

association for
project management

apm Scotland
Branch

Scotland Project Management Challenge 2017/18

Guidance



CONTENTS

| | | |
|-------|--|----|
| 1 | Executive Summary | 3 |
| 2 | About APM..... | 4 |
| 2.1 | Strategy 2020 | 4 |
| 2.2 | Five Dimensions of Professionalism | 4 |
| 2.2.1 | Breadth | 4 |
| 2.2.2 | Depth | 4 |
| 2.2.3 | Achievement | 5 |
| 2.2.4 | Commitment | 5 |
| 2.2.5 | Accountability..... | 5 |
| 2.3 | Body of Knowledge | 5 |
| 2.4 | Our Achievements | 6 |
| 3 | Objectives and Benefits | 7 |
| 4 | Previous Winners of the APM Scottish PM Challenge..... | 8 |
| 5 | Project Theme | 10 |
| 6 | Schedule Overview | 11 |
| 7 | Timeline Instructions | 12 |
| 8 | Competition Rules..... | 14 |
| 9 | Assessment Criteria & Weighting..... | 15 |
| 10 | Roles and Responsibilities..... | 16 |
| 10.1 | Mentors..... | 16 |
| 10.2 | SPMC Committee | 16 |
| 10.3 | Project Teams..... | 17 |

1 EXECUTIVE SUMMARY

The Scotland Project Management Challenge (SPMC) is an annual competition for developing project management professionals. Teams from organisations and universities deliver a project to the benefit of their chosen charity.

The SPMC aims to improve the competitors' project management skills in a real-life environment with the support of a mentor, while at the same time helping local charities and raising the profile of the project management profession. The challenge is run over a number of months and culminates in a prestigious finals night.

2 ABOUT APM THE CHARTERED BODY FOR THE PROJECT PROFESSION

The Association for Project Management, the [Chartered body for the project profession](#), is committed to developing and promoting project and programme management through its [FIVE Dimensions of Professionalism](#). In 2017, APM was awarded a Royal Charter as part of its strategy to raise awareness and standards in the profession. The receipt of a Royal Charter marks a significant achievement in the evolution of project management. There are a number of ways in which you can benefit from what we do, including:

[membership](#)

[qualifications](#)

[publications](#)

[events](#)

The award-winning association has over 23,000 individual and 570 corporate members making it the largest professional body of its kind in Europe. APM is the UK member of the International Project Management Association.

2.1 APM Strategy – Inspiring positive change

APM's vision is ambitious, challenging and radical. We recognise that to deliver it we need to inspire everyone to create "a world in which all projects succeed with project management as a life skill for all."

Our mission is: "Inspiring communities to deliver meaningful change for societal benefit by advancing the art, science, theory and practice of project management."

Our mission is underpinned by five key objectives, which set out a clear direction of travel for APM.

[Read more about *Inspiring positive change – APM strategy*.](#)

2.2 Five Dimensions of Professionalism

The Association for Project Management supports professional values. The FIVE Dimensions of Professionalism provide a framework that helps you develop your career.

2.2.1 *Breadth*

The APM Body of Knowledge defines the knowledge needed to manage any kind of project. It underpins many project management standards and methods including the National Occupational Standards in Project Management.

2.2.2 *Depth*

The APM Competence Framework provides a guide to project management competences. It is part of your professional toolkit; mapping levels of knowledge and experience to help you progress your skills and abilities.

2.2.3 Achievement

APM qualifications take your career in new and exciting directions. They are recognised across the profession and aligned with IPMA's 4 level Certification Program.

2.2.4 Commitment

Continuing Professional Development helps develop your project management practice. A targeted development plan will enhance your project management career.

2.2.5 Accountability

The APM Code of Professional Conduct outlines the ethical practice expected of a professional. Becoming an APM member shows your commitment to the Code and sets you apart from others.



2.3 Body of Knowledge

The [APM Body of Knowledge \(BoK\)](#) defines the breadth of the project, programme and portfolio management profession. It makes up one of the FIVE Dimensions of Professionalism.

