



Association for Project Management MEMBERS' REVIEW 2019/2020



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Association
Excellence
Awards 2019



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Knowledge
and research

For more information visit

apm.org.uk



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Collaborate
and engage

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Membership
growth



AT A GLANCE

2019/20 highlights

- Individual membership reached a record 33,773; an increase of 11 per cent from the previous year.
- Student membership increased by more than 3,000.
- We continued to develop Corporate Partnerships and closed the year with 542 Partners and Affiliates.
- International membership grew by 18 per cent.
- The number of Chartered Project Professionals (ChPP) reached 1,000 in December 2019.
- More than 20,000 people achieved an APM qualification; a 9 per cent increase from the previous year.
- Launched the seventh edition of the *APM Body of Knowledge*.
- Participated in more than 100 university, school and college events during the year.
- Collaborated with the United Nations Office of Project Services (UNOPS) on ways to support senior project delivery staff to gain chartered status.
- Launched the landmark *The Golden Thread* report in partnership with PwC, which detailed the project profession's contribution to the UK economy.
- Supported diversity and inclusion by holding black, Asian and minority ethnic (BAME) focus groups across the UK, creating an employer group on mental health and welcoming a record number of attendees to our annual APM Women in Project Management Conference.



11%

increase in members over the course of the year



3,000+

new Student members



20,000+

people achieved an APM qualification

Growing our community

Individual members



Website visitors



Social media followers



Our response to the 2020 coronavirus pandemic

In March 2020, at the very end of the business year, the UK entered lockdown in response to the global coronavirus pandemic. The team at Association for Project Management (APM) had been monitoring the situation closely prior to lockdown and took all necessary precautions to minimise impact on our business activities, and to protect people's health and safety.

The investment decisions we have taken over the past few years – and continue to take – have put us in a strong position to respond and keep delivering value for our members, partners, suppliers and wider stakeholders.

CREATING PUBLIC BENEFIT

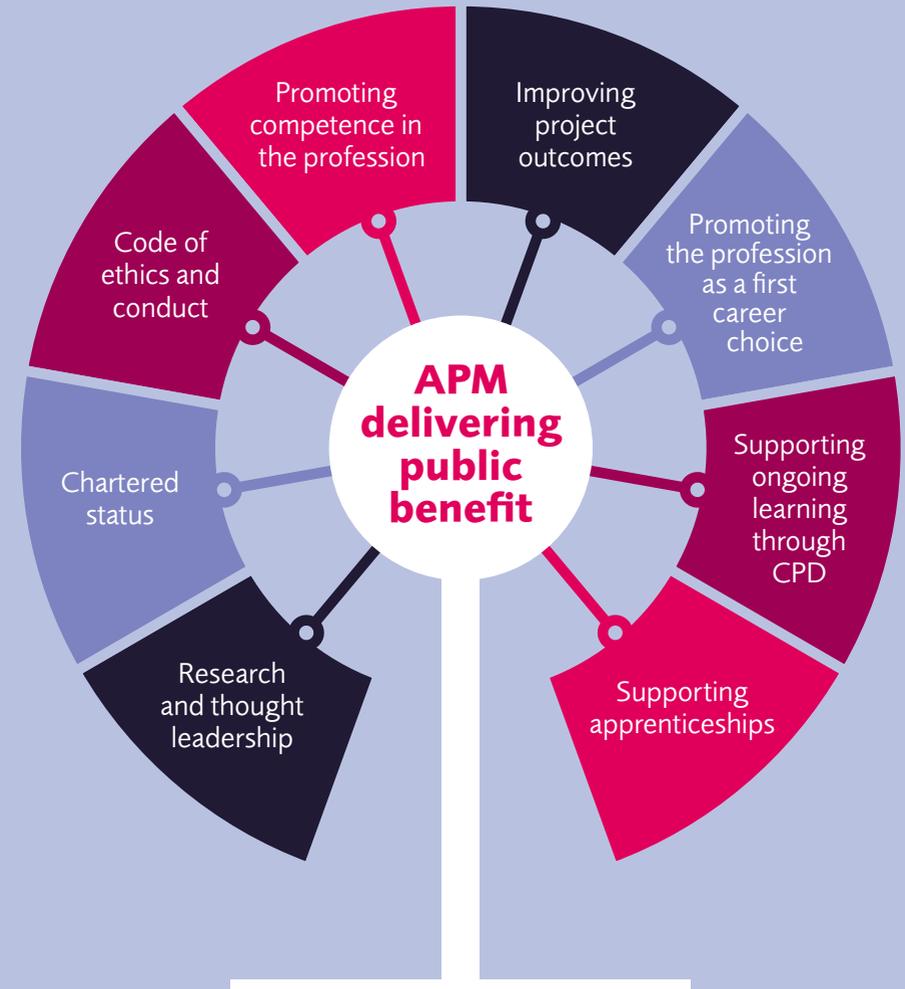
We aim to deliver public benefit through our work supporting the project profession to address and overcome the challenges posed by an ever-changing world.

