**APPENDIX A (i)**

**Evidence Matrix – APM Project Fundamentals Qualification**

|  |  |  |
| --- | --- | --- |
| **Syllabus learning outcomes and assessment criteria** | **Evidence** | **Assessor Comment** |
| 1. **Understand project management and the operating environment**
 |  |  |
| * 1. define a project
 |  |  |
| * 1. identify the differences between a project and business as usual
 |  |  |
| * 1. define project management
 |  |  |
| * 1. state the key purpose of project management
 |  |  |
| * 1. list the core components of project management
 |  |  |
| * 1. list the benefits to an organisation of effective project management
 |  |  |
| * 1. define programme and portfolio management and their relationship with project management
 |  |  |
| * 1. define the term project environment
 |  |  |
| * 1. define the components of the PESTLE acronym
 |  |  |
| 1. **Understand the project life cycle**
 |  |  |
| * 1. define the term project life cycle
 |  |  |
| * 1. state the phases of a typical project life cycle
 |  |  |
| * 1. identify reasons for structuring projects
 |  |  |
| **3. Understand the management structure by which projects operate**  |  |  |
| 3.1 define the roles and responsibilities of * project manager
* project sponsor
* project steering group/board
* project team members
* project office
* end users
 |  |  |
| 1. **Understand project management planning**
 |  |  |
| * 1. state the main purpose of a project management plan
 |  |  |
| * 1. define who is involved in the creation of the project management plan
 |  |  |
| * 1. explain why the project management plan needs to be approved, owned and shared
 |  |  |
| * 1. identify the purpose and the typical content of a business case
 |  |  |
| * 1. define the role of the sponsor and project manager in relation to the business case
 |  |  |
| * 1. define stakeholders and stakeholder management and explain why stakeholder analysis is important
 |  |  |
| * 1. define benefits management
 |  |  |
| * 1. define the use of KPIs
 |  |  |
| * 1. identify typical estimating methods (including analytical, comparative, parametric)
 |  |  |
| * 1. describe the estimating funnel
 |  |  |
| * 1. define success criteria in the context of managing projects
 |  |  |
| * 1. identify typical success factors that may contribute to successful projects
 |  |  |
| * 1. define the purpose and benefits of project reporting
 |  |  |
| 1. **Understand project scope management**
 |  |  |
| * 1. define project scope management
 |  |  |
| * 1. describe how product breakdown structure {PBS} and work breakdown structure {WBS} are used to illustrate the scope of work required
 |  |  |
| * 1. define the uses of
* Cost Breakdown Structure {CBS}
* Organisational Breakdown Structure {OBS}
* Responsibility Assignment Matrix {RAM}
 |  |  |
| * 1. define the following in relation to scope management
* configuration management
* change control
 |  |  |
| * 1. explain the relationship between change control and configuration management
 |  |  |
| * 1. list the steps involved in a typical change control process
 |  |  |
| * 1. list the activities in a typical configuration management process
 |  |  |
| 1. **Understand scheduling and resource management**
 |  |  |
| * 1. identify the purpose of scheduling
 |  |  |
| * 1. outline different approaches to scheduling (including critical path analysis, total float, Gantt (bar) charts, baseline, milestone)
 |  |  |
| * 1. define resource management
 |  |  |
| * 1. define procurement within the context of project management
 |  |  |
| * 1. list different categories and types of resources
 |  |  |
| 1. **Understand risk management and issue management**
 |  |  |
| * 1. define risk
 |  |  |
| * 1. define risk management
 |  |  |
| * 1. explain the purpose of risk management
 |  |  |
| * 1. outline a high level risk management process
 |  |  |
| * 1. describe the use of a risk register
 |  |  |
| * 1. define an issue
 |  |  |
| * 1. define issue management
 |  |  |
| * 1. explain the difference between an issue and a risk
 |  |  |
| * 1. describe the use of an issue log
 |  |  |
| 1. **Understand project quality management**
 |  |  |
| * 1. define quality
 |  |  |
| * 1. define quality management
 |  |  |
| * 1. define the following: quality planning, quality assurance, quality control and continual improvement
 |  |  |
| * 1. outline the difference between quality control and quality assurance
 |  |  |
| * 1. identify the purpose of:
* gate reviews
* post project reviews
* benefit reviews
* peer reviews
* project audits
 |  |  |
| 1. **Understand communication in the project environment**
 |  |  |
| * 1. define communication
 |  |  |
| * 1. outline different media for communication
 |  |  |
| * 1. identify potential barriers to effective communication
 |  |  |
| * 1. identify ways to facilitate effective communication
 |  |  |
| * 1. define the contents of a communication plan
 |  |  |
| * 1. explain the benefits of a communication plan
 |  |  |
| 1. **Understand principles of leadership and teamwork**
 |  |  |
| * 1. define leadership
 |  |  |
| * 1. outline how a project team leader can influence team performance
 |  |  |
| * 1. define what is meant by the term project team
 |  |  |
| * 1. outline the advantages and disadvantages of team models such as Belbin and Margerison-McCann
 |  |  |