The APM Body of Knowledge definitions can be found on the APM Knowledge site (knowledge.apm.org.uk) broken down into the 69 topic areas which are contained in the full text. Topics are divided over four sections; context, people, delivery, and interfaces.

2.4 Our Achievements

The award-winning Association for Project Management has announced a record-breaking performance for the third year running. APM, who collected 'Best UK Association' and 'Best Association Conference in London' at the Association Excellence Awards in March, enjoyed record membership levels, qualification candidates and revenue, as well as a sold out conference and awards.

For further information on APM please visit the visit the APM website (www.apm.org.uk).

3 OBJECTIVES AND BENEFITS

The prime objectives of the Scotland Project Management Challenge (SPMC) are to deliver a range of professional learning benefits to individual team members as well as corporate participants. The SPMC is open to new entrants to the project management profession and students of project management and the key objectives of the competition are:

- Individual – Improve project management skills and experience within the competing teams;
- APM – Assist early project management practitioners in gaining the necessary skills, experience and networks to achieve the APM Strategy (P.4);
- Charities – The chosen team charities benefit from increased profile and fundraising.

Additional benefits include:

- An excellent opportunity to develop and practice professional competences associated with project management in a realistic environment from concept to completion;
- An opportunity to be mentored and work alongside experienced project professionals;
- Gain real-life project experience and practice a wide range of competences and skills to deliver a solution;
- Develop knowledge of the success criteria and qualities required to deliver a successful project;
- Develop a better understanding of the personal qualities required to become an effective project manager and leader;
- An opportunity to compete and gauge your performance against other aspiring project professionals in the Scotland region;
- An opportunity to enhance the project management learning experience within the corporate and further education environments (Continual Professional Development);
- A high-visibility example of successful project management delivery and implementation which should provide beneficial publicity for the corporate team sponsors.

This is also an excellent way to develop and practice your project management skills in a real project environment. It is also a unique addition to your CV.

4 PREVIOUS WINNERS OF THE APM SCOTTISH PM CHALLENGE

The Winners of the 6th Scotland Project Management Challenge 2016-2017 finals held in Glasgow were a team of 5 from Thales.



The winners of PM Challenge 2016-2017 team consisted of Louise Hanlon (Project Manager), Alex Awang (Deputy PM & Operations Manager), Mercy Mhindurwa (Finance & Procurement), Kevin Paton (Innovation Lead) & Conor McGuigan (CAD Lead) and raised £1,137 for their chosen charity Prostate Cancer UK

“Our team “Thalevation”; a merge between Thales and Innovation came up with the “Chuck it in a Bucket Challenge”

Our idea was a bespoke Virtual Reality (VR) Headset software game in which players could be immersed in a virtual environment and try to get coins in different buckets worth different points to put a creative spin on simply just putting money into charity buckets you pass in the street.

Everyone really enjoyed the finals night as we got to network with members of other organisations, other teams and the judges. It was a fantastic night to show just how dedicated and hard-working everyone who participated is and it was a great chance to show everyone how successful we had been in our project. We even decided to bring our VR Headset along to the event so we could demonstrate and give the guests a chance to use it too! It made our team stand out and sparked the interest of the judges! I would suggest to those participating to find something that could allow them to differentiate from the rest of the teams.

Just by participating in this challenge, I got to know so many new people as at the time I had just started at Thales. It forced me to be more confident in speaking to colleagues I haven't met particularly Project Managers. As PM, I was the main point of contact for stakeholders so it meant I got to know so many people and I was exposed as to what it would be like in this job role. I also got to know my team as we managed to bond over the project and worked extremely well together despite the fact we had never previously met.

It's amazing to know that our fundraiser did not only raise money for our chosen charity, but it also increased the awareness of prostate cancer around the work place and just by taking part you feel like you have really made a difference. There are so many benefits to participating!”

The winners of the 6th Scotland Project Management Challenge 2015-2016 finals held at the Grand Hotel Glasgow were a team of 5 from Babcock International.



