



The standard for extraordinary  
project professionals...

Association for Project Management  
Registered Project Professional  
**RPP Competences**

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**RPP** – the standard for extraordinary  
project professionals from the  
Association for Project Management





# APM Registered Project Professional – RPP Competences

The RPP Competences detail the 29 core and 18 complementary project management competences you need to complete your portfolio of evidence and application for APM Registered Project Professional (RPP). The RPP Competences have been extracted from the *APM Competence Framework* and presented in the order in which they appear in the portfolio of evidence application form.

Your evidence must demonstrate how you have met or satisfied at least 50% of the indicators for each core competence. You must also provide a statement of how you satisfy the knowledge requirements for the 18 complementary competences. A list of the complementary competences is on page 34.

The accepted definition of a complex project has been included to help you identify the most appropriate projects to use in providing support evidence for your competence statements. These projects should then be included in your project track record.

## Providing evidence of competence

Please refer to the APM Registered Project Professional Candidates' Guidance notes for details on how to satisfy the core competence requirements for RPP. An extract from the *APM Competence Framework* about Project Complexity is included below.

## Complexity of projects

In order to determine levels of competence of project professionals, the complexity of the challenges to which they have had exposure must be considered. It is important that the concept of project complexity is clearly understood. The APM considers that for a project to be considered 'complex' it would need to score highly against the following indicators/criteria (not in priority order):

- objectives, assessment of results
- interested parties, integration
- cultural and social context
- degree of innovation, general conditions
- project structure, demand for coordination
- project organisation
- leadership, teamwork, decisions
- resources, including finance
- risks (threats and opportunities)
- project management methods, tools and techniques

In a complex project environment, the project manager will need to take account of many interrelated subsystems/sub-projects and other elements, both within the structures of the project and in the wider organisation. A complex project is likely to involve interaction with several organisations and/or different units in the same organisation – these either benefiting from or providing resources to such a

project. A complex project will typically comprise several different, sometimes overlapping, phases, and its effective management will require the coordination of the work of several different disciplines, as well as the use of a wide range of project management methods, tools and techniques. An individual's experience of complexity may have been gained on more than one project, but the currency of any such experience obtained more than eight years ago will be limited.

Use of the APM's Project Complexity Questionnaire can help determine whether a project is complex. This can be downloaded from the APM website at [www.apm.org.uk/rpp](http://www.apm.org.uk/rpp).



## Responsible Leadership

### Behavioural competence domain

#### BC03 | Leadership

##### Definition

Leadership is the ability to establish vision and direction, to influence and align others towards a common purpose, and to empower and inspire people to achieve project success. It enables the project to proceed in an environment of change and uncertainty.

##### Indicators

<b>1</b>	Promotes and upholds the project vision, reinforces positive relationships, builds an environment that supports effective teamwork, raises morale and empowers and inspires others to follow throughout the life cycle of the project.
<b>2</b>	Determines what leadership style is appropriate for the particular situation, individual or group, and adapts style as appropriate.
<b>3</b>	Creates an environment which encourages high performance and enables team members to reach their full potential.
<b>4</b>	Gains the trust, confidence and commitment of others and utilises collaboration throughout the life cycle to ensure the continued momentum of the project.
<b>5</b>	Builds and maintains the motivation of the team throughout the project.
<b>6</b>	Agrees SMART performance objectives for the team and individuals which are regularly reviewed and monitored to provide prompt and constructive feedback.
<b>7</b>	Identifies and addresses development needs of the team and self.

## Responsible Leadership

### Behavioural competence domain

#### BC09 | Professionalism and ethics

##### Definition

Professionalism and ethics both relate to proper conduct. Professionalism is demonstrable awareness and application of qualities and competences covering knowledge, appropriate skills and behaviours. Ethics covers the conduct and moral principles recognised as appropriate within the project management profession.

