flag</li> </ul>	✓	
02	03	The key terms and artefacts (in context) relevant to the Delivery Support - Benefits and Value Management competence, specifically: <ul style="list-style-type: none"> <li>• Benefits Profiles</li> <li>• Benefits Map</li> <li>• Disbenefits</li> </ul>	✓	
02	04	The key terms and artefacts (in context) relevant to the Delivery Support - Business Case competence, specifically: <ul style="list-style-type: none"> <li>• Investment appraisals</li> <li>• Five case model</li> <li>• Investment board</li> </ul>	✓	
02	05	The key terms and artefacts (in context) relevant to the Delivery Support - Change Control competence, specifically: <ul style="list-style-type: none"> <li>• Impact Assessments</li> <li>• Tolerances</li> <li>• Change Control Notifications</li> </ul>	✓	
02	06	The key terms and artefacts (in context) relevant to the Delivery Support - Change Management competence, specifically: <ul style="list-style-type: none"> <li>• Planning change and assessing its impact</li> <li>• Facilitating groups working on change initiatives</li> </ul>	✓	
02	07	The key terms and artefacts (in context) relevant to the	✓	

		<p>Delivery Support - Financial Management competence, specifically:</p> <ul style="list-style-type: none"> <li>• Corporate financial policies and controls</li> <li>• Budget monitoring and tracking</li> <li>• Budget tracker</li> </ul>		
02	08	<p>The key terms and artefacts (in context) relevant to the Delivery Support - Information Management competence, specifically:</p> <ul style="list-style-type: none"> <li>• Lessons learned</li> <li>• Access rights/ permissions</li> <li>• Data CIA (confidentiality, integrity and availability)</li> </ul>	✓	
02	09	<p>The key terms and artefacts (in context) relevant to the Delivery Support - Issue Management competence, specifically:</p> <ul style="list-style-type: none"> <li>• Impact Analysis</li> <li>• Common and Systemic Issues</li> <li>• Issue Resolution Plans</li> </ul>	✓	
02	10	<p>The key terms and artefacts (in context) relevant to the Delivery Support - Knowledge Management competence, specifically:</p> <ul style="list-style-type: none"> <li>• Knowledge gaps</li> <li>• Subject matter experts</li> <li>• Knowledge flows</li> </ul>	✓	
02	11	<p>The key terms and artefacts (in context) relevant to the Delivery Support - Planning and Scheduling competence, specifically:</p> <ul style="list-style-type: none"> <li>• Rolling Wave Planning</li> <li>• Milestones</li> <li>• Planning Poker</li> </ul>	✓	

02	12	The key terms and artefacts (in context) relevant to the Delivery Support - Quality Management competence, specifically: <ul style="list-style-type: none"> <li>• Definition of Done</li> <li>• Feedback Loops</li> <li>• Defect Log</li> </ul>	✓	
02	13	The key terms and artefacts (in context) relevant to the Delivery Support - Reporting, Insights and Analysis competence, specifically: <ul style="list-style-type: none"> <li>• Data validation and verification</li> <li>• Data exploration</li> <li>• Analytical techniques</li> </ul>	✓	
02	14	The key terms and artefacts (in context) relevant to the Delivery Support - Resource Management competence, specifically: <ul style="list-style-type: none"> <li>• Resource forecasting and costing</li> <li>• Tracking contract resources</li> <li>• Tracking scarce/ expensive resource usage</li> </ul>	✓	
02	15	The key terms and artefacts (in context) relevant to the Delivery Support - Risk Management competence, specifically: <ul style="list-style-type: none"> <li>• Risk Management Plan</li> <li>• Risk Appetite</li> <li>• ROAM Boards</li> </ul>	✓	
02	16	The key terms and artefacts (in context) relevant to the Delivery Support - Stakeholder Management competence, specifically: <ul style="list-style-type: none"> <li>• Stakeholder analysis</li> </ul>	✓	