The winners of PM Challenge 2015-2016 team consisted of Laura Duckworth (Project Manager), Andrew Wallace (I.T. & Communications), Jack McCracken (Risk Manager), Terri Davidson (Planner) and Sean MacKintosh (Cost Controller) and £6,902.22 was raised for their chosen charity the Vine Trust.

“The APM challenge was run from November to March where the team had to decide on a project and present their ideas to move on to the next stage. We came up with ‘The house that Wood Group built’ (the virtual sale of bricks and mortar to build the online equivalent of a house in Tanzania), and we were successful in securing a place in the finals. I think that it was a lot more difficult than we all originally thought, as our concept changed a few times before we actually rolled it out to the company, but the support that we had from within the company was overwhelming. Personally, I found it to be an extremely worthwhile challenge that expanded my knowledge of project management and helped me to work better within a team of people who I had never previously met. Most importantly it is a massive sense of accomplishment to know that our hard work has led to improving the life of someone else.”

5 PROJECT THEME

The theme for this year's SPMC is 'innovation while benefiting a charitable organisation or community based project.'

Participating teams are expected to define, plan and deliver a project that demonstrates creativity and ingenuity while benefiting their selected charity or community based project. The benefit is usually in the form of fundraising, but can take other forms. The project must show adherence to project management best practices in line with APM project management principles. The teams that make it to the final will be invited to present their experiences to fellow project professionals at a fun and enjoyable night in Aberdeen.

Examples of good innovation from the past include an interactive virtual reality game and a weather balloon delivering personal wishes to the upper atmosphere in relation to funds raised. A typical bad example would be a charity auction; however if this was delivered in an innovative way it could still be a suitable choice.

6 SCHEDULE OVERVIEW

- 1) **Phase 1: Proposal Phase** - During this time each team will complete a project proposal and submit this to the SPMC Committee. The proposals will define the strategic case, project outputs and planned benefits. In addition each team will be required to present their project proposal at a closed proposal event in either the Central Belt or Aberdeen. Four finalists will be selected during these events, two from each event, to continue to Phases 2 and 3.
- 2) **Phase 2: Project Delivery** – Projects managed from initiation through to an appropriate milestone (typically close-out). Mentoring and regular reporting will take place. The interim and final reports are to be submitted to both the SPMC Committee and team mentor during this phase.
- 3) **Phase 3: Finals Night** – Finalist teams will give a presentation including a short video presentation plus questions & answers from the audience made up of corporate bodies and project professionals. This presentation will be marked by the judges' panel comprising of industry representatives. The winning team will be selected taking into account all submitted reports and presentations (see

4) Assessment Criteria & Weighting P.15).



7 TIMELINE INSTRUCTIONS

| Date | Milestone | Instructions |
|----------|-------------------------------|--|
| 09/17 | Competition Launch | Read SPMC documentation and build a team. |
| 03/11/17 | Team Entry Deadline | Complete and submit the Team Entry Form. The teams of 3-5 members can represent HEIs, corporations or a collaboration of the two. Independent teams are also welcome. |
| 10/11/17 | Proposals Submission Deadline | <p>Complete and submit your Proposal document using the template provided. The project proposal should benefit a charity or community project of their choice.</p> <p>Project Proposals must contain no more than 3,000 words, including words to describe any graphics. Failure to adhere to this word limit may result in the proposal not being fully marked. The judges will be looking for quality, not quantity.</p> |
| 16/11/17 | Proposals Night | <p>Two proposals nights will be held in parallel in Aberdeen and the Central Belt.</p> <p>Each team should present their proposal to a team of judges. The presentation should last no longer than 15 minutes and a 10 minutes Q&A session will follow. The teams are encouraged to be creative in the way they present their proposal and may bring along any other supporting material they feel is appropriate. The highest scoring team(s) from each proposal phase will then go on to execute their project and compete in the finals.</p> <p>The teams can present using any format they prefer (Powerpoint, Prezi, poster, etc.); however only a Windows PC and projector will be available on the night, so if you need any other supporting equipment (e.g. Apple MacBook) then this should be brought along by the team.</p> |
| 21/11/17 | Mentors Assignment | An experienced project management professional will be assigned to each team to act as a mentor throughout the project. Only one mentor will be assigned by the SPMC Committee; however you are free to get mentoring & coaching support from additional sources, such as your University or Organisation, but this must be arranged by the team. |
| 24/11/17 | Funds Issued | Start-up funds will be released to the teams. The maximum funds per team is £100; however additional benefits in kind are allowable from external parties – for example discounts on materials, volunteers' time, or free loan of equipment. |

