

Contents

Foreword	3
Introduction	4
Competences	6
Setting up for success	
1 Life cycles	6
2 Governance arrangements	7
3 Sustainability	8
4 Financial management	10
5 Business case	12
6 Portfolio shaping	13
Preparing for change	
7 Procurement	15
8 Reviews	17
9 Assurance	19
10 Capability development	21
11 Transition management	23
12 Benefits management	25
People and behaviours	
13 Stakeholder engagement and communication management	26
14 Conflict resolution	28
15 Leadership	29
16 Team management	31
17 Diversity and inclusion	33
18 Ethics, compliance and professionalism	35
Planning and managing deployment	
19 Requirements management	37
20 Solutions development	38
21 Quality management	39
22 Integrated planning	41
23 Schedule management	43
24 Resource management	45
25 Resource capacity planning	47
26 Budgeting and cost control	49
27 Contract management	51
28 Risk and issue management	53
29 Change control	54

Foreword

Welcome to the *APM Competence Framework 3rd edition*.

We are living through a period of significant change, something the project profession is well equipped to manage. For this edition of the framework, our intention was to reflect the established good practice within the profession, and the emergent themes professionals will need to address to manage future challenges.

We knew from our early research from across the profession that the foundation of the previous edition of this framework remained relevant, and so our intention was to build on this with key changes that better reflect the changing world of projects today.

In response we've introduced two new competences: 'Sustainability' and 'Diversity and inclusion'. Our research showed that the climate crisis is something no organisation or professional can ignore, while delivering projects to benefit our diverse society is also a key concern. We hope their inclusion enables you to embed sustainability into all aspects of your organisation's project work, and to empower diverse teams to achieve better project outcomes.

We've also updated the existing competences to make them more relevant to how projects, programmes and portfolios are managed today. There is more emphasis on life cycle options, the use of data, behaviours and different ways of working, which are embedded across the whole framework.

In line with above, we've taken the opportunity to align the framework more closely to the *APM Body of Knowledge 7th edition*. For example, we use the term 'change initiative' to refer collectively to projects, programmes and/or portfolios. The structure, too, has been reordered to mirror the *APM Body of Knowledge* chapters, as you move through the project life cycle.

We'd encourage you to make use of the *APM Competence Framework* and to tailor it to your own specific needs, whatever your preferred methodology or life cycle. We'd also encourage you to make use of extra resources, such as APM's role profiles, to bring the framework to life and show how it can apply to different project roles.

Finally, we'd encourage you to use this framework to raise professional standards, to enable project professionals and team members to identify and develop new skills or build on existing ones and, more widely, to raise awareness of the project profession and the benefits to society that it brings.

Jackie Martin

Director of Education and Lifelong Learning

Introduction

This *APM Competence Framework 3rd edition* will help you to assess and improve performance in your organisation. This framework is for you if you're interested in:

- developing your organisation's capability and community of project professionals
- creating a formal career path for specific project roles, enabling a manager or team leader to measure and improve the performance of project professionals for whom they're responsible
- helping individual project professionals to identify and address training and development needs to deliver their change initiatives more effectively

What is the APM Competence Framework?

The *APM Competence Framework* sets out the competences required for effective project, programme and portfolio management. It aims to reflect both current good practice and the future needs of the profession and provides a benchmark for all those engaged in change initiatives.

The framework consists of 29 competences, each based around outcomes that project professionals need to achieve. Each competence includes a title, a brief introduction to the competence, and a series of criteria covering the knowledge and application required to fulfil each competence. The framework also includes a simple, five-point rating system for assessing level of performance against knowledge and application criteria.

For best use, focus on the competences that are most relevant to your organisation and your business needs.

How do I use the APM Competence Framework?

The key purpose of the *APM Competence Framework* is as a tool to assess and improve performance. Whether you'd like to use the framework to review your own performance or to assess the performance of others, the main steps involved are broadly the same.

Step 1

Rate performance against each relevant competence

Review the 29 competences included in the *APM Competence Framework* and list those that are most relevant to the role in question. The titles and introductions to the competences should act as a guide. You can also use your current job role description.

Next, use APM's ratings chart, on page 5, to assess your current level of knowledge and application. Alternatively, use the APM ratings to create your own ratings system.

To help rate your performance, it's a good idea to consider the level of complexity of a change initiative that you manage. As a rule, a non-complex change initiative means clear objectives, low levels of risk and a limited number of interfaces and stakeholders. A complex change initiative, on the other hand, will typically have uncertain objectives, high levels of risk and/or innovation, and a large number of interfaces and stakeholders.

Ratings chart

Level		Knowledge	Application
0	Unaware	Has no awareness of the knowledge needed for the competence.	No awareness and no application required at this level.
1	Aware	Has an awareness of the knowledge needed for the competence.	As only awareness is required at this level, no application is expected.
2	Practised	Has a working knowledge of, and can describe, the competence.	Applies the competence under supervision, primarily in non-complex situations.
3	Competent	Has a comprehensive knowledge of the competence in situations of limited complexity.	Applies the competence independently, primarily in situations of limited complexity.
4	Proficient	Has a detailed knowledge of the competence in complex situations and can critically evaluate and adapt as required.	Applies the competence independently, primarily in complex situations. Supervises others applying the competence.
5	Expert	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.	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.

Step 2

Compare performance against role profiles

Use the example role profiles created by APM to help focus on relevant competences. The profiles are pitched at different levels and give a general overview of the role and typical responsibilities. In many cases the profiles will share common competences. This can be useful in identifying learning and development opportunities. There is also scope to develop and adapt the profiles to the specific needs of your organisation.

Step 3

Identify gaps and development needs

The assessment process will help identify strengths, weaknesses and potential learning and development needs. Prioritise those aspects of performance that need to be developed or improved, and explore ways of achieving that (e.g. mentoring, coaching, shadowing, formal training, qualifications).

Agree to a development plan and the support (i.e. time, resources) required to achieve the plan. The competences can help to specify development objectives and provide a benchmark against which improvements in performance can be measured.

Remember that improving performance is an ongoing activity. It's a good idea to repeat these steps periodically to monitor progress and stay on track.

Visit [apm.org.uk/competence-framework](https://www.apm.org.uk/competence-framework) for more information.

Competence 1: Life cycles

The ability to structure and organise change initiatives.

Introduction

A life cycle is a framework comprising a series of distinct stages required to transform an idea or concept into reality in an orderly and efficient manner. A life cycle can be viewed as the structure underpinning deployment. Recognised life cycles include: linear (commonly referred to as waterfall), iterative (commonly referred to as agile) and hybrid. The choice of life cycle depends on the desired outputs, outcomes, benefits and the expected uncertainty, novelty and risk appetite for a change initiative.

	Knowledge	Application
1	Knowledge of the life cycle options available.	Analyse potential life cycles for the management of change initiatives.
Consider:	<ul style="list-style-type: none"> The different life cycle approaches and when they are applicable. The factors that influence which life cycle to select, including the maturity of the organisation, the type of change and the business case drivers. 	
2	Knowledge of the culture and mindset of the organisation.	Determine internal and external contexts which could affect the use of a life cycle.
Consider:	<ul style="list-style-type: none"> The use of predictive and adaptive approaches. The level of certainty, the organisation's attitude to risk and the management structure in place, for example, matrix/decentralised/hierarchical. Ways to promote a psychologically safe and collaborative working environment to support the chosen life cycle. 	
3	Knowledge of the organisational capability for delivering different life cycle options.	Identify the underlying principles for a life cycle that will suit the management of change initiatives within the organisation.
Consider:	<ul style="list-style-type: none"> The value and priority of a change initiative. The level of stakeholder support and experience within the organisation. Ways in which different leadership styles can impact ways of working. 	
4	Knowledge of the sources available to define the processes, standards and guidelines.	Define the processes, standards, and guidelines to implement the life cycle, adopting these from published sources or internal sources, or developing them as required.
Consider:	<ul style="list-style-type: none"> The processes, standards and guidelines associated with different life cycles. The types of life cycles available and what the change encompasses, for example benefits realisation. The benefits and costs of applying a life cycle approach to change initiatives. 	
5	Knowledge of the need for continuous improvement.	Reflect on the strengths and limitations of a life cycle, making refinements as required based on experience.
Consider:	<ul style="list-style-type: none"> The sources of data to inform development. The methods for eliciting feedback. The ways in which the advantages and disadvantages of different life cycles can be identified. Different ways of engagement to promote two-way conversation. Methods such as test, learn and adapt. 	

Competence 2: Governance arrangements

The ability to establish and maintain governance structures that define control of deployment for delivery of change initiatives, and that align with organisational practice.

Introduction

Governance arrangements comprise the framework of authority and accountability that defines and controls the outputs, outcomes and benefits from change initiatives. They are the mechanism whereby the investing organisation exerts financial and technical control over the deployment of the work and the realisation of value.

