



Practitioner Qualification (IPMA Level C)

Candidate Guidance

APM Practitioner Qualification

Contents	Page
Who is the APM Practitioner Qualification for?	3
What is assessed during the APM Practitioner Qualification?	3
How is the APM Practitioner Qualification assessed?	4
International registration	5
How to apply for the APM Practitioner Qualification	5
Candidates with special dispensation	5
Advice and guidance	5
Appendices	
Appendix A	6
Areas of the <i>APM Body of Knowledge</i> Addressed by Case Study Material and Assessment Criteria	
Appendix B	
Assessment Criteria	

Who is the APM Practitioner Qualification for?

The APM Practitioner Qualification is for individuals who want to show that they can effectively manage a non-complex project across its whole lifecycle. The APM Practitioner Qualification is appropriate for individuals who have at least 3 years' experience in responsible leadership functions of non-complex projects or have been a team member of a more complex project. Candidates wishing to take the Practitioner Qualification must also satisfy one of the following criteria for project management knowledge:

Either;

Passed the APM Project Management Qualification

Can demonstrate good familiarity with the APM Body of Knowledge and have passed an equivalent qualification such as PMP, ISEB Certificate in Project Management, Open University Project Management Module M815

Can demonstrate that they have good foundation knowledge of project management supported by evidence of relevant CPD

Note: Approved centres will be responsible for ensuring that all candidates put forward for assessment for this qualification can demonstrate the required foundation knowledge.

What is assessed during the APM Practitioner Qualification?

The certification assesses a candidate's capability to manage a non-complex project across all aspects of the project lifecycle. The Practitioner Qualification is not designed to assess overall competence as a project manager as this is not possible out of context of the project environment. It is an assessment at a given moment in time in a specific, but generally realistic environment.

The assessment of the candidates' capabilities takes place within the boundaries of a case study and is made against 30 assessment criteria (Appendix B), with particular emphasis on the criteria written in bold.

Assessors are also looking for objective evidence of the desired behavioural characteristics of a project management professional, as defined in the APM Body of Knowledge (Version 6). Although these behaviours are not scored in the same way as other criteria, if the assessors believe that a candidate displays a serious and systematic deficiency in one or more behaviours, the candidate will fail the assessment. The characteristics are:

Open, positive attitude	Inventiveness
Common sense	Prudent risk taker
Open mindedness	Fairness
Adaptability	Commitment

All the areas of the APM Body of Knowledge (Version 6) addressed by the case study material and assessment criteria are outlined in Appendix A.

Assessors will collect evidence of a candidate's project management capabilities through the group activities and exercises as well as through the written examination. Candidates will be observed discussing and solving problems relating to the project case study. In addition, all candidates will be interviewed by their assessor on an individual basis during the assessment session.

How is the APM Practitioner Qualification Assessed?

The assessment session will typically take place over three days; starting at lunchtime or late afternoon on Day 1 and finishing at lunchtime or late afternoon on Day 3, depending on the chosen timetable. Only APM can approve modifications to timetable arrangements to accommodate client needs without jeopardising the structure and efficacy of the assessment process. This must be done in advance of the assessment session.

The assessment process fundamentally relies on all candidates attending each session on time. Lateness, for any reason, compromises the assessment process. For this reason, the assessment session is designed to be a residential event.

The assessment will comprise of:

Individual work – candidates will provide written answers in examination conditions to questions based upon the given case study and will also provide a written answer to a question about an issue in project management. This question will be related to one or more of the assessment criteria, and will be selected by the assessor from the pre-published list of questions which all candidates have access to. Candidates must ensure that their written scripts and other work submitted are legible. The assessors or facilitators may decide not to mark the scripts or other work judged to be illegible.

Group work (observed) – candidates will carry out group exercises in order to discuss and solve problems related to the case study.

Interviews – all candidates will be interviewed on an individual basis. The first part of the interview is an opportunity for the candidate to tell the assessor about their experience and capability as a project manager using examples from their experience to illustrate their views. This should be done via a presentation from the candidate that should last a minimum of 5 minutes and a maximum of 10 minutes. Each candidate should inform the assessor of the length of their presentation before they begin. Candidates may use a flipchart during this presentation but should not use pre-prepared visual aids. For the remainder of the interview, the assessor will engage the candidate in a dialogue by asking relevant questions that are case study bounded.

Candidates will be allowed to refer to the APM Body of Knowledge (Version 6) Definitions document throughout the assessment but not during the written work in Session 5. Assessors are responsible for the assessment of the candidate's performance and facilitators are responsible for marking written work. Facilitators are also required to share their findings with the assessors whilst determining evidence of the candidate's capability against the assessment criteria.

International Registration

Successful candidates will be registered with the International Project Management Association (IPMA) Level C qualification. In line with the stipulations of the Level C qualification, the APM Practitioner Qualification is valid for a period of five years. After five years, a candidate's certification must be re-certified by providing evidence of their Continuing Professional Development in project management.

How to apply for the APM Practitioner Qualification

Candidates who have met the pre-entry requirements of project management experience and knowledge will need to register with an APM approved assessment centre. The registration documents required are:-

1. Two copies of the completed and signed APM Practitioner Qualification application form
2. Two copies of the completed APM self-assessment form
3. Two copies of a project based CV outlining the candidate's experience in project management, with details of their responsibilities and involvement across the project life cycle.