##### Indicators

<b>1</b>	Honestly represents self at the appropriate level of competence which can be evidenced by appropriate continuing professional development, qualifications, knowledge and experience.
<b>2</b>	Understands the relevant commercial and legal relationships, and behaves with integrity and in an equitable manner with good faith and good conscience.
<b>3</b>	Adopts a morally, legally and socially appropriate manner of behaviour and working with all members of the project team and stakeholders.
<b>4</b>	Is alert to possible unethical situations arising, or proposals being made, that affect the project, the environment and individuals working on it. Is sure to maintain transparency in bringing such issues into the open and escalating them to resolve differences.
<b>5</b>	Encourages a culture of openness and honesty within the project.



## Technical competence domain

### TC03 | Stakeholder management

#### Definition

Stakeholder management is the systematic identification, analysis and planning of actions to communicate with, negotiate with and influence stakeholders. Stakeholders are all those who have an interest or role in the project or are impacted by the project.

#### Indicators

<b>1</b>	Identifies and prioritises stakeholder interests.
<b>2</b>	Analyses their interests, requirements and level of influence.
<b>3</b>	Develops a strategy/plan to manage and communicates effectively with all stakeholders. Includes stakeholder interests and expectations in the requirements, objectives, scope, deliverables, time schedule and costs of the project plan.
<b>4</b>	Implements and monitors the effectiveness of the stakeholder management plan.
<b>5</b>	Communicates to stakeholders which of their requirements will be fulfilled or not fulfilled by the project.
<b>6</b>	Ensures the threats and opportunities represented by stakeholders are captured and proactively managed as risks.
<b>7</b>	Executes, communicates and manages changes in the stakeholder management plan throughout the life cycle.
<b>8</b>	Gains the commitment of all stakeholders, including the most challenging.

## People Management

<b>Behavioural competence domain</b>	
<b>BC01   Communication</b>	
<b>Definition</b>	
Communication is the giving, receiving, processing and interpretation of information. Information can be conveyed verbally, non-verbally, actively, passively, formally, informally, consciously or unconsciously.	
<b>Indicators</b>	
<b>1</b>	Effectively communicates to stakeholders throughout the project's life cycle enabled by the analysis of stakeholders' and team members' communication needs and preparation of a communication plan.
<b>2</b>	Develops and executes the communication plan using formal and informal mechanisms as required throughout the project's life cycle and in order to deliver the project successfully.
<b>3</b>	Acknowledges own personal style of communication and the impacts it has on others (including language, tone and body language). Actively listens and is able to adapt own style appropriate to the situation and target audience.
<b>4</b>	Seeks feedback on the effectiveness of the communication and continuously revises the plan according to the needs of the audience.
<b>5</b>	Evaluates and takes appropriate actions on issues that could result in ineffective communication.
<b>6</b>	Communicates the decisions and the reasons for the decisions to team members. Encourages top-down and bottom-up communication from all members of the project team.



## Behavioural competence domain

### BC02 | Teamwork

#### Definition

Teamwork is the process whereby people work collaboratively towards a common goal, as distinct from other ways that individuals can work within a group.

#### Indicators

<b>1</b>	Builds and maintains an effective project team throughout the project life cycle. In doing so is aware of the different stages of team development and the different models that can be applied.
<b>2</b>	Develops the team objectives and agrees ways of working with the team.
<b>3</b>	Manages the requirements of the various team members and the circumstances and interests of individuals throughout the project.
<b>4</b>	Takes pride in the project and the team's achievements, provides regular feedback to the team and recognises and acknowledges contributions from individual team members.
<b>5</b>	Communicates regularly with the project team and wider networks.
<b>6</b>	Asks for support and offers assistance as appropriate.
<b>7</b>	Contributes positively to address problems and devises solutions with the team.

## People Management

<b>Behavioural competence domain</b>	
<b>BC04   Conflict management</b>	
<b>Definition</b>	
Conflict management is the process of identifying and addressing differences that, if unmanaged would affect project objectives. Effective conflict management prevents differences becoming destructive elements in a project.	
<b>Indicators</b>	
<b>1</b>	Manages the differences of opinion of stakeholders, recognising the levels of power and influence of each and the potential impact of own views.
<b>2</b>	Listens to and respects the views and questions of others.
<b>3</b>	Anticipates and prepares for potential conflict situations that may have an impact on the project.
<b>4</b>	Identifies when conflict situations arise and ensures that appropriate conflict management techniques are employed to enable effective resolution.
<b>5</b>	Identifies the root causes rather than the symptoms of the conflict and is creative in seeking paths to resolution.
<b>6</b>	Implements an agreed solution and monitors the ongoing situation, being alert to signs of emerging conflict.
<b>7</b>	Knows when to escalate or engage others when conflict cannot be resolved.
<b>8</b>	Ensures appropriate stakeholders are aware that the conflict has been dealt with to the satisfaction of interested parties and to the benefit of the project.