| | | |
|----------|-------------------------|---|
| | | No start-up funds need to be returned to the SPMC Committee except any amounts not used. |
| 19/01/18 | Interim Report Deadline | <p>Complete and submit the Interim Report using the template provided. In addition to the Interim Report document the SPMC Committee will accept an additional sheet containing the team's project plan.</p> <p>Any further sheets submitted will not be marked. It is strongly recommended by the SPMC Committee that the team arrange to discuss the interim report with their mentor to obtain their feedback.</p> |
| 09/03/18 | Final Report Deadline | <p>Complete and submit your Final Report.</p> <p>Final Reports must contain no more than 5,000 words, including words to describe any graphics and should be no more than 25 A4 pages, single sided. Anything over this limit will not be marked by the SPMC Committee.</p> <p>All teams will be expected to progress their projects to a significant milestone corresponding with this Final Report Deadline. Due to the relatively short timeframe from Proposals Night through to Finals Night this milestones does not necessarily have to be the final project delivery milestones; however consideration should be given to how the team can demonstrate achievement of the project objectives.</p> |
| 20/03/18 | Presentation Submission | Submit your presentation files in preparation for finals night. |
| 22/03/18 | Finals Night | <p>Attend the prestigious APM Scotland Project Management Challenge 2017/18 Finals Night and present your project overview to a panel of judges and project management community.</p> <p>The finalists should present, in their own style, their project outcomes as well as all major project management aspects. The presentation should not exceed 15 minutes in total and should include a 3 minute video, which <u>should have a focus on the benefits realisation management aspects</u> of the project.</p> <p>The presentation will be followed by a Q&A session of up to 10 minutes with the audience and judges.</p> <p>The judges will score the presentations against a set of criteria and these will be combined with scores from the earlier project submissions. At the end of the night the winning team will be awarded their trophies.</p> <p>The judges' panel is made up of project management professionals from a range of sectors and will typically include representatives from industry, training and APM.</p> |

| | | |
|--|--|---|
| | | As well as seats for your team, there will also be guest places for your mentor and a representative from your chosen charity or community project. |
|--|--|---|

8 COMPETITION RULES

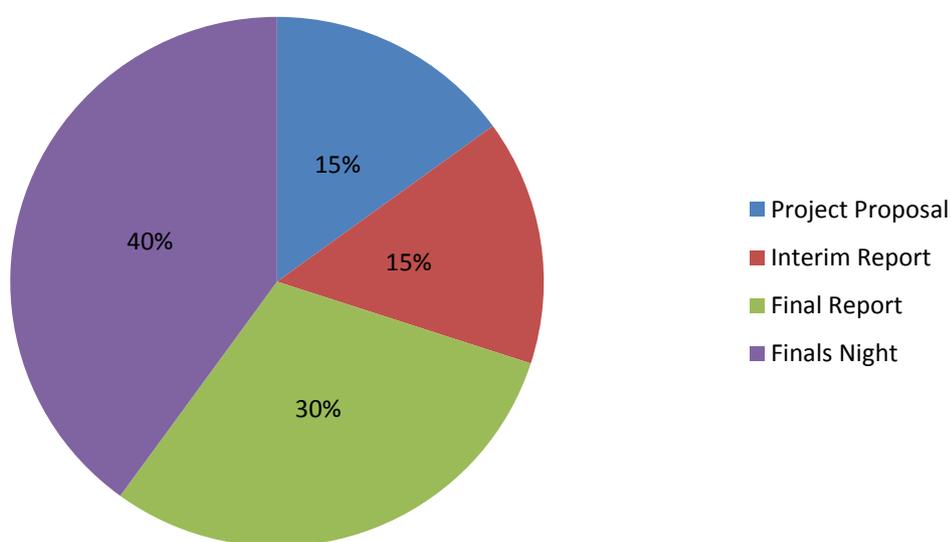
1. Each team must consist of a minimum of 3 and a maximum of 5 members
2. All official submissions should be sent to varghese.mathew@leonardocompany.com.
3. Each team is to prepare and execute a project of their choice to benefit a charity or community project of their choice.
4. Organisations and Higher Education Institutes (HEIs) may submit multiple teams for the proposal stage however only a maximum of 2 teams from a single organisation will be able to progress to the next stage.
5. Participating members should have a maximum of 5 years of project management/project controls working experience. It is the responsibility of the lead member of each entry team to ensure this is adhered to.
6. The budget must be fully accounted for and receipted back to the SPMC Committee.
7. There is no limit to external funding that can be sourced by each Project Team.
8. Since APM is a charity it cannot donate money to another charity. Each team will donate the money they raise directly to their chosen charity.
9. The SPMC board and judges' panel's decisions are final.