We do this by:

- **Setting leading standards** – Our Chartered Project Professional (ChPP) standard, *APM Body of Knowledge* and *APM Competence Framework* ensure we lead the way in setting and maintaining universally high standards for the project profession.
- **Promoting and facilitating education** – We provide qualifications and promote continuing professional development (CPD) to inspire discussion, improvement and application.
- **Raising awareness** – Our events and community engagement activities promote the power of the project profession for good, helping to celebrate the economic and social value that it creates.
- **Growing the talent pipeline** – We partner with educational institutions and employers to create pathways into the profession, promote apprenticeships and position project management as a career of first choice.
- **Supporting research** – In addition to commissioning our own research and thought leadership, we assist academic research via a dedicated fund. We have also launched a new Festival of Education and Research to celebrate excellence in academic research within the project profession.

If you would like to support your profession by becoming an APM volunteer, or if you would like to discover more about our upcoming events, you can find more information at:

- apm.org.uk/volunteers
- apm.org.uk/event



CHAIR'S REPORT

Celebrating the benefits of project success



It has been a memorable year for the profession. Public awareness of projects linked to areas such as healthcare, construction and the environment have arguably never been higher. This has placed greater onus on us to support the profession; a responsibility we have embraced.

Focusing on the economic and social benefits of successful project delivery has been at the core of our agenda throughout the year. There has been a firm focus on the challenges and opportunities that will shape the world in the coming decade, and the role project practitioners will play.

Our Projecting the Future series strengthened our reputation for compelling thought leadership through our 'big conversation' with the profession on topics such as climate change, artificial intelligence and the future of work and skills. We also reached the milestone of welcoming the 1,000th Chartered Project Professional (ChPP), reflecting the growing importance of chartered status within the profession.

I would like to take this opportunity to thank all of our volunteers – including my fellow trustees – for their contributions. Finally, I would like to offer a warm welcome to the new incoming chair of APM Debbie Lewis, who will take up the role from September 2020. Since being elected as chair in 2016, it has been my privilege to contribute to the success of APM and our members. I know the association is in good hands as it continues to shape the future of project management.

John McGlynn
APM chair



CHIEF EXECUTIVE'S REPORT

Succeeding through adaptability

Project management is all about delivering change and this has never been more important. The ability of the project profession to adapt remains at the heart of future success at local, national and international level.

Demonstrating flexibility is crucial to an organisation like APM. The profession we represent spans numerous sectors and our membership is global and diverse. This is something we never lose sight of as we continue to set leading standards for the entire project community.

Significant progress continues to be made in establishing chartered status as the leading global standard for project practitioners. Individual membership grew to record levels; 33,773 to March 2020. Our ongoing engagement with students and higher education institutions has been crucial to this, with more than 3,000 people joining as new Student members between April 2019 and March 2020.

We have continued to invest in our own people and we were pleased to be named among the top 100 best not-for-profit organisations to work for in the Best Companies 2020 list. We were also declared the Best Association over 1,000 Members at the Association Excellence Awards in October 2019.

I would like to take this opportunity to thank the APM Board, staff, members and volunteers for their support which has helped us to remain agile, responsive and to lead the way as the chartered body for the project profession.

