



House of PMO Essentials™

Essentials for PMO Managers

Syllabus v1.0

**ESSENTIALS
FOR PMO
MANAGERS™**

April 2022

Essentials for PMO Managers - Syllabus

1. Introduction

This syllabus is based on three publications.

The PMO Competency Framework provides information on the twenty-four 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 Manager. It documents the learning outcomes related to the essential knowledge and skills to undertake the role of a PMO Manager.

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 Managers Exam Design.

2. Qualification Details

2.1. Purpose of the Qualification

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

2.2. Target Audience

This qualification is aimed at current and aspiring PMO Managers.

2.3. High Level Performance Definition of a Successful Candidate

A candidate should understand the role of the PMO Manager and the context within which the PMO Manager 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 Manager 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 Managers qualification examines at all four levels; levels 1 (recall) levels 2 (understand), 3 (apply) and 4 (analyse).

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 for PMO Managers Qualification Learning Outcome Assessment Model	Know key facts, including terms, concepts, principles, life cycle phases and components, products, techniques, roles, and responsibilities for the competencies related to the PMO Manager role	Understand the processes, documentation, roles, skills, behaviours, procedures, tools, and techniques and can explain how these are used in the PMO Manager role.	Be able to apply the models and competences used by the PMO Manager 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 Manager 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
MG	PMO Management 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		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 e.g., 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 Managers References

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

- PMO Competence Framework
- PMO Services Catalogue (plus addendum)
- 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:				
KNOW				
01	01	The four domains defined within the Cynefin model.	✓	Praxis
01	02	The effective approach for each domain within the Cynefin model.	✓	Praxis
01	03	The recommended practices to be employed within each domain within the Cynefin model.	✓	Praxis
01	04	The four stages of the PMO Lifecycle	✓	Competency Framework
UNDERSTAND				
Understand terms and concepts relating to the context of PMOs. Specifically, to identify:				
02	01	Activities in each approach for each domain within the Cynefin model.	✓	Praxis
02	02	The recommended practices to be employed within each domain within the Cynefin model.	✓	Praxis
02	03	How a delivery framework is used to design, implement, transform, and close a PMO.	✓	Competency Framework
APPLY				
Be able to apply key concepts in relation to the context of PMOs within a given scenario, specifically:				
03	01	Select an appropriate approach from the Cynefin model for a given scenario.	✓	Praxis
03	02	Apply a delivery framework to design, implement, transform, or close a PMO, for a specific scenario.	✓	Praxis

Syllabus Area Code	Syllabus Area	Essentials	Primary Manual
RO	PMO Roles		
KNOW			
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 Manager	CF Appendix A
01	03	The key knowledge required to undertake the role of the PMO Manager	CF Appendix A
01	04	The key skills of the PMO Manager	CF Appendix A
01	05	The key behaviours of an effective PMO Manager	CF Appendix A
UNDERSTAND			
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 Manager 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 Manager and how to obtain it	CF Appendix A
02	04	How to apply the key skills whilst undertaking the role of the PMO Manager	CF Appendix C
02	05	The impact of demonstrating the key behaviours of a PMO Manager	CF Appendix A

Syllabus Area Code	Syllabus Area	Essentials	Primary Manual
DS	P3M Delivery Support		
KNOW			
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
01	02	The potential PMO services that require the P3M Delivery Support competence, specifically: <ul style="list-style-type: none"> • Onboarding of new team members • Production of status reports • Facilitation of workshops 	CF p 44
UNDERSTAND			
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"> • Stopping projects and programmes going wrong • Providing the buffer (bridge) between the P3M community and the rest of the organisation • Being the corporate conscience/ critical friend 	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"> • Provision of Management Dashboards 	CF p 44 PMO Service Catalogue p 616

Syllabus Area Code	Syllabus Area	Essentials	Primary Manual
MG	PMO Management		
KNOW			
Know facts, terms and concepts relating to the management of a PMO within an organisation. Specifically, to recall:			
01	01	The definition of the PMO Management competence	CF p 264
01	02	The potential PMO services that require the PMO Management competence, specifically: <ul style="list-style-type: none"> • PMO Development • PMO Design • PMO Benchmarking 	CF p 264
UNDERSTAND			
Understand terms and concepts relating to the management of PMOs. Specifically, to identify:			
02	01	The descriptions of the PMO Management competence.	CF p 264
02	02	The key terms and artefacts (in context) relevant to the PMO Management competence, specifically: <ul style="list-style-type: none"> • PMO Roadmap • Key Performance Indicators • P3 Maturity Assessments 	CF p 264
02	03	How the PMO Management competence is used in the delivery of PMO services, including: <ul style="list-style-type: none"> • Carries out PMO benchmarking activities 	CF p 264 PMO Service Catalogue p 426
APPLY			
Be able to apply key concepts in relation to the PMO Management competence to a scenario, specifically in the:			
03	01	<ul style="list-style-type: none"> • Setting up, running, transforming, and closing a PMO • Benchmarking a PMO 	CF p 264

Syllabus Area Code	Syllabus Area	Essentials	Primary Manual
MG	PMO Management		
ANALYSE			
Be able to analyse and distinguish between appropriate and inappropriate application of the PMO Management competence to a scenario. Specifically, to analyse with reasons when:			
04	01	1. Setting up, running, transforming, and closing of a PMO 2. Benchmarking a PMO.	CF p 264 PMO Service Catalogue p 426