	Knowledge	Application
1	Knowledge of the types of governance processes that are in place to manage a change initiative.	Define reporting, decision-making hierarchies, and levels of authority for a change initiative.
Consider:	<ul style="list-style-type: none"> The organisational structures. The governance standards/board charter. The levels of stakeholder influence that inform decision making. 	
2	Knowledge of types of organisational culture and working practices.	Design a change initiative governance structure, taking into account context, complexity and potential impact.
Consider:	<ul style="list-style-type: none"> The level of rigour to be applied and the needs of different life cycles. The complexity of a change initiative. 	
3	Knowledge of the relationship between a change initiative's governance and the organisational governance.	Establish the relationship between a change initiative's governance and the organisation's governance structures.
Consider:	<ul style="list-style-type: none"> The levels of stakeholder influence. The way in which a change initiative interacts with the organisation's governance structure. The areas of the organisation impacted by the change. 	
4	Knowledge of levels of ownership.	Ensure clarity of ownership and levels of authority by agreeing the responsibilities and accountabilities with relevant individuals.
Consider:	<ul style="list-style-type: none"> The roles and responsibilities for ownership. The principles of delegation and levels and limits of authority. The agreed escalation routes. The frequency and methods of reporting. 	
5	Knowledge of ways to maintain confidence.	Ensure effective reporting and decision making through maintained governance structures, staffing and maintenance of approved reporting and decision making.
Consider:	<ul style="list-style-type: none"> The importance of adherence to standards. The integrity of the sources of data available to inform decision making. Ways to secure the capacity and capability to deliver. 	

Competence 3: Sustainability

The ability to balance the environmental, social, economic and administrative considerations that will impact a change initiative.

Introduction

Sustainability involves taking individual and organisational responsibility to ensure outputs, outcomes and benefits are sustainable over their life cycles, meeting the current needs of stakeholders without compromising or over burdening future generations. In addition, change initiatives need to be delivered through sustainable working practices and methods. Sustainability is so significant and important, that change initiatives need to proactively alter behaviours and apply methods that ensure these considerations become second nature.

	Knowledge	Application
1	Knowledge of the sustainability agenda of the organisation that informs business activity.	Promote and adhere to sustainable working practices that support organisational standards.
Consider:	<ul style="list-style-type: none"> The management strategies in place, and the need to understand the external factors that may identify risks and opportunities and influence direction. Any sector-specific responsibilities, principles and priorities that may need to be considered. What needs to be considered for continuity, and generating efficiencies for the future. The alignment of any external party to the internal policies. Working practices that support sustainability. 	
2	Knowledge of the sustainability priorities.	Determine the sustainability vision and objectives for a change initiative. Undertake appropriate assessment to support sustainability methods and outcomes. Explore stakeholder perception and actively manage sustainability expectations and outcomes.
Consider:	<ul style="list-style-type: none"> The way in which the business case aligns to and supports the sustainability agenda. Tools and techniques available to proactively embrace sustainability. Measures and metrics used to evaluate and inform the sustainability assessment. The internal and external communities impacted and how they will be impacted. The way in which the adoption of sustainability principles may have a positive or adverse impact on a change initiative. 	

3	Knowledge of which mechanisms can embed sustainability and of ways to communicate sustainability measures.	Employ relevant techniques to embed a culture of sustainability within a change initiative. Apply a range of communication styles to promote sustainability objectives.
Consider:	<ul style="list-style-type: none"> • Ways to understand the individual drivers that can be used to change behaviours. • Different ways of telling a story to gain ownership at all levels. • Different working practices that support the sustainability agenda. • Techniques to facilitate creative thinking that supports both the business case and the sustainability objectives. 	
4	Knowledge of what information is needed to confirm that practices are still being followed.	Ongoing monitoring and reporting of sustainability. Ensure that stakeholders are engaged and responsive to sustainability practices. Promote the sharing of lessons learned and actively encourage sustainability and accountability at all levels.
Consider:	<ul style="list-style-type: none"> • Ways to assess and show that stakeholders are still engaged with sustainability practices. • The ability to support ongoing operations within business-as-usual. • Ways to embed into the organisation's culture a continued focus on sustainability in day-to-day activities. • The sources of data and methods to promote continuous improvement. 	
5	Knowledge of changes in sustainability practices.	Actively keep abreast of changes to inform new initiatives. Promote efficiencies to facilitate sustainability in other change initiatives across industry sectors. Propose ways to acknowledge and celebrate achievements in sustainability both internally and externally.
Consider:	<ul style="list-style-type: none"> • Ways to keep up to date with external guidance and regulation that will impact the sustainability agenda. • How to stay up to date with innovative practices, to inform forward thinking and new ways of working. • Different ways to promote and communicate achievements and improvements. 	

Competence 4: Financial management

The ability to enable financial resource for delivery and to plan and control the finances of change initiatives, as part of the organisation's overall financial management, to ensure optimisation of the business case.

Introduction

Financial management considers the affordability of the proposal within the timeframe, and ensures that the money required is secured and made available when needed, and is subsequently managed. It provides an interface between the financial management arrangements for a change initiative and the financial systems of the organisation.

	Knowledge	Application
1	Knowledge of the governance rules for investment.	Adopt a consistent approach to the investment appraisal of a change initiative in line with organisational practice.
Consider:	<ul style="list-style-type: none"> The financial governance that exists within the organisation, including the financial reporting system to be adhered to. The reporting procedures that are in place for a change initiative. 	
2	Knowledge of the characteristics of a consistent approach to estimating.	Ensure a consistent approach to estimating is used across a change initiative.
Consider:	<ul style="list-style-type: none"> The elements that require estimation. The different types of costs (labour, non-labour, and ongoing costs to the organisation) and their timings. Ways to identify optimism bias in estimating costs. The available sources that can be used to validate estimates and the need for ongoing refinement. 	
3	Knowledge of the value a change initiative will give to the organisation.	Determine capital and revenue expenditure for a change initiative, ensuring alignment with the organisation's financial plan.
Consider:	<ul style="list-style-type: none"> The difference between capital and revenue expenditure. The link between the financial value of a change initiative and the strategic objectives. 	
4	Knowledge of the reporting procedures for reviews.	Establish financial reporting milestones and reviews for a change initiative.
Consider:	<ul style="list-style-type: none"> The types of financial reports. The timing of funding release. The commercial milestones that are in place for all parties. 	

5	Knowledge of the organisational procedures for the release of funds.	Establish control limits for the reporting and approval of budget variances, and arrangements for the release of funds at appropriate stages in a change initiative.
Consider:	<ul style="list-style-type: none"> • The levels of financial accountability. • The validity of the revised forecast. • Agreed tolerance levels. • Contingency options available. • The importance of rigour in communicating fiscal responsibilities. 	
6	Knowledge of the financial reporting system in place.	Produce financial progress reports based on the financial information related to a change initiative. Adjust a financial plan based on the progress of a change initiative and associated financial reviews.
Consider:	<ul style="list-style-type: none"> • The tools/techniques available to monitor and report. • The actual cost versus forecasted cost. • The categorisation of costs, including internal versus external resources. • The implications for forward planning and potential impact on a change initiative. 	

Competence 5: Business case

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

Introduction

Business cases provide the justification for undertaking and continuing with a change initiative. The business case needs to be reconsidered at regular review points during a change initiative, in case the original justifications are affected by later developments.

	Knowledge	Application
1	Knowledge of the relevant factors affecting business cases.	Determine the relevant factors which could influence the development of a convincing business case.
Consider:	<ul style="list-style-type: none"> The perceived value/benefits that will be delivered to the organisation and the links to the strategic objectives. The different commercial approaches, based on organisational strategy, and perceived cost, time, quality, risk and resource required. 	
2	Knowledge of ways to analyse relevant factors affecting business cases.	Support a persuasive argument through effective analysis of relevant factors which could influence the development of a convincing business case.
Consider:	<ul style="list-style-type: none"> The range of sources that could be used to gather relevant data. The ways of sharing the data to promote understanding and meet stakeholder needs. 	
3	Knowledge of ways to create a benefits framework.	Establish a benefits framework for a business case.
Consider:	<ul style="list-style-type: none"> The driving factors of the benefits. The stakeholders, timing, and impact of the benefits from a change initiative. 	
4	Knowledge of the influencing factors in a business case.	Document a business case in a relevant format, and gain an initial and ongoing formal acceptance of a business case.
Consider:	<ul style="list-style-type: none"> The governance structures that are in place for initial and ongoing viability and acceptance. Ways to justify and quantify value, including the options that have been considered. Stakeholders' expectations and commitment to a change initiative. 	
5	Knowledge of the factors that may impact or influence the value of a change initiative.	Monitor and refine a business case as circumstances and factors change, including implementing a change control and configuration management system when updating a business case.
Consider:	<ul style="list-style-type: none"> The controls in place to manage any changes to the business case. The potential impact of risk on the business case. The effects on stakeholders and the wider organisation. Ways to actively manage stakeholder engagement to ensure continued support. 	

Competence 6: Portfolio shaping

The ability to set up portfolios to ensure efficient delivery of strategic objectives.

Introduction

Portfolio shaping is the grouping of change initiatives at an organisational or functional level to select, prioritise and control deployment in line with strategic objectives and the capacity to deliver, balancing change initiatives and business-as-usual, while optimising return on investment.

	Knowledge	Application
1	Knowledge of the ways required changes are determined.	Determine changes required by the organisation's strategic objectives.
Consider:	<ul style="list-style-type: none"> The strategic objectives and the relationship between individual change initiative outcomes. Visibility of any changes to the strategic direction or pace of strategic implementation. 	
2	Knowledge of the ways that change initiatives can be categorised.	Categorise related change initiatives in relation to an organisation's strategic objectives; map the intended outputs, outcomes and benefits of related change initiatives to an organisation's strategic objectives.
Consider:	<ul style="list-style-type: none"> The way the portfolios contribute to the strategic direction. The different categories that could be used. Ways to map outputs to achieve the outcomes. Ways to achieve optimal balance within a portfolio. 	
3	Knowledge of ways to determine gaps which may exist in the alignment of related change initiatives.	Determine gaps which may exist in the alignment of related change initiatives, either current or proposed to strategic objectives.
Consider:	<ul style="list-style-type: none"> The ways in which to review and report on progress across portfolios to confirm alignment to strategic objectives. Any changes in internal and/or external factors that may impact strategic objectives. 	
4	Knowledge of measures that could be used to compare the likely value of, both current and proposed, related change initiatives to an organisation's strategic objectives.	Establish appropriate measures to compare the likely value of, both current and proposed, related change initiatives to an organisation's strategic objectives.
Consider:	<ul style="list-style-type: none"> Ways in which measures can be established. Ways to gain agreement on the measures to be tracked against. Any governance controls that inform key processes to ensure standardisation at portfolio management level. How each change initiative contributes in terms of value, and ways to communicate that contribution at strategic level. 	