## Behavioural competence domain

### BC05 | Negotiation

#### Definition

Negotiation is a search for agreement, seeking acceptance, consensus and alignment of views. In a project it can take place on an informal basis throughout the project life cycle or on a formal basis such as during procurement, and between signatories to a contract.

#### Indicators

<b>1</b>	Identifies areas for negotiation and prioritises appropriately.
<b>2</b>	Decides on the desired outcome and minimum acceptable position, recognising the extent of own remit and the point at which escalation may become necessary. Distinguishes between negotiating position and real underlying need.
<b>3</b>	Collects and analyses all available information and develops options to achieve agreement.
<b>4</b>	Sets out a negotiation strategy, understanding the motivation, wants and needs of all parties.
<b>5</b>	Ensures the project team and stakeholders fully understand and support the strategy.
<b>6</b>	Considers practical options and prioritises those presenting the optimal solution for the project.
<b>7</b>	Negotiates firmly at the content level but maintains a positive personal relationship with all parties involved.
<b>8</b>	Explores and evaluates responses, repeating steps in the negotiation process as many times as necessary until a satisfactory conclusion is reached.
<b>9</b>	Ensures the result is documented and communicated to relevant parties.

## People Management

### Behavioural competence domain

#### BC07 | Behavioural characteristics

##### Definition

Behavioural characteristics are the elements that separate and describe a person's preferred way of acting, interacting and reacting in a variety of situations. They complement knowledge and experience and are a function of values, beliefs and identity. They can be used in assessment, engagement and career advice.

##### Indicators

<b>1</b>	Has an open, positive, 'can-do' attitude which builds confidence and credibility both within the team and stakeholders.
<b>2</b>	Identifies and adopts sensible, effective, straightforward solutions.
<b>3</b>	Is open to new ideas, practices and methods and gives consideration to the plurality of the views on the project.
<b>4</b>	Adapts thinking and behaviour to the requirements of the project, the needs of the sponsor, its environment and the people working on it to ensure a successful outcome.
<b>5</b>	Articulates innovative strategies and solutions to identify ways of working with disparate resources and interests to achieve project objectives.
<b>6</b>	Identifies and understands threats and opportunities and takes risks prudently.
<b>7</b>	Respects all human values and reflects contract particulars, appointment conditions, legal agreements and legislation.
<b>8</b>	Focuses on project objectives with a strong orientation towards achievement of goals, targets and benefits.



## Planning

### Technical competence domain

#### TC05 | Project risk management

##### Definition

Project risk management is a structured process that allows individual risk events and overall project risk to be understood and managed proactively, optimising project success by minimising threats and maximising opportunities.

##### Indicators

<b>1</b>	Identifies and assesses risks (threats and opportunities) (using qualitative and quantitative techniques), including any assumptions and prepares a risk log.
<b>2</b>	Develops a risk (threat and opportunity) response plan, assigns ownership, and has it approved by the relevant body and communicated.
<b>3</b>	Identifies and undertakes response actions and formulates contingency plans as appropriate.
<b>4</b>	Assesses the probability of achieving time, cost and quality objectives throughout the project.
<b>5</b>	Continuously identifies new risks, reassesses risks, plans responses, modifies the project plan and updates the risk log.
<b>6</b>	Facilitates risk workshops.

## Planning

### Technical competence domain

#### TC14 | Project quality management

##### Definition

Project quality management is the discipline that is applied to ensure that both the outputs of the project and the processes by which the outputs are delivered meet the required needs of stakeholders. Quality is broadly defined as fitness for purpose or more narrowly as the degree of conformance of the outputs and processes.