Debbie Dore
Chief executive

DELIVERING OUR OBJECTIVES IN 2019/20

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



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



- 2 Membership growth:**
 Accelerate the growth, diversity and global reach of APM's membership by engaging with new sectors and communities

- 5 Organisational innovation:**
 Accelerate the universal adoption of project management by people delivering change through collaboration and partnership





CHARTERED STANDARD

Chartered status enables those who meet the required standard to demonstrate a defined level of technical knowledge, professional practice and ethical behaviour.

Our chartered homepage received over 75,000 unique views between April 2019 and March 2020. The continued interest in chartered status and the growing number of Chartered Project Professionals reflects the value and importance of this standard to individuals and employers.

There is also clear evidence of the professional benefits to chartered individuals. Our annual *Salary and Market Trends Survey*, carried out in November 2019, showed that 65 per cent of ChPPs are working on projects with the biggest budgets (£50m+). Furthermore, the research found that 80 per cent of ChPPs believe the project profession will be enhanced in the next five years, compared with 69 per cent of overall survey respondents.



1,000
individuals had
gained ChPP status
by December 2019



75,000
unique views of our
chartered homepage



We are seeing a growing interest in chartership from both individuals and employers as they realise the benefit and value it can bring – both to people's careers and to businesses.

Debbie Dore, APM chief executive

MEMBERSHIP GROWTH

Our individual membership figure reached record highs, with a total membership of more than 33,000 by March 2020.

Students were a significant driver of growth in this area. Between April 2019 and March 2020, more than 3,000 additional Student members joined APM; a testament to our work to engage with higher education institutions and also with young people directly.

Interest in our qualifications grew significantly, with a 9 per cent increase in the number of people gaining a qualification between April 2019 and March 2020. In total, more than 20,000 people achieved an APM qualification during the year.



11%
increase in
members over the
course of the year



18%
growth in
international
members



197,000
unique visitors
to our website's
qualifications page



KNOWLEDGE AND RESEARCH

The seventh edition of the *APM Body of Knowledge* – a resource that provides the concepts, functions and activities that make up professional project management – launched in May 2019. The new edition covers a wider range of topics including the strategic case for beneficial change, the use of linear and iterative lifecycles in project delivery and the critical role of people in delivering success.

Research publications included more than 20 research summaries and a report titled *The Wellbeing of Project Professionals*, with research led by Dr Clara Cheung (University of Manchester) alongside academics from Cape Town and Maryland University.

Our *Salary and Market Trends Survey 2020*, completed in partnership with YouGov, provided a detailed analysis of the state of the profession, including salaries (broken down by sector and location), job satisfaction, and diversity and inclusion.

The Golden Thread

In April 2019, we launched *The Golden Thread* in partnership with PwC. This landmark research report explored the contribution of the project profession to the UK economy. Its positive reception inspired us to commission PwC to further explore the impact of projects on UK regional development, resulting in the launch of *The Golden Thread: The Regional Picture* in March 2020.



2%
of our revenue
(minimum) invested
to help fund new
research



6
studies have been
awarded funding
from our research
fund



6,134
unique views of
the dedicated *The
Golden Thread* page
on our website

COLLABORATE AND ENGAGE

Academic engagement

Our groundbreaking school engagement campaign, Make it Happen, reached over 75,000 students to raise awareness of project management and how it relates to what students do and aspire to do.

In November 2019, we partnered with Turner & Townsend to deliver an insight session to students at the University of Limerick, Ireland; the first university event we have delivered outside the UK.

Collaboration

We worked throughout the year to build and grow links with organisations such as the Confederation of British Industry, the Institute for Government and the Professional Associations Research Network.

In October 2019, APM representatives visited the United Nations Office of Project Services (UNOPS) – the operational arm of the United Nations, dedicated to implementing projects – in Copenhagen to discuss opportunities for engagement and for supporting senior UN project staff to gain chartered status.

Events

Our Power of the Profession conferences – held in London and Manchester in May and June 2019 respectively – were well received by attendees, exhibitors and speakers, with very positive feedback.

The annual Women in Project Management Conference in September 2019 broke all previous attendance records with more than 650 people attending and several new initiatives trialled.