5	Knowledge of ways to prioritise related current and proposed change initiatives.	Use appropriate measures to prioritise related current and proposed change initiatives and consider the availability of finance and other resources when applying prioritisation measures.
Consider:	<ul style="list-style-type: none"> • The balance of short-term gains and long-term gains in relation to prioritisation activity. • The level of risk that the portfolio is carrying. • An understanding of the capability, capacity and funding available. • Ways in which to allocate resource based on priorities. 	
6	Knowledge of ways to assess ongoing progress and viability.	Recommend whether change initiatives should be initiated, maintained, or closed to maintain a balanced portfolio.
Consider:	<ul style="list-style-type: none"> • The sources of data/evidence to inform decisions. • Any changes in the strategic direction that will impact a change initiative within the portfolio. • Ways to refine the portfolio for optimal performance. 	
7	Knowledge of the importance of communication in relation to portfolio management.	Communicate appropriately and effectively to stakeholders any recommendations to inform decisions about the maintenance of a balanced portfolio.
Consider:	<ul style="list-style-type: none"> • The wider context and evidence for any recommendations. • The communication/information needs of stakeholders and ways to keep them engaged. • The governance/corporate structure in place to control portfolio change. 	

Competence 7: Procurement

The ability to secure the provision of resources, choosing strategies for obtaining best value from supply chains.

Introduction

Procurement is the process for securing the goods and services that are required from external suppliers to satisfy change initiative needs as appropriate.

	Knowledge	Application
1	Knowledge of the organisation’s approach to procurement.	Establish the type, quality and quantity of the resource requirement.
Consider:	<ul style="list-style-type: none"> • The type of relationship with a supplier. • The chosen life cycle approach, which may impact the resource requirement. • The level of risk that the organisation is willing to take and the amount of control required. • The resources available in-house to manage the process. • The availability, capacity and capability of suppliers. 	
2	Knowledge of what needs to be captured in a procurement specification.	Develop detailed specifications for the procurement of resources for a change initiative.
Consider:	<ul style="list-style-type: none"> • The detailed functional and technical specification to deliver the defined requirements. • Recognition of which stakeholders need to be engaged. • The benefits of engaging specialist support. • The way in which contract types will be evaluated. 	
3	Knowledge of the range of technical and commercial options.	Evaluate technical and commercial options for fulfilling the requirements, and agree a procurement plan with relevant stakeholders.
Consider:	<ul style="list-style-type: none"> • The governance rules for due diligence, including the preferred supplier list and the organisational financial strategy. • The way in which an appropriate procurement plan, which takes into consideration the complexity of the organisational approach, can be developed. • Ways to determine value propositions from the available options, both short and long term. • What constitutes best value in terms of the options available. • Ways to secure stakeholder engagement. 	
4	Knowledge of the internal skills and resources required to support the process, and ways in which negotiation can be conducted.	Negotiate and secure internal resources to effectively deliver a change initiative.
Consider:	<ul style="list-style-type: none"> • The governance process to follow. • The objectives of a change initiative to be met. • The benefit of using appropriate negotiation techniques. 	

<p>5</p>	<p>Knowledge of the organisation's procurement framework.</p>	<p>Comply with organisational procedures when selecting and negotiating with suppliers, based on a rigorous tendering process.</p>
<p>Consider:</p>	<ul style="list-style-type: none"> • What steps need to be followed. • The approaches to selecting suppliers. • The need for qualified resources to select suppliers. • The benefits of knowing 'what good looks like'. • Ways in which priorities and trade-offs can be determined to support the negotiation process. • The limits and levels of authority for negotiation. • Ways to motivate performance. • The benefits of good listening skills. 	
<p>6</p>	<p>Knowledge of the appropriate controls for the contract.</p>	<p>Agree viable contracts and statements of work, in line with organisational requirement.</p>
<p>Consider:</p>	<ul style="list-style-type: none"> • Ways to gain a common understanding of the agreed terms and conditions. • The need for agreed ownership of activities. • The dependencies between activities. • The agreed payment mechanism. • The requirement to have controls over performance. 	

Competence 8: Reviews

The ability to manage progression through the life cycle of a change initiative.

Introduction

Reviews are a way of gathering information to provide an assessment on the status of a change initiative and the ongoing viability of the work, and to supply advice and guidance.

	Knowledge	Application
1	Knowledge of the factors that need to be evaluated when establishing a review schedule.	Consider factors which need to be evaluated during a review and establish and implement a schedule of reviews incorporating key milestones during and after a change initiative.
Consider:	<ul style="list-style-type: none"> • The types of review that best align with the different governance structures and life cycle approaches. • The options for review formats and when they are appropriate to use, considering the stakeholder landscape. • Ways to analyse the complexity, risk profile and value of a change initiative. • Any legal and regulatory requirements that need to be considered. 	
2	Knowledge of ways of obtaining the relevant sources of data to inform the review.	Obtain appropriate information from valid sources to inform the review.
Consider:	<ul style="list-style-type: none"> • The information that is needed, the way it will be obtained, the purpose of the review and how it will be used. • The stakeholders who are best placed to provide the information. • Ways to validate the data. • Different ways in which the reviews will be conducted. 	
3	Knowledge of the governance process and response strategies.	Maintain records of any deviations from plans, to include reasons for and responses to the deviations.
Consider:	<ul style="list-style-type: none"> • The tolerance levels in place for all parties engaged in a change initiative, and the impact on the business case and the wider organisation. • Ways to identify and document deviations. • The range of potential actions or solutions to address deviations and how to determine their suitability. • The appropriate governance structure to follow for escalation routes and audit, depending on the severity of the deviation. 	

4	Knowledge of ways to involve relevant stakeholders.	Communicate the outcomes of reviews to relevant stakeholders, and confirm stakeholder understanding and acceptance of proposed actions.
Consider:	<ul style="list-style-type: none"> • Ways of determining stakeholder needs and preferred method of presentation to gain formal acceptance. • The use of data to inform decision making. • Ways of confirming understanding and acceptance. • The implications of the proposed actions. 	
5	Knowledge of re-planning activities.	Implement agreed actions and update lessons learned.
Consider:	<ul style="list-style-type: none"> • Tools and techniques for planning. • The resources that are required. • The governance process to support a change. • Ways in which the knowledge can be used, acted upon and shared. 	

Competence 9: Assurance

The ability to provide confidence to the governance board that a change initiative is on track to deliver the objectives and intended value.

Introduction

Assurance is objective and independent, working in partnership with governance and risk management.

	Knowledge	Application
1	Knowledge of the assurance approach and strategy.	Effectively resource assurance activities.
Consider:	<ul style="list-style-type: none"> • The organisation and governance structure that is in place. • The appropriate resources and capability that are required. • The engagement approach to secure resource. 	
2	Knowledge of the scope, priorities and strategic aims of assurance activities.	Agree the scope of, and responsibilities for, manageable assurance activities.
Consider:	<ul style="list-style-type: none"> • Ways to identify stakeholders and determine their roles in providing and receiving assurance. • The different options for governance arrangements of a change initiative. • The appropriate governance for the chosen life cycle. • The ways in which appropriate levels of independence are ensured. 	
3	Knowledge of the range of risks associated with a change initiative.	Prioritise assurance activities based on a risk assessment of a change initiative.
Consider:	<ul style="list-style-type: none"> • The priority and complexity of a change. • The risk appetite of the organisation and the appropriate risk-based approach to take. • The wider context in terms of level of value and practicality. • Ways that stakeholders can be engaged. 	
4	Knowledge of ways to develop recommendations for corrective action.	Conduct assurance activities, making recommendations for corrective action where required.
Consider:	<ul style="list-style-type: none"> • Different ways of conducting review activities. • The organisational attitude, ways of working and culture. • The sources of data and evidence. • The ways of presenting the data to enable ownership of actions. 	
5	Knowledge of ways to engage to ensure ownership of corrective action.	Maintain effective, two-way communication with all stakeholders, such that corrective action is reported, and concerns are addressed.
Consider:	<ul style="list-style-type: none"> • Appropriate communication skills, and the methods and techniques available. • Ways to facilitate two-way communication. • Ways to gain an agreed way forward. 	

6	Knowledge of the advice, guidance and support that is required to support in the implementation of recommendations.	Provide advice, guidance and support in the implementation of recommendations.
Consider:	<ul style="list-style-type: none"> • Ways in which stakeholders' attitudes can be gauged. • Ways to provide tangible actions to support the implementation of recommendations. • How to secure ownership of the recommendations. 	
7	Knowledge of techniques to analyse trends to improve the future performance of change initiatives.	Analyse patterns of change to identify trends to improve the future performance of change initiatives.
Consider:	<ul style="list-style-type: none"> • Sources of data to inform development. • Continuous improvement methods such as test, learn and adapt. • Ways to share the knowledge through communities of practice. 	