**APPENDIX A (ii)**

**Evidence Matrix – APM Project Management Qualification (3 hour and 2 hour exams)**

**Those areas that appear in green will not be examined in the 2 hour exam**

|  |  |  |
| --- | --- | --- |
| **Syllabus learning outcomes and****assessment criteria** | **Evidence** | **Assessor Comment** |
| 1. **Understand how organisations and projects are structured**
 |  |  |
| * 1. differentiate between types of organisation structures highlighting advantages and disadvantages of each (including functional, matrix, project)
 |  |  |
| * 1. explain the way in which an organisational breakdown structure is used to create a responsibility assignment matrix
 |  |  |
| * 1. explain the role and key responsibilities of the project manager
 |  |  |
| * 1. differentiate between the responsibilities of the project manager and project sponsor throughout the project life cycle
 |  |  |
| * 1. describe other roles within project management including users, project team members and the project steering group/board
 |  |  |
| * 1. describe the functions and benefits of different types of project office (including project support office {PSO}, enterprise project management office {EPMO}, project services or centres of excellence)
 |  |  |
| 1. **Understand project life cycles**
 |  |  |
| * 1. define a project life cycle and project life cycle phases (including concept, definition, development, handover and closure and benefits realisation)
 |  |  |
| * 1. explain why projects are structured as phases (including the use of end of phase reviews, go/no-go decisions and high level planning)
 |  |  |
| * 1. explain the differences between a project life cycle and an extended life cycle
 |  |  |
| * 1. outline processes for sharing knowledge and lessons learned throughout projects
 |  |  |
| * 1. explain the benefits of conducting reviews throughout the project life cycle (including project evaluation reviews, gate reviews, post project reviews, peer reviews, benefits reviews and audits)
 |  |  |
| 1. **Understand contexts and environments in which projects can be delivered**
 |  |  |
| * 1. distinguish between projects and business as usual {BAU}
 |  |  |
| * 1. differentiate between project management and portfolio and programme management
 |  |  |
| * 1. outline the characteristics of programme management and its relationship with strategic change
 |  |  |
| * 1. explain the challenges a project manager may face working within a programme
 |  |  |
| * 1. describe where the use of portfolio management may be appropriate
 |  |  |
| * 1. describe how environmental factors affect projects (including the sector, geography and regulation)
 |  |  |
| * 1. explain tools and techniques used to assess a project’s context (including PESTLE, SWOT)
 |  |  |
| * 1. explain the importance of relevant legislation applicable to projects (such as health and safety, environmental, employment, contract, data protection, freedom of information)
 |  |  |
| 1. **Understand governance of project management and the use of structured methodologies**
 |  |  |
| * 1. describe the principles of governance of project management (such as policies, regulations, functions, processes, procedures and responsibilities)
 |  |  |
| * 1. explain how project management methodologies can be used to support the governance structure
 |  |  |
| * 1. explain the advantages of using standard project management methodologies across an organisation
 |  |  |
| 1. **Understand communication within project management**
 |  |  |
| * 1. describe the key contents of a project communication plan
 |  |  |
| * 1. explain the benefits of a project communication plan
 |  |  |
| * 1. explain the importance of effective communication in managing different stakeholders
 |  |  |
| * 1. identify factors which can positively or negatively affect communication
 |  |  |
| * 1. identify sources of conflict within the project life cycle and ways in which it can be addressed (such as Blake and Mouton, Thomas/Kilmann and Pruitt)
 |  |  |
| * 1. explain how to plan and conduct different negotiations (including formal, informal, competitive and collaborative)
 |  |  |
| 1. **Understand the principles of leadership and teamwork**
 |  |  |
| * 1. describe typical leadership qualities
 |  |  |
| * 1. explain the principles and importance of motivation
 |  |  |
| * 1. explain the impact of leadership on team performance and motivation (using models such as Maslow, Herzberg and McGregor)
 |  |  |
| * 1. explain the benefits of adapting styles of leadership within a project (such as situational leadership, action centred leadership)
 |  |  |
| * 1. describe the characteristics and benefits of effective teams and teamwork
 |  |  |
| * 1. explain factors involved in the creation, development and management of teams (models such as Belbin, Margerison-McCann, Myers-Briggs, Tuckman, Katzenbach and Smith)
 |  |  |
| 1. **Understand planning for success**
 |  |  |
| * 1. explain the purpose of a business case and its importance during the project life cycle
 |  |  |
| * 1. describe who has authorship and approval of the business case
 |  |  |
| * 1. explain benefits management (including success criteria and key performance indicators and their uses in measuring project success)
 |  |  |
| * 1. explain the use of payback, Internal Rate of Return and Net Present Value as investment appraisal techniques. The examination questions will not require calculations to be performed
 |  |  |
| * 1. explain an information management system (including collection, analysis, storage, dissemination, archiving, destruction of information)
 |  |  |
| * 1. explain a typical project reporting cycle including the gathering of data and dissemination of reports and the principles of reporting by exception
 |  |  |
| * 1. explain the purpose of the project management plan and its importance throughout the project life cycle
 |  |  |
| * 1. describe the typical contents of a project management plan
 |  |  |
| * 1. outline the authorship, approval and audience of a project management plan
 |  |  |
| * 1. explain estimating techniques (including analytical, comparative, parametric, three-point, PERT formulae)
 |  |  |
| * 1. explain the reasons for and benefits of re-estimating through the project life cycle and the concept of the estimating funnel
 |  |  |
| * 1. describe stakeholder management processes
 |  |  |
| * 1. explain the importance of managing stakeholders expectations
 |  |  |
| * 1. describe advantages and disadvantages of earned value management
 |  |  |
| * 1. perform earned value calculations and interpret earned value data
 |  |  |
| 1. **Understand project scope management**
 |  |  |
| * 1. define scope in terms of outputs, outcomes and benefits (including use of product breakdown and work breakdown structures)
 |  |  |
| * 1. explain how to manage scope through
* requirements management processes (such as capture, analysis, justifying requirements, baseline needs)
* configuration management processes (such as planning, identification, control, status accounting, audit and verification)
 |  |  |
| * 1. explain the different stages of change control (such as request, review, assessment, decision, implementation)
 |  |  |
| * 1. explain the relationship between change control and configuration management, and the concept of change freeze
 |  |  |
| * 1. explain the advantages and disadvantages of a change control process
 |  |  |
| 1. **Understand schedule and resource management**
 |  |  |
| * 1. explain the process for creating and maintaining a schedule
 |  |  |
| * 1. describe different techniques used for depicting a schedule (including network diagrams, critical path analysis, Gantt chart, milestone chart)
 |  |  |
| * 1. state advantages and disadvantages of using software scheduling tools
 |  |  |
| * 1. explain categories and types of resources (such as human resources, consumable and re-usable equipment, materials, space)
 |  |  |
| * 1. describe how resources are allocated to a schedule
 |  |  |
| * 1. differentiate between resource smoothing and resource levelling
 |  |  |
| * 1. explain what is meant by budgeting and cost control
 |  |  |
| 1. **Understand project procurement**
 |  |  |
| * 1. explain the purpose, typical content and importance of a procurement strategy
 |  |  |
| * 1. distinguish between different methods of supplier reimbursement (including fixed price, cost plus fee, per unit quantity, target cost)
 |  |  |
| * 1. distinguish between different contractual relationships
 |  |  |
| * 1. explain a supplier selection process
 |  |  |
| 1. **Understand risk management and issue management**
 |  |  |
| * 1. explain each stage in a risk management process (such as initiate, identify, assess, plan and implement responses)
 |  |  |
| * 1. compare the responses to risk in terms of risk as a threat or opportunity (such as avoid, reduce, transfer or accept and exploit, enhance, share or reject)
 |  |  |
| * 1. explain the benefits of project risk management
 |  |  |
| * 1. distinguish between risks and issues
 |  |  |
| * 1. explain the advantages and disadvantages of risk and issue escalation
 |  |  |
| 1. **Understand project quality management**
 |  |  |
| * 1. define quality management
 |  |  |
| * 1. define quality planning, quality assurance, quality control and continual improvement
 |  |  |
| * 1. describe the benefits of the quality management process
 |  |  |

