



# Chartered Project Professional (ChPP) Recognised Assessment Overview

The Association for Project Management chartered application process has been designed to be as accessible as possible, while still being a robust assessment of an individual's suitability. There are three different routes open to practitioners according to whether or not they hold a recognised assessment and, if they do, what that assessment is for.

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## APM Chartered Recognised Assessment

An awarding body or other organisation may apply to APM to have its assessment recognised as either:

- a) meeting the technical knowledge requirements; or
- b) meeting the technical knowledge and professional practice requirements.

Should the application be successful, it will mean that those who have successfully passed the assessment will be eligible to apply for Chartered Project Professional via route 1 (for assessments meeting the requirements for technical knowledge) or route 2 (for assessments meeting the requirements for technical knowledge and professional practice).



## Recognised Assessment requirements

For an assessment to be recognised as meeting the requirements of the chartered standard, an awarding body or organisation will need to demonstrate that it:

- is at least at the required **level** for technical knowledge, or technical knowledge and professional practice;
- is externally regulated by an approved body (such as Ofqual), or aligns to the **quality** requirements of ISO17024; and
- **covers** a minimum number of mandatory and elective competences.

## Level

### Technical Knowledge Recognised Assessment

Applicant organisations need to provide evidence that the assessment is at a minimum of advanced technical knowledge and understanding of how to deliver projects/programmes/portfolios, taking into account many interacting factors and different potential approaches. The level is embedded in the Chartered Competences through the use of key words such as 'evaluate', 'critically evaluate' and 'analyse'.

### Technical Knowledge and Professional Practice Recognised Assessment

Applicant organisations will need to provide evidence of meeting the requirements for technical knowledge level as above, and in addition, to provide evidence that the assessment includes the successful application of this knowledge.

## Quality

Applicant organisations need to provide evidence that the assessment meets good practice principles for the running and management of assessments. This can either be through external regulation by an approved body (for example Ofqual or QAA), or where an organisation is not externally regulated, through providing evidence against key criteria based on the principles of good practice within ISO17024. These criteria include, for example, the management of conflicts of interest within assessment, impartiality, provision of special dispensations, and the management of complaints and appeals.

## Coverage

Applicant organisations need to provide evidence of the assessment covering a minimum of 10 of the chartered competences (see Appendix A), with a minimum of eight mandatory competences. So that could be all 10 of the mandatory competences, nine of the mandatory and one elective, or eight mandatory competences and two elective competences.

Within these competences, a minimum of four assessment criteria must be covered within the assessment. If you are applying for technical knowledge only, these can be any of the four technical knowledge assessment criteria. If you are applying for technical knowledge and professional practice, these can be any four of the technical knowledge assessment criteria, and any four of the professional practice assessment criteria.

## Process

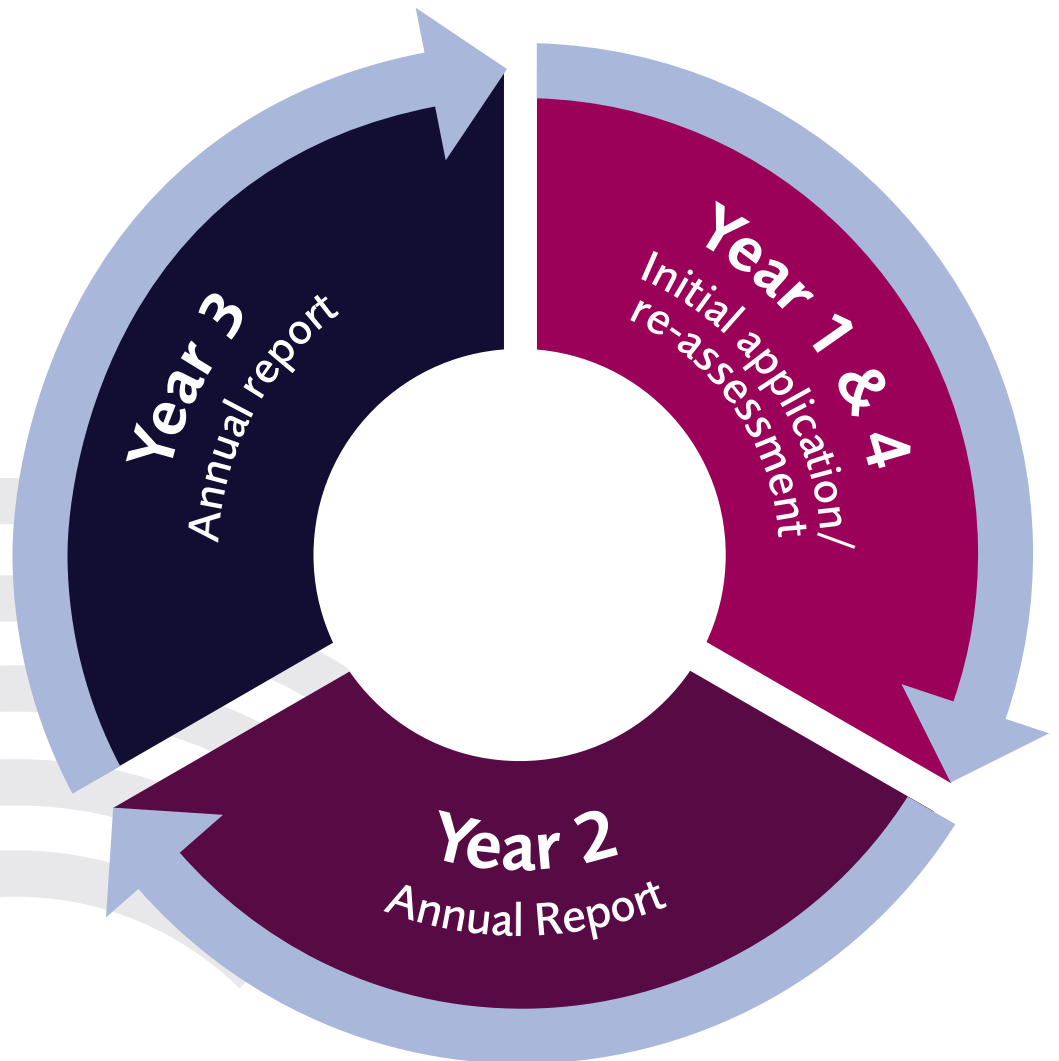
- 1 Expression of interest to APM
- 2 Completion of an application form and submission to APM together with supporting evidence for the proposed Recognised Assessment
- 3 Application checked for completeness
- 4 Assignment of an APM Recognised Assessment Assessor upon receipt of the initial fee
- 5 Assessor review of the application and virtual meeting on a mutually convenient date
- 6 Completion of the assessment and submission of a report by the assessor with a recommendation to APM

