

Association for Project Management

Members' Review 2021/22



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This report covers APM's business year 2021/22.
All information in this document refers to the
period April 2021–March 2022.

For more information go to [apm.org.uk](https://www.apm.org.uk)

At a glance

During the final year of APM's five-year Inspiring Positive Change strategy, we have gone beyond the delivery of our objectives by building the profile of the project profession, challenging the status quo, and setting the highest standards. In what was a challenging year, we successfully navigated the difficult business and operating conditions to achieve a huge amount for our members and the profession.

- Membership increased to 37,031, representing a 6% rise
- More than 1,775 new Full members added
- Accessibility to the Chartered Project Professional (ChPP) standard increased
- A wide range of research published, including *Dynamic Conditions for Project Success*
- Third edition of the *APM Competence Framework* released
- Major Project Leadership Specialist Certificate launched
- New APM Mentoring Programme launched, following member consultation
- Hybrid APM Project Management Awards streamed across three online platforms.

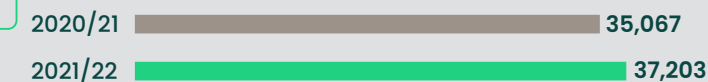
Daniel Foreman, Associate member



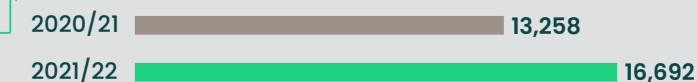
Driving engagement



Individual members



Qualifications sat



Social media followers



6%
increase in
Individual members



18%
increase in
Student members



26%
increase in
exams sat



Chair's report

As we move into the post-COVID recovery, it's important that we continue to look forwards. Project management has never been more important, and project professionals will play a vital role in helping businesses and society overcome challenges and capitalise on opportunities.

APM has undergone a period of transition itself this year, with the appointment of a new CEO, Professor Adam Boddison, Deputy CEO, Mark Hepworth, and new Director of Communications and External Affairs, Humayon Pramanik. This ability to continuously adapt and evolve is reflective of the profession we serve and stands APM in good stead for the future.

This year has also seen the roll-out of a new mentoring programme, a new Continuing Professional Development (CPD) programme, a refreshed Competence Framework, and the launch of the Major Project Leadership Specialist Certificate. It has also been a strong year for APM's research programme, with the launch of reports such as *Dynamic Conditions for Project Success*.

Following a year in which so much has been achieved, it seems fitting that 2022 also saw us celebrate APM's 50th anniversary. This milestone has been recognised in several ways, including a new strategy and the return of the Power of Projects conference as a face-to-face event.

I would like to thank APM staff across all departments for their hard work, and commend the expertise and commitment of APM's volunteer community, as well as APM's board members for their continued support.

D. J. Lewis

Debbie Lewis
APM Board Chair

Chief Executive's report

When reflecting on our previous business year, I can't help but be impressed by the levels of passion, commitment, knowledge and enthusiasm for the project profession that the team at APM has shown. It makes me feel greatly optimistic for the future and hugely proud of all that has been achieved.

However, it's worth remembering that APM and the profession face some significant challenges, such as the long-term effects of the coronavirus pandemic, the impacts of Brexit on the business environment, the energy crisis, and of course, the existential threat posed by climate change.

While challenges of such scale may appear overwhelming, the project profession should be lauded for its ability to adapt. I firmly believe that no matter what sector you work in or where you are in the world, project management creates positive change for everyone, and effective project delivery is more essential than ever in solving some of the most challenging problems facing society.

As the world's only chartered membership organisation for the project profession, our activities build the profile of the profession and set the highest of standards. It's a privilege for me to play a leadership role at APM and I'd like to thank everyone for their support, including our members, volunteers, colleagues, board trustees and partners. I look forward to building on what has already been achieved and the strong position APM is in for the future.

Professor Adam Boddison
APM Chief Executive Officer



Creating public benefit

Project management has never been more important than in today's volatile, uncertain, complex and ambiguous world. Change is constant and accelerating, and well-managed projects are essential for harnessing the power of change for good.

We create public benefit in the following ways:

Setting leading standards

In addition to our respected Chartered Project Professional standard, we've introduced the Major Project Leadership Specialist Certificate and refreshed our Competence Framework, which ensures we lead the way in creating clear, consistent standards.

Promoting and facilitating education

We provide the project profession with recognised qualifications, learning materials and a varied programme of events to facilitate discussion and drive improvement.