**APPENDIX A (iii)**

**Evidence Matrix – Project Risk Management Certificate Level 1**

|  |  |  |
| --- | --- | --- |
| ***Project Risk******Analysis and Management (PRAM) Guide 2nd edition*****section reference** | **Evidence** | **Assessor Comment** |
| 1. **General**
 |  |  |
| a) Define project risk management |  |  |
| b) Define project risk |  |  |
| c) Define risk event |  |  |
| **2. Benefits** |  |  |
| a) List benefits of risk management |  |  |
| b) List possible threats to effective risk management |  |  |
| **3. Principles** |  |  |
|  a) Define threat and opportunity |  |  |
| **4. Process** |  |  |
|  a) Define the PRAM process |  |  |
| 4.1 Initiate a) Define project objectives |  |  |
|  b) Define scope |  |  |
|  c) Define success criteria |  |  |
|  d) Define stakeholder and stakeholder analysis |  |  |
| 4.2 Identify |  |  |
| * 1. Assess
 |  |  |
| 4.4 Plan responses |  |  |
| **5. Organisation and control** |  |  |
| a) Define the risk managementplan |  |  |
| b) Define roles and responsibilities of those involved in the risk management process |  |  |
| c) Define the contents of a risk register |  |  |
| d) Define the contents of a risk report |  |  |
| e) Define risk reviews |  |  |
| f) Define project contingency / management reserve |  |  |
| **6. Behaviour** |  |  |
| a) Define risk attitude |  |  |
| b) Define risk-averse |  |  |
| c) Define risk-tolerant |  |  |
| d) Define risk-neutral |  |  |
| e) Define risk-seeking |  |  |
| f) Define the triple strand |  |  |
| g) Define situational factors |  |  |
| h) Define the availability heuristic |  |  |
| i) Define the representativeness heuristic |  |  |
| j) Define the anchoring and adjustment heuristic |  |  |
| k) Define the confirmation trap |  |  |
| l) Define the affect heuristic |  |  |
| m) Define emotion |  |  |
| n) Define groupthink |  |  |
| o) Define the “Moses factor” |  |  |
| p) Define risky and cautious shift |  |  |
| q) Define cultural conformity |  |  |
| r) Define power distance |  |  |
| s) Define uncertainty avoidance |  |  |
| **7. Application** |  |  |
| a) List the main steps of introduction of risk management to an organisation |  |  |
| * 1. Risk identification techniques

a) Define risk identification techniques |  |  |
| 8.2 Qualitative risk assessmenta) Define:i. Probability / impact assessmentii. Structured risk descriptions, i.e. cause – risk - effectiii. Risk breakdown structures |  |  |
| * 1. Quantitative risk assessment

 a) Define quantitative risk assessment techniques |  |  |
| 8.4 Risk response a) Define risk response techniques |  |  |