Successful applicants receive a certificate and all applicants receive a copy of the assessor's report summary.

Once an application form and supporting material is received, together with the initial fee, and providing everything is in order, we would expect to complete an assessment within six to eight weeks. This is dependent upon assessor availability and the availability of the applicant organisation.

## Ongoing requirements

Recognised Assessment runs on a three year cycle. In year four, a full re-assessment of the assessment is required which would follow the same process as outlined on page 5. In intervening years, an annual report is required.



## Get in touch

For any queries on the APM Recognised Assessment Scheme please email [recognisedassessments@apm.org.uk](mailto:recognisedassessments@apm.org.uk)

# Appendix A

## Chartered competences

This document provides both the mandatory and elective Chartered competences and the criteria for both technical knowledge and professional practice.

It is provided in this format to support the mapping required by organisations when completing their application for Recognised Assessment, and any mapping of level and coverage of any assessment must be completed against the criteria contained here. Please see the Recognised Assessment application form and applicant guidance for further information. For further information for individual applicants for chartered, please see the Chartered Applicant Guidance.

Each competence is broken down into two components to explain the competence, and then specific assessment criteria are provided for both technical knowledge, and professional practice.

<b>1-10 mandatory</b>		<b>Pages</b>
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In this document, the term 'project' is used to mean those working in project, programme or portfolio management, or in a key control function, with the exception of 1b Financial management, 11 Asset allocation, 12 Benefits management, and 21 Resource capacity planning, which are specific to programme and/or portfolio management.

## Chartered competence 1a – Budgeting and cost control

<b>Competence component</b> When awarded credit for this competence, an applicant will have developed a capability to:	<b>Technical knowledge assessment criteria</b> Applicants can:	<b>Professional practice assessment criteria</b> Applicants can:
1. Manage a budget based on cost estimates using tools, techniques and the change control process	TK1.1 evaluate cost tracking tools and techniques TK1.2 evaluate the limitations of cost estimation in the context of a project TK1.3 discuss the value of cost analysis to a project	PP1.1 establish estimates for different costs associated with a project PP1.2 establish and agree an overall budget for a project PP1.3 apply metrics to establish cost trends within a project PP1.4 update and refine budget allocations based on a cost analysis through the change control process
2. Support effective financial performance of a project through cash flow management, funding drawdown and financial reporting	TK2.1 evaluate the importance of cash flow and cash flow forecasts in the context of a project TK2.2 suggest why the monitoring of the financial performance of a project is important to project objectives	PP2.1 set up funding drawdown arrangements based on an appropriately and accurately informed cash flow forecast PP2.2 produce financial reports for stakeholders based on effective financial performance monitoring PP2.3 ensure the completion of all financial transactions before the closure of a project and produce final financial reports on the financial performance of a project for distribution to all stakeholders



## Chartered Competence 1b – Financial Management

<b>Competence component</b> When awarded credit for this competence, an applicant will have developed a capability to:	<b>Technical knowledge assessment criteria</b> Applicants can:	<b>Professional practice assessment criteria</b> Applicants can:
1. Apply concepts and techniques to support the financial management of a programme or portfolio	TK1.1 critically evaluate methods for producing an effective investment appraisal to a programme or portfolio TK1.2 evaluate the importance of differing levels of financial accountability in a programme or portfolio TK1.3 analyse sources and impact of estimation bias	PP1.1 adopt a consistent approach to the investment appraisal of a programme or portfolio in line with organisational practice PP1.2 ensure a consistent approach to estimating is used across the programme or portfolio PP1.3 establish control limits for the reporting and approval of budget variances PP1.4 establish arrangements for the release of funds at appropriate stages in a programme or portfolio
2. Use financial planning and reporting as the financial interface between a programme or portfolio and an organisation's financial system	TK2.1 evaluate the importance of aligning the financial plan of a programme or portfolio to an overall financial plan TK2.2 analyse the extent to which adjusting a financial plan would be beneficial to a programme or portfolio and the sources required to do this	PP2.1 determine capital and revenue expenditure for a programme or portfolio ensuring alignment with the organisation's financial plan PP2.2 establish financial reporting milestones and reviews for a programme or portfolio PP2.3 produce financial progress reports based on the financial information related to a programme or portfolio PP2.4 adjust a financial plan based on the progress of a change initiative and associated financial reviews