The APM Project Management Awards ceremony in November 2019 was a huge success, with a great turnout and a 12 per cent increase on entries from the previous year. A total of 19 awards were handed out, including two new ones: The Innovation in Projects Award and the Contribution to the Profession Award.



100+
university, school
and college events
during the business
year



2,509
delegates attended
our conferences,
including our Specific
Interest Group (SIG)
conferences



ORGANISATIONAL INNOVATION

Several innovative measures were introduced to minimise the impact of our business operations on the environment.

- Introducing a paperless payment option for membership renewals.
- Making our award-winning journal, *Project*, 100 per cent recyclable.
- Pledging to develop an action plan to support the project profession's efforts to reduce environmental impacts of projects, and to make APM carbon-neutral by 2050, if not sooner.

In April 2019, we enhanced our educational offering by launching APM Learning, an online platform available to fee-paying members that gives users on-demand access to learning resources.

Elsewhere, we established a pan-sector working group so that research, guidance and resources on the use of project data could be shared between our members, stakeholders and the wider profession, to help drive success in project delivery.



Great, easy to access and bitesize content which is really useful.

APM Learning user

Projecting the Future

Projecting the Future is a pioneering 'big conversation' with the entire profession about the future of project management, focused on six key areas.

The Fourth Industrial Revolution: Data, Automation and Artificial Intelligence	Demographics and Ageing: the 100-Year Life	Smart Cities, Urbanisation and Connectivity
Climate Change, Clean Growth and Sustainability	The Future of Mobility and Transport	The Future of Work and Skills

Beginning in summer 2019, we launched a challenge paper on each of these topics and invited the profession to share their thoughts and ideas with us. The contributions will influence our future learning resources, qualifications and CPD programme.

AWARDS AND RECOGNITION

We're proud that the work we do is recognised not only by the project community, but also by independent external bodies.



In October 2019 we were named the Overall Best Association over 1,000 Members at the Association Excellence Awards.

The following February, we were named as one of the top 100 best not-for-profit organisations to work for in the Best Companies 2020 list.



In the same month, we were shortlisted in the Best Not-for-Profit/Charity/Social Marketing category at the prestigious CIM Marketing Excellence Awards for our Make Change Happen campaign.

In March, we were delighted to find out that we were shortlisted in three categories for the 2020 Memcom Membership Excellence Awards: Best Integrated Marketing or Membership Campaign, Best Social Media Campaign and The Louis Armstrong CEO Leadership Award.



Well managed projects change the world for the better... We see these awards not only as recognition for ourselves but for project professionals everywhere.

Debbie Dore, APM chief executive

THANK YOU, VOLUNTEERS

At the end of the business year, our community of volunteers included hundreds of people, all of whom have played a crucial role in helping us engage with the project profession, other professional bodies and the wider public.

Our branch volunteers helped to grow APM's reach in new territories. Members of APM's Wessex Branch worked with members of the project community in the Channel Islands to engage with project professionals, share knowledge and promote the benefits of membership.

In September, our Women in Project Management (WiPM) SIG kickstarted a pilot mentoring programme for women pursuing chartered status by holding discussions with prospective mentors. The programme is now in full swing, with many pairings working together, helping more female project managers to gain chartered status.

A particular highlight was November's APM Volunteer Awards, which recognise and reward the invaluable contribution volunteers make to our success. Awards were presented in five categories: Volunteer of the Year, Special Achievement, Event of the Year, Volunteer Innovation and Branch of the Year.



A wide range of volunteer opportunities and events can be found on our website:
apm.org.uk/volunteers

APM BOARD MEMBERS during the business year 2019/20

Susie Boyce *(to 18 November 2019)*

Dr Jon Broome

Dr Paul Chapman

Stuart Forsyth *(from 18 November 2019)*

Sorrel Gilbert

Alistair Godbold

Debbie Lewis

Milla Mazilu

John McGlynn

Amy Morley *(from 18 November 2019)*

Nick Smallwood *(to 18 November 2019)*

Mike Wallace *(from 18 November 2019)*

Ian Williams *(from 15 July 2019)*

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