



The Chartered Project Professional

APM's response to the feedback
received on its consultation on
the new chartered standard

THE **CHARTERED BODY** FOR
PROJECT PROFESSION



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1. Foreword

We have reached another key milestone for the Association for Project Management with the publication of our chartered standard. Thank you to everyone who took the time to respond to the consultation; as this report shows, we received feedback from more than 120 organisations and individuals, and it has been invaluable in formulating the final form of the chartered standard.

We have taken great care to consider the responses received and this document demonstrates how the feedback has been instrumental in making some modifications to the original proposals.

The chartered standard is inclusive of the diverse range of roles encompassed within the project profession and has been designed to be equally accessible to individuals with qualifications and/or with significant relevant experience of projects, programmes or portfolios.

There is still a great deal of work to do around the assessment, guidance and launch of the Register, but with the publication of the chartered standard, we are another step closer to our goal of enhancing the status and recognition of project management as a means of delivering effective change that improves our economy and society.

John McGlynn
Chairman, APM

2. Overview and Executive Summary

2.1

The Association for Project Management (APM) is a membership association, a professional body and a charity. It was first incorporated in 1972 and commenced operation under its Royal Charter on 1 April 2017. APM's mission is to inspire communities to deliver meaningful change for societal benefit by advancing the art, science, theory and practice of project management. Detail on APM and its Royal Charter can be found at apm.org.uk. One of the key tasks for APM has been to develop a chartered standard to underpin the profession's new status.

2.2

On 31 July 2017, APM issued the consultation on its proposals for the chartered standard for the project profession, seeking informed feedback from interested parties. The consultation closed on 22 September 2017. APM commissioned YouGov to host the consultation.

2.3

The consultation received 122 responses via YouGov and some further written responses that were sent to APM. We are grateful to all those who provided feedback. This has been very useful in formulating the final form of the new chartered standard. We have taken care to consider the responses received and these have been instrumental in making some modifications to the original proposals.

2.4

The headline results of responses to the YouGov hosted consultation are:

- 62% agreed that the *proposed positioning* of the chartered standard is appropriate;
- 55% agreed that the assessment model is appropriate;
- 73% think it is likely they will *support* the chartered standard and 71% think it is likely they will *recognise* the chartered standard;
- 43% agree that the proposed recognition of other assessments is appropriate; and
- 80% of responses were from individuals and 20% were submitted on behalf of an organisation.

We are delighted that such a high proportion of respondents indicated that they will support the standard.

Responses provided different points of view and sometimes diverged in thinking. Where we have perceived common themes, we have addressed them as outlined in this response.

This response should be read in conjunction with the chartered standard, which is being published on the same date and can be found at apm.org.uk/chartered.

"Responses provided different points of view and sometimes diverged in thinking"

2.5

APM remains of the view that the standard should seek to encompass a wide range of different roles and specialisms within the project profession.

It is expected that a broad range of candidates who are project professionals would be eligible and able to seek chartered status.

2.6

APM will proceed with the positioning of the standard as set out in the consultation and consistent with the thrust of the consultation responses:

- Now the positioning of the chartered standard is set, further work on explanatory material is required before applications for admission to the Register of Chartered Projects Professions is opened in spring 2018;
- While retaining a robust approach, the chartered standard will seek to be inclusive of the range of roles encompassed within the title 'Chartered Project Professional';
- Achieving the chartered standard will not depend on number of years in the profession, and APM will publish example personas to aid those seeking to progress their career towards achieving the chartered standard; and
- A definition of professionally active and how this will be evidenced has been agreed and is set out in this response at paragraph 3.5.

2.7

In response to comments received, APM has made modifications to the requirements for achieving the chartered standard as follows:

- The list of mandatory competences for the chartered standard has been reviewed and reduced to ten, with a requirement for two elective competences. APM believes that the mandatory competences are the generic competences that a project professional needs to demonstrate at the level of the chartered standard.
- The requirements for the written submission for the experiential route have been modified and the submission will be required to demonstrate professional practice against the ten mandatory and two elective competences.
- The technical knowledge for the experiential route (Route 3) will be assessed via an extended interview based on the context evidence supplied in the written submission.
- APM will provide the detail of the assessment criteria, which will be made publicly available.