## Chartered competence 2 – Change control

<b>Competence component</b> When awarded credit for this competence, an applicant will have developed a capability to:	<b>Technical knowledge assessment criteria</b> Applicants can:	<b>Professional practice assessment criteria</b> Applicants can:
1. Maintain accurate records of proposed changes within a project and ensure all impacts are analysed	TK1.1 critically evaluate the features and benefits of using a change control process TK1.2 analyse ways in which to collate and record information from stakeholders TK1.3 evaluate the extent to which trend analysis adds value to the management of change within a project	PP1.1 establish, implement and maintain an appropriate change control process PP1.2 capture and record proposed changes to the agreed scope and objectives of the project PP1.3 determine the high-level impact of proposed changes to the scope and objectives of a project including reference to relevant sources PP1.4 use a trend analysis to improve the future performance of projects
2. Make informed recommendations based on impact assessments and options analysis leading to accepted, rejected or deferred change	TK2.1 critically evaluate methods of impact assessment and options analysis in relation to change within a project TK2.2 evaluate the importance of responding appropriately to recommendations relating to the scope and objectives of project TK2.3 analyse the importance of managing approved change within a configuration management system	PP2.1 reach justified recommendations on the approval, rejection or deferral of proposed changes to a project PP2.2 update plans and schedules to reflect approved changes to a project ensuring configuration management is used PP2.3 communicate implemented changes to relevant stakeholders

## Chartered competence 3 – Conflict management

<b>Competence component</b> When awarded credit for this competence, an applicant will have developed a capability to:	<b>Technical knowledge assessment criteria</b> Applicants can:	<b>Professional practice assessment criteria</b> Applicants can:
1. Manage conflict to limit negative impacts and utilise conflict to support individual and team development	TK1.1 evaluate positive and negative conflict in the context of a project TK1.2 critically evaluate the causes of conflict TK1.3 analyse ways in which to effectively manage conflict in the context of a project TK1.4 evaluate the extent to which conflict could be a tool to improve performance	PP1.1 take a proactive approach to identify and address potential conflict situations which may impact on a project PP1.2 take an impartial approach to investigating the cause of conflict PP1.3 evaluate and implement conflict management measures including the role of colleagues and specialists PP1.4 monitor the extent to which conflict management measures are successful
2. Recognise and resolve conflict through effective relationship management	TK2.1 evaluate the methods and techniques which could be used to manage and resolve conflict including monitoring their effectiveness TK2.2 evaluate the importance of objectivity and impartiality when resolving conflict	PP2.1 support others to resolve conflict PP2.2 respond appropriately and promptly to conflict situations where intervention is required PP2.3 resolve conflict giving due respect to the views, opinions and concerns of all parties

## Chartered competence 4 – Consolidated planning

<b>Competence component</b> When awarded credit for this competence, an applicant will have developed a capability to:	<b>Technical knowledge assessment criteria</b> Applicants can:	<b>Professional practice assessment criteria</b> Applicants can:
1. Produce a balanced consolidated plan in an appropriate structure where lessons learned are key informants of that plan	TK1.1 critically evaluate the purpose of a consolidated plan TK1.2 analyse different formats for consolidated plans	PP1.1 comply with organisational practice when establishing the structure and format of an effective consolidated plan PP1.2 consider constraints, assumptions, dependencies and governance arrangements when creating a consolidated plan PP1.3 include or refer to other relevant plans and documentation PP1.4 create a consolidated plan which balances the fundamental components of that plan to meet the requirements of a project and ensure formal acceptance
2. Monitor and refine a consolidated plan to ensure that it remains an up to date primary reference for managing the project	TK2.1 evaluate the importance of monitoring the relationship between a consolidated plan and the progress of a project TK2.2 analyse situations, potential or real, where a consolidated plan may have to be adjusted in the context of a project	PP2.1 apply configuration management to a plan once it has been formally accepted PP2.2 continually monitor the progress of a change initiative against the consolidated plan PP2.3 adjust the consolidated plan utilising a change control process

## Chartered competence 5 – Governance arrangements

<b>Competence component</b> When awarded credit for this competence, an applicant will have developed a capability to:	<b>Technical knowledge assessment criteria</b> Applicants can:	<b>Professional practice assessment criteria</b> Applicants can:
1. Determine the governance structure for the project, taking into account the reporting and decision making hierarchies and the organisation's structure	TK1.1 critically evaluate the concepts of hierarchies and organisational structure in the context of a project TK1.2 analyse types of organisational structure TK1.3 evaluate the importance of establishing and maintaining timely reporting and decision-making hierarchies for a project	PP1.1 define reporting, decision-making hierarchies and levels of authority for a project PP1.2 establish the relationship between a project's governance and organisation's governance structures PP1.3 design the project governance structure taking into account context, complexity and potential impact
2. Ensure effective governance through implementing and maintaining the approved governance structure throughout the life of the project	TK2.1 evaluate the importance of establishing governance structures, roles and responsibilities within a project TK2.2 evaluate the importance of establishing clear levels of authority within a project	PP2.1 ensure clarity of ownership and levels of authority by agreeing the responsibilities and accountabilities with relevant individuals PP2.2 ensure effective reporting and decision making through maintained governance structures, staffing and maintenance of approved reporting and decision making

