

Association for Project Management

MEMBERS' REVIEW 2020/21

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For more information visit
apm.org.uk

Please note that all group images were
taken before the pandemic.

AT A GLANCE

2020/21 highlights

Our business year 2020/21 began in April, just days after the UK government announced a nationwide lockdown in response to the then-emerging coronavirus pandemic. We rose to the challenge of adapting to the new operating environment and supporting members and partners during this transition swiftly and decisively. This enabled us to achieve a great deal on behalf of the profession we represent.

- Individual membership reached a record level with 35,067 registered members.
- 17 per cent increase in Student members.
- New online qualifications platform launched in April, just days after first UK lockdown imposed.
- APM Project Fundamentals Qualification and APM Project Management Qualification were both revised and updated.
- A second edition of our APM Project Professional Qualification was launched with a new assessment method.
- New innovations launched included APM Hub, the **APM Podcast** and the Festival of Education and Research.
- Pivoted to virtual events, successfully moving face-to-face conferences to online.

Driving engagement



Individual members



Website visitors



Social media followers



6%

increase in individual members



12,000+

online qualification entries run on our new platform



11,000+

streams and downloads of the newly launched APM Podcast

CREATING PUBLIC BENEFIT

In a time of unprecedented challenges, the project profession has never been more important. We help the profession to deliver in the face of change, to create social and economic benefits for the public.

In a complex and shifting world, we support project professionals to deliver better in the following ways:

- **Setting leading standards** – Our respected Chartered Project Professional standard, *APM Competence Framework* and *APM Body of Knowledge* (now in its seventh edition) create clear, consistent standards and set the highest of bars.
- **Promoting and facilitating education** – We provide qualifications, continuing professional development (CPD) learning materials and a rich programme of events to lead debate, champion innovation and challenge the status quo where doing so will make a difference.
- **Raising awareness** – We celebrate the economic and social value created by the project profession through conferences, events, pan-sector marketing activity and a regular flow of positive media coverage.
- **Growing the talent pipeline** – We work closely with educational institutions at all levels to promote project management as a career of first choice and create pathways into the profession.
- **Supporting research** – As well as commissioning our own research, we operate a dedicated fund to assist academic research into various aspects of project management. We also run an annual Festival of Education and Research to celebrate excellence in academia.





CHAIR'S REPORT

The coronavirus pandemic has been catastrophic for so many, but it has also been a demonstration of the project profession's adaptability, resilience and creativity.

Like the profession we serve, Association for Project Management (APM) has achieved successes among the challenges. We saw membership levels rise across the year, which is a true testament to our staff's creative, resilient and adaptable approach to a huge business challenge. The Board, Debbie Dore and I wish to record our thanks to all of the staff at APM for their commitment, energy and drive.

We've seen proof of the hard work of our teams in the levels of engagement with our online and virtual elections and annual general meeting, which have seen record turnouts. Events and countless pieces of content would not have been possible without our volunteer community who have done brilliant work in helping to make these and other areas of our work a success as we pivoted to a digital-first approach.

The Board too has been extremely supportive as we've had to make significant adjustments rapidly. I'd like to thank all of the trustees for their support over the past year.

Last but not least I'd like to thank Debbie Dore, our chief executive, who is moving on after three years in charge. During Debbie's time as chief executive we've achieved so much and progressed, I believe, beyond expectations. We owe Debbie a great deal and wish her the very best.

D. J. Lewis

Debbie Lewis
APM chair

CHIEF EXECUTIVE'S REPORT

The repercussions of the coronavirus pandemic will be felt for years, but we should be proud that we faced the challenge head-on and have seen the organisation successfully adapt, delivering a seamless service and significant developments and improvements throughout the year. Thanks to the support of our staff, volunteers and members, we have many successes to share.

We brought forward the launch of our planned online qualifications system, enabling our candidates and training providers to continue with their plans. In addition, we launched the APM Project Professional Qualification 2nd edition and aligned our qualifications to the *APM Body of Knowledge 7th edition*.

We invested in resources to connect with and support new and existing members. These include the launch of our online community, APM Hub, as well as delivering a regular flow of new learning modules for our digital education platform, APM Learning. Our events programme – transformed through the introduction of virtual events – attracted nearly 3,000 delegates, providing project professionals with a much-needed sense of community.