APM will be issuing further detail about the assessment process and guidance in Q1 2018 prior to inviting applications for admission to the Register of Chartered Project Professionals in spring 2018.

"Achieving the chartered standard will not depend on number of years in the profession, but APM will publish example personas to aid those seeking to progress their career towards achieving the chartered standard"

2.8

There will be three alternative routes for an individual to achieve chartered status:

2.8.1

Route 1 for project professionals who have a recognised assessment for technical knowledge; APM believes that this should be the preferred route for those early in their career as a project professional.

2.8.2

Route 2 for project professionals who have a recognised assessment for technical knowledge and professional practice.

2.8.3

Route 3 for experienced project professionals who do not have a recognised assessment, but meet the eligibility requirements.

2.9

APM has received some expressions of interest in gaining recognition of assessments from external parties and continues to invite expressions of interest. APM expects to publish further information about the more detailed criteria and process for recognising assessments in Q1 2018.

3. Positioning of the chartered standard

Key Consultation question

To what extent do you either agree or disagree that the **proposed positioning** for the chartered standard is appropriate? Why do you say that?

3.1

62% of respondents agreed with the positioning of the standard.

Comments included:

'We mostly agree that the proposed positioning is appropriate and we support the raising of the profile that this charter will bring to the profession.'

'It is good to see that the status is based not just on knowledge/experience, but ability to deploy that knowledge effectively and includes professional ethics and CPD.'

'Agree it sounds about right compared to our expectations and other professional bodies and chartered criteria.'

Some respondents requested additional detail.

APM response: We are pleased that the proposed positioning of the standard has met with general approval and will proceed on the basis outlined in the consultation paper. The chartered standard is about a high standard of competence, but is not reserved for those at the pinnacle of the profession. It was necessary to test the positioning prior to building too much detail around it. Having reached this stage, APM is now working on the material that will support this.

3.2

There was strong support for the emphasis on professional ethics and continuing professional development (CPD) as part of being a project professional. There were some questions raised around the detail of CPD requirements and whether these were too demanding.

APM response: The *APM Code of Professional Conduct* and CPD requirements will be adopted for the chartered standard. The code will be slightly modified as necessary to apply to Chartered Project Professional (ChPP) status. APM also proposes to issue further guidance around the requirements for CPD that will explain the broad range of activities that may constitute CPD, the reflective approach required and record-keeping requirements.

"The chartered standard is about a high standard of competence, but is not reserved for those at the pinnacle of the profession"

3.3

There were differing views about the breadth of project professional roles that should be able to attain the Chartered Project Professional standard. For instance:

'It does not define whether individuals must lead the initiatives or merely work on the team.'

'The positioning must include project professionals working in key control functions.'

'There may be a need to recognise in a different manner those with specialisms in discrete parts of a complex project/programme/portfolio.'

'Our view is that the chartered standard should be more reflective of the new *APM Competence Framework*, which includes the 14 professional roles.'

APM response: The breadth of project professionals' roles represents a challenge. APM has taken the view that the chartered standard should:

- retain the required robustness within the one chartered standard provided for by the Royal Charter; and also
- seek to encompass a wide range of different roles and specialisms of project professionals.

It is expected that a broad range of candidates who are project professionals would be eligible and able to seek chartered status. Therefore, APM has examined further and made changes to the mix of required competences, as explained further in section 4.3.

3.4

Several focused on the number of years in the profession that would be required, with differing views about this period. Comments reflected differing views regarding length of time in the profession before attaining chartered status, including 'Surely chartered status should be based on agreed criteria, and length of service is very dependent on the environment, level of authority and responsibility people are given by their employer'.

APM response: As stated in the consultation, APM 'expects individuals to be able to access the standard when they are ready to meet the requirements'. The chartered standard does not contain any 'time served' rule, in recognition that this is not a robust measure or demonstration of competence. In order to assist potential applicants, APM intends to publish a range of example personas of those who may wish to apply and may be able to fit the profile of a Chartered Project Professional.