## Chartered competence 6 – Leadership

<b>Competence component</b> When awarded credit for this competence, an applicant will have developed a capability to:	<b>Technical knowledge assessment criteria</b> Applicants can:	<b>Professional practice assessment criteria</b> Applicants can:
1. Adopt appropriate behaviours and leadership styles to establish an environment which encourages and supports high performing and empowered teams	TK1.1 critically evaluate the range of leadership styles and when to adopt them in a project context TK1.2 evaluate the tools and techniques, and behaviours, for gaining and maintaining trust, confidence and collaboration of others TK1.3 evaluate the environments to encourage empowered and high-performing teams	PP1.1 select an appropriate leadership style based on the situation and/or context PP1.2 collaborate with others to maintain the momentum of a project PP1.3 encourage others to adopt behaviours which build trust, confidence and collaboration within and between teams PP1.4 establish environments which present opportunities for empowered and autonomous working
2. Reinforce visions, values and objectives and support open discussion enabling difficulties or challenges to be addressed	TK2.1 analyse ways in which leaders can effectively communicate the vision and values of the project with team members and stakeholders TK2.2 evaluate methods for addressing difficulties and challenge, including escalation	PP2.1 maintain a team's understanding of, and commitment to the vision, values and objectives of a project through effective and open communication PP2.2 facilitate open discussion to support the identification of potential or real difficulties and challenges to delivering a successful project PP2.3 address difficulties and challenges effectively and in a timely manner

## Chartered competence 7 – Reviews

<b>Competence component</b> When awarded credit for this competence, an applicant will have developed a capability to:	<b>Technical knowledge assessment criteria</b> Applicants can:	<b>Professional practice assessment criteria</b> Applicants can:
1. Conducts reviews at appropriate points to inform the governance of the project, using relevant, accurate and reliable information	TK1.1 critically evaluate the range of factors during reviews, and how these vary through the stages of a project  TK1.2 critically evaluate the importance of aligning reviews with organisational, legal and regulatory requirements  TK1.3 evaluate the validity of various sources of information	PP1.1 consider factors which need to be evaluated during a review  PP1.2 establish and implement a schedule of reviews incorporating key milestones during and after a project  PP1.3 obtain appropriate information from valid sources to inform the review
2. Implement agreed actions based on the outcomes of reviews	TK2.1 analyse situations, potential or real, where deviations to a plan may occur in the context of a project and how to determine suitable solutions  TK2.2 critically evaluate the importance of stakeholder engagement when implementing the outcomes of reviews  TK2.3 analyse the importance of managing updates to documentation impacted by reviews	PP2.1 maintain records of any deviations from plans to include reasons for and responses to the deviations  PP2.2 communicate the outcomes of reviews to relevant stakeholders  PP2.3 confirm stakeholder understanding and acceptance of proposed actions  PP2.4 implement agreed actions and update lessons learned log

## Chartered competence 8 – Risk and issue management

<b>Competence component</b> When awarded credit for this competence, an applicant will have developed a capability to:	<b>Technical knowledge assessment criteria</b> Applicants can:	<b>Professional practice assessment criteria</b> Applicants can:
1. Maintain accurate records of risks and issues associated with a project	TK1.1 evaluate the function of a risk and issue management plans and registers in the context of a project  TK1.2 analyse approaches to risk identification  TK1.3 analyse qualitative and quantitative methods to assess risk in the context of a project	PP1.1 continually identify risks and issues within a project  PP1.2 create a risk management plan including potential impact and suitable responses  PP1.3 records issues, how they were resolved, and their implications to inform planning for future projects  PP1.4 transfer, accept or avoid unresolved risks at the end of a project
2. Manage risks and issues through the implementation of appropriate responses	TK2.1 evaluate the importance of risk and issue impact assessments within the context of a project  TK2.2 critically evaluate approaches to impact assessments and response planning  TK2.3 evaluate the function of a change control process in the management of risks and issues	PP2.1 Assess the probabilities and impacts of the risks within a project and plan their responses  PP2.2 Assess and plan responses to issues  PP2.3 implement responses to risks and issues, addressing any implications for the future including escalation



## Chartered competence 9 – Stakeholder and communications management

<b>Competence component</b> When awarded credit for this competence, an applicant will have developed a capability to:	<b>Technical knowledge assessment criteria</b> Applicants can:	<b>Professional practice assessment criteria</b> Applicants can:
1. Implement and monitor stakeholder management and communication plans to meet project objectives	TK1.1 critically evaluate the importance of stakeholder management and communication in the context of a project  TK1.2 critically analyse the methods to identify stakeholders and analyse their interests, requirements and levels of influence  TK1.3 analyse ways in which to effectively engage with stakeholders	PP1.1 determine stakeholder interests, requirements and levels of influence for a project  PP1.2 produce stakeholder management and communication plans  PP1.3 monitor the effectiveness of stakeholder management and communication plans  PP1.4 adjust stakeholder management and communication plans to respond to any changing needs of the project
2. Communicate relevant information to stakeholders based on their interests, requirements and levels of influence	TK2.1 evaluate methods and media used to communicate with stakeholders  TK2.2 evaluate the importance of stakeholder feedback in the context of a project	PP2.1 employ relevant communication methods and media to meet stakeholder requirements and expectations  PP2.2 disseminate clear, timely and relevant information to stakeholders  PP2.3 obtain, and respond to, feedback from stakeholders which may have an impact on a project

