



Everyone wants to win an APM Award. It's arguably the most sought-after method of recognition in the profession. Our Project Management Awards celebrate excellence, endorse innovation and have the power to enhance careers. We're supported by our generous headline sponsor, RPC UK Ltd, and we welcome entries from all sectors across the globe.

PROGRAMME OF THE YEAR Category Criteria

Please read this carefully before submitting your entry.

PROGRAMME MANAGEMENT

Weighting: 40%

Context:

Describe the background of the programme and how the need for it arose. Outline the programme structure, governance, expected deliverables and outcomes. How did the governance of the programme influence its successful delivery? What broad organisational/environmental factors outside of the programme had an impact on how it was managed?

Capability:

Tell us about the people who worked on the programme, detailing their skills and expertise. Explain how the programme leader(s) motivated and co-ordinated people working on the programme to ensure successful delivery. How were the attitudes, relationships and dependencies between those people effectively managed? How was a professional approach and shared understanding of deliverables developed and maintained throughout the programme? What challenges were faced in any of these areas and how were they overcome?

Delivery:

Describe the methods and techniques used to effectively manage the delivery of outputs, outcomes and benefits. How did this approach positively impact the programme? How did the programme manage risks, opportunities, issues and dependencies? What steps were taken to ensure the programme was delivered as sustainably as possible, and how did the programme perform against goals to minimise environmental impact identified at the start? Did the programme deliver on time, on budget and to the required standard?

Interfaces:

How did the management of the programme interface with other areas, stakeholders and disciplines?

OUTCOMES AND BENEFITS

Weighting: 40%

Summarise both the short and long term outcomes and benefits the programme has delivered. How do these compare to the outcomes and benefits defined in the programme plan?

How have the project team's skills and knowledge developed as a result of working on this project? What will members of the programme team take away with them into their next project or programme?

Describe the results and the benefits for the customer/end user. What were the key factors that demonstrated the success of the programme? Identify any areas where the programme achieved additional benefits over and above those originally identified.

Describe the results and benefits for other stakeholders. How did the successful completion of this programme benefit the wider organisation and society? How has the programme contributed positively to sustainability and reducing environmental impact?

LESSONS LEARNED AND THE DEVELOPMENT OF THE PROFESSION

Weighting: 20%

Lessons learned:

What were the key lessons learned and which methods were used to document and share these with your programme team and/or organisation? How will you ensure these are incorporated into future projects and programmes to continually improve performance?

Managing innovation:

How were innovative ideas within the programme team encouraged? Were any innovative project or programme management techniques used to deliver the programme? Were these innovations completely new to the profession (rather than just your organisation)? How did any innovations used impact the success of the programme? Describe how these innovations will benefit the success of future projects and programmes, both in your organisation and/or the wider profession.

Challenges overcome:

What were the biggest challenges faced during the execution of this programme, and how were they overcome? How did you identify risks, issues and dependencies during the delivery of the programme? How effectively were these managed and mitigated? How did these impact the end result?