

APM Chartered Project Professional Evaluation Standards

Formal Assessment Rubric – Complexity, Accountability and Leadership

Assessment Method

- Any projects referenced within the presentation may be selected for assessment.
- Questions will be pre-selected by APM.
- Judgement per criterion: Evidenced / Partially Evidenced / Not Evidenced.
- Two questions for learning outcome (LO) A, with both evidence criteria (EC) needing to be evidenced.
- One question per LO for LOs B to E, evidencing one EC each.
- Six questions in total, and each question will be worth two marks.
- Candidates will be required to score a minimum of 10 out of 12 available marks.

Rubric Overview

LO	Evaluation Criterion (EC)
A	Personal Accountability and Authority
B	Management of Conflicting Objectives
C	Uncertainty, Risk and Ambiguity
D	Scale, Integration and Delivery Complexity
E	Stakeholder Interdependence and Complexity

Overall Judgement Rule

A candidate **meets the complexity and accountability requirement** for APM ChPP status where:

- All learning outcomes (A–E) are assessed.
- Two criteria from LO A to be assessed, one criterion each from B-E to be assessed .
- Evidence demonstrates breadth, depth, and sustained responsibility.

A. Personal Accountability and Authority

A1 – Accountability for Outcomes

Criterion

The candidate demonstrates personal accountability for project, programme, or portfolio outcomes.

Assessment Coverage

- What were you personally accountable for?
- How were you held to account for delivery performance?
- What consequences arose from success or failure?

Evidence Required

- Named accountability (not collective or advisory).
- Direct linkage between candidate decisions and outcomes.
- Evidence of governance, reporting, or contractual responsibility.

A2 – Authority and Decision Structures

Criterion

The candidate exercised authority to make decisions affecting scope, cost, time, quality, or risk.

Assessment Coverage

- What decisions were you authorised to make?
- Describe a decision that materially affected delivery.
- What constraints existed on your authority?

Evidence Required

- Examples of autonomous or delegated decision-making.
- Decisions affected delivery trajectory or outcomes.
- Evidence of operating within formal governance structures.

B. Management of Conflicting Objectives

B1 – Recognition of Competing Objectives

Criterion

The candidate recognised and articulated conflicting or competing objectives within the environment.

Assessment Coverage

- Which objectives were in conflict?
- Who owned these objectives?
- Why could they not all be achieved simultaneously?

Evidence Required

- At least two clearly incompatible objectives identified.
- Stakeholders linked to each objective.
- Conflict was material to delivery.

B2 – Trade-off and Prioritisation

Criterion

The candidate applied sound professional judgement to balance and resolve conflicting objectives in complex situations.

Assessment Coverage

- What trade-offs did you make?
- What criteria informed your decision?
- What was the impact of your choice?

Evidence Required

- Explicit prioritisation rationale.
- Evidence of compromise, escalation, or negotiation.
- Outcomes demonstrate intentional decision-making.

C. Uncertainty, Risk and Ambiguity

C1 – Complexity and Ambiguity

Criterion

The candidate operated in an environment with significant ambiguity or rapidly changing conditions.

Assessment Coverage

- What was unknown at the outset?
- What assumptions were later proved incorrect?
- What changed unexpectedly?
- What would you have done differently?

Evidence Required

- Evidence of emergent risks or changing context.
- Uncertainty affected plans or outcomes.
- Complexity exceeded routine project risk.

C2 –Level of Risk and Impact

Criterion

The candidate actively managed high levels of risk where there would be significant impact to the organisation if the risk appeared.

Assessment Coverage

- Why was this a high-risk project?
- How did the risk profile of the project impact the decisions that you made?
- How did the risk profile impact your project approach?

Evidence Required

- Adjustments to strategy or plans.
- Evidence of adaptation to the risk profile of the project.

D. Scale, Integration and Delivery Complexity

D1 – Multiple Work Packages or Projects

Criterion

The candidate was responsible for multiple interrelated work packages, projects, or programme elements.

Assessment Coverage

- What discrete components were you responsible for?
- How were they structured?
- How did you track performance?

Evidence Required

- Clear evidence of multiple delivery components.
- Responsibility extended beyond a single deliverable.
- Oversight mechanisms described.

D2 – Integration and Dependency Management

Criterion

The candidate managed dependencies and integration across work packages, projects and programmes.

Assessment Coverage

- What dependencies existed and why were they important to the overall project success?
- How did issues in one area affect others?
- How did you balance the achievement of one work package, project or programmes against another?

Evidence Required

- Explicit dependency management.
- Coordination decisions affected outcomes.
- Evidence of systems thinking.

E. Stakeholder Interdependence and Complexity

E1 – Interdependent Stakeholders

Criterion

The candidate operated with multiple interdependent stakeholders.

Assessment Coverage

- How were the stakeholders' interests interdependent?
- What risks arose from the interdependency?
- What opportunities arose from the interdependency?

Evidence Required

- Interdependencies clearly explained.
- How the interdependence influenced delivery outcomes.

E2 – Complexity of Stakeholder Management

Criterion

The candidate managed an interdependency of stakeholders, the absence of which would have had a significant impact to the project.

Assessment Coverage

- Describe an interdependent conflict or resistance you faced between stakeholders.
- How did the interdependencies impact your engagement strategy?

Evidence Required

- A significant conflict or resistance clearly explained.
- Active engagement and communication strategies.
- Demonstration of their interdependency management.

Document control

Version history

Version	Date	Author	Reason for change
v.1	12/03/2026	APM	Issued to pilot candidates

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