"In order to assist potential applicants, APM intends to publish a range of example personas of those who may wish to apply"

3.5

There was a lot of comment about the requirement for, and definition of, active status.

APM response: In response to comments received, APM has decided to adopt the following more inclusive definition of professionally active:

- a. having a proven track record of delivering projects, programmes, portfolios, or a key control or enabling function; and
- b. having up-to-date knowledge of current practices and methods; and
- c. being actively involved in the project management profession.

Where the majority of evidence provided in an individual's application is more than five years old, applicants will also be asked to complete a currency statement to explain how they meet the professionally active criteria.

4. Achieving the chartered standard

Key Consultation questions

To what extent do you either agree or disagree that the **proposed assessment model** for the chartered standard is appropriate?

How likely, if at all, do you think it is that your organisation/company would:

- Recognise the standard; and
- Support the standard?

Why do you say that? If applicable, how would your organisation support it?

4.1

55% of respondents agreed that the assessment model is appropriate.

Responses to this part of the consultation were more nuanced, which perhaps accounts for the slightly lower level of agreement. There was general agreement about the need to demonstrate both technical knowledge and professional practice involving the application of that technical knowledge. There was also general agreement about the need for an experiential route (Route 3) and a recognised assessment route (Routes 1 and 2) to achieve the chartered standard.

4.2

71% of respondents said they would be likely to recognise the chartered standard and 73% said they would be likely support it.

4.3

There was a lot of comment about the proposed competences and the split between core and elective competences. Different respondents suggested alignment with their own or others' (different) frameworks instead of APM's established competence framework. There was a suggestion that the requirement to demonstrate 13 core competences would mean that some recognised project professional roles would be excluded. Some suggested that some of the elective competences, such as 'Schedule management', should be a core competence. Others suggested that there should be more emphasis in core competences on behavioural and leadership competences. In short, although there was a lot of comment on the competences, there was a divergent range of views about how they might be changed.

"APM believes that the mandatory competences are the generic competences that a project professional needs to demonstrate at the required level to attain the chartered standard"

APM response: APM has re-examined the split of competences in light of comments received. The competences listed are based on the *APM Competence Framework*, which was reviewed and republished in its second edition in June 2015. In response to comments about accessibility for those in different project professional roles, APM has reviewed and reduced the list of mandatory competences for the chartered standard to ten, with a requirement for two additional elective competences. 'Budgeting and cost control' and 'Financial management' are now alternatives as a mandatory competence. The 'Consolidated planning' competence encompasses the elements time, cost and quality, which are seen as the basis for project management. Some of the elective competences enable these to be further assessed at a more detailed level. Other mandatory competences, such as 'Leadership', 'Stakeholder and communication management' and 'Conflict management', address the leadership and soft skills requirements that are increasingly seen as essential for project professionals in today's environment. Ethics, which is crucial, will be assessed at the interview stage.

APM believes that the mandatory competences are the generic competences that a project professional needs to demonstrate at the required level to attain the chartered standard. The attainment of chartered status will not imply experience in all areas and individuals have a duty under the *APM Code of Professional Conduct* not to claim expertise where they do not have it for a particular project professional role.

4.4

There was also comment about the proposal to assess 18 competences for the experiential route (Route 3) for both technical knowledge and its application in practice. One comment stated 'The assessment model seems to me to be unnecessarily complex and burdensome. It specifies 18 areas of competence, which is unusually large for a professional body', going on to point out that 'if these were assessed by written submission for both technical knowledge and practice, this would require evidence to demonstrate the fulfilment of 36 requirements'. Others also queried the possible size of the written submission required and its required contents.

"Technical knowledge for the experiential route will be assessed via an extended interview based on the context evidence supplied in the initial written submission"

APM response: APM agrees that the proposed requirements for the portfolio of evidence for the experiential route are out of step with other professions. Therefore, the chartered standard assessment will be changed from the proposal in the consultation as follows:

- The competences required to be evidenced in the written submission to demonstrate professional practice for assessment (where required) will be ten mandatory competences and two elective competences.
- Technical knowledge for Route 3 will be the experiential route will be assessed via an extended interview based on the context evidence supplied in the initial written submission – this will reduce the previously unwieldy size of the submission, while still allowing for robust assessment of technical knowledge.
- The written submission will also include an overview of between one and four projects/programmes/portfolios to provide context for the competence evidence.