Syllabus Area Code	Syllabus Area	Essentials	Primary Manual
EN	P3M Enabling Competences		
KNOW			
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"> • Resource forecasting for current portfolio • Utilization reporting • Maintain record of resource commitments 	CF p 224
01	03	The definition of the Capability Development competence	CF p 214

Syllabus Area Code		Syllabus Area	Essentials	Primary Manual
EN		P3M Enabling Competences		
01	04	The potential PMO services that require the Capability Development competence, specifically: <ul style="list-style-type: none"> • Develop and operate mentoring scheme • Create training directory • Undertake delivery competency assessment 		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"> • Develop terms of reference for governance bodies • Maintain RASCI matrix for the project or programme • Investigate conflicts of governance 		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"> • Schedule peer review • Product project and programme Integrated Assurance and Approvals Plan • Maintain audit recommendations action plan 		CF p 204
01	09	The definition of the Delivery Methods competence		CF p 234
01	10	The potential PMO services that require the Delivery Methods competence, specifically:		CF p 234

Syllabus Area Code		Syllabus Area	Essentials	Primary Manual
EN		P3M Enabling Competences		
		<ul style="list-style-type: none"> Tailoring of corporate standards, processes and procedures and templates Method consultancy at project and programme start up Induction training for new resources 		
01	11	The definition of the P3M Tools competence		CF p 254
01	12	<p>The potential PMO services that require the P3M Tools competence, specifically:</p> <ul style="list-style-type: none"> Provide access to P3M tools Training on P3M tools Tailor P3M tools for project or programme 		CF p 254
UNDERSTAND				
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"> Resource forecasts Recruitment Role Profiles 		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"> Resource Tracking and Capacity Reports 		CF p 224 PMO Service Catalogue p 132
02	04	The descriptions of the Capability Development competence.		CF p 214

Syllabus Area Code		Syllabus Area	Essentials	Primary Manual
EN		P3M Enabling Competences		
02	05	The key terms and artefacts (in context) relevant to the Capability Development competence, specifically: <ul style="list-style-type: none"> • Communities of Practice • Skills assessment or audits • Talent identification • On the job training 		CF p 214
02	06	How the Capability Development competence is used in the delivery of PMO services, including: <ul style="list-style-type: none"> • Provide 'help squads' for projects and programmes (SWAT team) 		PMO Service Catalogue p 92
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: <ul style="list-style-type: none"> • RASCI • Terms of Reference for project/ programme/ portfolio boards • Escalation paths 		CF p 244
02	09	How the Governance competence is used in the delivery of PMO services, including: <ul style="list-style-type: none"> • Provide guidance on how the governance framework can be tailored 		PMO Service Catalogue p 300
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"> • Three Lines of Defence • Challenge • Compliance 		CF p 204

Syllabus Area Code		Syllabus Area	Essentials	Primary Manual
EN		P3M Enabling Competences		
02	12	How the Assurance competence is used in the delivery of PMO services, including: <ul style="list-style-type: none"> • Advise on programme or project assurance services 		PMO Service Catalogue p 306
02	13	The descriptions of the P3M Delivery Methods competence.		CF p 234
02	14	The key terms and artefacts (in context) relevant to the P3M Delivery Methods competence, specifically: <ul style="list-style-type: none"> • Pilot • Tailoring • Lifecycles • Delivery Handbook 		CF p 234
02	15	How the P3M Delivery Methods competence is used in the delivery of PMO services, including: <ul style="list-style-type: none"> • Recommend ways to reduce or shorten project lifecycle times 		PMO Service Catalogue p 236
02	16	The descriptions of the P3M Tools competence.		CF p 254
02	17	The key terms and artefacts (in context) relevant to the P3M Tools competence, specifically: <ul style="list-style-type: none"> • Proprietary products • PMO Dashboards • PMO Roadmaps • Automation 		CF p 254
02	18	How the P3M Tools competence is used in the delivery of PMO services, including: <ul style="list-style-type: none"> • Implement vendor provided project management tools 		PMO Service Catalogue p 500

Syllabus Area Code	Syllabus Area	Essentials	Primary Manual
EN	P3M Enabling Competences		
APPLY			
Be able to apply key concepts in relation to the P3M Enabling Competences to a scenario, specifically:			
03	01	Applying the Capacity Management competence in the role of the PMO Manager.	CF p 224
03	02	Applying the Capability Development competence in the role of the PMO Manager.	CF p 214
03	03	Applying the Governance Frameworks competence in the role of the PMO Manager.	CF p 244
03	04	Applying the Assurance competence in the role of the PMO Manager	CF p 204
03	05	Applying the P3M Delivery Methods competence in the role of the PMO Manager	CF p 234
03	06	Applying the P3M Tools competence in the role of the PMO Manager.	CF p 254
ANALYSE			
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 Manager.	CF p 224
04	02	The Capability Development competence has been used appropriately in the role of the PMO Manager.	CF p 214

Syllabus Area Code		Syllabus Area	Essentials	Primary Manual
EN		P3M Enabling Competences		
04	03	The Governance Frameworks competence has been used appropriately in the role of the PMO Manager.		CF p 244
04	04	The Assurance competence has been used appropriately in the role of the PMO Manager.		CF p 204
04	05	The P3M Delivery Methods competence has been used appropriately in the role of the PMO Manager.		CF p 234
04	06	The P3M Tools competence has been used appropriately in the role of the PMO Manager.		CF p 254