**APPENDIX A (iv)**

**Evidence Matrix – Project Risk Management Certificate Level 2**

|  |  |  |
| --- | --- | --- |
| ***Project Risk******Analysis and Management (PRAM) Guide 2nd edition*****section reference** | **Evidence** | **Assessor Comment** |
| 1. **Introduction**
 |  |  |
| Not included. Covered in level 1. |  |  |
| 1. **Benefits**
 |  |  |
| a) Explain benefits of risk management and how they apply at different levels within an organisation |  |  |
| b) Explain possible threats to effective risk management  |  |  |
| **3. Principles** |  |  |
| a) Explain the concept of risk as threat and opportunity |  |  |
| b) Explain the differences between risk events and project risk |  |  |
| **4. Process** |  |  |
| a) Demonstrate understanding of the PRAM process and apply it to a case study |  |  |
| b) Demonstrate application of scaling project risk management to a case study |  |  |
| 4.1 Initiatea) Identify project objectives, scope and success criteria |  |  |
| b) Carry out stakeholder analysis |  |  |
| 4.2 Identifya) Identify risks from a case study, in the form cause - risk event - effect |  |  |
| 4.3 Assessa) Explain the difference between qualitative and quantitative risk assessment and when they should be applied |  |  |
| b) Assess risks qualitatively |  |  |
| c) Assess risks quantitatively |  |  |
| d) Explain the need to prioritise project risks |  |  |
| * 1. Plan responses

a) Suggest assignment of risk owners based on a case study |  |  |
| b) Plan response strategies for differing threats and opportunities identified from a case study |  |  |
| c) Calculate cost/benefit analysis of risk responses |  |  |
| **5. Organisation and control** |  |  |
| a) Produce a risk management plan |  |  |
| b) Explain, and distinguish between, the differing roles in project risk management |  |  |
| c) Create a risk register |  |  |
| d) Explain the importance of continued risk ownership and regular risk reviews |  |  |
| e) Explain methods for determining levels of contingency on projects |  |  |
| f) Explain the importance of post-project reviews, lessons learnt, and how to obtain information for future risk management |  |  |
| **6. Behaviour** |  |  |
| a) Explain how human factors (individual and group risk attitudes) could generically have an effect on the stages of the PRAM process and the effectiveness of risk management |  |  |
| b) Explain how situational assessments, heuristics, feelings/emotions and/or group biases can have an effect on the risk management process and how they can be overcome. Apply to a case study |  |  |
| **7. Application of PRAM** |  |  |
| a) Describe ways to introduce risk management to a project, including getting buy-in from senior management |  |  |
| * 1. Risk identification techniques

a) Explain the different identification techniques, their advantages and disadvantages |  |  |
| b) Use the appropriate risk identification technique for the situation. |  |  |
| * 1. Qualitative risk assessment

a) Define project specific probability and impact scales |  |  |
| b) Use a 5x5 probability/impact grid to prioritise risks |  |  |
| * 1. Quantitative risk assessment

a) Explain Probability distribution functions and demonstrate their use |  |  |
| b) Explain the uses and benefits of risk assessment techniques |  |  |
| c) Explain the theory behind Monte Carlo Analysis and its application on projects  |  |  |
| d) Interpret data from a Monte Carlo analysis |  |  |
| e) Calculate mean, median, mode, variance |  |  |
| f) Explain criticality and cruciality |  |  |
| g) Explain net present value (NPV) and internal rate of return (IRR) in risk assessment |  |  |
| h) Use a decision tree to decide the best option |  |  |
| i) Use sensitivity analysis to determine key risk drivers |  |  |
| j) Calculate expected value of threats |  |  |
| * 1. Risk response

a) Suggest the most appropriate responses for a variety of threats and opportunities |  |  |

**APPENDIX A (v)**

**Evidence Matrix – APM Project Professional Qualification – Professionalism & Managing Others (core module)**

|  |  |  |
| --- | --- | --- |
| **Syllabus learning outcomes and****assessment criteria** | **Evidence** | **Assessor comment** |
| 1. **Promote the wider public good in all actions, and act in an ethically and legally appropriate manner in dealings with stakeholders and members of project teams and the organisation**
 |  |  |
| * 1. Identify legal, regulatory, ethical and social requirements, and assess the consequences of non-compliance
 |  |  |
| * 1. Identify sources of advice and direction regarding compliance with legal, regulatory, ethical and social requirements
 |  |  |
| * 1. Discriminate between behaviours that would be characterised as being ethically and legally acceptable and those that would not, taking account of different contexts over time
 |  |  |
| * 1. Recognise ways in which the values, culture, behavioural norms, and transparency expectations of others may vary, and devise strategies to cater for these differences
 |  |  |
| * 1. Identify ethical concerns relating to a change initiative or the wider working environment, and devise strategies to address such concerns
 |  |  |
| * 1. Recognise the limits of own competence, identify opportunities to develop that competence, and/or draw on relevant sources of expertise as appropriate
 |  |  |
| 1. **Develop and manage teams**
 |  |  |
| 1. Determine ways of working consistent with the team’s stage of development
 |  |  |
| 1. Align team and individual objectives with regard to the needs of the change initiative
 |  |  |
| 1. Apply the techniques and standards to maintain regular communication with the team and wider networks, delegating tasks, asking for support, and offering assistance as appropriate
 |  |  |
| 1. Apply the techniques and standards to encourage a culture of openness and honesty within the team
 |  |  |
| 1. Identify and negotiate opportunities for team development, including coaching and/or mentoring
 |  |  |
| 1. Monitor the performance of individual team members and the team as a whole, address any issues or concerns, provide regular, constructive feedback, and acknowledge the contributions of individuals
 |  |  |
| 1. **Identify, address and resolve differences between individuals and/or interest groups**
 |  |  |
| * 1. Discriminate between healthy and negative conflicts and their effects on individuals, teams and the delivery of the change initiative
 |  |  |
| * 1. Devise pre-emptive strategies to minimise or prevent negative conflicts
 |  |  |
| * 1. Recognise indicators of negative conflicts, and apply the techniques and standards used for conflict resolution
 |  |  |
| * 1. Determine requirements for help from colleagues or specialists when the conflict cannot be resolved within the team and/or requires additional expertise
 |  |  |
| * 1. Monitor the success of measures used for conflict management and recognise indicators of additional need
 |  |  |
| 1. **Empower and inspire others to deliver successful change initiatives**
 |  |  |
| * 1. Explain why a leader needs to accept being held personally accountable
 |  |  |
| * 1. Communicate the vision, values and objectives of a change initiative in formats suitable for different stakeholders and team members
 |  |  |
| * 1. Identify the features of working environments that will encourage high performance and empower team members to reach their full potential, and devise strategies to sustain such environments
 |  |  |
| * 1. Determine appropriate leadership styles to gain and maintain the trust, confidence, commitment and collaboration of others throughout a change initiative and to ensure continued momentum
 |  |  |
| * 1. Apply the techniques and standards used to encourage and facilitate open discussion in order that any difficulties or challenges are identified and addressed in a timely manner
 |  |  |