##### Indicators

<b>1</b>	Discusses and agrees the quality expectations and quality criteria with the stakeholders.
<b>2</b>	Develops a quality approach for the project, including key activities and the application of required quality systems.
<b>3</b>	Develops the project quality plan, taking into consideration the customer's quality assurance and quality control procedures as appropriate, wherever possible including quantitative criteria against which deliverables can be measured. Agrees the quality plan with the customer.
<b>4</b>	Executes the project quality plan, carrying out quality assurance and control, and maintains a quality log containing all assurance activities and results.
<b>5</b>	Recommends and applies continuous improvements and preventative and corrective actions, and reports on impact on quality.



# Planning

## Technical competence domain

### TC15 | Scheduling

#### Definition

Scheduling is the process used to determine the overall project duration and when activities and events are planned to happen. This includes identification of activities and their logical dependencies, and estimation of activity durations, taking into account requirements and availability of resources.

#### Indicators

Using an appropriate project management planning tool:

<b>1</b>	Defines and sequences the activities and/or work packages taking into account any dependencies.
<b>2</b>	Applies estimates of effort and duration considering resource constraints.
<b>3</b>	Identifies major phases, milestones and appropriate review points, and schedules the project to determine the critical path as appropriate. Considers any risks, updating the risk log as appropriate.
<b>4</b>	Compares target, planned and actual dates, and takes corrective actions or updates forecast as necessary.
<b>5</b>	Regularly updates the schedule with actuals and estimates to complete and reschedule to determine whether target date and costs remain viable, and checks for any changes to the critical path.
<b>6</b>	Raises scheduling issues and escalates for sponsor decision.
<b>7</b>	Maintains the schedule with respect to changes.

## Planning

### Technical competence domain

#### TC16 | Resource management

##### Definition

Resource management identifies and assigns resources to activities so that the project is undertaken using appropriate levels of resources and within an acceptable duration. Resource allocation, smoothing, levelling and scheduling are techniques used to determine and manage appropriate levels of resources.

##### Indicators

<b>1</b>	Identifies what resources are required, including the specific project management effort. The competence required of the personnel in the project team should also be made explicit.
<b>2</b>	Schedules the resources and applies appropriate smoothing and levelling until an optimised plan is achieved.
<b>3</b>	Obtains agreement with line management/resource owners for resource assignments to the project.
<b>4</b>	Places the schedule and resource allocation plan under change control.
<b>5</b>	Controls the resources with respect to changes to project scope and resource availability.
<b>6</b>	Manages introduction and release of project resources throughout the project.



# Planning

## Technical competence domain

### TC18 | Project management plan

#### Definition

The project management plan (PMP) brings together all the plans for a project. The purpose of the PMP is to document the outcomes of the planning process and to provide the reference document for managing the project. The PMP is owned by the project manager.

#### Indicators

<b>1</b>	Defines the structure and format of the PMP, recognising that it could comprise one or more documents depending on the size, need and complexity of the project.
<b>2</b>	Works with the project team and stakeholders to ensure that the PMP answers the why, what, how, how much, who, when and where questions for the project.
<b>3</b>	Documents and confirms the high-level background and rationale for the project, referencing any other relevant detailed documentation (why).
<b>4</b>	Documents and confirms the overall objectives, scope, high-level deliverables/ products (including acceptance criteria) and success criteria (project KPIs) for the project. Ensures constraints, assumptions and dependencies are documented and understood (what).
<b>5</b>	Documents and confirms the governance for the project, including the life cycle/ approach, management controls (reporting and handover mechanisms), relevant tools and techniques (how).
<b>6</b>	Documents and confirms the project estimates, overall budget and cost management processes (how much).
<b>7</b>	Documents and confirms the project organisational breakdown structure (OBS), defining key roles and responsibilities, and confirms the resources to be used, including third-party responsibilities (who).
<b>8</b>	Documents and confirms the project schedule, critical path, including milestones (when).
<b>9</b>	Documents and confirms where the work will be performed, including geographical locations and time zone working arrangements as required for all participants (where).
<b>10</b>	Obtains formal acceptance of the key elements of the project management plan as they are produced or updated, and places them under configuration management.