Competence 10: Capability development

The ability to assess organisational maturity in relation to a change initiative and the wider organisation.

Introduction

Capability development addresses the continuous improvement of competences within an organisation, investing in people and knowledge, and improving the predictability of delivering results and creating the correct context for teams to perform.

	Knowledge	Application
1	Knowledge of the current level of organisational maturity.	Use tools and techniques to determine the organisation's capability to support a change initiative.
Consider:	<ul style="list-style-type: none"> The range of tools and techniques that can be used to assess organisational capability and individuals' skills and competence, to establish their development needs. Ways to assess the current level of organisational maturity. Methods for adapting behaviour to the needs of a change initiative and good practice. 	
2	Knowledge of what constitutes a training and development strategy.	Develop and implement a training and development strategy in relation to change initiative management.
Consider:	<ul style="list-style-type: none"> The skills required to develop and implement a training and development strategy. Ways to develop an appropriate communication and engagement plan. Ways to identify organisational, team and individual needs and develop appropriate targets. How to support development on an ongoing basis; the approach and methods to be used, including formal and informal. The use of data to benchmark and assess improvement to demonstrate achievements. 	
3	Knowledge of ways to conduct a skills analysis.	Conduct a skills analysis on individuals within an organisation to identify gaps in competences required to deliver a successful change initiative.
Consider:	<ul style="list-style-type: none"> The methods of assessment and appropriate options to address gaps. The importance of developing goals and objectives consistent with needs and requirements. Ways to create an open and honest environment that is supportive of individual and team learning, in order to build trust. Behaviours that show areas of potential concern or conflict, and effective resolution methods. 	

4	Knowledge of the uplifting capability within the organisation.	Apply relevant competency models to the organisation's workforce in relation to change initiative management.
Consider:	<ul style="list-style-type: none"> • Ways to maximise formal and informal learning opportunities. • The alignment of learning outcomes with changing organisational needs. • Ways to share experience, for example, communities of practice. • The alignment of roles and responsibilities to the competence model. 	
5	Knowledge of the options for developing an ongoing people development plan.	Monitor and evaluate organisational learning against objectives.
Consider:	<ul style="list-style-type: none"> • Methods to monitor change through comparison of skills, maturity objectives and subsequent outcomes. • How to communicate timely feedback in a meaningful way to demonstrate progress to the wider organisation. • Ways to create an environment of trust, which enables open and honest conversations to aid individual performance. • How to embed an ongoing learning culture. 	

Competence II: Transition management

The ability to manage the integration of the outputs of a change initiative into business-as-usual (BAU), ensuring that outputs enable delivery of the intended value.

Introduction

Transition management is multi-faceted, its purpose being to facilitate changed capability, bedding in new processes, practices, and tools and techniques. It includes organisational change management and directing benefits realisation management.

	Knowledge	Application
1	Knowledge of what is needed to support the transition.	Establish the logistic requirements and key staff required to support a transition.
Consider:	<ul style="list-style-type: none"> • Different transition strategies that support the chosen life cycle. • Techniques to identify stakeholders and ways to get their buy-in, including how to build and communicate the transition plan. • Ways to identify and mitigate any potential areas of concern. 	
2	Knowledge of the knowledge transfer requirements.	Determine the knowledge transfer requirements for a transition process.
Consider:	<ul style="list-style-type: none"> • Ways of assessing the differences in processes and ways of working brought about by a change initiative. • The change management tools and models that are available. • The ways to capture knowledge requirements and ensure that they have been planned appropriately. • The need for strong interpersonal skills, including leadership, emotional intelligence, communication and choice of language. 	
3	Knowledge of the different approaches to transition.	Create a transition plan where priorities, potential disruption and output ownership are key considerations.
Consider:	<ul style="list-style-type: none"> • Ways to identify which transition activities have the potential to disrupt BAU. • The dependencies and constraints in place that may impact transition. • How to capture organisational and business priorities. • Ways to identify the resources required for transition, including budget, support, coaching and champions. 	

<p>4</p>	<p>Knowledge of the ways in which to agree a way forward on the transition process plan.</p>	<p>Negotiate with stakeholders to gain agreement on the transition process plan, including staffing solutions, logistics and knowledge transfer requirements.</p>
<p>Consider:</p>	<ul style="list-style-type: none"> • The engagement of stakeholders and ways to create understanding, including the constraints and complexities that have informed the transition plan. • How to identify the available transition options that address stakeholder needs. • Ways to ensure understanding of a change initiative requirements from the business. • How to actively address conflicts between a change initiative and BAU. 	
<p>5</p>	<p>Knowledge of the ownership of benefits.</p>	<p>Establish a benefit review process to monitor benefits realisation which meets the requirements of relevant stakeholders.</p>
<p>Consider:</p>	<ul style="list-style-type: none"> • The benefits life cycle, including: roles and responsibilities, the indicators of success, the sources of data and ways to measure and monitor achievement. 	

Competence 12: Benefits management

The ability to identify and agree the benefits and determine how they will be measured, monitored and managed throughout a change initiative until they are realised.

Introduction

Benefits management actively documents, measures and monitors a change initiative to assure realisation. It aligns with the business case and intended outcomes for delivery.

	Knowledge	Application
1	Knowledge of the wider organisational strategy.	Demonstrate how the intended benefits relate to strategic objectives and are measurable in a way meaningful to stakeholders.
Consider:	<ul style="list-style-type: none"> • Ways in which the benefits align to the strategic objectives. • The different techniques available to measure benefits. • Ways to quantify and communicate benefits to stakeholders. 	
2	Knowledge of ways to create a benefits management strategy.	Create a benefits management strategy which considers priorities, timescales and responsibilities, and monitoring methods.
Consider:	<ul style="list-style-type: none"> • The appropriate approach to determine a benefits management strategy for a change initiative, taking into consideration priorities, timescales, responsibilities and monitoring methods. • Ways of setting appropriate and realistic benefits targets. 	
3	Knowledge of ways to assess the intended benefits of a change initiative.	Confirm dependencies between the intended benefits and the outputs, outcomes and related business changes. Prioritise achievement of benefits based on their level of contribution to strategic objectives.
Consider:	<ul style="list-style-type: none"> • Ways to develop a benefits mapping process that considers the needs and wants of stakeholders. • Ways to analyse the organisational drivers and how a change initiative will facilitate the achievement of benefits. 	
4	Knowledge of the use and importance of a benefits realisation plan.	Create a benefits realisation plan which considers funding options, key indicators, milestones and reporting schedules.
Consider:	<ul style="list-style-type: none"> • The baseline measures that need to be in place, the level of improvement required and the expected timeframe for realisation. • Ways to monitor end user behaviours and attitudes. • How progress will be communicated. 	
5	Knowledge of ways to evidence the value delivered.	Carry out effective monitoring against the benefits realisation plan. Based on monitoring outcomes, take action to highlight recommended adjustments to maximise benefits realisation.
Consider:	<ul style="list-style-type: none"> • Ways of determining the sources of data required for effective monitoring. • Appropriate responses to implement any necessary changes to the benefits realisation plan. • Ways of managing expectations in terms of the timeframe of promised benefits considering any adjustments made. 	

Competence 13: Stakeholder engagement and communication management

The ability to work with people, both internally and externally, to build support to achieve intended outcomes.

Introduction

Stakeholder engagement is understanding who needs to be engaged and influenced, and ensuring ongoing commitment. Communication management ensures the exchange of relevant and timely information to support the successful delivery of a change initiative and inform decision making.

	Knowledge	Application
1	Knowledge of ways to identify and analyse stakeholder interests, requirements and levels of influence.	Determine stakeholder interests, requirements and levels of influence for a change initiative.
Consider:	<ul style="list-style-type: none"> • Ways to identify stakeholder positions and rationale. • How to recognise the signs of negative behaviours, either conscious or unconscious (body language, tone of voice), which can have unintended consequences. • Ways to actively manage resistance. • The techniques available to maximise the support of champions. 	
2	Knowledge of the importance of a stakeholder engagement and communication plan.	Produce stakeholder engagement and communication plans.
Consider:	<ul style="list-style-type: none"> • The importance of effective stakeholder engagement for the successful transition to the business. • Ways that the message can be tailored to achieve the desired impact. 	
3	Knowledge of the range of communication methods and media available.	Employ relevant communication methods and media to meet stakeholder requirements and expectations. Disseminate clear, timely and relevant information to stakeholders.
Consider:	<ul style="list-style-type: none"> • The different channels available and their appropriate application based on messaging, recognising the positive impact that inclusive language can have. • The need to tailor messaging, considering stakeholders' preferences (use of data, stories, visual). • Ways of gaining appropriate contributions from engagement, using appropriate media. 	

4	Knowledge of the need for feedback routes for stakeholders.	Obtain and respond to feedback from stakeholders which may have an impact on a change initiative.
Consider:	<ul style="list-style-type: none"> • The importance of recognition for the success of a change. • Different ways to obtain feedback. • Ways of determining appropriate responses to the changing needs of stakeholders, the business and a change initiative. 	
5	Knowledge of methods to monitor the impact of engagement of communication and stakeholder plans.	Monitor the effectiveness of stakeholder engagement and communication plans, adjusting when necessary to respond to changing needs.
Consider:	<ul style="list-style-type: none"> • The level of contribution/interaction. • The factors that indicate success. • The positive and negative signs that reflect stakeholders' attitudes, behaviours and visibility. • The need for ongoing adjustment of the plans considering any changes. 	