**APPENDIX A (vi)**

**Evidence Matrix – APM Project Professional Qualification – Planning and Control (core module)**

|  |  |  |
| --- | --- | --- |
| **Syllabus learning outcomes and****assessment criteria** | **Evidence** | **Assessor comment** |
| 1. **Identify and monitor risks (threats and opportunities), plan and implement responses to them, and respond to other issues that affect change initiatives**
 |  |  |
| * 1. Explain the hierarchies of risk (e.g. to a project, programme, portfolio, and organisation)
 |  |  |
| * 1. Identify risks, issues and problems on an initial and ongoing basis using appropriate techniques
 |  |  |
| * 1. Analyse the probabilities and impacts of the risks and opportunities using qualitative and quantitative methods, and develop suitable response plans
 |  |  |
| * 1. Evaluate the implications of the combination of different risks
 |  |  |
| * 1. Document the risks and responses within a risk management plan
 |  |  |
| * 1. Analyse, plan and record issues, how they were resolved, and their implications to inform future planning
 |  |  |
| 1. **Prepare and maintain schedules for activities and events for change initiatives, taking account of dependencies and resource requirements**
 |  |  |
| * 1. Define, to appropriate levels of detail, the scope of activities, events and deliverables to be completed
 |  |  |
| * 1. Analyse dependencies between activities and events and their implications for the organisation
 |  |  |
| * 1. Estimate durations, using appropriate techniques based on information available, for the activities and identify critical dates relevant to events
 |  |  |
| * 1. Create a schedule of major phases or tranches, using appropriate techniques, including milestones and review points sufficient to inform the direction of work and monitoring of progress
 |  |  |
| * 1. Determine and apply techniques for the choice, capture and analysis of relevant data which is sufficient to monitor progress and control the direction of work
 |  |  |
| * 1. Evaluate progress against the baseline schedule, and prepare appropriate reports for stakeholders
 |  |  |
| 1. **Develop, implement and update resource allocation plans (other than finance) for change initiatives, taking account of availabilities and scheduling**
 |  |  |
| 1. Explain the nature and deployment of tangible and non-tangible resources, including the capabilities and responsibilities of personnel
 |  |  |
| 1. Determine, using appropriate techniques, what resources will be needed to carry out activities and to deliver events required
 |  |  |
| 1. Analyse the availability of internal and external resources and dependencies between those availabilities
 |  |  |
| 1. Create a schedule for resource use, reconciling resource limits and time constraints by applying appropriate techniques including resource smoothing and/or levelling
 |  |  |
| 1. Determine techniques for the choice, capture and analysis of relevant data which is sufficient to monitor progress and allocation of resources
 |  |  |
| 1. Evaluate progress against the schedule, and refine the resource allocation to take account of variances as appropriate
 |  |  |
| 1. **Develop and agree budgets for change initiatives, and control forecast and actual costs against budgets**
 |  |  |
| 1. Estimate, using appropriate techniques, the costs of activities, events, deliverables and overheads
 |  |  |
| 1. Develop a budget and cash flow forecast, using appropriate techniques, in accordance with a business case, and arrange funding
 |  |  |
| 1. Monitor and manage costs against budgets and prepare appropriate reports for stakeholders
 |  |  |
| 1. Refine budget allocations and cost management, where relevant
 |  |  |
| 1. Apply metrics to analyse cost trends and to update estimates of final costs
 |  |  |
| 1. **Consolidate and document the fundamental components for change initiatives: scope; schedule; resource requirements; budgets; risks, opportunities and issues; and quality requirements**
 |  |  |
| 1. Explain the purpose of a consolidated plan and its relationships to other plans including stakeholder management and communications, risk management, and quality management
 |  |  |
| 1. Evaluate how well a consolidated plan balances different components including scope, schedule, resource requirements, budgets, risks and issues, and how well it matches the requirements of the change initiative
 |  |  |
| 1. Determine how to amend a consolidated plan to take account of lack of balance or of developments within or external to the change initiative
 |  |  |