## Organisation and Governance

### Technical competence domain

#### TC17 | Information management and reporting

##### Definition

Information management is the collection, storage, dissemination, archiving and appropriate destruction of project information. Information reporting takes information and presents it in an appropriate format which includes the formal communication of project information to stakeholders.

##### Indicators

<b>1</b>	Plans the information management system for the project and agrees it with stakeholders, ensuring all of their information needs are met.
<b>2</b>	Ensures compliance with the organisation's data and information policies and any regulatory requirements.
<b>3</b>	Implements the project information management and reporting system.
<b>4</b>	Implements procedures for processing documents, including incoming and outgoing information, filing and archiving.
<b>5</b>	Audits the use of the project information management and reporting system.
<b>6</b>	Communicates the project information to stakeholders.



## Organisation and Governance

### Technical competence domain

#### TC20 | Change control

##### Definition

Change control is the process that ensures that all changes made to a project's baselined scope, time, cost and quality objectives or agreed benefits are identified, evaluated, approved, rejected or deferred.

##### Indicators

<b>1</b>	<p>Decides upon, agrees and implements a change control policy for the project that provides a formal mechanism for:</p> <ul style="list-style-type: none"> <li>■ recording any proposed changes</li> <li>■ assessing their likely impact</li> <li>■ Obtaining the relevant stakeholders' decision on:             <ul style="list-style-type: none"> <li>■ rejecting the change</li> <li>■ deferring until later</li> <li>■ accepting change along with the corresponding changes to cost and timescale.</li> </ul> </li> </ul>
<b>2</b>	Captures and logs all proposed changes to the agreed scope and objectives of the project, e.g. a change to accommodate a need not originally defined to be part of the project.
<b>3</b>	Conduct an impact analysis on the consequences of proposed changes to the project (in terms of time, cost and quality), the business case and benefits management plan.
<b>4</b>	Defines various responsibilities and authority levels so that routine changes can be dealt with efficiently, but significant changes receive due management attention.
<b>5</b>	Gets changes accepted or rejected and maintains the change log.
<b>6</b>	Plans, executes, controls and closes approved changes.
<b>7</b>	Reports the status of changes throughout the project.

## Organisation and Governance

<b>Technical competence domain</b>	
<b>TC23   Budgeting and cost management</b>	
<b>Definition</b>	
Budgeting and cost management is the estimating of costs and the setting of an agreed budget, and the management of actual and forecast costs against that budget.	
<b>Indicators</b>	
<b>1</b>	Estimates and evaluates costs of each work package, including overhead costs using work breakdown structure/product breakdown structure.
<b>2</b>	Establishes and agrees overall budget including tolerances, risk premium, assumptions and exclusions based on the business case and investment appraisal.
<b>3</b>	Identifies when expenditure will take place and develops a cash flow forecast, ensuring funds will be available when required.
<b>4</b>	Establishes cost monitoring and controlling elements, as well as inflation and currency management if necessary.
<b>5</b>	Reports on financial performance to stakeholders in line with project and organisation requirements.
<b>6</b>	Monitors forecast vs. actual resource usage and costs or expenses incurred, taking into account any approved changes.
<b>7</b>	Captures key project metrics for actuals versus estimates and ensures these are fed back into the estimating process/systems.
<b>8</b>	Forecasts cost trends and final costs, noting variations, and develops and applies corrective actions as necessary.
<b>9</b>	Completes all financial transactions and updates the final costs as per the project and organisation requirements.



## Organisation and Governance

### Contextual competence domain

#### CC03 | Project life cycles

##### Definition

Project life cycles consist of a number of distinct phases. All projects follow a life cycle and life cycles will differ across industries and business sectors. A life cycle allows the project to be considered as a sequence of phases which provides the structure and approach for progressively delivering the required outputs.

##### Indicators

<b>1</b>	Identifies an appropriate life cycle model for the project, taking into account the project characteristics and environment.
<b>2</b>	Phases the project accordingly, with a suitable number of evaluation and approval points (gates) to monitor project progress.
<b>3</b>	Uses the project phases for effective management of resources.