4.5

Some responses raised questions about how competences would be assessed, how technical knowledge and professional practice will be defined and the interview process.

APM response: The competences are based on the *APM Competence Framework*. Now that the split of mandatory and elective competences is finalised, APM is working on the detail of the assessment criteria, which will be made publicly available. APM is conducting a transparent process to engage and train assessors and, as an initial stage, has advertised for expressions of interest.

APM will be issuing further detail about the assessment process and guidance in Q1 2018 prior to inviting applications for admission to the Register of Chartered Project Professionals in spring 2018.

5. Recognition of assessments

Key Consultation question

To what extent do you either agree or disagree that the **proposed recognition of other assessments** for the chartered standard is appropriate? Why do you say that?

5.1

43% of respondents agreed that the proposals for recognition of other assessment were appropriate.

Some respondents did not believe that recognition of other assessments was appropriate; others were strongly in favour.

5.2

Some respondents asked for more clarity about the criteria for recognising other assessments. Several asked for clarification about the position of those who had achieved the APM Registered Project Professional (RPP) designation. Beyond this there was a range of views regarding this proposal. Some expressions of interest from other organisations have been received.

APM response: APM will proceed with its proposal to have a full recognised assessment route.

An awarding body or organisation will be able to apply to APM to have their assessment recognised as either:

- Meeting the technical knowledge requirements (for Route 1); or
- Meeting the technical knowledge and professional practice requirements (for Route 2).

APM will review its own assessments to determine whether they meet the requirements of the chartered standard for Routes 1 and 2. This will include the RPP standard and the APM Project Professional Qualification (PPQ). Without prejudice to that work, it is currently envisaged that those who have achieved RPP will have achieved the technical knowledge and professional practice requirements, and that those who have achieving PPQ will have met the technical knowledge requirements. All other requirements, as detailed in the standard, will still need to be met.

APM has received some expressions of interest in gaining recognition of assessments from external parties and continues to invite expressions of interest. APM expects to publish further information about the more detailed criteria and process for recognising assessments in Q1 2018.

6. Draft APM Regulations

Key Consultation question

Do you have any comments on the proposed APM Regulations?

6.1

Many had no comment on the draft APM Regulations and others stated that they seemed sound. More detailed comments received tended to centre on matters of individual detail. Some suggested that there should be a closer relationship between admission to the Chartered register and membership of APM or holding the APM Registered Project Professional (RPP) designation. One suggested provisions to ensure the impartiality and fair process in the appointment and practice of interviewers. Some raised questions about how 'professionally active' would be defined. Some raised questions about the CPD requirement. Some suggested use of the term 'Chartered Project Manager' instead of 'Chartered Project Professional'.

APM response: Having considered all the matters in the round, APM does not intend to propose extensive alterations to the draft regulations. Some comments will be addressed in further detail that will be provided and the question of 'professionally active' has been addressed. The final regulations will be subject to approval by the Board of APM in due course.

7. Any other issues

Key Consultation question

Are there any issues relating to the proposed chartered standard that have not been mentioned yet which you feel the Association for Project Management should take on board?

7.1

A range of issues were raised. Some reiterated comments already made, and several related to the need for the chartered standard to be inclusive and recognise qualifications and designations already achieved from APM, other chartered bodies and other parties.

APM response: APM believes that the chartered standard that has been developed will be robust, but also inclusive. The recognition of other assessments has been dealt with in more detail in Section 5.

8. Next steps

This response is published on the same date as the chartered standard, which can be found at apm.org.uk/chartered.

Applications will open for the Register of Chartered Project Professionals in spring 2018. In the meantime, APM will continue to develop supporting materials, including detailed assessment criteria and applicant guidance, for further release.

The APM website includes a dedicated chartered area, which will be updated as further details emerge.

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