



# **APM Full member (MAPM) guidance notes**

**Advice for those submitting a Full membership application**

**March 2017**

**Version 2**



## APM Full member (MAPM) guidance notes

Give your Full membership (MAPM) application the best chance of success by reading these guidance notes and checklist.

### Essential criteria

To be a successful applicant for Full membership of the Association for Project Management (APM) your application needs to satisfy the membership criteria by demonstrating:

- *that you have five years project management experience;*
- *ten competences in the situation and task context of your work, in a maximum of 250 words each. Appendix 1 provides more detail on these competences.*

### Referees

Please provide the names, contact numbers and email addresses of two referees, who must not be relatives and one, if possible, should be a Full or Fellow member of APM (MAPM or FAPM).

The first referee should be your line manager and be able to support your application with full knowledge of your project management experience. If you are the head of your business, please provide two professional associate referees who are familiar with your work.

### Apply online

#### Checklist

**You will need to have the following details available to complete your application.**

- *Employment details.*
- *Situation and task coverage of 10 competences (minimum of 5 core competences – see Appendix 1).*
- *Confirmation of five years as a project, programme or portfolio professional.*
- *Contact details for two referees.*

Your application for membership will be assessed by membership panel member(s). The Board's invitation to join APM is based on that assessment recommendation.

If you are unable to demonstrate the competence coverage for MAPM you may be awarded membership as an Associate, and you may upgrade to MAPM when you have satisfied the Full membership criteria.

## Appendix 1

You need to demonstrate ten competences. Five must be core competences (C); the other five competences may be core(C) or optional (O).

You may find the STAR (Situation, Task, Action, and Result) method helpful to show how you have covered the competences in the context of your work.

APM Competence Framework number	Competence title	Core (C) or optional (O)
1	Ethics, compliance and professionalism; <i>The ability to promote the wider public good in all actions, and to act in a morally, legally and socially appropriate manner in dealings with stakeholders and members of project teams and the organisation.</i>	C
2	Team management; <i>The ability to select, develop and manage teams.</i>	C
3	Conflict management; <i>The ability to identify, address and resolve differences between individuals and/or interest groups.</i>	C
4	Leadership; <i>The ability to empower and inspire others to deliver successful change initiatives.</i>	C
5	Procurement; <i>The ability to secure the provision of resources needed for change initiative(s) from internal and/or external providers.</i>	O
6	Contract management; <i>The ability to agree contracts for the provision of goods and/or services, to monitor compliance, and to manage variances.</i>	O
7	Requirements management; <i>The ability to prepare and maintain definitions of the requirements of change initiatives.</i>	O
8	Solutions development; <i>The ability to determine the best means of satisfying requirements within the context of the change initiative's objectives and constraints.</i>	O

9	Schedule management; <i>The ability to prepare and maintain schedules for activities and events for change initiatives, taking account of dependencies and resource requirements.</i>	C
10	Resource management; <i>The ability to develop, implement and update resource allocation plans (other than finance) for change initiatives, taking account of availabilities and scheduling.</i>	C
11	Budgeting and cost control; <i>The ability to develop and agree budgets for change initiatives, and to control forecast and actual costs against the budgets</i>	C
12	Risk and issue management; <i>The ability to identify and monitor risks (threats and opportunities), to plan and implement responses to those risks, and respond to other issues that affect the change initiative.</i>	C
13	Quality management; <i>The ability to develop, maintain and apply quality management processes for change initiative activities and outputs.</i>	O
14	Consolidated planning; <i>The ability to consolidate and document the fundamental components of a change initiative: scope; schedule; resource requirements; budgets; risks, opportunities and issues; and quality requirements.</i>	O
15	Transition management; <i>The ability to manage the integration of the outputs of change initiatives into business-as-usual, addressing the readiness of users, compatibility of work systems and the realisation of benefits.</i>	O
16	Financial management; <i>The ability to plan and control the finances of programmes or portfolios and their related change initiatives, as a means of driving performance and as part of the organisation's overall financial management.</i>	O
17	Resource capacity planning; <i>The ability to prepare and maintain an overall schedule for resource use in related change initiatives, which avoids bottlenecks and conflicting demands, and which sequences outcomes in order to enable the efficient realisation of benefits.</i>	O
18	Governance arrangements; <i>The ability to establish and maintain governance structures that define clear roles, responsibilities and accountabilities for governance and delivery of change initiatives, and that align with organisational practice</i>	C
19	Stakeholder and communications management;	C

	<i>The ability to manage stakeholders, taking account of their levels of influence and particular interests.</i>	
20	Frameworks and methodologies; <i>The ability to identify and/or develop frameworks and methodologies that will ensure management of change initiatives will be comprehensive and consistent across different initiatives. (In this context 'framework' means the parameters, constraints or rules established to standardise delivery).</i>	O
21	Reviews; <i>The ability to establish and manage reviews at appropriate points, during and after change initiatives, which will inform governance of the change initiatives, by providing evaluations of progress, methodologies and continuing relevance.</i>	C
22	Change control; <i>The ability to establish protocols to alter the scope of change initiatives, implementing the protocols when necessary, and updating configuration documentation including contracts to develop, maintain and apply quality management processes for change initiative activities and outputs</i>	C
23	Independent assurance; <i>The ability to gather independent evidence that the information from the change initiative is valid, and that the change initiative is likely to achieve its aims.</i>	O
24	Business case; <i>The ability to prepare, gain approval of, refine and update business cases that justify the initiation and/or continuation of change initiatives in terms of benefits, costs and risks.</i>	C
25	Asset allocation; <i>The ability to recommend how financial and other resources should be allocated amongst change initiatives in order to optimise the organisation's return on investment (ROI).</i>	O
26	Capability development; <i>The ability to assess organisational maturity in relation to project, programme and portfolio management; identify the additional capabilities required, and to help with the development of those capabilities.</i>	O
27	Benefits management; <i>The ability to identify, define, evaluate, plan, track and realise the business benefits of change initiatives.</i>	O