



## **APM Full member (MAPM)**

guidance for completing your full membership application

# CONTENTS

<b>Essential criteria</b>	3
<b>Referees</b>	3
<b>Apply online</b>	3
Checklist	3
Completing the competence standards	3
<b>Application process</b>	4
<b>Special arrangements</b>	
Medical and mobility	4
Other aids/equipment available	4
<b>Enquiries, complaints and appeals</b>	4
<b>Appendix 1</b>	5-7

## further details

If you have any questions that these guidance notes have not addressed please contact:

**The Membership Team,  
Association for Project Management, Ibis House, Regent Park,  
Summerleys Road, Princes Risborough, Buckinghamshire, HP27 9LE.**

Telephone: **01844 271681** or email: **info@apm.org.uk**

## Essential criteria

To be a successful applicant for Full membership of the Association for Project Management (APM) your application needs to satisfy the membership criteria by demonstrating:

- that you have five years project management experience;
- ten competences in the situation and task context of your work, in a maximum of 250 words each. Appendix 1 provides more detail on these competences.

## Referees

Please provide the names, contact numbers and email addresses of two referees, who must not be relatives and one, if possible, should be a Full or Fellow member of APM (MAPM or FAPM) though this is not mandatory.

The first referee should be your line manager and be able to support your application with full knowledge of your project management experience. If you are the head of your business, please provide two professional associate referees who are familiar with your work. Other examples of referees could be clients, colleagues (preferably senior to you in your organisation) or individuals with whom you have worked in the past.

## Apply online

**Checklist: You will need to have the following details available to complete your application:**

- Employment details
- Situation and task coverage of 10 competences (minimum of 5 core competences)
- Confirmation of five years as a project, programme or portfolio professional
- Contact details for two referees

You will find it helpful to have a copy of the *APM Competence Framework* to hand to refer to. You can download your free copy at <https://www.apm.org.uk/resources/find-a-resource/competence-framework>. A high level overview of the competences is also available at Appendix 1.

## Completing the competence statements

In order to be successful in covering the competence framework you need to provide evidence of how you have met each competence by applying the competence to your work using the STAR method:

- **Situation:** choose a particular project from your management experience which was particularly complex or challenging
- **Tasks:** provide background information about the example you've chosen while also describing the core tasks involved within the chosen phase of the project
- **Action:** your statement should then cover actions specifically taken by you that focused on the competence area chosen
- **Results:** end the statement by clearly stating the specific actions you took which resulted in a favourable outcome

All competences must be related to your own experience so please avoid making statements about any team or corporate achievements which were not your own, any restatement of the competence statements or coverage of knowledge and theory.

Successful applicants will include statements which show how you have covered the competences with some evidence in a project environment. These will be active statements using active verbs i.e. did/carried out/made/held/achieved/performed/ which are in the first person; (I have/I did, etc).

## Application process

- Complete your application online using the information in these guidance notes.
- An initial review will be carried out by the Membership Team. If any more information is required, you will be contacted with more details.
- Once the initial review is complete, you will be contacted and advised of the date of the Membership Panel at which your application will be reviewed.
- Your application will go to our Membership Panel within 28 working days of receipt of your completed application.
- Your application for membership will be assessed by membership panel member(s).
- You will receive the outcome of the assessment decision within 1 week of the Panel.

The Board's invitation to join APM is based on that assessment recommendation.

If you are unable to demonstrate the competence coverage for MAPM you may be awarded membership as an Associate, and you may upgrade to MAPM free of charge when you have satisfied the Full membership criteria.

## Special arrangements

### Medical and mobility

APM is committed to promoting a positive attitude towards people with special learning and physical needs. It has a great deal of experience in facilitating individual requirements and tailoring adjustments with the aim of removing any unfair disadvantage that an individual may encounter as a consequence of their medical condition.

Access to the facilities or arrangements described here can be granted to applicants with disabilities/learning difficulties who apply to the APM Membership Department. A dispensation may be allowed for applicants with a medical or physical condition that prevents them from completing the assessment within the normal regulations.

### Other aids/equipment available

Large print papers may be produced for partially sighted applicants or dyslexic applicants with prior arrangement with the APM Membership Department.

For assistance with any of the above, or for any other requirements, please contact the **APM Membership Department** at [info@apm.org.uk](mailto:info@apm.org.uk) or call **01844 271 681**.

## Enquiries, complaints and appeals

By applying for a membership standard (MAPM, FAPM, RPP or ChPP), you are confirming that you are fit to do so: no appeals will be heard concerning an applicant's wellbeing during the assessment.

Enquiries can be made regarding the re-assessing of submissions.

Complaints can be made regarding the dissatisfaction with the standard of service from APM.

Appeals will only be heard on the grounds that procedures and processes have not been applied consistently or fairly. No appeal can be heard on the grounds of technical judgement. All appeals must be heard by the Appeals Panel whose decision is final.

An enquiry, complaint or appeal must be made in writing to the APM Membership Department and can be received no later than 30 days after the confirmation of the Panel decision.