## Chartered competence 10 – Team management

<b>Competence component</b> When awarded credit for this competence, an applicant will have developed a capability to:	<b>Technical knowledge assessment criteria</b> Applicants can:	<b>Professional practice assessment criteria</b> Applicants can:
1. Support the achievement of objectives through effective communication and constructive feedback to individuals and teams	TK1.1 analyse tools and techniques to develop and maintain an effective team TK1.2 evaluate the relationship between a team development cycle and motivated and co-ordinated teams TK1.3 evaluate the role of performance feedback as a tool TK1.4 critically evaluate styles of communication and their adaptation during a project	PP1.1 agree team objectives and ways of working to achieve the vision and goals of a project PP1.2 acknowledges levels of performance through constructive feedback to individuals and teams PP1.3 adopt a proactive approach to communication to establish networks of support and facilitate effective delegation
2. Develop a motivated and co-ordinated team through performance monitoring and meeting the needs of teams	TK2.1 analyse ways in which individuals and teams can be supported during a project TK2.2 evaluate coaching and mentoring as development techniques TK2.3 critically evaluate the relationship between performance management and the success of a project	PP2.1 meet the demands of a project through balancing individual and team needs PP2.2 provide opportunities for coaching and mentoring to members of a team PP2.3 address performance issues likely to negatively impact on the success of a project

## Chartered competences

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In this document, the term 'project' is used to mean those working in project, programme or portfolio management, or in a key control function, with the exception of 1b Financial Management, 11 Asset Allocation, 12 Benefits Management, and 21 Resource Capacity Planning, which are specific to programme and/or portfolio management.

## Chartered competence 11 – Asset allocation

<b>Competence component</b> When awarded credit for this competence, an applicant will have developed a capability to:	<b>Technical knowledge assessment criteria</b> Applicants can:	<b>Professional practice assessment criteria</b> Applicants can:
1. A portfolio to organisational strategic objectives.	TK1.1 critically evaluate approaches to aligning change initiatives to strategic objectives  TK1.2 analyse measures which could be used to compare the likely value of, both current and proposed, related projects and programmes to an organisation's strategic objectives  TK1.3 critically evaluate different categories or risk and how these might be appraised	PP1.1 Determine changes required by the organisation's strategic objectives  PP1.2 categorise related projects and programmes in relation to an organisation's strategic objectives  PP1.3 map the intended outputs, outcomes and benefits of related projects and programmes to an organisation's strategic objectives  PP1.4 determine gaps which may exist in the alignment of related projects and programmes, either current or proposed, to strategic objectives  PP1.5 establish appropriate measures to compare the likely value of, both current and proposed, related projects and programmes to an organisation's strategic objectives
2. Maintain a balanced portfolio.	TK2.1 evaluate the importance of a balanced portfolio to the achievement of strategic objectives  TK2.2 analyse approaches to maintaining a balanced portfolio  TK2.3 Evaluate methods of representing balanced portfolios	PP2.1 use appropriate measures to prioritise related current and proposed projects and programmes  PP2.2 consider the availability of finance and other resources when apply these measures  PP2.3 recommend whether projects and programmes should be initiated, maintained or closed to maintain a balanced portfolio  PP2.4 communicate appropriately and effectively to stakeholders any recommendations so decision making is adequately informed

## Chartered competence 12 – Benefits management

<b>Competence component</b> When awarded credit for this competence, an applicant will have developed a capability to:	<b>Technical knowledge assessment criteria</b> Applicants can:	<b>Professional practice assessment criteria</b> Applicants can:
1. Aligns the intended benefits of projects to an organisation's strategy and stakeholder expectations.	TK1.1 critically evaluate approaches to confirming and categorising benefits against strategic objectives TK1.2 critically evaluate approaches to establishing measures for benefits TK1.3 critically evaluate approaches to identifying and recording dependencies between benefits	PP1.1 demonstrate how the intended benefits relate to strategic objectives PP1.2 establish measurable benefits which are meaningful to stakeholders PP1.3 prioritise achievement of benefits based on their level of contribution to strategic objectives PP1.4 confirm dependencies between intended benefits and the outputs, outcomes and related business changes
2. Develop a strategy and plan to deliver intended benefits.	TK2.1 evaluate the significance of a benefits management strategy and a benefits realisation plan TK2.2 analyse approaches to monitoring the progress of a benefits realisation plan	PP2.1 create a benefits management strategy which considers priorities, timescales and responsibilities, and monitoring methods PP2.2 create a benefits realisation plan which considers funding options, key indicators, milestones and reporting schedules PP2.3 carry out effective monitoring against the benefits realisation plan PP2.4 based on monitoring outcomes, take action to highlight recommended adjustments to maximise benefits realisation

