



**APM Body of Knowledge**  
**7th edition**  
Storyboard consultation  
report

October 2018

THE **CHARTERED BODY** FOR  
**PROJECT PROFESSION**

## Welcome: Editor's note



*"The way that the consultation process has worked... shows that APM is taking this topic very seriously, wants to engage with the membership and the community generally, and is listening."*

**APM SIG representative**

In September we shared the underpinning principles for the seventh edition of the *APM Body of Knowledge* and storyboards for the planned 70 topics. This was done in face-to-face workshops with representatives from APM specific interest groups (SIGs) and online via Citizen Space.

Darren Dalcher (academic advisor) and I have gone through each of the comments (hundreds of post-its and pages of written feedback) and we now have the final structure that we will take us forward into the full writing process.

Listening to feedback from this consultation has taken the topic number from 70 to 80 to reflect that some themes needed more words, e.g. we had three topics specifically addressing aspects of assurance, but we now have four.

We have also learned things from the consultation that do not directly address the topics, but that will be important in introductions to chapters and sections in order to clearly position the content for the reader.

I'd like to take this opportunity to thank everyone who has shared their views. My intentions throughout this project have been to engage, listen and respond to what we've heard – and of course, to produce the best *APM Body of Knowledge* possible. The latest round of consultation suggests that we are on track to deliver.

Now to writing...

**Dr Ruth Murray-Webster**

*Editor, APM Body of Knowledge 7th edition*

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"The [plan for the] *APM Body of Knowledge 7th edition* has been well-written with comprehensive information for seasoned/aspiring project professionals"

## Background

Following an initial consultation on the structure of the *APM Body of Knowledge 7th edition* in April, the writing team – led by editor Dr Ruth Murray-Webster – used the 1,500 comments received to develop a set of 'storyboards' for each topic area. These summarised what would be contained in each topic.

In September 2018, the storyboards were released via online consultation tool Citizen Space for a second review. All contributors to the first consultation, along with all APM specific interest groups (SIGs), were invited to take part in the three-week consultation. In addition, the consultation was promoted via a blog and links on the APM website for anyone to take part.

The online consultation was supported by two face-to-face workshops, attended by representatives of APM SIGs to review and comment on the storyboards and approach.

Respondents were asked to rate the storyboard proposals for each topic against its objective (described in the introduction) for each chapter. In addition, comments were invited on the content, specifically if there were any noticeable gaps in content for the writing team to consider.

## Storyboard consultation – key findings

The feedback was overwhelmingly supportive of the proposed storyboard content plans.

Over 80 per cent of those who took part in the second consultation said the content summaries for each topic either 'Fully' or 'Mostly' met the chapter's objective.

Chapter 3 – *People and behaviours* achieved the highest approval rating (92 per cent), followed by Chapter 1 – *The role of project-based working in implementing strategy* (85 per cent). The remaining chapters achieved approval ratings of over 70 per cent.

Many respondents praised the outline plans for the next edition, describing the content as "very promising", which contained "a lot of excellent material".

One APM Honorary Fellow said: "The [plan for the] *APM Body of Knowledge 7th edition* has been well-written with comprehensive information for seasoned/aspiring project professionals/organisations to get ahead and on top of their game in project delivery."

No significant gaps were identified, but suggestions were made to modify the existing content plan. These included recognising other bodies of knowledge and more detail on the use of BIM (building information modelling) outside of traditional construction projects.

The writing team aim to deliver a draft manuscript in early December, with the finished book published in spring 2019.

## Feedback from storyboard workshop

The following quotes are from representatives of the APM SIGs who attended the *APM Body of Knowledge* workshop event on 13 September:

"With the feedback we've seen this morning, people are listening and wanting to absorb as much of the feedback as possible. I accept you'll never please everybody, it's not a popularity contest, but it's been taken seriously and to see that, is great and reassuring."

**APM Contracts and Procurement SIG representative**

"I think having the consultation process improves the quality, improves our buy-in and understanding of the *APM Body of Knowledge*. It's also useful [as background for]the portfolio management guides that we're developing, so everything is aligned."

**APM Portfolio Management SIG representative**

"I think the APM is doing its best to try to listen to people in the profession and the professionals that are out there in projects. Again, trying to be all things to all people is a tough remit, but I think they're trying to do their best to make sure they at least listen to us."

**APM Risk SIG representative**

"The *APM Body of Knowledge* which we have been consulted on is an excellent process... I've been playing an active part in that, and really pleased in the way it's going and the way we've been consulted as professionals and as members."

**APM Governance SIG representative**

For further information on the development of the *APM Body of Knowledge 7th edition* please visit [apm.org.uk/body-of-knowledge/apm-body-of-knowledge-consultation](http://apm.org.uk/body-of-knowledge/apm-body-of-knowledge-consultation)

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