Raising awareness

We collaborate with government bodies, private sector organisations and other membership bodies to raise not only our own profile, but the profile of our members and the wider project profession. We do this to celebrate the economic and social value projects create and to advance the development of skills that enable projects to be better delivered.

Growing the talent pipeline

We work with higher education institutions and training providers to promote project management as a career and facilitate access to our qualifications, which are now an integral part of apprenticeship programmes in England and Scotland.

Supporting research

As well as commissioning our own research and thought leadership, we directly fund research from a range of educational and academic institutions, covering many aspects of project, programme and portfolio management.

Our strategic goals

To help us in our mission of 'Inspiring communities to deliver meaningful change for societal benefit by advancing the art, science, theory and practice of project management', we set out five key objectives and outcomes in a multi-year strategy.

Chartered standard

Successfully position, develop and launch the chartered standard to become the accepted benchmark standard for project professionals.

Membership growth

Accelerate the growth, diversity and global reach of APM's membership by engaging with new sectors and communities.

Knowledge and research

Advance the art, science, theory and practice of project management with an innovative knowledge and research programme.

Organisational innovation

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

Collaborate and engage

Accelerate the universal adoption of project management by people delivering change through collaboration and partnerships.



Chartered standard

In 2021/22, we were proud to make ChPP status accessible to more people than ever before.

We expanded the list of recognised assessments that count towards ChPP applications, incorporating the University of Cumbria and Robert Gordon University in Aberdeen, which became the first university in Scotland to be recognised as a route to ChPP status. Project practitioners who pass assessments that are recognised by APM are eligible to go on to apply for ChPP status.

In addition to welcoming new ChPPs, 1,655 chartered professionals chose to renew their status with us; a testament to the value placed on chartership.



24

years old – the age of Stacey Bishop, the youngest ChPP ever



1,655

chartered professionals chose to renew their status in 2021/22

Sheilina Somani, ChPP





Membership growth

In a challenging year, the importance of well-managed projects was placed squarely in the spotlight, which was reflected in an increase in membership numbers. Individual membership reached a new record high of 37,031 – an increase of 6% during the year.

The biggest growth was seen among Student members, which increased by 18%, from 11,248 to 13,238. As we understand that growing our Student membership is an excellent way to nurture future talent, we launched a refreshed version of our popular student guide to project management, Project: You.

We also took steps to encourage more senior professionals to become members, including broadening the list of accepted qualifications that count towards Full membership. Consequently, 1,775 new Full members joined between 1 April 2021 and 31 March 2022, while the number of Fellows also increased.



37,031

individual members



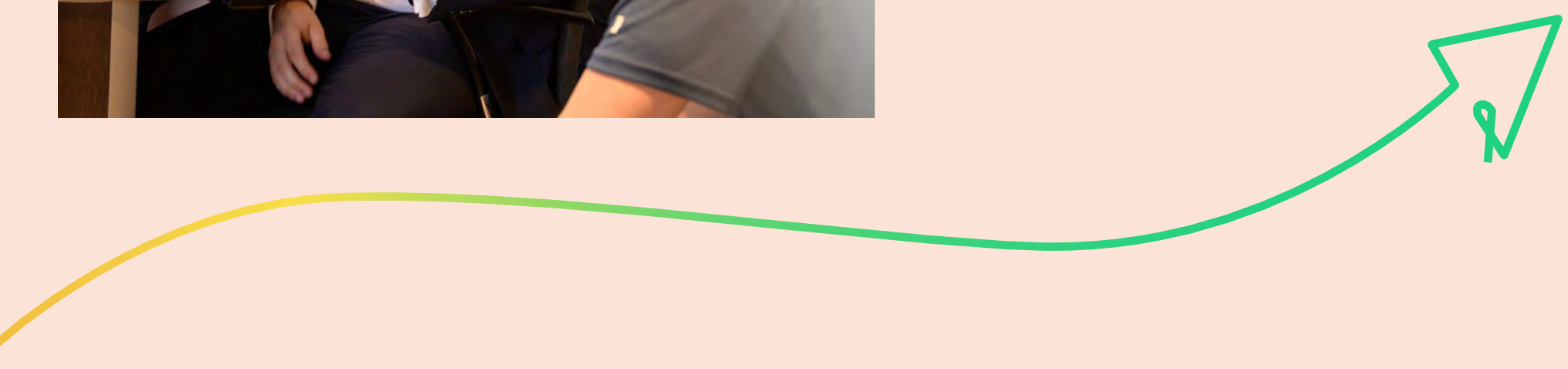
1,775

new Full members



140

countries with
APM members



Knowledge and research

It was a strong year for our research programme, with a number of key publications that extended our knowledge and helped us to engage with global audiences. These include:

Detect, Reflect and Adapt: Factors Influencing Critical Project Decisions built a clear picture of the ways that critical project decisions are made in practice.