## Chartered competence 13 – Business case

<b>Competence component</b> When awarded credit for this competence, an applicant will have developed a capability to:	<b>Technical knowledge assessment criteria</b> Applicants can:	<b>Professional practice assessment criteria</b> Applicants can:
1. Develop a robust business case clearly justifying the undertaking or continuation of a project	TK1.1 critically evaluate the importance of understanding organisational strategies and constraints when developing a business case  TK1.2 analyse methods of establishing a benefits frameworks  TK1.3 critically evaluate the importance of identifying optimism bias and establishing confidence limits	PP1.1 determine the relevant factors which could influence the development of a convincing business case  PP1.2 support a persuasive argument through effective analysis of relevant factors  PP1.3 establish a benefits framework for a business case  PP1.4 document a business case in a relevant format
2. Gain initial and ongoing stakeholder support for the continued justification of the business case.	TK2.1 analyse different formats of a business case that could be used to engage with stakeholders to secure support  TK2.2 evaluate the importance of monitoring and refining the business case during the project	PP2.1 gain initial and ongoing formal acceptance of a business case  PP2.2 monitor and refine a business case as circumstances and factors change  PP2.3 implement a change control process and configuration management system when updating a business case

## Chartered competence 14 – Capability development

<b>Competence component</b> When awarded credit for this competence, an applicant will have developed a capability to:	<b>Technical knowledge assessment criteria</b> Applicants can:	<b>Professional practice assessment criteria</b> Applicants can:
1. At an organisational level, support individuals to develop their capability to effectively contribute to successful projects.	TK1.1 critically evaluate the importance of conducting a skills analysis on individuals who will be deployed on projects  TK1.2 evaluate the importance of an effective learning and development strategy to the creation of a competent workforce employed on projects  TK1.3 analyse approaches to implementing a learning and development strategy	PP1.1 conduct a skills analysis on individuals within an organisation to identify gaps in competences required to deliver a successful change initiative  PP1.2 develop a training and development strategy in relation to project management  PP1.3 implement a training and development strategy in relation to project management
2. Support an organisation to develop its workforce in relation to project management.	TK2.1 analyse tools and techniques which could be used to determine an organisation's capability to support projects  TK2.2 evaluate the importance of applying relevant competence models to an organisation  TK2.3 critically evaluate approaches to monitoring and evaluating organisational learning in relation to project management	PP2.1 use tools and techniques to determine an organisation's capability to support change initiatives  PP2.2 apply relevant competency models to an organisation's workforce in relation to project management  PP2.3 monitor and evaluate organisational learning against objectives

## Chartered competence 15 – Contract management

<b>Competence component</b> When awarded credit for this competence, an applicant will have developed a capability to:	<b>Technical knowledge assessment criteria</b> Applicants can:	<b>Professional practice assessment criteria</b> Applicants can:
1. Ensure the contractual obligations of both suppliers and the organisation are maintained	TK1.1 critically evaluate the importance of ensuring both parties to a contract meet their obligations to that contract  TK1.2 critically evaluate methods and indicators for identifying supplier performance problems	PP1.1 effectively monitor supplier performance against agreed contractual obligations  PP1.2 ensure the organisation meets its contractual obligations through effective monitoring
2. Manage contracts through to contract closure where productive supplier relationships is a key consideration.	TK2.1 analyse approaches for effective contract management in the context of a project  TK2.2 critically evaluate ways of establishing and maintaining productive relationships with suppliers  TK2.3 critically evaluate approaches to the resolution of contract problems including contract variances	PP2.1 respond appropriately to ensure all parties comply with the terms of a contract  PP2.2 manage contract variances promptly to resolve any contractual problems  PP2.3 effectively manage supplier relationships effectively close a contract once all contractual obligations have been met



## Chartered competence 16 – Frameworks and methodologies

<b>Competence component</b> When awarded credit for this competence, an applicant will have developed a capability to:	<b>Technical knowledge assessment criteria</b> Applicants can:	<b>Professional practice assessment criteria</b> Applicants can:
1. Use various sources of information to analyse appropriate frameworks/ methodologies.	TK1.1 critically evaluate characteristics and limitations of different frameworks and methodologies which could be used for a project  TK1.2 evaluate approaches to tailoring frameworks and methodologies	PP1.1 analyse potential frameworks/ methodologies for the management of projects  PP1.2 determine internal and external contexts which could affect the use of a framework/ methodology  PP1.3 identify the underlying framework/methodology principles that will suit the management of projects within the organisation
2. Define a framework or methodology to ensure a comprehensive and consistent approach to the management of projects	TK2.1 critically evaluate the sources of information which could inform the selection of an appropriate framework and/or methodology  TK2.2 analyse the benefits and costs of prescribing frameworks and methodologies to different aspects of projects	PP2.1 define the processes, standards and guidelines to implement the framework and/or methodology over the lifecycle of projects, adopting these from existing sources, or developing them as required.  PP2.2 reflect on the strengths and limitations of a framework/ methodology making refinements as required based on experience