		<ul style="list-style-type: none"> <li>• SOAP - Stakeholder on a Page</li> <li>• Stakeholder management</li> </ul>		
02	17	<p>The key terms and artefacts (in context) relevant to the Delivery Support - Supplier Management competence, specifically:</p> <ul style="list-style-type: none"> <li>• Relationship management with suppliers</li> <li>• Project/ programme procurement strategies</li> <li>• Onboarding of external contractors, suppliers or a partner</li> </ul>	✓	
02	18	<p>How the Delivery Support competence is used in the delivery of PMO services, including:</p> <ul style="list-style-type: none"> <li>• Workshop Facilitation</li> </ul>	✓	
02	19	<p>How the Delivery Support - Benefits and Value Management competence is used in the delivery of PMO services, including:</p> <ul style="list-style-type: none"> <li>• Track and report on benefit realization</li> <li>• Facilitate benefits mapping workshop</li> </ul>	✓	
02	20	<p>How the Delivery Support - Business Case competence is used in the delivery of PMO services, including:</p> <ul style="list-style-type: none"> <li>• Develop and refine business cases</li> <li>• Develop and maintain the PPM financial framework</li> </ul>	✓	
02	21	<p>How the Delivery Support - Change Control competence is used in the delivery of PMO services, including:</p> <ul style="list-style-type: none"> <li>• Facilitate cross programme impact analysis</li> </ul>	✓	



		<ul style="list-style-type: none"> <li>• Develop the Change Control Framework</li> </ul>		
02	22	<p>How the Delivery Support - Change Management competence is used in the delivery of PMO services, including:</p> <ul style="list-style-type: none"> <li>• Co-ordinate internal communication</li> <li>• Create the change management framework</li> </ul>	✓	
02	23	<p>How the Delivery Support - Financial Management competence is used in the delivery of PMO services, including:</p> <ul style="list-style-type: none"> <li>• Develop and Maintain the PPM Financial Framework</li> <li>• Prepare monthly financial report</li> </ul>	✓	
02	24	<p>How the Delivery Support - Information Management competence is used in the delivery of PMO services, including:</p> <ul style="list-style-type: none"> <li>• Document project and programme success stories</li> <li>• Identify data requirements</li> </ul>	✓	
02	25	<p>How the Delivery Support - Issue Management competence is used in the delivery of PMO services, including:</p> <ul style="list-style-type: none"> <li>• Examine issue registers for common issues</li> <li>• Introduce tools for managing issues</li> </ul>	✓	
02	26	<p>How the Delivery Support - Knowledge Management competence is used in the delivery of PMO services, including:</p> <ul style="list-style-type: none"> <li>• Enable sharing of good practice</li> </ul>	✓	

		<ul style="list-style-type: none"> <li>• Create and maintain knowledge management framework</li> </ul>		
02	27	<p>How the Delivery Support - Planning and Scheduling competence is used in the delivery of PMO services, including:</p> <ul style="list-style-type: none"> <li>• Maintain a release schedule</li> <li>• Define planning standards and templates</li> </ul>	✓	
02	28	<p>How the Delivery Support - Quality Management competence is used in the delivery of PMO services, including:</p> <ul style="list-style-type: none"> <li>• Provide project and programme health checks</li> <li>• Provide a stage gate review or gateway support service</li> </ul>	✓	
02	29	<p>How the Delivery Support - Reporting, Insights and Analysis competence is used in the delivery of PMO services, including:</p> <ul style="list-style-type: none"> <li>• Make constructive challenge and recommendations on collated progress reports</li> <li>• Maintain directory of analysis techniques</li> </ul>	✓	
02	30	<p>How the Delivery Support - Resource Management competence is used in the delivery of PMO services, including:</p> <ul style="list-style-type: none"> <li>• Sign off contractor timesheets</li> <li>• Administer the timesheet system</li> </ul>	✓	
02	31	<p>How the Delivery Support - Risk Management competence</p>	✓	