**APPENDIX A (vii)**

**Evidence Matrix – APM Project Professional Qualification – Governance (core module)**

|  |  |  |
| --- | --- | --- |
| **Syllabus learning outcomes and****assessment criteria** | **Evidence** | **Assessor comment** |
| 1. **Establish and maintain structures that define clear roles, responsibilities and accountabilities for the governance and delivery of change initiatives, and that align with organisational practice**
 |  |  |
| 1. Analyse the roles, responsibilities, interfaces, reporting lines and levels of authority within the governance structures for a change initiative
 |  |  |
| 1. Evaluate the implications of decision making and reporting hierarchies used to direct a change initiative, and how these hierarchies relate to stakeholder organisations’ overarching governance structures
 |  |  |
| 1. Evaluate the implications of the organisational structures used to manage a change initiative, taking into account the initiative’s context and complexity
 |  |  |
| 1. Apply the techniques and standards used to ensure that responsibilities and accountabilities associated with different roles within governance structures are understood and accepted by the relevant individuals
 |  |  |
| 1. Monitor the effectiveness of governance structures and recommend their amendment where appropriate
 |  |  |
| 1. **Manage stakeholders, taking account of their differing levels of influence and of their particular interests**
 |  |  |
| 1. Identify all stakeholders, analyse their interests and requirements, and evaluate their levels of influence
 |  |  |
| 1. Devise stakeholder engagement, management and communications plans that will address stakeholders’ needs and the objectives of the change initiative
 |  |  |
| 1. Apply the techniques and standards required to provide stakeholders with clear, timely and relevant information in accordance with the communications plan
 |  |  |
| 1. Apply the techniques and standards required to seek and assess information and feedback from stakeholders that may impact on the change initiative
 |  |  |
| 1. Monitor the effectiveness of the communications, and amend the plans as necessary
 |  |  |
| 1. **Establish and manage reviews, during and after change initiatives, which will inform governance of the change initiatives, by providing evaluations of progress, methodologies and continuing relevance**
 |  |  |
| 1. Plan and schedule reviews at key milestones during and after change initiatives to evaluate:
	* Alignment with the business case
	* Management processes
	* Overall progress towards outputs in terms of time, cost and quality
	* Stakeholder relationships and perceptions
	* Final outcomes and lessons
	* Benefits plans and realisation
 |  |  |
| 1. Evaluate the relevance, accuracy and reliability of the information provided for the reviews
 |  |  |
| 1. Analyse the information to assess deviations from the original plans, identify reasons for the deviations, and recommend remedial actions as appropriate
 |  |  |
| 1. Communicate the analysis and recommendations in formats suitable for different stakeholders, including the sponsor
 |  |  |
| 1. Identify lessons learned to inform the design and/or delivery of future change initiatives
 |  |  |
| 1. **Establish protocols to alter change initiatives, implementing the protocols when necessary, and updating configuration documentation**
 |  |  |
| 1. Specify a change control process of appropriate rigour for a change initiative
 |  |  |
| 1. Determine the impact of proposed changes, identifying the need for further information or clarification where necessary
 |  |  |
| 1. Develop recommendations based on the impact assessments about whether to approve, reject, defer or escalate the proposed changes, or to request further information
 |  |  |
| 1. Update relevant plans, schedules, budgets and communications to reflect approved changes, in accordance with the change control process
 |  |  |
| 1. Analyse patterns of change to identify trends and to inform the design and/or delivery of future change initiatives
 |  |  |
| 1. **Prepare, gain approval of, refine and update business cases that justify the initiation and/or continuation of change initiatives**
 |  |  |
| 1. Identify and analyse the factors that affect the business case for a change initiative, including as appropriate:
	* Strategic alignment
	* Options appraisal
	* Benefits and disbenefits
	* Commercial aspects (including investment appraisal)
	* Risk
	* Timescales
	* Success criteria
 |  |  |
| 1. Evaluate the relevant factors for adoption (or rejection) of the change initiative
 |  |  |
| 1. Communicate the justification for the business case in formats suitable for different stakeholders, including the sponsor
 |  |  |
| 1. Monitor internal and external factors during implementation of the change initiative, assess their impact on the business case, and evaluate the business case’s continuing relevance
 |  |  |

