

Performance Management Policy

Accredited Training Provider Standard



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Introduction

The Performance Management Policy underpins and supports the Association for Project Management's (APM) Accredited Training Provider Standard.

APM has a responsibility to assure the experience of learners completing our qualifications by ensuring that Accredited Providers (APs) deliver learning to the required standard.

This is to protect and enhance the reputation of APM, APs and the project management profession.

We monitor our APs to ensure compliance with the requirements of the terms and conditions, the APM Accredited Training Provider Standard and its supporting policies and procedures.

Your year of accreditation

The journey

Once accredited, APM will remain in regular contact with you to support and assist across the full spectrum of requirements.

You will be invited to join a dedicated Accredited Provider Team on MS Teams. Here we will share all materials connected to the individual qualifications, exam preparation guidance as well as posting updates and opportunities that may be of interest.

We run an Accredited Provider forum, which provides updates connected to your accreditation or qualifications being delivered as well as key organisation updates.

We also run Train the Trainer sessions which are aimed towards the trainers within your organisation, offering insight and guidance for specific qualifications which can support and enhance their own delivery.

We will supply performance reports every 6 months covering 6 performance metrics. You will have the opportunity to discuss this report in greater detail with a member of the APM Professional Standards team. The purpose and regularity of this report is to monitor performance against the standard throughout the accreditation year ensuring you are fully aware of your performance positioning in readiness for your annual renewal.

Responsibilities

APM must ensure that all staff involved in the management, delivery and quality assurance of APM qualifications are aware of the contents of this policy. APs should ensure that all staff and external contractors involved in the management and delivery of the APM qualifications are aware of the contents of this policy and their obligations to ensure compliance to the standard.

Performance metrics

Once your organisation has been awarded APM accredited training provider status, a continual assessment approach will be adopted by APM. You will have your performance against the standard continually reviewed and reported on to ensure we are working proactively with you to support areas which would benefit from improvement. We do this through the use of performance metrics.

What does this mean?

Performance metrics are set criteria that have been established at qualification level to encourage you to continue to offer the best possible experience for the learner over the course of the 12 month period of accreditation.

Why have them?

Policies and procedures create the foundation from which your organisation can operate. How these policies and procedures are implemented is measured through your performance and outcomes. Monitoring these metrics will encourage a continuous improvement approach to generating an excellent and consistent end to end learner experience.

Additionally, if you excel in each of the performance metrics you will be recognised as a gold provider for that qualification. This is an elite recognition that allows you to showcase your level of excellence to both corporate clients and future learners.

What are they?

There are 6 distinct metrics.

All 6 metrics must be met, as detailed in annex A to maintain your accredited status, per qualification, at point of annual renewal.

Gold status is recognition that you consistently excel in all 6 metrics and if eligible will be awarded at point of renewal.

All metrics will be reviewed on an annual basis, and annex A will be updated accordingly.

Financial obligations

The AP is required to consistently meet the 30-day payment terms.

Website accuracy

The AP is required to maintain accuracy when promoting their APM accredited status and sharing information for each qualification they hold the accreditation towards. APM will monitor your website to ensure:

- Sharing accurate accredited status per qualification.
- Using the APM digital badge in the correct location to avoid misrepresentation.
- Sharing of accurate and current information about accredited status and performance.

Effective communication

This is split into 5 sub-categories:

1. All reasonable adjustment requests are administered in line with the APM Reasonable Adjustments Policy (POL39).
2. Notify APM within one calendar month when 10% or more of the delivery content has been changed. Using the notification of change form (APM-A-AA-3).
3. Notify APM within three calendar months when there has been a change in delivery personnel and key contacts. Using the notification of change form (APM-A-AA-3).
4. Attend at least one Accredited Provider Forum per calendar year. (Dates published on 'Your Accreditation' webpage, with reminders posted in the Accredited Provider Team).
5. Attend at least one Train the Trainer session run by APM for Project Management Qualification and/or Project Professional Qualification providers per calendar year. (Located on 'Your Accreditation' webpage).

Minimal malpractice

APM defines malpractice as an established breach of the published exam rules and regulations. Malpractice may apply to both an AP appointed invigilator and/or the learner.

AP's must maintain a low instance of malpractice per year per qualification to maintain their accredited status.

Learner experience

Each learner will be contacted by APM to seek their feedback, specifically on their experience of working with their AP.

Any direct complaints received from a learner about a provider will also be logged and acted upon accordingly.

Qualification pass rates

The national pass rate for the previous calendar year will be the benchmark used on a per qualification basis.

Each provider will be required to operate within a certain percentage of the national pass rate to maintain accredited status at the point of annual renewal. Should APs exceed the average national pass rate, they have the opportunity to become a gold accredited provider, assuming all 5 other metrics have met this gold standard.

How do you know how you're performing?

We will supply you with progress reports every 6 months to highlight your individual performance against each of the metrics. You will also have the opportunity to discuss this report in greater detail with a member of the APM Professional Standards team.