To help you provide the necessary information concerning an appeal, the appropriate form may be obtained from the APM Membership Department. Please email [info@apm.org.uk](mailto:info@apm.org.uk) to request one or call **01844 271 681**.

## Appendix 1

You need to demonstrate ten competences. Five must be core competences (C); the other five competences may be core(C) or optional (O).

APM Competence Framework number	Competence title	Core (C), or Optional (O)
1	<b>Ethics, compliance and professionalism;</b> The ability to promote the wider public good in all actions, and to act in a morally, legally and socially appropriate manner in dealings with stakeholders and members of project teams and the organisation.	C
2	<b>Team management;</b> The ability to select, develop and manage teams.	C
3	<b>Conflict management;</b> The ability to identify, address and resolve differences between individuals and/or interest groups.	C
4	<b>Leadership;</b> The ability to empower and inspire others to deliver successful change initiatives.	C
5	<b>Procurement;</b> The ability to secure the provision of resources needed for change initiative(s) from internal and/or external providers.	O
6	<b>Contract management;</b> The ability to agree contracts for the provision of goods and/or services, to monitor compliance, and to manage variances.	O
7	<b>Requirements management;</b> The ability to prepare and maintain definitions of the requirements of change initiatives.	O
8	<b>Solutions development;</b> The ability to determine the best means of satisfying requirements within the context of the change initiative's objectives and constraints.	O
9	<b>Schedule management;</b> The ability to prepare and maintain schedules for activities and events for change initiatives, taking account of dependencies and resource requirements.	C
10	<b>Resource management;</b> The ability to develop, implement and update resource allocation plans (other than finance) for change initiatives, taking account of availabilities and scheduling.	C

## Appendix 1 continued

APM Competence Framework number	Competence title	Core (C), or Optional (O)
11	<b>Budgeting and cost control;</b> The ability to develop and agree budgets for change initiatives, and to control forecast and actual costs against the budgets.	C
12	<b>Risk and issue management;</b> The ability to identify and monitor risks (threats and opportunities), to plan and implement responses to those risks, and respond to other issues that affect the change initiative.	C
13	<b>Quality management;</b> The ability to develop, maintain and apply quality management processes for change initiative activities and outputs.	O
14	<b>Consolidated planning;</b> The ability to consolidate and document the fundamental components of a change initiative: scope; schedule; resource requirements; budgets; risks, opportunities and issues; and quality requirements.	O
15	<b>Transition management;</b> The ability to manage the integration of the outputs of change initiatives into business-as-usual, addressing the readiness of users, compatibility of work systems and the realisation of benefits.	O
16	<b>Financial management;</b> The ability to plan and control the finances of programmes or portfolios and their related change initiatives, as a means of driving performance and as part of the organisation's overall financial management.	O
17	<b>Resource capacity planning;</b> The ability to prepare and maintain an overall schedule for resource use in related change initiatives, which avoids bottlenecks and conflicting demands, and which sequences outcomes in order to enable the efficient realisation of benefits.	O
18	<b>Governance arrangements;</b> The ability to establish and maintain governance structures that define clear roles, responsibilities and accountabilities for governance and delivery of change initiatives, and that align with organisational practice.	C
19	<b>Stakeholder and communications management;</b> The ability to manage stakeholders, taking account of their levels of influence and particular interests.	C

APM Competence Framework number	Competence title	Core (C), or Optional (O)
20	<p><b>Frameworks and methodologies;</b></p> <p>The ability to identify and/or develop frameworks and methodologies that will ensure management of change initiatives will be comprehensive and consistent across different initiatives. (In this context 'framework' means the parameters, constraints or rules established to standardise delivery).</p>	O
21	<p><b>Reviews;</b></p> <p>The ability to establish and manage reviews at appropriate points, during and after change initiatives, which will inform governance of the change initiatives, by providing evaluations of progress, methodologies and continuing relevance.</p>	C
22	<p><b>Change control;</b></p> <p>The ability to establish protocols to alter the scope of change initiatives, implementing the protocols when necessary, and updating configuration documentation including contracts to develop, maintain and apply quality management processes for change initiative activities and outputs.</p>	C
23	<p><b>Independent assurance;</b></p> <p>The ability to gather independent evidence that the information from the change initiative is valid, and that the change initiative is likely to achieve its aims.</p>	C
24	<p><b>Business case;</b></p> <p>The ability to prepare, gain approval of, refine and update business cases that justify the initiation and/or continuation of change initiatives in terms of benefits, costs and risks.</p>	C
25	<p><b>Asset allocation;</b></p> <p>The ability to recommend how financial and other resources should be allocated amongst change initiatives in order to optimise the organisation's return on investment (ROI).</p>	O
26	<p><b>Capability development;</b></p> <p>The ability to assess organisational maturity in relation to project, programme and portfolio management; identify the additional capabilities required, and to help with the development of those capabilities.</p>	O
27	<p><b>Benefits management;</b></p> <p>The ability to identify, define, evaluate, plan, track and realise the business benefits of change initiatives.</p>	O

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