Competence 14: Conflict resolution

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

Introduction

Conflict resolution 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 resolution exploits healthy conflict to support group development and learning and addresses negative conflict to prevent differences from becoming harmful elements in a change initiative.

	Knowledge	Application
1	Knowledge of ways to identify conflict.	Take a proactive approach to identify and address potential conflict situations which may impact a change initiative.
Consider:	<ul style="list-style-type: none"> The potential positive and negative impacts of conflict. Sources of conflict, including seniority, context, situation, proximity and communication styles. 	
2	Knowledge of different indicators of conflict.	Take an impartial approach to investigating the cause of conflict and supporting others to resolve conflict.
Consider:	<ul style="list-style-type: none"> The external and/or internal pressures that can create or fuel conflict. The benefits of encouraging parties to take responsibility for resolving their own conflict. 	
3	Knowledge of the techniques that are available to facilitate conflict resolution.	Respond appropriately and promptly to conflict situations where intervention is required, giving due respect to the views, opinions and concerns of all parties.
Consider:	<ul style="list-style-type: none"> Ways to gain appropriate resolution, including active listening, appropriate discussion and exploration of alternative options, to reach an understanding that leads to an agreed way forward. The benefits of active communication, objectivity and impartiality in the management of conflict resolution. 	
4	Knowledge of the ways to evaluate and implement measures and the resources available to provide advice.	Evaluate and implement conflict resolution measures, seeking assistance from others when necessary.
Consider:	<ul style="list-style-type: none"> The appropriate negotiation techniques to aid resolution. The mix of internal, external and virtual sources to provide specialist advice. 	
5	Knowledge of ways to confirm success of conflict resolution measures.	Monitor the extent to which conflict resolution measures are successful.
Consider:	<ul style="list-style-type: none"> The ways in which to assess collaboration in the workplace. The use of active communication to support resolution. The indicators of satisfaction or dissatisfaction with the resolution. 	

Competence 15: Leadership

The ability to empower and inspire others to deliver successful change initiatives by providing vision, direction, feedback and support, so that people can do their best work.

Introduction

Leadership is essential to the successful management of change initiatives. It requires clear communication of vision, values and objectives. Leadership styles need to be adapted to create a supportive working environment that builds trust, through coaching and mentoring that is engaging and empowering for the individual.

	Knowledge	Application
1	Knowledge of the vision of a change initiative.	Maintain a team’s understanding of, and commitment to the vision, values and objectives of a change initiative, through effective and open communication.
Consider:	<ul style="list-style-type: none"> • The way a change initiative links to strategic objectives. • The different communication styles required to support the organisation’s values and culture. • Ways to adapt communication to engage at all levels, both internally and externally. 	
2	Knowledge of the environment in which a change initiative is being delivered.	Establish environments which present opportunities for empowered and autonomous working, including an approach that takes into consideration how best to work with remote team colleagues and stakeholders.
Consider:	<ul style="list-style-type: none"> • The positive factors that create a safe and engaging working environment. • The pre-requisites for high performance. • The complexities of current working practices, including remote working. • The techniques required to build resilience at an individual and team level. • The impact of individual personal circumstances. 	
3	Knowledge of different leadership styles.	Select an appropriate leadership style based on the situation and/or context; collaborate with others to maintain the momentum of a change initiative.
Consider:	<ul style="list-style-type: none"> • What is required to facilitate an inclusive and fair environment. • The chosen life cycle and delivery approach in place. • The leadership styles available to respond to the changing needs of the team and to the situation or context. • Ways in which to appreciate and value diverse cultural norms, including communications, learning and personal values. 	

<p>4</p>	<p>Knowledge of methods for addressing difficulties.</p>	<p>Facilitate open discussions to support the identification of potential or real difficulties and challenges to delivering a successful change initiative; address difficulties and challenges effectively and in a timely manner.</p>
<p>Consider:</p>	<ul style="list-style-type: none"> • Access to knowledge or data to support discussion. • Ways in which emotional intelligence helps create an environment that facilitates discussion. • What is required to manage expectations and create an agreed way forward. • The skills required to facilitate complex situations. 	
<p>5</p>	<p>Knowledge of the behaviours and interpersonal skills that underpin effective leadership.</p>	<p>Encourage others to adopt behaviours which builds trust, confidence, and collaboration with and between teams.</p>
<p>Consider:</p>	<ul style="list-style-type: none"> • Ways to build trust and encourage collaboration. • The benefits of adopting a coaching and mentoring development style. • The range of techniques available to develop and encourage emotional intelligence in a team. 	

Competence 16: Team management

The ability to select, develop and manage individuals to create and sustain teams.

Introduction

Team management entails bringing people together and motivating, co-ordinating and developing them to achieve specified objectives that cannot be realised individually. It involves encouraging team members, internal and external, to work in collaboration towards achieving a common goal. The success of any change initiative is dependent on effective team management.

	Knowledge	Application
1	Knowledge of the vision and goals of a change initiative and the maturity of the team.	Agree team objectives and ways of working to achieve the vision and goals of a change initiative. Determine the level of maturity of the team.
Consider:	<ul style="list-style-type: none"> • Ways to develop team objectives. • The different stages of team development and ways to determine the maturity of the team. • The chosen life cycle and delivery approach in place. 	
2	Knowledge of the way in which individual and team needs correlate.	Meet the demands of a change initiative through balancing individual and team needs. Celebrate the success of team achievements.
Consider:	<ul style="list-style-type: none"> • Characteristics of a successful team. • Ways to motivate and sustain individuals within the team. 	
3	Knowledge of the range of development and support opportunities available.	Provide opportunities for coaching and mentoring to members of a team. Create an environment of learning and trust to promote continual development, with the ability to be alert to any signs of stress within the team.
Consider:	<ul style="list-style-type: none"> • The tools and techniques available to assess development needs. • The benefits of coaching and mentoring to support continual development. • Different situations that can lead to excessive pressure and how they can be addressed. • How behaviours change when individuals are experiencing stress. 	
4	Knowledge of the ways in which team dynamics change.	Address performance issues likely to negatively impact the success of a change initiative.
Consider:	<ul style="list-style-type: none"> • Ways to maintain a healthy team ethos and avoid 'groupthink'. • Typical indicators of performance issues. • The different ways of addressing performance issues. 	

5	Knowledge of performance monitoring techniques.	Acknowledge levels of performance through constructive feedback to individuals and teams.
Consider:	<ul style="list-style-type: none"> • The tools and techniques available to deliver constructive and effective feedback. • The factors that create a safe and receptive environment. 	
6	Knowledge of the importance of effective communication to facilitate ownership.	Adopt a proactive approach to communication to establish networks of support and facilitate effective ownership.
Consider:	<ul style="list-style-type: none"> • The different communication styles that can be used to engage and create trust. 	
7	Knowledge of the challenges that may be faced when working with virtual and dispersed teams.	Build a relationship of trust and support, taking into consideration the complexities of collaboration, international working, time zones and diversity of culture.
Consider:	<ul style="list-style-type: none"> • Ways to collaborate, gain trust and share knowledge across multiple teams. • The rationale, challenges and benefits of remote or virtual working. 	

Competence 17: Diversity and inclusion

The ability to build and maintain an inclusive environment that embraces a diverse culture.

Introduction

Diversity and inclusion need to be considered as workplace environments are increasingly made up of individuals with different backgrounds, needs, abilities and ways of working. There is an opportunity within change initiatives to proactively address the institutionalised inequalities that may exist, by being aware and treating people fairly.

	Knowledge	Application
1	Knowledge of the value of difference.	Proactively research the different kinds of diversity and how they can impact the way people work. Recognise personal bias and cultural norms that influence perspective and judgement.
Consider:	<ul style="list-style-type: none"> • The wide variety of diversity, including the protected characteristics. • An awareness of the conscious and unconscious bias that affects actions. • The diverse learning and communication preferences and ways to actively manage them. 	
2	Knowledge of factors that create a positive working environment.	Actively identify and engage with the diverse skill sets and perspectives that constitute a team, to create and sustain a positive, inclusive working environment and address any potential barriers.
Consider:	<ul style="list-style-type: none"> • Acknowledgement of the different cultural norms and beliefs and the value they could add, and the need for inclusive language. • The factors that contribute to a psychologically safe environment, leading to an open and honest culture. • The range of skills available to create flexibility within the team. • Consideration of the location of team members and ways that togetherness can be achieved, being aware of any workplace accessibility needs. • The need to make reasonable adjustments to ensure that all individuals have a fair chance. 	
3	Knowledge of enabling factors.	Maximise the opportunities presented by a diverse team and lead them to a common purpose.
Consider:	<ul style="list-style-type: none"> • Ways in which to include diversity and recognition of the value of difference. • The complexity of temporary teams, and how differences can be managed to achieve a common purpose. • Ways to encourage ideas and respectful challenge. • The impact of different leadership styles to maximise opportunities. • The contributions that can be made by individual team members. 	

4	Knowledge of the organisational culture.	Be able to communicate effectively in a diverse community to create and sustain an inclusive workplace. Understand how to establish a cohesive culture that supports both organisational governance and appropriate values and behaviours.
Consider:	<ul style="list-style-type: none"> • Ways to communicate the values and beliefs that drive behaviours at an organisational and individual level in a meaningful way. • How individual experiences can contribute to improvements and changes to culture. • Recognition that multiple dimensions of culture exist, and acknowledgement of the need to create an inclusive and diverse cultural competence at all levels. • The balance of priorities within the organisation and active acceptance of the need to treat people fairly. 	
5	Knowledge of ways in which to treat people fairly.	Actively explore and respond to signs of bias that could impact individual and/or team cohesion and performance.
Consider:	<ul style="list-style-type: none"> • The appreciation of individual needs and the fair adjustments that may need to be made. • Ways to lead by example, to demonstrate appropriate behaviours and communication. • Ways to adapt in order to facilitate contributions from all team members and acknowledgement of when communication is required. • Recognition that if individuals feel engaged and valued there will be an improvement in team performance and solutions. • How to recognise signs of resistance. 	