If you're performing very well, the discussion may focus on how to enhance performance into the gold category. Similarly, if performance is lower than required then initial remedial actions will be discussed.

What happens if you don't meet the metrics?

Where there are early indications that performance is dropping, we will work with you to gain understanding around the challenges and remedial action(s) that can be taken. This will be an informal discussion in the first instance.

Should performance continue to fall below the required performance levels then additional measures will be put in place.

Sanctions

Sanctions are punitive actions that can be applied where there is persistent failure to comply with the Accreditation Standard and the associated terms and conditions.

The process is outlined below to ensure the application of sanctions is transparent, fair and consistent.

We assess the potential impacts on learners and the reputation of APM, APs and the project management profession to determine the course of action required.

- Generally, sanctions may be imposed to:
 - minimise risks to the integrity of APM's qualifications, brand, and reputation.
 - ensure that there is no benefit from breaching APM's regulations, policies, and procedures.
 - deter others from breaching APM'S regulations, policies, and procedures.
 - to offer more tailored support to the AP, in the interests of improving overall outcomes.

Sanctions will be imposed in a graduated, proportional and consistent manner as outlined in this policy. You must comply with all sanctions imposed, within the time limits stated.

Tariff of sanctions

We can impose a range of sanctions depending on the seriousness of the situation and the data which evidences the non-compliance. Also taken into consideration will be the risk to the interests of learners, the integrity of the qualifications and the effect on public confidence in APM qualifications.

We may apply these sanctions either individually or in combination. We will determine the appropriateness of the sanction(s) to be applied, depending upon the evidence presented.

If a previously imposed sanction is not acted upon within agreed timeframes, or if actions requiring sanctions have been made repeatedly, a higher level of sanction will be applied. In cases of serious non-compliance, for example in relation to the security of its assessments, APM may withdraw accredited status to deliver the approved qualification.

When a sanction has been imposed, we will communicate the decision in writing within five working days.

Where sanctions involve site visits, this will be at your expense in line with the fees published on 'Your accreditation' webpage. The fees are non-refundable.

In all cases, we will provide you with guidance on how to protect the interests of learners and ensure the security of learner achievement, appropriate to the circumstances of the withdrawal.

Annex B sets out the different levels of sanctions and provides indicative actions which may be taken depending on the circumstances presented.

The process

We will confirm in writing what sanction has been imposed, detailing the issue to be addressed.

An Improvement plan or Implementation plan will then be drawn up. These plans will be devised by AP's (Level 1) or APM. (Level 2 or above).

In all cases we expect a timely response to communications in terms of acknowledgement, request for clarification if required and an action plan agreed.

Any sanctions will remain in place until such a time:

- An investigation has been completed.
- You can confirm all actions have been carried out.
- Evidence of these actions have been verified by APM.
- We have informed you that the sanction/s have been lifted.

Improvement and Implementation plans

Improvement plan

An improvement plan is a document that you will create and is approved in writing by APM. The purpose of the improvement plan is to highlight how compliance to the individual sanctions being applied is going to be achieved and a timescale for the actions to be completed.

The headings that follow are required within an AP generated improvement plan.

Date: The date the sanction is documented on the improvement plan.

Sanction applied: Contains the details of what the sanction is.

Action required: Contains the specifics of the actions the AP will be putting in place to address the sanction applied.

By whom: States the name of the individual responsible for completing the required action.

By when: The date the action/s must be completed by.

Completed Yes/No: Confirmation as to whether the action has been fully complete within the timeline set.

Implementation plan

An implementation plan is a document that APM creates. An implementation plan is implemented when level 2 or above sanctions are applied. It is a directive plan which will demonstrate the actions we require you to take and evidence.

The headings that follow are what you will see in an APM implementation plan.

Date: The date the sanction is documented on the implementation plan.

Sanction applied: Contains the details of what the sanction is.

Level of sanction: Contains the level of the sanction applied.

Action required: Contains the specifics of the actions required by the AP to address the sanction applied.

By when: The date the action/s must be completed by.

Progress update: APM to complete during monthly meetings.

Completed Yes/No: APM to confirm whether the action has been completed to a satisfactory level.

Reduction/removal of sanction: APM to confirm whether the sanction has been reduced or removed.

Further action/s required: APM to confirm whether further actions are now required or whether further actions/monitoring is required.

Appeals

An AP has the right to appeal against any sanction which has been imposed.

Appeals must be made in writing to the Head of Professional Standards and will be acknowledged within 5 working days. The Head of Professional Standards will gather the evidence involved and report the appeal to two nominated Directors from the APM Leadership Team. The Directors will determine whether the appeal is declined or accepted, their judgement will be considered final and communicated to you within 15 working days of the appeal submission.

This policy and its associated annexes will be reviewed on an annual basis.

