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***House of PMO Essentials™***

***Essentials for PMO Directors***

**Syllabus v1.0**

**ESSENTIALS  
FOR PMO  
DIRECTORS™**

*August 2022*

# Essentials for PMO Directors - Syllabus

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## 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 (including its appendix) 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 Director. It documents the learning outcomes related to the essential knowledge and skills to undertake the role of a PMO Director.

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 Directors Exam Design.

## 2. Qualification Details

### 2.1. Purpose of the Qualification

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

### 2.2. Target Audience

This qualification is aimed at current and aspiring PMO Directors.

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

A candidate should understand the role of the PMO Director and the context within which the PMO Director 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 Director 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

The House of PMO Essentials for PMO Directors qualification examines at all four levels; levels 1 (recall) levels 2 (understand), 3 (apply) and 4 (analyse).

<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 for PMO Directors Qualification Learning Outcome Assessment Model</b>	Know key facts, including terms, concepts, principles, life cycle phases and components, products, techniques, roles and responsibilities for the competencies related to the PMO Director role	Understand the processes, documentation, roles, skills, behaviours, procedures, tools and techniques and can explain how these are used in the PMO Director role.	Be able to apply the models and competences used by the PMO Director in the context of a given scenario	Be able to identify, analyse and distinguish between appropriate and inappropriate use of the models and competencies used by the PMO Director in the context of a given scenario

#### 4. Qualification Scope

The definition of scope for each qualification is presented in the syllabus tables at the end of this document. Each syllabus area is a unit of learning that relates to the reference material or training course module.

The following syllabus areas are identified.

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

## 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  CX [2]		Syllabus Area  QUAL Syllabus Area (XX) Theme [1]		Essentials	Primary Reference
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 for Directors References

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

- PMO Competence Framework
- PMO Services Catalogue (and appendix)
- PRAXIS Framework

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:				
<b>KNOW</b>				
01	01	The definitions of mission, vision, and strategy	✓	Praxis
01	02	The levels of P3M maturity and capability	✓	Praxis
01	03	The four different PMO offices	✓	CF
<b>UNDERSTAND</b>				
Understand terms and concepts relating to the context of PMOs. Specifically, to identify:				
02	01	The links between mission, vision, strategy and how they drive the portfolio and business as usual activities	✓	Praxis
02	02	The links between P3M maturity and capability	✓	Praxis
02	03	How the various PMOs can combine to produce an Integrated PMO Model	✓	Course Materials
<b>APPLY</b>				
Be able to apply key concepts in relation to the context of PMOs within a given scenario, specifically:				
03	01	Develop a PMO Vision	✓	Praxis/ Course Materials
03	02	Design an Integrated PMO Model	✓	Course Materials

Syllabus Area Code	Syllabus Area	Essentials	Primary Manual
RO	PMO Roles		
<b>KNOW</b>			
Know facts, terms and concepts relating to the roles 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 Director	CF Appendix A
01	03	The key knowledge required to undertake the role of the PMO Director	CF Appendix A
01	04	The key skills of the PMO Director	CF Appendix A
01	05	The key behaviours of an effective PMO Director	CF Appendix A
<b>UNDERSTAND</b>			
Understand terms and concepts relating to the roles of PMOs. Specifically, to understand:			
02	01	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 Director and how to execute those responsibilities	CF Appendix A
02	03	The potential sources of the key knowledge required to undertake the role of the PMO Director and how to obtain it	CF Appendix A
02	04	How to apply the key skills whilst undertaking the role of the PMO Director	CF Appendix C
02	05	The impact of demonstrating the key behaviours of a PMO Director	CF Appendix A



Syllabus Area Code	Syllabus Area	Essentials	Primary Manual
DS	P3M Delivery Support		
<b>KNOW</b>			
Know facts, terms and concepts relating to the P3M Delivery Support of a PMO within an organisation. Specifically, to recall:			
01	01	The definition of the P3M Delivery Support competence	CF p 44
<b>UNDERSTAND</b>			
Understand terms and concepts relating to the P3M Delivery Support of PMOs. Specifically, to identify:			
02	01	The description of the P3M Delivery Support competence.	CF p 44
02	02	The key terms and artefacts (in context) relevant to the P3M Delivery Support competence, specifically: <ul style="list-style-type: none"> <li>• Providing the one source of the truth</li> <li>• Being the corporate conscience/ critical friend</li> </ul>	CF p 44
02	03	How the P3M Delivery Support competence is used in the delivery of PMO services, including: <ul style="list-style-type: none"> <li>• Reporting results linked to organizational strategy</li> <li>• Make constructive challenge and recommendations on combined progress reports</li> </ul>	CF p 44 PMO Service Catalogue p 484 and p 614