Competence 18: Ethics, compliance and professionalism

The ability to embody, promote and maintain a trusted profession and to navigate the cultural, legal and regulatory environment.

Introduction

Ethics, compliance and professionalism encompass working consistently in a moral, legal and socially responsible manner.

	Knowledge	Application
1	Knowledge of the wider context and environment in which a change initiative operates.	Identify the wider context and environment in which a change initiative is operating.
Consider:	<ul style="list-style-type: none"> • The relevant organisational and regulatory influences. • The scope of ethics and their impact on a change initiative. • The governance framework and policies that are in place. • The APM professional code of conduct. 	
2	Knowledge of appropriate behaviours.	Act in accordance with organisational and professional codes of conduct.
Consider:	<ul style="list-style-type: none"> • The organisational culture and standards to be adhered to. • Any relevant codes of practice. 	
3	Knowledge of the key elements that constitute continuing professional development.	Take responsibility for continuing professional development.
Consider:	<ul style="list-style-type: none"> • Recognition that competence consists of a mix of knowledge, skills and behaviours. • The methods of learning and the learning cycle, including ongoing compliance, the awareness of standards and the currency of knowledge. • The skills required to identify competence gaps. • The ways in which to engage with learning opportunities. • The characteristics and importance of meaningful learning objectives. 	
4	Knowledge of own competence.	Act within the limits of your own competence and authority at all times.
Consider:	<ul style="list-style-type: none"> • Personal levels of autonomy and self-awareness. • The levels of support that are available and how they can be accessed. • How to access and acknowledge constructive feedback. 	

5	Knowledge of ways to identify and respond to deviations.	Identify any deviations and respond in a professional way.
Consider:	<ul style="list-style-type: none"> • The six facets that form the scope of ethics. • The ways to speak up for self and others. • The culture, values and policies to be adhered to. • The effectiveness of response strategies. 	
6	Knowledge of ways to create a trusting environment.	Encourage a safe and effective working environment.
Consider:	<ul style="list-style-type: none"> • Recognition of behavioural styles that support an honest and open environment. • The benefits of an adaptive or flexible management style. • Ways to engage and communicate with stakeholders. • The characteristics of a collaborative culture. 	
7	Knowledge of the sources of specialist advice and the standards that need to be adhered to.	Seek specialist advice.
Consider:	<ul style="list-style-type: none"> • The corporate objectives and governance structure in place. • The legal and contextual obligations to be adhered to. • The professional guidance that is available. • The other sources of data and assistance available. • The biases in place, be they conscious or unconscious. 	

Competence 19: Requirements management

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

Introduction

Requirements management is the process of capturing, assessing and justifying stakeholders' wants and needs to satisfy an identified need. Comprehensive and measurable requirements are critical to the success of a change initiative.

	Knowledge	Application
1	Knowledge of ways in which to identify and analyse stakeholder wants and needs.	Conduct an analysis of stakeholder wants and needs to inform a schedule of requirements.
Consider:	<ul style="list-style-type: none"> • Ways to confirm which business areas will gain value or be impacted. • Ways in which requirements will be elicited, taking into consideration the chosen life cycle approach. 	
2	Knowledge of techniques to prioritise stakeholder requirements.	Prioritise stakeholders' wants and needs based on effective research.
Consider:	<ul style="list-style-type: none"> • Techniques to categorise stakeholder requirements to align with strategic aims. • The communication techniques available to gain agreement. • The correlation between success criteria and measurable requirements. 	
3	Knowledge of the correlation of the requirements with the business and other change initiatives.	Through effective research determine dependencies and constraints within a change initiative which may influence the approach to and outcomes of that change initiative.
Consider:	<ul style="list-style-type: none"> • The dependencies with other change initiatives and work streams. • The organisation's priorities for change. 	
4	Knowledge of ways to verify data.	Confirm the outcomes of all research through internal and/or external experts.
Consider:	<ul style="list-style-type: none"> • Identification of appropriate data mining tools. • Ways of ensuring that data is captured. • Methods for validating data against stakeholder contributions. 	
5	Knowledge of ways to confirm the value of the requirements to the organisation's strategy.	Produce a schedule of requirements based on effective negotiation with stakeholders and document with ongoing management.
Consider:	<ul style="list-style-type: none"> • The organisational influences on requirements prioritisation. • The perceived value of the requirements. • The routes to gain formal agreement. • The integration of change control to ensure that requirements are formally managed. 	

Competence 20: Solutions development

The ability to determine the optimal solution to satisfy agreed requirements.

Introduction

Solutions development is the process of ensuring that there is clarity on the problem to be solved, and then of exploring multiple options until a preferred solution is identified and subsequently maintained and refined.

	Knowledge	Application
1	Knowledge of the tools and techniques to be used to identify options to deliver the requirements for a change initiative.	Use appropriate tools and techniques to identify options to deliver the requirements for a change initiative.
Consider:	<ul style="list-style-type: none"> • Ways to gain understanding of the requirement priorities and the priorities of the recipients of a change initiative. • Ways in which options will add value. • Ways to encourage creative thinking to identify options. • The link between the life cycle approach and the option to deliver. 	
2	Knowledge of how to evaluate and select options to deliver the requirements for a change initiative.	Use appropriate tools and techniques to evaluate and select options to deliver the requirements for a change initiative.
Consider:	<ul style="list-style-type: none"> • The criteria to be considered and the business case upon which a change initiative is predicated. • Ways in which options can be prioritised. • The benefits of using data to support the options. • Techniques to identify potential stakeholder bias. 	
3	Knowledge of the governance controls to be adhered to.	Document the requirements and selected option for delivery of a change initiative.
Consider:	<ul style="list-style-type: none"> • Ways to confirm decisions, informed by the rationale of the business case. • How the decision can be communicated to relevant stakeholders. 	
4	Knowledge of applicable monitoring tools.	Implement an effective monitoring process and refine delivery options as required.
Consider:	<ul style="list-style-type: none"> • Ways of delivering the solution and any contingencies that are in place. • The use of data to inform progress and any actions that may impact related activities and the business case. • The governance to confirm sign-off for the finished solution. 	
5	Knowledge of ways to control change.	Implement the change control process, updating the configuration management system as and when required.
Consider:	<ul style="list-style-type: none"> • The governance process to be adhered to. • Ways of communicating the change to stakeholders. 	

Competence 21: Quality management

The ability to ensure that outputs are delivered in accordance with requirements.

Introduction

Quality management ensures that the outputs from the defined scope and the processes through which they are delivered are meeting stakeholder requirements and are fit for purpose.

	Knowledge	Application
1	Knowledge of quality indicators.	Establish agreed quality indicators for the processes and outputs of a change initiative, referring to the business case.
Consider:	<ul style="list-style-type: none"> • The links to the business case, the agreed acceptance criteria, and any relevant regulatory requirements. • Ways to define the outputs and deliverable standards. • The stakeholders who need to be involved and engaged and ‘what good looks like’. 	
2	Knowledge of the contents of a quality management plan.	Prepare 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.
Consider:	<ul style="list-style-type: none"> • The organisation’s attitude to quality. • The life cycle approach, the acceptance criteria, timings of tests and resources required and the way they are built into the integrated plan. • The need for two-way communication with stakeholders to confirm understanding. 	
3	Knowledge of quality assurance processes.	Manage 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.
Consider:	<ul style="list-style-type: none"> • Ways in which a change initiative needs to conform to the governance process. • The documents that need to be reviewed and the resources required. • Ways to maintain stakeholders’ confidence that a change initiative conforms to the agreed standards both in process and outcomes. 	

4	Knowledge of quality control techniques.	Manage the process of quality control for a change initiative to determine whether success criteria are met, and implement the change control process where relevant.
Consider:	<ul style="list-style-type: none"> • Ways to verify the conformance and compliance of the product. • The need for appropriate documentation of defects. • The process to implement any required improvements/changes to achieve the success criteria. 	
5	Knowledge of ways to continuously improve.	Capture lessons learned during a change initiative to contribute to continuous improvement.
Consider:	<ul style="list-style-type: none"> • The tools and techniques available. • Ways the data can be used to inform continuous improvement. • How data can be shared in a meaningful way. 	

Competence 22: Integrated planning

The ability to take forward the definition of outputs into detailed planning, incorporating multiple areas into the integrated project management plan.

Introduction

Integrated planning involves collating a suite of plans and processes to support a change initiative to create an integrated plan (commonly referred to as the project management plan). Its size, format and content may vary according to the complexity of a change initiative. The intention is that it captures the fundamental components of scope, quality, time, cost, resources, risks and issues, communication, success and completion criteria and benefits management.