Annex A January 2023 – December 2023

Qualification	National benchmark January – December 2023
APM Project Fundamentals Qualification	88%
APM Project Management Qualification– non variant	42%
APM Project Management Qualification – Apprenticeship	42%
APM Project Professional Qualification	19%
APM Project Risk level 1 Qualification	96%
APM Project Risk level 2 Qualification	86%

Performance metric table below applies to all APM qualifications and are applied at qualification level.

Performance metric	Standard required	Gold standard
Financial obligations	AP is required to consistently meet 30-day payment terms.	No enhancement required.
Website accuracy	AP is required to share their accredited status. AP is required to use the digital badge in the correct location to avoid misrepresentation. AP is required to share accurate and current information about accredited status and performance.	No enhancement required.
Learner experience	AP is required to achieve at least 70% satisfaction rating average or above through APM learner survey. Candidate complaints to remain below 3% of AP learner numbers.	AP is required to achieve at least 80% satisfaction rating average or above through APM learner survey. Candidate complaints to remain below 2% of AP learner numbers.
Minimal malpractice	No more than 2% of AP learner numbers with proven malpractice.	No more than 1% of AP learner numbers with proven malpractice.
Qualification pass rate	Be within -5% of national benchmark.	+5% or greater of national benchmark. PFQ/Risk 1 exception +5% / achieve 95% pass rate whichever is lower.

Performance metric	Standard required	Gold standard
Effective communication	<p>All reasonable adjustment requests are administered in line with the APM Reasonable Adjustments Policy.</p> <p>Notify APM within one calendar month when 10% or more of the delivery content has been changed.</p> <p>Notify APM within three calendar months when there has been a change in delivery personal and key contacts.</p> <p>Attend at least one Accredited Provider Forum per calendar year.</p> <p>Attend at least one Train the Trainer session run by APM for Project Management Qualification and/or Project Professional Qualification providers per calendar year.</p>	No enhancement required.

Annex B

Below outlines the level of sanction that may be applied, the rationale and associated consequences. Please note that this list is not exhaustive and APM reserve the right to include other rationale that may arise in specific circumstances.

Level	Rationale	Action required	Indicative measures
Level 1 3 breaches or more at this level results in level 2 sanction being applied.	Failure to provide suitable notification and/or evidence for reasonable adjustment requests for 10% of requests. Failure to comply with financial obligations. Failure to notify APM of changes to 10% of delivery content within one calendar month. Failure to notify APM of changes to delivery personnel within three calendar months. Failure to respond to previously agreed actions within timescales specified. Ineffective and/or inaccurate use of APM digital logo. False declarations about accredited status being made. Learners not being made aware of policies and procedures. Failure to effectively implement policies and procedures. Failure to reach required qualification pass rate. Insufficient evidence of professional development of associates. Insufficient pre and post exam support reported by learners. Failure to attend at least one AP forum and APM Train the Trainer events (where applicable). Repeated learner malpractice. 5% or more of AP learner numbers per qualification.	AP is reminded of their obligations under the terms of the agreement and performance management policy. An improvement plan will be required from the AP confirming deadlines for actions. The completed plan will be approved by APM.	Heightened monitoring against the plan and all performance metrics. Training requirements imposed. Suspension to register learners for exams.

<p>Level 2</p> <p>2 breaches or more at this level results in level 3 sanction being applied.</p>	<p>Level 1 sanctions not resolved.</p> <p>3 or more level 1 breaches.</p> <p>Suspected AP malpractice.</p> <p>Failure to follow delivery plans submitted to APM.</p> <p>Inadequate invigilation procedures.</p> <p>Out of date materials being used for course delivery.</p> <p>Continued failure to meet financial obligations.</p> <p>Associate issues in terms of capacity or quality.</p>	<p>Implementation plan drawn up by APM with clear targets and deadlines.</p> <p>Monthly meetings between AP and APM.</p>	<p>Enhanced monitoring of associates by senior member of AP staff.</p> <p>Suspension to register learners for exams.</p> <p>Suspension of self-invigilation approval.</p>
<p>Level 3</p>	<p>Failure to comply with level 2 sanctions.</p> <p>Proven AP malpractice.</p> <p>Breakdown of management procedures.</p> <p>Persistent non-compliance with APM procedures.</p> <p>Persistent non-payment of invoices.</p> <p>Persistent failure to respond to communications.</p>	<p>Intervention by senior management of APM.</p> <p>Written confirmation of actions required with clear targets and deadlines.</p>	<p>Removal of self-invigilation approval.</p> <p>All exam scripts to be quality reviewed (at cost to the AP).</p> <p>Suspension of certification at qualification level.</p>
<p>Level 4</p>	<p>Failure to comply with level 3 sanctions.</p>	<p>Formal letter from APM confirming actions required and date APM will be moved to level 5.</p>	<p>Withdrawal of accredited status at qualification level.</p>
<p>Level 5</p>	<p>Failure to comply with level 4 sanctions.</p>	<p>APM will notify the AP within 3 working days of level 5 sanction being applied.</p>	<p>Withdrawal of provider accredited status.</p>