Syllabus Area Code	Syllabus Area	Essentials	Primary Manual
EN	P3M Enabling Competences		
<b>KNOW</b>			
Know facts, terms and concepts relating to the P3M Enabling Competences of a PMO within an organisation. Specifically, to recall:			

01	01	The definition of the Capacity Management competence		CF p 224
01	02	The potential PMO services that require the Capacity Management competence, specifically: <ul style="list-style-type: none"> <li>• Resource forecasting for current portfolio</li> <li>• Utilization reporting</li> <li>• Maintain record of resource commitments</li> </ul>		CF p 224
01	03	The definition of the Capability Development competence		CF p 214
01	04	The potential PMO services that require the Capability Development competence, specifically: <ul style="list-style-type: none"> <li>• Develop and operate mentoring scheme</li> <li>• Create training directory</li> <li>• Undertake delivery competency assessment</li> </ul>		CF p 214
01	05	The definition of the Governance Frameworks competence		CF p 244
01	06	The potential PMO services that require the Governance Frameworks competence, specifically: <ul style="list-style-type: none"> <li>• Develop terms of reference for governance bodies</li> <li>• Maintain RASCI matrix for the project or programme</li> <li>• Investigate conflicts of governance</li> </ul>		CF p 244
01	07	The definition of the Assurance competence		CF p 204
01	08	The potential PMO services that require the Assurance competence, specifically: <ul style="list-style-type: none"> <li>• Schedule peer review</li> </ul>		CF p 204

		<ul style="list-style-type: none"> <li>Produce project and programme Integrated Assurance and Approvals Plan</li> <li>Maintain audit recommendations action plan</li> </ul>		
<b>UNDERSTAND</b>				
Understand terms and concepts relating to the P3M Enabling Competences of PMOs. Specifically, to identify:				
02	01	The description of the Capacity Management competence.		CF p 224
02	02	<p>The key terms and artefacts (in context) relevant to the Capacity Management competence, specifically:</p> <ul style="list-style-type: none"> <li>Resource Scenarios</li> <li>Capacity Planning</li> <li>Resource Strategy</li> </ul>		CF p 224
02	03	<p>How the Capacity Management competence is used in the delivery of PMO services, including:</p> <ul style="list-style-type: none"> <li>Forecast future resource needs</li> </ul>		CF p 224 PMO Service Catalogue p 120
02	04	The descriptions of the Capability Development competence.		CF p 214
02	05	<p>The key terms and artefacts (in context) relevant to the Capability Development competence, specifically:</p> <ul style="list-style-type: none"> <li>Heads of Profession</li> <li>People Strategy</li> <li>Matrix Management</li> </ul>		CF p 214
02	06	<p>How the Capability Development competence is used in the delivery of PMO services, including:</p> <ul style="list-style-type: none"> <li>Work with HR to provide a sourcing strategy</li> </ul>		PMO Service Catalogue p 88
02	07	The descriptions of the Governance competence.		CF p 244
02	08	The key terms and artefacts (in context) relevant to the Governance Frameworks competence, specifically:		CF p 244

		<ul style="list-style-type: none"> <li>• Governance landscape</li> <li>• Organization structures</li> <li>• Delegated authority</li> </ul>		
02	09	How the Governance competence is used in the delivery of PMO services, including: <ul style="list-style-type: none"> <li>• Define, maintain and implement PPM governance framework</li> </ul>		PMO Service Catalogue p 298
02	10	The descriptions of the Assurance competence.		CF p 204
02	11	The key terms and artefacts (in context) relevant to the Assurance competence, specifically: <ul style="list-style-type: none"> <li>• Gateway reviews</li> <li>• Three lines of defence</li> <li>• Review points</li> </ul>		CF p 204
02	12	How the Assurance competence is used in the delivery of PMO services, including: <ul style="list-style-type: none"> <li>• Deliver consolidated audit recommendation action plan</li> </ul>		PMO Service Catalogue Appendix
<b>APPLY</b>				
Be able to apply key concepts in relation to the P3M Enabling Competences to a scenario, specifically:				
03	01	Applying the Capacity Management in the role of the PMO Director.		CF p 224
03	02	Applying the Capability Development in the role of the PMO Director.		CF p 214
03	03	Applying the Governance Frameworks in the role of the PMO Director.		CF p 244
03	04	Applying the Assurance competence in the role of the PMO Director		CF p 204
<b>ANALYSE</b>				

Be able to analyse and distinguish between appropriate and inappropriate application of the P3M Enabling Competences when reviewing a scenario. Specifically to analyse with reasons whether:

04	01	The Capacity Management competence has been used appropriately in the role of the PMO Director.		CF p 224
04	02	The Capability Development competence has been used appropriately in the role of the PMO Director.		CF p 214
04	03	The Governance Frameworks competence has been used appropriately in the role of the PMO Director.		CF p 244
04	04	The Assurance competence has been used appropriately in the role of the PMO Director.		CF p 204