## Chartered competence 17 – Independent assurance

<b>Competence component</b> When awarded credit for this competence, an applicant will have developed a capability to:	<b>Technical knowledge assessment criteria</b> Applicants can:	<b>Professional practice assessment criteria</b> Applicants can:
1. Establish independent assurance activities.	TK1.1 analyse approaches to independent assurance to ensure that these activities add value  TK1.2 critically evaluate the relationship between risk assessment and independent assurance activities	PP1.1 effectively resource independent assurance activities  PP1.2 agree the scope of and responsibilities for manageable independent assurance activities  PP1.3 prioritise independent assurance activities based on a risk assessment of the projects
2. Undertake independent assurance activities, making recommendations which address any findings.	TK2.1 evaluate methods of communicating the outcomes of independent assurance activities to relevant stakeholders, and maintaining open communication about these  TK2.2 critically evaluate the importance of reinforcing recommendations with advice, guidance and support	PP2.1 conduct independent assurance activities making recommendations for corrective action where required  PP2.2 maintain effective two-way communication with all stakeholders such that corrective action is reported and concerns are addressed promptly  PP2.3 provide effective advice, guidance and support to the implementation of recommendations  PP2.4 analyse patterns of change which could inform the future performance of projects

## Chartered competence 18 – Procurement

<b>Competence component</b> When awarded credit for this competence, an applicant will have developed a capability to:	<b>Technical knowledge assessment criteria</b> Applicants can:	<b>Professional practice assessment criteria</b> Applicants can:
1. Determine resource requirements based on detailed specifications and considering technical and commercial options.	TK1.1 critically evaluate the implication of different procurement options TK1.2 evaluate the function of procurement specifications in a project TK1.3 analyse approaches to identifying resources required	PP1.1 establish the type, quality and quantity of the resource requirement PP1.2 develop detailed specifications for the procurement of resources for a project PP1.3 evaluate technical and commercial options for fulfilling the requirements PP1.4 agree a procurement plan with relevant stakeholders
2. Acquire the resources required for a project.	TK2.1 critically evaluate approaches to negotiate internal and external resource TK2.2 analyse approaches to selecting suppliers TK2.3 critically evaluate the nature and implications of different forms of contract	PP2.1 negotiate and secure internal resources to effectively deliver a project PP2.2 comply with organisational procedures when selecting and negotiating with suppliers based on a rigorous tendering process PP2.3 agrees viable contracts and statements of work in line with organisational requirements

## Chartered competence 19 – Quality management

<b>Competence component</b> When awarded credit for this competence, an applicant will have developed a capability to:	<b>Technical knowledge assessment criteria</b> Applicants can:	<b>Professional practice assessment criteria</b> Applicants can:
1. Engage effectively with stakeholders to create a quality assurance process for a project.	TK1.1 analyse the characteristics of effective quality management processes TK1.2 evaluate the importance and potential sources of effective quality indicators TK1.3 critically analyse approaches for developing quality management plans	PP1.1 establish agreed quality indicators for the processes and outputs of the project referring to the business case PP1.2 prepare the quality management plan for a project through liaison with relevant stakeholders and in accordance with the processes, culture and values of the organisation PP1.3 create a quality register for a project
2. Manage the quality processes for a project.	TK2.1 analyse the importance of configuration management to a project TK2.2 evaluate principles and practical implications of continual improvement	PP2.1 manage the process of quality assurance for a project, to confirm the consistent application of the procedures and standards defined in the quality management plan. PP2.2 manage the process of quality control for a project to determine whether success criteria are met. PP2.3 capture lessons learned during a project to contribute to continual improvement. PP2.4 action outcomes from the quality management process, implementing the change control process where required.

## Chartered competence 20 – Requirements management

<b>Competence component</b> When awarded credit for this competence, an applicant will have developed a capability to:	<b>Technical knowledge assessment criteria</b> Applicants can:	<b>Professional practice assessment criteria</b> Applicants can:
1. Conduct effective research which will engage with stakeholders to establish a draft schedule of requirements.	TK1.1 evaluate methods and approaches to investigate and select different possible requirements  TK1.2 evaluate the importance of engaging with stakeholders to inform requirements and confirm the outcomes of research	PP1.1 conduct an analysis of stakeholder wants and needs to inform a schedule of requirements  PP1.2 prioritise stakeholder wants and needs based on effective research  PP1.3 through effective research, determine dependencies and constraints within a project which may influence the approach to, and outcomes of, that project  PP1.4 confirm the outcomes of all research through internal and/or external experts
2. Reach an agreed schedule of requirements giving due consideration to the expectation that refinements to that schedule may be required.	TK2.1 critically evaluate the role of negotiation in confirming requirements  TK2.2 analyse the characteristics of well-specified requirements	PP2.1 produce a final schedule of requirements based on effective negotiation with stakeholders  PP2.2 clearly document the requirements agreed within the schedule of requirements  PP2.3 adjust the schedule of requirements during the project if required using the change control process

## Chartered competence 21 – Resource capacity planning

<b>Competence component</b> When awarded credit for this competence, an applicant will have developed a capability to:	<b>Technical knowledge assessment criteria</b> Applicants can:	<b>Professional practice assessment criteria</b> Applicants can:
1. Effectively plan the total resource capacity for related projects.	TK1.1 critically evaluate the role of resource capacity planning in the context of multiple projects  TK1.2 analyse tools and methods which could be used to support effective resource capacity planning	PP1.1 establish resource requirements for each project PP1.2 determine where related projects have dependencies and similar deadlines, taking account of the schedule for realisation of benefits PP1.3 assess the total resource capacity for the duration of all related projects PP1.4 phase the related projects to fully optimise resource usage taking account of opportunities for shared infrastructures and/or procurement PP1.5 build contingencies into relevant resource plans
2. Effectively utilise resources deployed within related projects.	TK2.1 evaluate the importance of effective co-operation with project managers when scheduling resources deployed within related projects  TK2.2 evaluate the role of milestones and reviews when managing related projects	PP2.1 establish reporting requirements and schedules for relevant project managers PP2.2 inform the direction of project activities through effective scheduling of phases, milestones and review points PP2.3 prepare and deliver overall progress reports to relevant stakeholders