## Organisation and Governance

<b>Contextual competence domain</b>	
<b>CC06   Organisational roles</b>	
<b>Definition</b>	
Organisational roles are the roles performed by individuals or groups in a project. Both roles and responsibilities within projects must be defined to address the transient and unique nature of projects and to ensure that clear accountabilities can be assigned.	
<b>Indicators</b>	
<b>1</b>	Defines an appropriate organisation for the management of the project (organisational breakdown structure, OBS), taking into consideration the context, complexity and business impact of the project.
<b>2</b>	Defines roles, responsibilities, interfaces, levels of authority and procedures in the project, taking account of the transient and unique nature of projects, in accordance with the OBS for the project, and agrees with and appoints the necessary person(s) to these roles.
<b>3</b>	Ensures the accountability and responsibilities of the roles are clearly understood by the project team and stakeholders.
<b>4</b>	Maintains, updates and changes the project organisation during the project life cycle if needed.



## Organisation and Governance

### Contextual competence domain

#### CC08 | Governance of project management

##### Definition

Governance of project management (GoPM) concerns those areas of corporate governance that are specifically related to project activities. Effective governance of project management ensures that an organisation's project portfolio is aligned to the organisation's objectives, is delivered efficiently and is sustainable.

##### Indicators

<b>1</b>	Applies the organisation's overarching governance structure, ensuring that it is understood and that the points of interface with the project are clear and workable.
<b>2</b>	Applies the relevant organisation processes, standards and guidelines, ensuring that they are taken into account in the project plans, and that the appropriate key points in the project (as a minimum, initiation, review gates, handover and closeout) are communicated to the wider community.

## Executing

### Technical competence domain

#### TC09 | Project reviews

##### Definition

Project reviews take place throughout the project life cycle to check the likely or actual achievement of the objectives specified in the project management plan (PMP) and the benefits detailed in the business case. Additional reviews will take place following handover and closeout to ensure that the benefits are being realised by the organisation.

##### Indicators

<b>1</b>	Establishes an effective project review system to be used during and after the project is complete (post-project review).
<b>2</b>	Schedules project evaluation reviews at key milestones during the project.
<b>3</b>	<p>During each evaluation:</p> <ul style="list-style-type: none"> <li>■ evaluates the project management processes used</li> <li>■ reviews the likely technical success of the project</li> <li>■ reviews the likely commercial success of the project (e.g. does it still meet the business case?)</li> <li>■ validates overall progress to time, cost and quality</li> <li>■ considers stakeholder relationships and perceptions</li> <li>■ develops and applies corrective actions.</li> </ul>
<b>4</b>	Reports project status and performance to interested parties and agrees resulting actions.
<b>5</b>	At post-project review, prepare a lessons-learned report and apply to future projects.



## Executing

### Technical competence domain

#### TC11 | Scope management

##### Definition

Scope management is the process by which the deliverables and work to produce them are identified and defined. Identification and definition of the scope must describe what the project will include and what it will not include, i.e. what is in and out of scope.

##### Indicators

<b>1</b>	Identifies and defines interested parties' requirements and objectives.
<b>2</b>	Agrees appropriate deliverables with relevant stakeholders using product breakdown structure and work breakdown structure.
<b>3</b>	Documents and agrees the project scope, and places it under configuration control.
<b>4</b>	Updates project scope document as changes are agreed via the change control process.

## Executing

Technical competence domain	
TC25   Issue management	
<b>Definition</b>	
Issue management is the process by which concerns that threaten the project objectives and cannot be resolved by the project manager are identified and addressed to remove the threats they pose.	
<b>Indicators</b>	
<b>1</b>	Is aware of the need to manage issues that, if left unresolved, could threaten the success of a project.
<b>2</b>	Prepares and maintains an issue log to facilitate the progress tracking of project issues from identification to resolution and closure, ensuring each is allocated an owner responsible for resolution.
<b>3</b>	Is aware of the common failures in the management of issues: <ul style="list-style-type: none"> <li>■ failure to identify the difference between an issue, a problem (a concern that a project manager can deal with on a day-to-day basis) and a risk</li> <li>■ failure to escalate to the appropriate level when resolution is not achieved in a timely manner.</li> </ul>
<b>4</b>	Continuously monitors and reports to the project sponsor/project steering group the 'ageing of issues', and ensures that issues are taken up to the sponsor/project steering group so that resolution can be reached.