	Knowledge	Application
1	Knowledge of formats for integrated plans.	Comply with organisational practice when establishing the structure and format of an effective integrated plan.
Consider:	<ul style="list-style-type: none"> The chosen life cycle approach. The governance in place for a change initiative and any overarching reporting requirements that may influence the structure of the plan. Ways to gain commitment from stakeholders to the approach to planning. 	
2	Knowledge of the purpose of an integrated plan.	Consider constraints, assumptions, dependencies and governance arrangements when creating an integrated plan, including other relevant plans and documentation.
Consider:	<ul style="list-style-type: none"> The relationship between the business case, the priority of a change initiative and the integrated plan. The need to associate the integrated plan with those of other change initiatives. The requirements and the methods that can be used to determine the constraints and applicable risks, assumptions, issues and dependencies (RAIDs). 	
3	Knowledge of the typical components of an integrated plan.	Create an integrated plan which balances the fundamental components of that plan to meet the requirements of a change initiative and ensure formal acceptance of the plan.
Consider:	<ul style="list-style-type: none"> The governance that exists in terms of tools, techniques and templates, and arrangements for review. Ways in which the integrated plan can be presented to stakeholders to gain acceptance and formal sign-off. 	

4	Knowledge of monitoring techniques.	Continually monitor the progress of a change initiative against the integrated plan.
Consider:	<ul style="list-style-type: none"> • The governance and controls in place. • The data collection and reporting in place to inform progress. • The agreed contingencies and process for release/approval of these. • Ways to gain and sustain stakeholder engagement and approval. 	
5	Knowledge of ways to update integrated plans.	Adjust an integrated plan using a change control process.
Consider:	<ul style="list-style-type: none"> • The use of data to inform any actions and potential impact on an integrated plan. • The governance process to control change. • Ways to communicate the impact of a change to stakeholders. 	

Competence 23: Schedule management

The ability to undertake time-based planning with an emphasis on activities and resource.

Introduction

Schedule management is the process of developing and maintaining schedules that show when work for a specific change initiative is planned to be performed. It considers any dependencies and can be for internal and/or external resources and activities.

	Knowledge	Application
1	Knowledge of key planning considerations.	Define, in appropriate detail, activities and events to be completed during a change initiative.
Consider:	<ul style="list-style-type: none"> • The chosen life cycle approach and planning tools/techniques to be used. • The scope, requirements and priority of a change initiative. • The pre-requisites and complexities of a change initiative. • The techniques to define critical activities, key resources, and the timeframe of a change initiative. • Ways to obtain specialist advice or knowledge to inform a schedule. • The need to establish a baseline. 	
2	Knowledge of the relationships and dependencies of a change initiative.	Determine relationships and dependencies between activities and events, and their implications to the organisation.
Consider:	<ul style="list-style-type: none"> • The links between the activities to be completed during a change initiative. • Dependencies on other change initiatives and business-as-usual (BAU). • The need to involve stakeholders from a technical and BAU perspective, to inform of any potential impact in terms of time/resource on the schedule. • The need to share schedules with stakeholders, to advise of activities and any potential conflicts that will require resolution. 	
3	Knowledge of planning and estimation techniques.	Develop duration estimates and critical dates for each activity and event.
Consider:	<ul style="list-style-type: none"> • The appropriate resources to provide estimates, and the most relevant technique. • The activities, either BAU or change-related, which might impose time constraints or critical dates on the schedule. • The planning tools and techniques that are available. 	

4	Knowledge of the need for an approved, baselined schedule.	Accurately document a schedule of phases, milestones and review points for a change initiative, sufficient to inform the direction of work and the monitoring of progress.
Consider:	<ul style="list-style-type: none"> • The governance process to be adhered to. • The key activities and key milestones. • The different levels of milestones and their links to reporting. • The different techniques to present the schedule, taking into consideration the needs of stakeholders. • The ways that planning tools can be used to monitor progress and to inform future direction. 	
5	Knowledge of ways to update a schedule.	Refine a schedule of activities based on effective monitoring, implementing the change control process when required.
Consider:	<ul style="list-style-type: none"> • The use of data to inform any actions and potential impact on related activities. • Ways to monitor the actual activities and adjust the schedule as appropriate. • The governance process to control change. • Ways to communicate the impact of a change to stakeholders. 	

Competence 24: Resource management

The ability to acquire and deploy internal and external resources.

Introduction

Resource management is the process of identifying and scheduling the resources required to implement a change initiative, while acknowledging the need to use scarce resources in an optimal way.

	Knowledge	Application
1	Knowledge of resource requirements.	Establish resource requirements for all activities and events within a change initiative.
Consider:	<ul style="list-style-type: none"> • How the chosen life cycle approach determines resource usage. • The activities that need to be undertaken. • The nature and types of resources required, both labour and non-labour. • The need to consider the sustainability of resources. • The need to secure engagement of stakeholders to understand resource requirements. 	
2	Knowledge of the availability of resource.	Determine internal and external resources which are available to support the delivery of a change initiative and any dependencies between those availabilities.
Consider:	<ul style="list-style-type: none"> • An appreciation of the type of skills and resources required. • The role of assumptions within resource planning. • The requirements of other change initiatives and business-as-usual that may impact resource availability. • The internal resource skill, capability and capacity to support a change. • The resource demand profile for a change initiative. • The ways in which to secure external resource. 	
3	Knowledge of the tools and techniques to schedule resource.	Prepare a schedule for resource use, reconciling resource limits and time constraints by applying resource smoothing and/or levelling.
Consider:	<ul style="list-style-type: none"> • The ways in which to build a schedule. • The techniques to identify critical activities to determine the resource requirements of a change initiative. • The timeframe in which the resources are needed, and any constraints, dependencies and limits on resource availability. • The resource options that can be used to optimise a schedule. 	

4	Knowledge of techniques to manage resource.	Monitor resource use against the schedule during a change initiative and identify variances that require action.
Consider:	<ul style="list-style-type: none"> • Ways to monitor resource usage. • Governance process for reporting, and ways to reconcile, resource contention. • The sources of data to inform additional resource requirements and to facilitate the offboarding of resources. • The implications on the schedule and on the business case. • The contingency options that could be invoked. • The need for ongoing engagement of resource managers. 	
5	Knowledge of ways to update a resource schedule.	Refine a resource schedule using a change control process.
Consider:	<ul style="list-style-type: none"> • Ways to adjust a resource schedule as appropriate. • The governance process to control change. • Ways to communicate the impact of a change to stakeholders. 	

Competence 25: Resource capacity planning

The ability to plan resource needs in line with the strategic direction of the organisation to ensure that resource utilisation is maintained at an appropriate level for optimal efficiency.

Introduction

Resource capacity planning looks at the strategic direction of the organisation, to create a forecast of the skills, capabilities and resources required to deliver future needs. This activity is typically delivered by a programme and/or portfolio manager.

	Knowledge	Application
1	Knowledge of established resource requirements.	Establish resource requirements for each change initiative.
Consider:	<ul style="list-style-type: none"> • The skills and resources required. • The constraints of time, cost and quality. • The chosen life cycle approach. 	
2	Knowledge of organisational priorities.	Determine where related change initiatives have dependencies and similar deadlines, taking account of a schedule for realisation of benefits.
Consider:	<ul style="list-style-type: none"> • Ways to establish the value to the business of each change initiative. • How dependencies for resource and time constraints can be established. • Different ways to identify, balance and manage competing priorities/tensions. 	
3	Knowledge of the activities that need to be carried out.	Assess the total resource capacity for the duration of all related change initiatives.
Consider:	<ul style="list-style-type: none"> • The tools and techniques available for resource capacity planning. • Ways to determine skills, competence levels and likely time commitments. • How to validate dependencies and assure skill requirements and physical location needs. 	

<p>4</p>	<p>Knowledge of the need for resource optimisation.</p>	<p>Phase the related change initiatives to fully optimise resource usage, taking account of opportunities for shared infrastructures and/or procurement and build contingencies into relevant resource plans.</p>
<p>Consider:</p>	<ul style="list-style-type: none"> • The appropriate approach to use, dependent on the drivers of a change initiative. • Ways to establish resource management/supervisory requirements. • The importance of establishing relationships with internal stakeholders and/or external partners to identify shared opportunities. • The contingency and risk tolerance thresholds available. 	
<p>5</p>	<p>Knowledge of the governance guidelines and constraints in a change initiative.</p>	<p>Inform the direction of change management activities through effective scheduling of phases, milestones and review points, refining them on an ongoing basis, and deliver overall progress reports.</p>
<p>Consider:</p>	<ul style="list-style-type: none"> • Ways to identify and assess both the sources and types of data to capture. • The need to establish consistent reporting requirements. • How to assess the impact of trade-offs upon other change initiatives and the wider business. • The need for wide-ranging interpersonal skills to accommodate different stakeholder communication needs. • Ways to determine reporting and negotiation processes for resolving resource constraint conflicts. 	

Competence 26: Budgeting and cost control

The ability to develop and agree budgets for change initiatives and understanding where costs fall over time.

Introduction

Budgeting and cost control comprises the estimation of costs, the setting of an agreed budget and management of actual and forecast cost against the budget.

	Knowledge	Application
1	Knowledge of the different types of estimates and costs required for a change initiative.	Establish estimates for different costs associated with a change initiative.
Consider:	<ul style="list-style-type: none"> • The different types of costs and how they are categorised. • The resources required to undertake all activities, both labour and non-labour. • Ways to identify optimism bias in estimating costs. • The types of estimates required, and the specialists required to produce them. 	
2	Knowledge of what needs to be considered when establishing a budget.	Establish and agree an overall budget for a change initiative.
Consider:	<ul style="list-style-type: none"> • All the costs that make up the budget, including whole-life costs if appropriate. • The difference between capital and revenue, and where costs are incurred or expended over time. • Governance factors that may affect the budget, including tolerance levels and contingencies. 	
3	Knowledge of how funding will be allocated.	Set up funding drawdown arrangements, based on an appropriately and accurately informed cash flow forecast.
Consider:	<ul style="list-style-type: none"> • The governance framework that needs to be followed for funding release, and its relationship to the chosen life cycle. • Cash flow forecasting techniques. • The forecasted expenditure, and ways to manage cash flow against stakeholder expectations. • The appropriate authority or approval that needs to be adhered to, including contractual milestones that need to be honoured. 	