I'm hugely proud of all that has been achieved and the strong position APM is in for the future. It has been a huge honour to lead APM at this transformational moment in our history and I think part of our ability to succeed in the face of adversity has been the excellent level of synergy and support offered by the chair and Board members for which I am truly grateful.



Debbie Dore
Chief executive

DELIVERING OUR OBJECTIVES IN 2020/21

Our route to success is guided by five strategic objectives.

1

Chartered standard:

Successfully position, develop and launch the chartered standard to become the accepted benchmark standard for project professionals.



2

Membership growth:

Accelerate the growth, diversity and global reach of APM's membership by engaging with new sectors and communities.



3

Knowledge and research:

Advance the art, science, theory and practice of project management and the profession supported with an innovative knowledge and research programme.



4

Collaborate and engage:

Accelerate the universal adoption of project management by people delivering change through collaboration and partnership.



5

Organisational innovation:

Define and build APM as the model of a sustainable professional body for the 21st century.



Chartered standard

We continued to take steps to make Chartered Project Professional (ChPP) the accepted benchmark standard for the profession.

Applications for ChPP status increased by more than 30 per cent compared with the previous year; an especially significant increase given that the interview process for ChPP applications was transitioned to a completely virtual environment. We also worked with assessors to help them adapt quickly to conducting assessments online.

We launched a mentoring scheme aimed at women who want to become chartered, to increase the number of female ChPPs and promote diversity at this level.



962

applications for
ChPP status



£233.7m

mean value of projects
worked on by ChPPs*

**APM Salary and Market Trends Survey 2021*



“A simple, straightforward process with excellent support available, no one could ask for more, thank you.”

ChPP applicant

Membership growth

In a year when many project professionals faced uncertainty in their work, we successfully grew our individual membership to record levels. In total, we had more than 35,000 individual members by the end of 2020/21.

Student membership was a significant driver of this growth. There were more than 11,000 Student members who were part of our community by the end of the year. There were also increases in the number of Full members (6 per cent) and Fellows (19 per cent).

International membership also increased during the year. We welcomed hundreds of new members from around the world, with international members now forming 8 per cent of our entire membership.



35,067

individual members by
the end of the year



17%

increase in Student
membership



145,162

visits to our website's
membership homepage



Knowledge and research

Several reports published during the year added to our library of project management knowledge resources, including:

- *Eliminating Modern Slavery from Projects* led by the University of Warwick, University of Leeds and University College London.
- A Project X study on *Project Research Centres: Lessons for Scholarship, Policy and Practice* which featured input from Stanford University, the University of Sydney and other leading institutions.
- *The Golden Thread: Project Management in Three Key Sectors* was a follow-up to our landmark 2019 publication. The new report focused on the professionalisation of project management among charities, small and medium-sized enterprises, and healthcare, pharmaceutical and life science organisations.
- *The Adaptive Project Professional: One Year On* served as a conclusion to our pioneering *Projecting the Future* series. This report summarised the findings of our 'big conversation' with the profession and provided action steps for project practitioners.



Salary survey shows resilience

Our *Salary and Market Trends Survey 2021* took place against a backdrop that few could have predicted 12 months beforehand. Despite the disruption to working life caused by the coronavirus pandemic, it was positive to see the average salary for the profession remains unchanged from the previous year, bearing testament to a strong and resilient profession.

Collaborate and engage

Despite coronavirus restrictions, we continued working with external organisations to support the project profession.

In April 2020, our chair and chief executive led a data summit on the use of artificial intelligence, data and analytics in project-based work. We then formed a Project Data Advisory Group to bring together partner organisations including professional bodies, government departments, funding providers and thought leaders in this increasingly important field.

We continued to collaborate with the education sector to encourage young people into the profession and establish project management as a career of first choice, delivering virtual events for people in education and early stages of their careers.

We partnered with the mental health charity Mind to launch a mental health toolkit for project professionals in December 2020, containing our resources along with materials from other trusted sources.

Our president Sue Kershaw spoke at an international virtual conference on achieving net-zero climate emissions in February 2021, organised by the Institute for Government.



80+

online events aimed at emerging professionals and people in education



3,584

unique views of mental health toolkit, produced in partnership with Mind, by March 2021



Organisational innovation

To support the rapidly adapting needs of the profession, we adopted a digital-first approach to products, services and our membership proposition.