Using these documents for reference, approved assessment centres are responsible for accepting applications on behalf of APM. If the candidate does not agree with the centre's assessment, the application will be referred to APM head office for arbitration.

Candidates with Special Dispensation

APM will do its utmost to accommodate candidates with medical dispensation. Candidates should notify the approved assessment centre at the time of application in order to ensure that all appropriate considerations are given. A dispensation may be allowed for candidates with a medical or physical problem supported by a medical certificate from your GP or other medical practitioner only if prior notice is given to APM in writing.

Rules and Regulations

Candidates are not permitted to take ANY paperwork into the PQ syndicate rooms. APM recommend that candidates bring a pen, pencil and calculator ONLY to the PQ event. If candidates take handbags and laptop bags etc. into the syndicate room they must be placed into the corner of the syndicate room as directed by the Facilitator and not touch during the Assessment.

Candidates are NOT permitted to take any paperwork from the PQ syndicate rooms. Failure to comply with this regulation will result in instant dismissal from the PQ event.

Appeals

By sitting the examination, candidates are confirming that they are fit to do so: no appeals will be heard concerning a candidate's wellbeing during the examination. If there are extenuating circumstances you feel would impair your performance please speak to your Accredited Provider, or APM direct for open examinations, to rebook.

Enquiries can be made regarding examination conditions and re-marking of assessments. The examination conditions enquiry will only be accepted if the issue has been declared at the time of

the examination or via the post examination survey. There is a charge for the re-marking of assessments.

Complaints can be made regarding dis-satisfaction with the standard of service from APM or your Accredited Provider.

Appeals will only be heard on the grounds that procedures and processes have not been applied consistently or fairly. There is a charge for all appeals which is refunded if the appeal is upheld. No appeal can be heard on the grounds of technical judgement. All appeals must be heard by the Appeals Panel whose decision is final.

An enquiry, complaint or appeal must be made in writing to the APM Qualifications Department and be received no later than 30 days after the dispatch of your results.

To help you provide the necessary information concerning an appeal, the appropriate form may be obtained from the APM Qualifications Department. Please email qualifications@apm.org.uk to request one or call **0845 458 1944**.

Emergency Procedures

Candidates are expected to familiarise themselves with the safety and fire procedures at the Practitioner Qualification venue.

Advice and Guidance

Advice, support and guidance are available from any APM approved assessment centre or from the APM Professional Standards and Knowledge Department.

Association for Project Management Professional Standards and Knowledge Department
Ibis House
Regent Park
Summerleys Road
Princes Risborough
HP27 9LE

Tel: 01844 271860
Email: qualifications@apm.org.uk
Web: www.apm.org.uk

Appendix A

Areas of the APM Body of Knowledge addressed by case study material and assessment criteria			
Project management in context	<ul style="list-style-type: none"> • Project Management • Project Context • Project sponsorship 	Planning the strategy	<ul style="list-style-type: none"> • Project success and benefits management • Stakeholder management • Value management • Project management plan • Project risk management • Project quality management
Executing the strategy	<ul style="list-style-type: none"> • Scope management • Scheduling • Resource management • Budgeting and cost management • Change control • Information management and reporting • Issue management 	Techniques	<ul style="list-style-type: none"> • Requirements management • Estimating • Configuration management
Business and commercial	<ul style="list-style-type: none"> • Business case • Procurement • Legal awareness 	Organisation and governance	<ul style="list-style-type: none"> • Project life cycles • Concept • Definition • Implementation • Handover and closeout • Project reviews • Organisation structure • Organisational roles
People	<ul style="list-style-type: none"> • Communication • Teamwork • Leadership • Conflict Management • Negotiation 		

Appendix B

Practitioner Qualification Assessment Criteria

All assessment criteria shown are important and contribute to the pass/fail decision for each candidate, however, a Practitioner Qualification will not be awarded to candidates who do not demonstrate at least a basic/partial capability in the assessment criteria shown in **bold**.

1. Determine stakeholders and their influence and interests
2. Design the optimal project organisation
3. Analyse and understand project success criteria and business benefits
4. Analyse and understand project constraints and dependences
5. Identify project risks and assumptions
6. Identify project issues
7. Demonstrate an understanding of project context and the overall business case
8. Define the scope of the project
9. Demonstrate a comprehensive application of project management planning
10. Apply a risk management process competently to the project
11. Apply a quality management process competently to the project
12. Demonstrate an ability to incorporate best value approaches
13. Demonstrate an awareness of generic legal and contractual issues
14. Prepare for a negotiation with a supplier of critical services for the project
15. Analyse conflict situations and apply an appropriate style to resolve the issue
16. Objectively reflect on the performance of self and other team members
17. Present information clearly and factually
18. Answer questions relevantly and succinctly
19. Optimise project plans to respond to a major change
20. Apply effective change control and configuration management
21. Balance conflicting stakeholder expectations
22. Demonstrate an ability to monitor project progress and take suitable controlling action
23. Plan and conduct a suitable post project evaluation review
24. Objectively identify lessons to be learned separating causes from effects
25. Communicate succinctly in writing
26. Lead and influence a small team
27. Work effectively as a team member
28. Communicate verbally in an appropriate way (including listening)

29. Obtain information through use of appropriate questions
30. Present compelling recommendations to project sponsor (board/steering group)