9 ASSESSMENT CRITERIA & WEIGHTING

The SPMC teams will be marked across four elements which will be weighted as follows:

- Project Proposal – 15%
- Interim Report – 15%
- Final Report – 30%
- Finals Night – 40%

Score Weighting



Please note the assessment criteria will focus on the following topics:

- The level of innovation applied to the project both in the concept and execution.
- The adherence to the theme and its overall execution
- The application of the principles of the APM body of knowledge.

The initial phases of the competition will be judged by the SPMC Committee with the Finals Night being judged by a select panel of established project professionals. Please note that all judging decisions are final.

10 ROLES AND RESPONSIBILITIES

10.1 Mentors

The role of the mentor is to provide both a source of information/knowledge and a sounding board. The mentor's role is one of facilitation. Project teams are not obliged to accept the advice provided. The mentor should also strategically assess and monitor progress and give advice for effectiveness and efficiency. Mentors should not provide solutions, but ask questions to stimulate the project team's own thinking and development of their own solutions. Mentors are responsible for ensuring that each team runs a unique style of project.

The project team should choose the interface with the mentor; how often to meet, format of meeting and communications and focus. The mentor should agree this interface programme at the semi-finals stage, or soon after.

As a guide the following would be a suggested minimum interface programme:

- Initial meeting – face to face
- 1 interim report – electronic (see interim report template)
- Final project summary report – should include all close out information including financial/budget analysis and a detailed risk plan.

Mentors should be the single point of contact between the project team and the SPMC Committee.

10.2 SPMC Committee

The SPMC Committee's main role is to supervise the running of the competition. They should provide levelling control on the input of mentors to ensure that they offer similar times to mentees, although the offer may not be taken up.

The SPMC Committee will receive one interim report and one final report. These are the only reports that will be marked by the SPMC Committee and a specific set of judges will be assigned this task.

The SPMC Committee is to provide governance for the competition and the project teams and ensure that all parties deliver their own component parts. This should include but is not limited to:

- Access to a suitable mentor
- Timely provision of funding
- Maximise publicity
- Provide clarification to mentors regarding their role

10.3 Project Teams

Project teams are to deliver a project with SMART objectives (specific, measurable, attainable, realistic, time-bound) and of sufficient complexity in line with this year's challenge theme.

In addition Project teams will be expected to:

- Abide by the competition rules at all times
- Provide a robust business case

Where there are concerns about the project, the team's first point of contact should be with the mentor.

Where there are concerns about your mentor the first point of contact should be with the mentor to raise your concern and jointly come to a resolution. If this is unsuccessful then the concerns should be raised to the SPMC Committee Chairman (Varghese Mathew): spmc@apm-scotland.org.uk. Please precede your subject header with "SPMC 2017/18".