4	Knowledge of monitoring and reporting techniques in relation to financial performance.	Apply metrics to establish cost trends and produce financial reports for stakeholders, based on effective financial performance monitoring.
Consider:	<ul style="list-style-type: none"> • Ways to establish a baseline for reporting. • The governance in place that specifies the reporting requirements. • Techniques to monitor financial performance. • The sources of data and the complexities of acquiring timely and accurate data. • The types of financial information that are appropriate for different stakeholders. • Tolerance levels that are in place. • The tracking systems in place to monitor actual costs, accruals and committed costs, and ways to contextualise them. 	
5	Knowledge of ways to refine a budget.	Update and refine budget allocations based on a cost analysis, through the change control process.
Consider:	<ul style="list-style-type: none"> • How to monitor and update financial information. • Ways to conduct a cost analysis, and who would be involved. • The underlying reasons for the variances, both positive and negative. • The need for ongoing refinement of estimates and tolerance levels as the life cycle progresses. 	
6	Knowledge of how to close down the finances for a change initiative.	Ensure the completion of all financial transactions before the closure of a change initiative and produce final reports on the financial performance of a change initiative for distribution to relevant stakeholders.
Consider:	<ul style="list-style-type: none"> • The recognised process to close. • Ways to determine outstanding payments. • The funding that needs to be transferred to the organisation for adoption of a change. • The process to ensure that all third-party financial commitments have been fulfilled. • Ways to inform stakeholders of closure. 	

Competence 27: Contract management

The ability to monitor and manage supplier performance.

Introduction

Contract management is a proactive activity tailored to the size, complexity and significance of a change initiative. Appropriate contract management will facilitate a proactive working environment and include a process to review progress, incorporating formalised reporting from contract initiation through to contract closure.

	Knowledge	Application
1	Knowledge of the governance framework associated with a contract.	Comply with relevant organisational procedures associated with contract management.
Consider:	<ul style="list-style-type: none"> • The relevant policies and procedures to be adhered to. • The regulatory landscape. • The contract terms and conditions. • The controls in place. 	
2	Knowledge of the need for shared understanding of delivery obligations.	Respond appropriately to ensure all parties comply with the terms of a contract.
Consider:	<ul style="list-style-type: none"> • The benefits of defining clear roles and responsibilities. • The rules of conduct to be adhered to. • Ways in which to clarify and understand expectations. • Ways to motivate stakeholders to comply with the contract. 	
3	Knowledge of the process for monitoring and evaluating performance.	Effectively monitor the supplier and organisation performance against agreed contractual obligations.
Consider:	<ul style="list-style-type: none"> • The behaviours required for a coherent culture and ways to build relationships. • Ways to establish sources of data, and methods to validate/assure timeliness and quality of data. • Ways to report, communicate and the escalation routes in place. • Ways to report risks and issues and their potential impact on contractual terms. • The dependencies and assumptions that may impact performance. 	

<p>4</p>	<p>Knowledge of respective obligations of all parties.</p>	<p>Effectively manage supplier relationships, and manage contract variances promptly to resolve any contractual problems.</p>
<p>Consider:</p>	<ul style="list-style-type: none"> • The governance process to be followed, including formal reporting, escalation routes and frequency of reviews. • Ways to understand the customer’s responsibilities and the supplier’s perspective of a change, and their motivating factors. • The risk involved in a change, and ownership of the risk. • The type of relationship required, and the skills needed to build and manage a coherent team. • The approaches to be used to resolve contract problems. • The process to follow to change contracts, including due attention to the legal process for contract variation. 	
<p>5</p>	<p>Knowledge of the process to close a contract.</p>	<p>Effectively close a contract once all contractual obligations have been met.</p>
<p>Consider:</p>	<ul style="list-style-type: none"> • The finance process to be used. • The use of data to prove confirmation of obligations. • Any specialised resource needed to close a contract. 	

Competence 28: 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 issues that affect a change initiative.

Introduction

Risk management is the proactive process to identify, assess and respond appropriately to risks. Examples of risk management includes discerning which threats to actively minimise, and opportunities to maximise or pursue. Issue management is about having the flexibility to react to issues in ethical and appropriate ways, including escalation to the appropriate authority.

	Knowledge	Application
1	Knowledge of risk and issue identification techniques.	Continually identify risks and issues within a change initiative.
Consider:	<ul style="list-style-type: none"> • Ways to identify risks and issues in the wider context of the organisation. • How organisational data can be utilised. • The risk appetites of key stakeholders and an awareness of stakeholders' perception of risk. • Ways to ensure that risk and issue management remain visible and invested in. 	
2	Knowledge of ways to assess risk.	Assess the probabilities and impacts of the risks within a change initiative and create a risk register, including potential impact and suitable response.
Consider:	<ul style="list-style-type: none"> • The governance arrangements in place for assessing risk, incorporating risk appetite and tolerance levels. • The complexity of a change initiative and the relationship with wider organisational activity. • The difference between qualitative and quantitative techniques. • The difference between proactive and reactive response strategies. 	
3	Knowledge of the impact of risks and issues.	Implement responses to risks and issues including escalation, addressing any implications for the future.
Consider:	<ul style="list-style-type: none"> • The impact of risk response strategies to the business case and wider organisation. • The tolerance levels that are in place. • The roles and responsibilities involved in managing risks and issues, including the routes for escalation of issues. • The accessibility of contingency plans and management reserve. • Ways to communicate and gain ownership for risks and issues. 	
4	Knowledge of continuous improvement.	Record issues, how they were resolved, and their implications, to inform planning for future change initiatives.
Consider:	<ul style="list-style-type: none"> • The sources of data to improve issue management. • The methods that can be used, such as test, learn and adapt. 	
5	Knowledge of ongoing ownership of risks.	Transfer, accept or avoid unresolved risks at the end of a change initiative.
Consider:	<ul style="list-style-type: none"> • Ways in which to assign ownership of risks at the end of a change initiative. 	

Competence 29: Change control

The ability to manage variations and change requests in a controlled way.

Introduction

Change control is the process through which all requests to alter the baseline scope of change initiatives are identified, evaluated and then approved, rejected or deferred.

	Knowledge	Application
1	Knowledge of the governance structure of a change initiative.	Establish, implement and maintain an appropriate change control process.
Consider:	<ul style="list-style-type: none"> • The recommended change control process in relation to the chosen life cycle. • The means of communicating the process to stakeholders. • The need to champion and support the process throughout the life cycle. 	
2	Knowledge of ways of capturing and recording change requests.	Capture and record proposed changes to the agreed scope and objectives of a change initiative.
Consider:	<ul style="list-style-type: none"> • The appropriate channels for stakeholders to use. • Ways to ensure that the governance process is adhered to. 	
3	Knowledge of techniques to determine high-level impact of proposed changes.	Determine the high-level impact of proposed changes to the scope and objectives of a change initiative, including reference to relevant sources.
Consider:	<ul style="list-style-type: none"> • What elements need to be considered when carrying out a high-level impact assessment. • The impact to the integrated plan and subsequent impacts to dependent change initiatives, the business case, and wider strategic aims. • The use of data and suitably qualified experts to inform the decision. • Ways to communicate the outcome of the high-level impact assessment. 	
4	Knowledge of ways to assess all options relating to a proposed change.	Assess all options relating to proposed changes, and estimate their impacts. Determine the detailed impact and estimates of all options relating to a proposed change.
Consider:	<ul style="list-style-type: none"> • Ways to assess the impact on this change initiative, interdependent change initiatives and the organisational context. • The use of specialist resources and data to assess the impact. • The priority of the change to the business. • The adjustments that may need to be made to accommodate the change. 	

5	Knowledge of how to develop, communicate and justify recommendations about whether to approve, reject or defer changes.	Reach justified recommendations on the approval, rejection or deferral of proposed changes to a change initiative.
Consider:	<ul style="list-style-type: none"> • The impact on the perceived benefits established in the business case. • The level of risk associated with the outcome of a change, including its approval, rejection or deferral. • The process to finalise the decision for a proposed change. 	
6	Knowledge of ways to implement and communicate a change.	Update plans and schedules to reflect approved changes to a change initiative, ensuring configuration management is used. Communicate implemented changes to relevant stakeholders.
Consider:	<ul style="list-style-type: none"> • The parts of the plan that need updating. • Responsibilities for updating the plan and the processes that need to be adhered to. • Which stakeholders need to be informed of the new baseline integrated plan. 	
7	Knowledge of methods of analysing patterns of change.	Use trend analysis to improve the future performance of change initiatives.
Consider:	<ul style="list-style-type: none"> • The use of data and an understanding of cause and effect. • Ways to share data to improve maturity of practice, and confirm its relevance to other change initiatives. 	



**We are the only chartered membership
organisation for the project profession**

Association for Project Management
Ibis House, Regent Park
Summerleys Road
Princes Risborough
Bucks HP27 9LE
0845 458 1944
apm.org.uk

 @APMProjectMgmt

 @AssociationForProjectManagement

 @APMProjectMgmt

 @AssociationForProjectManagement

Association for Project Management is incorporated by Royal Charter RC000890 and a registered charity No. 1171112. Principal office as shown.