Produced in partnership with Project X, *Rethinking Capabilities: Lessons for Policy, Scholarship and Practice* examined how capabilities are developed to improve project performance.

Dynamic Conditions for Project Success identified nine new conditions to help achieve project, organisational and professional success.

Getting Started in Project Data offered practical advice on how to integrate data analytics into strategies and tactics.

Sustainability: Inclusive Storytelling to Aid Sustainable Development Goals explored the perspectives of sustainability practitioners on how they address the sustainability agenda.

Understanding Agile in Project Management revealed new discoveries around how agile is being used and the competences associated with it.

In addition, the APM Research Fund received one of its highest number of submissions to date in 2021/22, with international submissions from locations such as Australia, Canada and the Middle East making up a third of all proposals.



// Professional bodies such as APM have a major role to play in funding, leading and signposting the work that is going on, not just in the UK but internationally

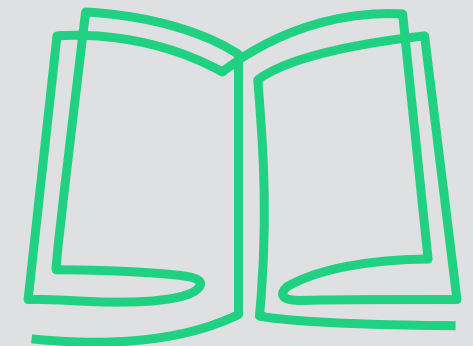
Daniel Nicholls
APM Research Manager

APM Competence Framework update

The third edition of our *APM Competence Framework* launched in January 2022 to enable project practitioners to assess their competence level and identify strengths and areas of growth to help them progress in their careers.

The updating process involved a year-long consultation to gain views from across our profession, not only reviewing and refreshing existing competences but adding two new ones: Sustainability plus Diversity and Inclusion.

The updated edition of the framework was accompanied by the launch of an online self-assessment tool, which allows registered users to benchmark and save progress at their own pace.





Collaborate and engage

Project management thrives on collaboration, and APM was involved in a number of initiatives that increased knowledge and awareness of the industry, as well as launching a series of qualifications that recognises the skills of our members.

The launch of our Major Project Leadership Specialist Certificate enhanced our offering to senior project professionals and followed calls from the profession to recognise the competences required to lead major projects across the globe.

Working closely with the Major Projects Association and our Corporate Partners, the certificate provides assurance that those who hold it have the skills, behaviours and experience needed to lead on projects with significant social and economic impacts.

In addition, our Project Management Qualification has been included as a core part of the Level 8 Project Management Apprenticeship in Scotland. This means all apprentices who complete their course will gain this highly respected APM qualification.

// The APM Project Management Qualification means that apprentices in Scotland will have the advantage of gaining a professional qualification that's recognised and valued by employers, being on course to become successful project managers of the future

Gill Hancock
APM Head of Qualifications
and Standards Development

Collaboration at the highest level

Working with the UK government is essential to our role as the chartered membership organisation for the project profession, and a significant amount of work was carried out to build and strengthen relationships at government level.

Throughout the year, we commented on multiple government announcements, including the Budget, spring statement, net zero, levelling up, and skills development. We also improved our consultation process, allowing us to respond and contribute to a larger number of stakeholder consultations, with member contributions at the core.

In October, we welcomed our local Member of Parliament, Greg Smith, to our head office in Buckinghamshire to discuss the social and economic contributions of project work. Efforts have also been made to strengthen relationships with executive agencies and parliamentary bodies such as the National Infrastructure Commission, the Infrastructure and Projects Authority and the National Audit Office.

We've supported Construction Industry Council working groups on building safety and begun work with the Confederation of British Industry on the project management skills gap, ensuring our views feed back to the heart of government.

We also continued to be actively involved in the Project X initiative in 2021/22. As well as our *Rethinking Capabilities: Lessons for Policy, Scholarship and Practice* report, we contributed to the Project X conference in 2021, hosting two Project X webinars to share the research with members, and producing a series of blogs, podcasts and journal articles to aid project delivery in practice.