In April we launched our new online qualifications platform, enabling people to take our exams from the comfort and safety of their own homes at a time when many were subject to lockdown restrictions. Between April 2020 and March 2021, we ran over 12,000 online qualifications through the new platform.

The **APM Hub** – an online community for individual members – also launched in April, enabling users to connect with project professionals across the globe, collaborate with their fellow members and expand their professional network.

Digital membership cards were introduced to reduce our carbon footprint. Nearly 5,000 digital membership cards were issued by the end of the business year.



20,000

delegates attended
our webinars



2,250

APM Hub accounts activated
by members by the end of
the business year

Virtual events prove a hit

With face-to-face events cancelled for much of the year, our teams wasted no time implementing virtual solutions. Over 23,000 delegates attended 215 of our revised virtual events and webinars during 2020/21.

Our **Power of Projects Takeover** event, held in June, was a two-week long virtual experience with a diverse range of speakers, including keynote speaker Hannah Fry.

In September we held **Think Differently**, a five-day virtual event that redefined how project professionals perceive and practice diversity.

Our inaugural **Festival of Education and Research** took place in October and was a celebration of excellence and achievement in project management academia, education and research.

The first virtual **APM Project Management Awards** was held in November, hosted by BBC TV presenter Michelle Ackerley. Over 1,000 people registered for the event which was live-streamed.



AWARDS AND RECOGNITION

Best Companies

We were delighted to achieve a 1 Star rating from **Best Companies**, the leading organisation for assessing workplace and employee engagement. This built positively on our Best Companies results from the previous year, where we were rated as One to Watch.

We also received a place on the Best Companies regional list and the top 10 not-for-profit companies to work for.

Chief executive Debbie Dore commented: "In a year that has posed such challenges, it has never been more important to invest in our people, support our teams and promote a positive working culture. The significant progress made is a testament to the fantastic efforts of our staff who are helping us on this ongoing journey. I have no doubt their hard work and dedication will help us continue to improve in future."



Investors in volunteering

We achieved the Investing in Volunteers quality standard for the third time, in recognition of the work carried out with volunteers.

Investing in Volunteers is the UK quality standard for excellence in volunteer management. It aims to improve the quality of the volunteering experience and help organisations acknowledge the enormous contribution made by volunteers.

We achieved the standard following an assessment against a range of good practice standards. The results showed that we excelled in all aspects of working with our volunteers.



"In a year that has posed such challenges, it has never been more important to invest in our people, support our teams and promote a positive working culture."

Debbie Dore
Chief executive

THANK YOU VOLUNTEERS

In a changing and challenging world, project professionals are at the forefront of delivering in the face of change, or delivering change itself.

Our volunteers played a crucial role in helping us engage within and beyond the project profession. They supported the delivery of our webinars, blogs, education outreach and more, as well as fulfilling an important ambassadorial role.

Our annual Volunteer Achievement Awards, held in January, provided an opportunity to formally recognise and reward the contribution made by volunteers towards our success and that of the wider profession.

Links to volunteer opportunities can be found on our website at apm.org.uk/about-us/volunteers

“ Out of volunteering with APM, I am gaining renewed motivation in my work and networking with passionate and inspirational people. ”

Sabrina Marnham

APM Specific Interest Group (SIG) committee member



Volunteer of the Year
Daniela Pinto



Education Volunteer of the Year
Georgia Shaw



APM SIG of the Year
APM Women in Project Management
SIG (Vicki Griffiths – Chair)



Runner Up Volunteer of the Year
Claire Dellar

BOARD OF TRUSTEES

J Broome

P Chapman (*to 18 May 2020*)

S Gilbert

S Forsyth

A Godbold (*to 16 November 2020*)

D Lewis (*chair from 21 September 2020*)

M Mazilu

J McGlynn (*chair up to 21 September 2020*)

A Morley

M Wallace

I Williams

Y Adeshile (*from 23 March 2021*)

K Whelan (*from 16 November 2020*)

C Mills (*from 16 November 2020*)

An elected Board of Trustees set the strategic direction of APM and ensure that our objectives are delivered. Our Board of Trustees, supported by a range of committees, oversee the appropriate management of our assets and ensure they are used to fulfil our public benefit objectives.

Association for Project Management

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