		is used in the delivery of PMO services, including: <ul style="list-style-type: none"> <li>Facilitate independent risk workshop</li> <li>Strategic risk assessment</li> </ul>		
02	32	How the Delivery Support - Stakeholder Engagement competence is used in the delivery of PMO services, including: <ul style="list-style-type: none"> <li>Facilitate the formulation of stakeholder engagement strategies</li> <li>Facilitate stakeholder identification and communication workshops</li> </ul>	✓	
02	33	How the Delivery Support - Supplier Management competence is used in the delivery of PMO services, including: <ul style="list-style-type: none"> <li>Work with procurement to agree PPM purchasing framework</li> <li>Ensure project and programme relationships are embedded in BAU</li> </ul>	✓	
APPLY				
Be able to apply key concepts in relation to Delivery Support Competences within a given scenario, specifically.				
03	01	Applying the Delivery Support - Change Control competence within the given scenario.	✓	
03	02	Applying the Delivery Support - Financial Management competence within the given scenario.	✓	
03	03	Applying the Delivery Support - Information Management competence within the given scenario.	✓	

03	04	Applying the Delivery Support - Issue Management competence within the given scenario.	✓	
03	05	Applying the Delivery Support - Reporting, Insights and Analysis competence within the given scenario.	✓	
03	06	Applying the Delivery Support - Risk Management competence within the given scenario.	✓	

Syllabus Area Code	Syllabus Area	Essential	Primary Manual
EN	P3M Enabling Competences	1	
<b>KNOW</b>			
Know facts, terms and concepts relating to the context of a PMO within an organisation. Specifically, to recall:			
01	01	The definitions and descriptions of the competences: <ul style="list-style-type: none"> <li>• Delivery Methods</li> <li>• Governance Frameworks</li> <li>• Assurance</li> <li>• P3M Tools</li> </ul>	✓
<b>UNDERSTAND</b>			
Understand terms and concepts relating to the context of PMOs. Specifically, to identify:			
02	01	The description of the competences: <ul style="list-style-type: none"> <li>• Delivery Methods</li> <li>• Governance Frameworks</li> <li>• Assurance</li> <li>• P3M Tools</li> </ul>	✓

02	02	The key terms and artefacts (in context) relevant to the Delivery Methods competence, specifically <ul style="list-style-type: none"> <li>• Lifecycles</li> <li>• Templates</li> <li>• Tailoring</li> </ul>	✓	
02	03	The key terms and artefacts (in context) relevant to the Governance Frameworks competence, specifically <ul style="list-style-type: none"> <li>• Organization structures</li> <li>• Roles and responsibilities</li> <li>• Terms of reference for project, programme and portfolio boards</li> </ul>	✓	
02	04	The key terms and artefacts (in context) relevant to the Assurance competence, specifically <ul style="list-style-type: none"> <li>• Integrated Assurance and Approvals Plan</li> <li>• Gateway Reviews</li> <li>• Compliance</li> </ul>	✓	
02	05	The key terms and artefacts (in context) relevant to the P3M Tools competence, specifically <ul style="list-style-type: none"> <li>• Proprietary products</li> <li>• Automation</li> <li>• Access</li> </ul>	✓	
02	06	How the Delivery Methods competence is used in the delivery of PMO services, including: <ul style="list-style-type: none"> <li>• Tailor standard processes and templates to the project or programme</li> </ul>	✓	
02	07	How the Governance Frameworks competence is used in the delivery of PMO services, including: <ul style="list-style-type: none"> <li>• Advise Sponsors and Management Boards of</li> </ul>	✓	

		appropriate Frameworks and Governance Models		
02	08	How the Assurance competence is used in the delivery of PMO services, including: <ul style="list-style-type: none"> <li>• Provide project and programme assurance checks</li> </ul>	✓	
02	09	How the P3M Tools competence is used in the delivery of PMO services, including: <ul style="list-style-type: none"> <li>• Develop in-house P3M tools</li> </ul>	✓	