## Chartered competence 22 – Resource management

<b>Competence component</b> When awarded credit for this competence, an applicant will have developed a capability to:	<b>Technical knowledge assessment criteria</b> Applicants can:	<b>Professional practice assessment criteria</b> Applicants can:
1. Develop a schedule for the internal and external resources required for the successful delivery of a project..	TK1.1 analyse different characteristics of resources TK1.2 evaluate the role of assumptions in resource planning TK1.3 analyse methods which could be used to manage resources used within a project	PP1.1 establish resource requirement for all activities and events within a project PP1.2 determine internal and external resources which are available to support the delivery of a project and any dependencies between those availabilities PP1.3 prepare a schedule for resource use, reconciling resource limits and time constraints by applying resource smoothing and/or levelling
2. Monitor and refine the resource schedule through engagement with the change control process.	TK2.1 critically evaluate the benefits to a project of constantly monitoring and refining a resource schedule TK2.2 analyse the techniques to guide the choice, capture and analysis of relevant data to effectively monitor resources	PP2.1 monitor resource use against the schedule during the project and identify variances that require action PP2.2 refine a resource schedule using the change control process

## Chartered competence 23 – Schedule management

<b>Competence component</b> When awarded credit for this competence, an applicant will have developed a capability to:	<b>Technical knowledge assessment criteria</b> Applicants can:	<b>Professional practice assessment criteria</b> Applicants can:
1. Establish activities and events for a project	TK1.1 evaluate the importance of considering the approaches taken and outcomes of other projects when scheduling work activities  TK1.2 critically analyse network analysis methods  TK1.3 analyse methods which could be used to establish dependencies, estimates and confidence limits	PP1.1 define, in appropriate detail, activities and events to be completed during a project  PP1.2 determine relationships and dependencies between activities and events, and their implications to the organisation  PP1.3 develop duration estimates and critical dates for each activity and event
2. Manage the schedule and monitor the direction of work making refinements when required	TK2.1 evaluate appropriate tools and techniques which could be used to schedule and monitor phases, milestones and review points within a project  TK2.2 evaluate approaches to capturing and analysing relevant data to monitor and refine a schedule	PP2.1 accurately document a schedule of phases, milestones and review points for a project, sufficient to inform the direction of work and the monitoring of progress  PP2.2 refines a schedule of activities based on effective monitoring, implementing the change control process when required



## Chartered competence 24 – Solutions development

<b>Competence component</b> When awarded credit for this competence, an applicant will have developed a capability to:	<b>Technical knowledge assessment criteria</b> Applicants can:	<b>Professional practice assessment criteria</b> Applicants can:
1. Establish options to deliver the requirements for a project.	TK1.1 evaluate possible tools and techniques which could be used to identify options to deliver the requirements for a project  TK1.2 evaluate tools and techniques which could be used to analyse and select options to deliver the requirements for a change initiative	PP1.1 use appropriate tools and techniques to identify options to deliver the requirements for a project  PP1.2 use appropriate tools and techniques to evaluate and select options to deliver the requirements for a project  PP1.3 document the requirements and selection option for delivery of the project
2. Maintain and refine delivery options during a project.	TK2.1 critically evaluate the importance of modelling, prototyping and testing  TK2.1 evaluate the importance of monitoring and refining delivery requirements and options within a project	PP2.1 implement an effective monitoring process  PP2.2 refine delivery options as required and implement the change control process updating the configuration management system as and when required

## Chartered competence 25 – Transition management

<b>Competence component</b> When awarded credit for this competence, an applicant will have developed a capability to:	<b>Technical knowledge assessment criteria</b> Applicants can:	<b>Professional practice assessment criteria</b> Applicants can:
1. Develop a plan for a transition process ensuring full transfer of ownership for the outputs of a project is achieved.	TK1.1 critically evaluate the importance of assessing business readiness in transition management  TK1.2 analyse the use of change management models in transition management	PP1.1 determine key staff required to support a transition process PP1.2 establish the logistic requirements to support a transition process PP1.3 determine the knowledge transfer requirements for a transition process PP1.4 create a transition plan where priorities, potential disruption and output ownership are key considerations
2. Gain agreement with relevant stakeholders at various stages of the transition process to ensure smooth transition and benefits realisation.	TK2.1 critically evaluate the benefits to a transition process of effective stakeholder engagement  TK2.2 critically evaluate the extent to which a benefits realisation plan adds value to a project	PP2.1 negotiate with stakeholders to gain agreement on the transition process plan PP2.2 negotiate with stakeholders to gain agreement on staffing solutions, logistics and knowledge transfer requirements PP2.3 establish a benefit review process to monitor benefits realisation which meets the requirements of relevant stakeholders



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