## Tools and Techniques

### Technical competence domain

#### TC02 | Project success and benefits management

##### Definition

Project success is the satisfaction of stakeholder needs and is measured by the success criteria as identified and agreed at the start of the project. Benefits management is the identification of the benefits at an organisational level and the monitoring and realisation of those benefits.

##### Indicators

<b>1</b>	Analyses and understands the project and its context within the proposed business change and how these can enable the expected benefits (indirect, direct, financial and non-financial).
<b>2</b>	Agrees success criteria for the project with the sponsor, ensuring they are measurable.
<b>3</b>	Identifies critical success factors for the project with stakeholders. Implements and monitors the effectiveness of the stakeholder management plan.
<b>4</b>	Agrees KPIs ensuring these are quantitative by using traditional time, cost and quality techniques.
<b>5</b>	Understands the relationship between the timing of deliverables and the realisation of benefits.
<b>6</b>	Discusses and agrees the project success criteria and benefits realisation responsibilities with all relevant stakeholders as part of the project management contract with the customer.
<b>7</b>	Executes and controls PM plans and changes, and reports on project performance.
<b>8</b>	Ensures that the impacts of any deviations from plan are considered against the business case and the benefits realisation plan, and are escalated to the responsible stakeholders.
<b>9</b>	Collects results and prepares project performance reports against the agreed KPIs and anticipated benefits, and communicates to relevant stakeholders.
<b>10</b>	Ensures that benchmark data is captured against which benefit realisation can be measured.

## Tools and Techniques

### Technical competence domain

#### TC04 | Requirements management

##### Definition

Requirements management is the process of capturing, analysing and testing the documented statement of stakeholder and user wants and needs. Requirements are a statement of the need that a project has to satisfy, and should be comprehensive, clear, well structured, traceable and testable.

##### Indicators

<b>1</b>	Gathers, documents and gets agreement on project requirements and related acceptance criteria.
<b>2</b>	Analyses and prioritises requirements, taking into consideration business benefits and priorities.
<b>3</b>	Evaluates prioritised requirements to ensure they still meet the project objectives and will deliver the required benefits.
<b>4</b>	Ensures documented requirements are subject to the project configuration management processes.
<b>5</b>	Establishes a common understanding of the requirements across the project team and all stakeholders.



## Tools and Techniques

### Technical competence domain

#### TC06 | Estimating

##### Definition

Estimating uses a range of tools and techniques to produce estimates. An estimate approximates project time and cost targets and is refined throughout the project life cycle.

##### Indicators

<b>1</b>	Is aware of and understands the degrees of uncertainty that apply to estimates as they are developed throughout the project life cycle. Uses this knowledge to identify assumptions and risks to develop contingency proposals for the project.
<b>2</b>	Depending on the type and needs of the project, ensures one or more of the three main estimating techniques (bottom-up, comparative and parametric) are used to prepare estimates.
<b>3</b>	Ensures a suitable number of relevant experts are used to prepare estimates and that the resulting ranges of estimates are used to prepare an overall estimate, together with optimistic and pessimistic targets for each activity.
<b>4</b>	When using the bottom-up technique, develops product breakdown/work breakdown structures to identify the deliverables (products) and associated development activities needed.
<b>5</b>	Ensures, whenever possible, that comparative techniques are used, e.g. estimates are based on previous experience and usage statistics.
<b>6</b>	Uses the parametric technique where bottom-up is not feasible and/or comparative data is not available.
<b>7</b>	Throughout the project ensures that estimates are continually reviewed and revised as and when new information becomes available and more is known about the project.