**APPENDIX A (viii)**

**Evidence Matrix – APM Project Professional Qualification – Project Management (elective module)**

|  |  |  |
| --- | --- | --- |
| **Syllabus learning outcomes and****assessment criteria** | **Evidence** | **Assessor comment** |
| 1. **Prepare and maintain definitions of the requirements of a project**
 |  |  |
| 1. Compare the advantages of one-off and iterative approaches to defining requirements
 |  |  |
| 1. Identify the different stakeholders for the project, and determine appropriate consultation and analysis methods to investigate their wants and needs
 |  |  |
| 1. Prioritise the stakeholders’ wants and needs by using appropriate techniques and standards
 |  |  |
| 1. Assess the practicalities of addressing the stakeholders’ wants and needs, by taking account of dependencies and constraints, and of other factors such as legal, financial, resource, safety and HR considerations
 |  |  |
| 1. Specify requirements for the project balancing the priorities and practicalities, making clear the relationships between outputs, acceptance criteria, benefits and success criteria
 |  |  |
| 1. **Determine the most appropriate solution to satisfy requirements within the context of a project’s objectives and constraints**
 |  |  |
| 1. Evaluate different options to satisfy the requirements defined for the project
 |  |  |
| 1. Recommend and justify a solution, including the use of modelling, prototyping and/or testing if appropriate
 |  |  |
| 1. **Secure the provision of resources needed for a project from internal and/or external providers**
 |  |  |
| 1. Assess the type, quality and quantity of resources required
 |  |  |
| 1. Create specifications for procurement of the resources, drawing on specialist input where necessary
 |  |  |
| 1. Evaluate the technical and commercial options for fulfilling the requirements (including the use of internal and external suppliers), taking account of the implications of different procurement options
 |  |  |
| 1. Create strategies to liaise with internal suppliers and to resolve any difficulties with their availability or contribution
 |  |  |
| 1. Apply a tender process to select external suppliers best placed to meet the requirements of the project and the organisational context
 |  |  |
| * 1. Create strategies for negotiations with preferred external suppliers to reach agreements that will be acceptable to both parties
 |  |  |
| * 1. Review contracts and statements of work, including performance criteria, to confirm that they satisfy the requirements of the project and the organisational context
 |  |  |
| 1. **Agree contracts and statements of work for the provision of goods and/or services, monitor compliance, and manage variances**
 |  |  |
| 1. Identify the forms and components of a contract, and assess the implications for the contracting parties
 |  |  |
| 1. Assess the performance of suppliers in terms of the quality, timeliness and reliability of goods and/or services against their obligations
 |  |  |
| * 1. Assess the performance of the organisation in terms of meeting its own obligations to the suppliers
 |  |  |
| * 1. Develop strategies to resolve any problems in accordance with the terms of the agreement, including negotiating and managing variances
 |  |  |
| * 1. Apply techniques and standards that will help maintain productive relationships with the suppliers throughout the agreement
 |  |  |
| * 1. Assess progress including delivery of goods and services, completion of financial arrangements, accounting for variances and making follow-on arrangements to determine when the agreement can be closed
 |  |  |
| 1. **Develop, maintain and apply quality management processes for project activities and outputs**
 |  |  |
| 1. Evaluate the advantages and limitations of different quality metrics for activities and outputs, including the use of external standards
 |  |  |
| 1. Select quality metrics for the activities and outputs of the project by reference to the business case and stakeholder interests
 |  |  |
| 1. Create and document a quality management plan (including a quality log) for the project in accordance with the processes, culture and values of the organisation
 |  |  |
| 1. Assess whether the activities and outputs of the project meet quality requirements by reference to quality control and quality assurance data, and develop strategies to remedy failings
 |  |  |
| 1. Analyse lessons learned during the project to contribute to continual improvement
 |  |  |

**APPENDIX A (ix)**

**Evidence Matrix – APM Project Professional Qualification – Programme Management (elective module)**

|  |  |  |
| --- | --- | --- |
| **Syllabus learning outcomes and****assessment criteria** | **Evidence** | **Assessor comment** |
| 1. **Identify, define, evaluate, plan, track and realise the business benefits of change initiatives**
 |  |  |
| 1. Identify the intended benefits of a change initiative, and assess whether they are tangible or intangible, financial or non-financial, or whether they relate to economy, effectiveness or efficiency
 |  |  |
| 1. Assess the contribution to strategic objectives from the trade-off between intended benefits and associated disbenefits, and define both in terms meaningful to stakeholders that will provide for consistent measurement
 |  |  |
| 1. Clarify dependencies between the intended benefits and the outputs, outcomes and business changes associated with the change initiative
 |  |  |
| 1. Specify the priorities, timescales and responsibilities for realisation of the intended benefits
 |  |  |
| 1. Set out how benefits realisation will be funded, monitored, tracked and assessed, using leading and lagging indicators as required, and including appropriate milestones and reporting schedules
 |  |  |
| 1. Recommend amendments to a programme and/or benefits realisation, taking account of new risks, issues, changes to internal and/or external business environments, so as to optimise the intended benefits
 |  |  |
| 1. **Plan the integration of the outputs of a project or outcomes of a programme into business-as-usual, addressing the readiness of users, compatibility of work systems and the realisation of benefits**
 |  |  |
| 1. Determine staffing requirements to support the transition process, at all relevant levels
 |  |  |
| * 1. Determine logistical requirements to support the transition process, including the acquisition and/or development of additional systems and/or resources
 |  |  |
| * 1. Determine the knowledge transfer requirements for the transition process, including the full range of participants and stakeholders
 |  |  |
| * 1. Devise strategies and a schedule for the transition process, taking into account priorities and the potential for disruption, and identify when ownership for project outputs or programme outcomes realisation are transferred to business-as-usual
 |  |  |
| * 1. Create a benefit review process to monitor benefits realisation and sustainability
 |  |  |
| 1. **Plan and control the finances of related projects and business as usual activities in a programme, as a means of driving performance and as part of the organisation’s overall financial management**
 |  |  |
| 1. Ensure the financial metrics used for related projects are comparable
 |  |  |
| 1. Create a financial plan showing profiled capital and revenue expenditure for the related projects, for periods aligned to the organisation’s overall financial management cycle
 |  |  |
| 1. Define financial reporting requirements and schedules for milestones and reviews for the related projects
 |  |  |
| 1. Define arrangements and control limits for reporting budget variances and for release of additional funding linked to stage or phase gates
 |  |  |
| 1. Create overall financial progress reports using financial information from the related projects
 |  |  |
| 1. Refine the financial plan as appropriate, on the basis of progress, taking account of external factors
 |  |  |
| 1. **Prepare and maintain an overall schedule for resource use across projects in a programme, which avoids bottlenecks and conflicting demands, and which sequences outcomes in order to enable the efficient realisation of benefits**
 |  |  |
| 1. Devise strategies to phase the related projects to make full use of the total resource capacity, balancing:
* demands,
* dependencies,
* opportunities for shared infrastructures and/or procurement,
* the need to allow for contingency,
* realisation of benefits.
 |  |  |
| * 1. Create a schedule of major tranches, milestones and review points for all of the related projects, sufficient to inform the direction of work and the monitoring of progress
 |  |  |
| * 1. Refine the overall schedule as appropriate, on the basis of progress in each of the related projects, and take account of external factors
 |  |  |
| * 1. Communicate overall progress, in formats suitable for different stakeholders, based on milestone reports from the related projects
 |  |  |
| 1. **Evaluate frameworks and methodologies used to ensure that the management of programmes will be comprehensive and will be consistent across different projects**
 |  |  |
| 1. Evaluate the characteristics and limitations of different frameworks and/or methodologies
 |  |  |
| 1. Explain the benefits and costs of applying the same frameworks and methodologies to different aspects of the programme
 |  |  |
| 1. **Ensure that information from related projects is valid through independent assurance, and that the programme is likely to achieve its aims**
 |  |  |
| 1. Explain the importance of ensuring the independence, rigour and timeliness of the assurance activities
 |  |  |
| 1. Assess the scope of independent assurance activities, ensuring that the total assurance burden does not become onerous
 |  |  |
| 1. Assess the risks associated with the programme and prioritise independent assurance activities accordingly
 |  |  |
| 1. Develop recommendations, based on the outcomes of independent assurance activities, aimed at addressing any failings in the management of the programme and instil confidence in stakeholders
 |  |  |
| 1. Communicate the outcomes of independent assurance activities to all relevant stakeholders, and respond promptly to any queries or concerns
 |  |  |
| 1. Determine advice, guidance and support needed in the implementation of recommendations
 |  |  |