Organisational innovation

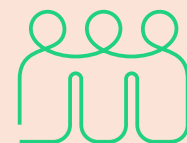
Innovation is key to the success of APM, not only in supporting our members and developing their skills, but also pushing the organisation forward, forming the model of a sustainable professional body for the 21st century.

Highlighted by our members as the new feature they would most like to see, our new mentoring programme brought together APM members and younger professionals to form relationships within our community.

As well as traditional mentoring, the programme provided the opportunity for 'reverse mentoring', which allowed the younger professionals to advise the older ones.

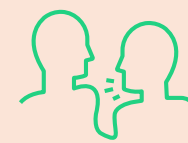
// Mentoring helped me to come out of my comfort zone and, as a result, I secured my current role

Eliane Pony, APM mentee



179

active mentors in the APM Mentoring Programme by March 2022



70

working pairs in the APM Mentoring Programme by March 2022



//What a fantastic evening that was. The live stream was seamless and I followed all the activities on social media

Online attendee

Virtual firsts

The pandemic and new ways of working extended our programme of virtual events, with highlights including our first virtual Specific Interest Group (SIG) conference, which explored risk management through the project life cycle. We also ran a series of LinkedIn Live events, including sessions on the journey to becoming chartered (viewed more than 1,400 times) and agile project management (4,600 views in less than a month).

The 2021 APM Project Management Awards was our first ever hybrid event, with attendees joining in-person and online. This event was the first we had ever streamed across Twitter, Facebook and LinkedIn, as well as our website. More than twice as many people watched online as attended the in-person event.



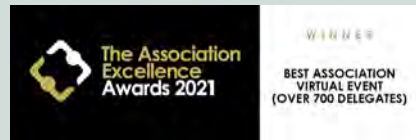
Awards and recognition

Association Excellence Awards

In October, we celebrated at the Association Excellence Awards where our Think Differently virtual conference 2020 was named overall winner in the 'Best Association Virtual Event (over 700 delegates)' category. Our Service Innovation team was also shortlisted in the 'Best Association Team' category.

Best Companies

We also successfully retained our 1 Star accreditation with leading employee engagement specialist Best Companies, representing 'very good' levels of employee engagement. This achievement reflected the incredible efforts of our staff over the preceding 12 months to remain connected, support each other and our members, and embrace organisational changes.



// It feels great to have won. We produced Think Differently 2020 during a difficult time, coming out of the pandemic, so everyone was ready for a fantastic virtual event

Kate Ferrier
Event Sponsorship and Sales Manager

// This year's entries gave the judges plenty to consider when selecting the winners. There were so many strong entries. Congratulations to all our winners and finalists

Claire Wormsley
Director at GCN Events

Our volunteer community

We have a thriving community of volunteers around the world who serve as ambassadors for APM and the project profession, generously giving their time to help us achieve our goals.

Our volunteers play a crucial role in planning and delivering events, contributing to research, mentoring, judging our awards and creating thought-leadership content, as well as forming the backbone of our branch network and Specific Interest Groups (SIGs).

The annual APM Volunteer Achievement Awards recognises the efforts of our volunteers and celebrates their achievements. We are also proud to hold the prestigious Investing in Volunteers (IiV) Quality Standard, the UK quality standard for excellence in volunteer management.

To find out more information about our volunteer opportunities, go to apm.org.uk/about-us/volunteers



Volunteer of the Year
Kevin Barton



Event of the Year
Risk SIG



Education
Systems Thinking SIG



Branch award
Thames Valley Branch

/// It's good to be recognised for the work that we do, as we put in a lot of time to promote systems thinking. We're really delighted and surprised given the tough competition

Cesar Rendora, member of the Systems Thinking SIG



APM Board of Trustees for business year 2021/22

Debbie Lewis – Chair

Milla Mazilu – Deputy Chair

Yetunde Adeshile

Dr Jon Broome

Emma Carroll-Walsh (from 15 November 2021)

Stuart Forsyth (to 15 November 2021)

Sorrel Gilbert

Charles Mills

Amy Morley

Sue Simmonite (from 15 November 2021)

Mike Wallace (to 14 November 2021)

Karen Whelan





Ian Williams

An elected Board of Trustees sets the strategic direction of APM and ensures that our objectives are delivered. Our Board of Trustees, supported by a range of committees, oversees the appropriate management of our assets and ensures they are used to fulfil our public benefit objectives.



**We are the only chartered membership
organisation for the project profession**

Association for Project Management
Ibis House, Regent Park
Summerleys Road
Princes Risborough
Buckinghamshire HP27 9LE
0845 458 1944
apm.org.uk

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