## Business and Commercial Context

<b>Technical competence domain</b>	
<b>TC07   Business case</b>	
<b>Definition</b>	
<p>The business case provides justification for undertaking a project, in terms of evaluating the benefit, cost and risk of alternative options and rationale for the preferred solution. Its purpose is to obtain management commitment and approval for investment in the project. The business case is owned by the sponsor.</p>	
<b>Indicators</b>	
<b>1</b>	Understands the content and is prepared to write a business case on behalf of the sponsor according to the agreed standards and accounting norms.
<b>2</b>	Is aware of the internal (i.e. project changes) and external (legislative, market forces) factors that could impact the business case.
<b>3</b>	Articulates the balance between the benefits sought and the costs and risks of delivering these benefits for each of the options identified.
<b>4</b>	Ensures the project team are made aware of the business case and the potential impact to the business case arising from any changes to the programme and/or associated project plans.
<b>5</b>	Throughout the project and at closure, evaluates against the business case to ensure the continued viability of the project; reports and escalates any variations to appropriate management levels for decisions.



## Business and Commercial Context

### Contextual competence domain

#### CC01 | Project sponsorship

##### Definition

Project sponsorship is an active senior management role, responsible for identifying the business need, problem or opportunity. The sponsor ensures the project remains a viable proposition and that benefits are realised, resolving any issues outside the control of the project manager.

##### Indicators

<b>1</b>	Is aware of what motivates the various stakeholders and is able and empowered to address their interest in the project.
<b>2</b>	Is aware of the role and responsibilities of the project sponsor and how it changes through the project life cycle.
<b>3</b>	Is aware of the levels of commitment and support needed for effective project sponsorship.
<b>4</b>	Demonstrates why effective sponsorship is important to project management, recognising the following key attributes for a project sponsor: <ul style="list-style-type: none"> <li>■ is a business leader and decision-maker across functional boundaries</li> <li>■ is an advocate for change and the project</li> <li>■ is committed in terms of time and support of the required role</li> <li>■ is experienced in project management.</li> </ul>
<b>5</b>	Ensures that any obstacles faced by a project are addressed.

## Business and Commercial Context

<b>Contextual competence domain</b>	
<b>CC02   Health, safety and environmental management</b>	
<b>Definition</b>	
Health, safety and environmental management is the process of determining and applying appropriate standards and methods to minimise the likelihood of accidents, injuries or environmental impact both during the project and during the operation of its deliverables.	
<b>Indicators</b>	
<b>1</b>	Applies appropriate laws and regulations.
<b>2</b>	Identifies health, safety and environmental risk and impact of the project.
<b>3</b>	Develops plans and implements processes to manage the impact on health, safety and the environment.
<b>4</b>	Monitors and controls the effectiveness of the health, safety and environmental plans.
<b>5</b>	Reports health, safety and environmental issues and risks.
<b>6</b>	Documents lessons learned and applies them to future projects, to phases of the project or elsewhere in the organisation.



## Business and Commercial Context

### Contextual competence domain

#### CC07 | Organisation structure

##### Definition

The organisation structure is the organisational environment within which the project takes place. The organisation structure defines the reporting and decision-making hierarchy of an organisation and how project management operates within it.

##### Indicators

<b>1</b>	Understands and exploits the varying organisational structures (functional, matrix and project) employed by different organisations, and knows which structures operate across the project's environment.
<b>2</b>	Identifies all the organisational units that will provide resources to the project.
<b>3</b>	Uses the project organisational breakdown structure (OBS) and defines roles and responsibilities to develop the interfaces between the project and the different parts of the organisation.
<b>4</b>	Agrees mechanisms to obtain resources from the organisational units.
<b>5</b>	Maintains, and updates when required, the interfaces with the units of the permanent organisation.
<b>6</b>	Determines the requirement for a project office and agrees its remit, levels of authority and position within the organisation.

## Complementary competences

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### **The complementary competences for APM Registered Project Professional are:**

#### **Technical Competences**

- TC01 Concept
- TC08 Marketing and sales
- TC10 Definition
- TC12 Modelling and testing
- TC13 Methods and procedures
- TC19 Configuration management
- TC21 Implementation
- TC22 Technology management
- TC24 Procurement
- TC26 Development
- TC27 Value management
- TC28 Earned value management
- TC29 Value engineering
- TC30 Handover and closeout

#### **Behavioural Competences**

- BC06 Human resource management
- BC08 Learning and development

#### **Contextual Competences**

- CC04 Project finance and funding
- CC05 Legal awareness



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