**APPENDIX A (x)**

**Evidence Matrix – APM Project Professional Qualification – Portfolio Management (elective module)**

|  |  |  |
| --- | --- | --- |
| **Syllabus learning outcomes and****assessment criteria** | **Evidence** | **Assessor comment** |
| 1. **Recommend how financial and other resources should be allocated amongst projects, programmes and business as usual activities in a portfolio**
 |  |  |
| 1. Determine how change initiatives (current and/or proposed) address an organisation’s strategic objectives by:
	* categorising the change initiatives to aid in their comparison and evaluation,
	* mapping intended outputs, outcomes and benefits of the change initiatives to the strategic objectives,
	* identifying the change initiatives’ governance arrangements and states of progress.
 |  |  |
| 1. Identify gaps where changes required by the strategic objectives are not yet addressed within the portfolio, and outline proposals to address these gaps
 |  |  |
| 1. Determine and calculate appropriate measures to compare the likely value of the different change initiatives (current and proposed), including as appropriate:
	* financial metrics,
	* other return metrics,
	* risk (threats and opportunities) analyses.
 |  |  |
| 1. Select, by reference to these measures, projects and programmes to balance the portfolio better towards the strategic objectives, taking account of the availability of finance and other resources, and risk
 |  |  |
| 1. Communicate recommendations for the initiation, continuation, adaptation, deferral and/or closure of projects, programmes and business as usual activities to implement this balanced portfolio, in formats suitable for different stakeholders, including sponsors
 |  |  |
| 1. **Ensure that information from related projects, programmes and business as usual activities in a portfolio is valid through independent assurance, and that the portfolio is likely to achieve its aims**
 |  |  |
| 1. Explain the importance of ensuring the independence, rigour and timeliness of the assurance activities
 |  |  |
| 1. Assess the scope of independent assurance activities, ensuring that the total assurance burden does not become onerous
 |  |  |
| 1. Assess the risks associated with the portfolio and prioritise independent assurance activities accordingly
 |  |  |
| 1. Develop recommendations, based on the outcomes of independent assurance activities, aimed at addressing any failings in the management of the portfolio and instil confidence in stakeholders
 |  |  |
| 1. Communicate the outcomes of independent assurance activities to all relevant stakeholders, and respond promptly to any queries or concerns
 |  |  |
| 1. Determine advice, guidance and support needed in the implementation of recommendations
 |  |  |
| 1. **Plan and control the finances of related projects and business as usual activities in a programme, as a means of driving performance and as part of the organisation’s overall financial management**
 |  |  |
| 1. Ensure the financial metrics used for the portfolio are comparable
 |  |  |
| 1. Create a financial plan showing profiled capital and revenue expenditure for the related projects, for periods aligned to the organisation’s overall financial management cycle
 |  |  |
| 1. Define financial reporting requirements and schedules for milestones and reviews for the related projects
 |  |  |
| 1. Define arrangements and control limits for reporting budget variances and for release of additional funding linked to stage or phase gates
 |  |  |
| 1. Create overall financial progress reports using financial information from the related projects
 |  |  |
| 1. Refine the financial plan as appropriate, on the basis of progress, taking account of external factors
 |  |  |
| 1. **Prepare and maintain an overall schedule for resource use across projects in a programme, which avoids bottlenecks and conflicting demands, and which sequences outcomes in order to enable the efficient realisation of benefits**
 |  |  |
| 1. Devise strategies to phase the related projects to make full use of the total resource capacity, balancing:

- demands, - dependencies,- opportunities for shared infrastructures and/or procurement, - the need to allow for contingency,- realisation of benefits. |  |  |
| 1. Create a schedule of major tranches, milestones and review points for all of the related projects, sufficient to inform the direction of work and the monitoring of progress
 |  |  |
| 1. Refine the overall schedule as appropriate, on the basis of progress in each of the related projects, and take account of external factors
 |  |  |
| 1. Communicate overall progress, in formats suitable for different stakeholders, based on milestone reports from the related projects
 |  |  |
| 1. **Evaluate frameworks and methodologies used to ensure that the management of programmes will be comprehensive and will be consistent across different project**
 |  |  |
| 1. Determine the characteristics and limitations of different frameworks and/or methodologies
 |  |  |
| 1. Explain the benefits and costs of applying the same frameworks and methodologies to different aspects of the programme
 |  |  |