Association for Project Management

Chartered Project Professional Guidance

Contents

Introduction	3
Are you ready to apply?	4
Looking for support?	6
Your personal information	7
Impartiality and confidentiality	8
Select your pathway	9
Conclusions	74

Pathways

Pathway 1

Pathway 1 Introduction	10
Stage 1 - Written submission	12
Stage 2 - Interview	22

Pathway 2

Pathway 2 Introduction	27
Stage 1 - Written submission	29
Stage 2 - Interview	39

Pathway 3

Pathway 3 Introduction	44
Stage 1 - Written submission	46
Stage 2 - Interview	56

Pathway 4

Pathway 4 Introduction	61
Stage 1 - Written submission	63
Stage 2 - Interview	69

Introduction

This guidance will support your journey to achieving chartered status, providing information to understand and help prepare for an application, it may also highlight areas for future development.

This guide will help you:

- **Prepare your application**
- **Understand the process**

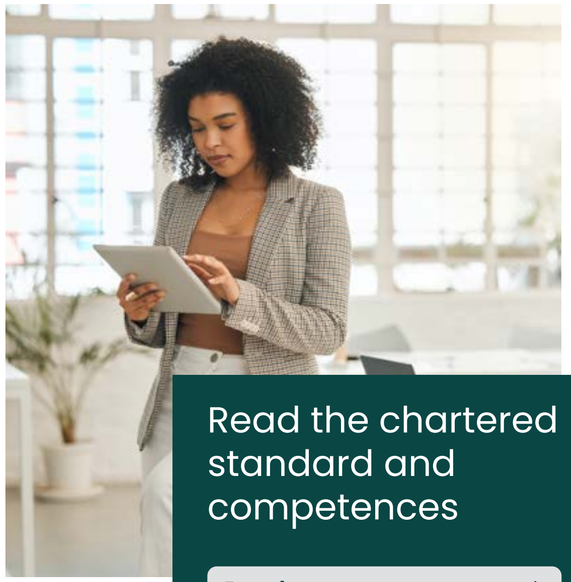
Please note that throughout the document wherever you see ‘project’ or ‘project management’, this should be taken to include the activities involved in not just projects, but also programmes, portfolios and key control or enabling functions such as Project Management Office.

Are you ready to apply?

Chartered is for you, if you:

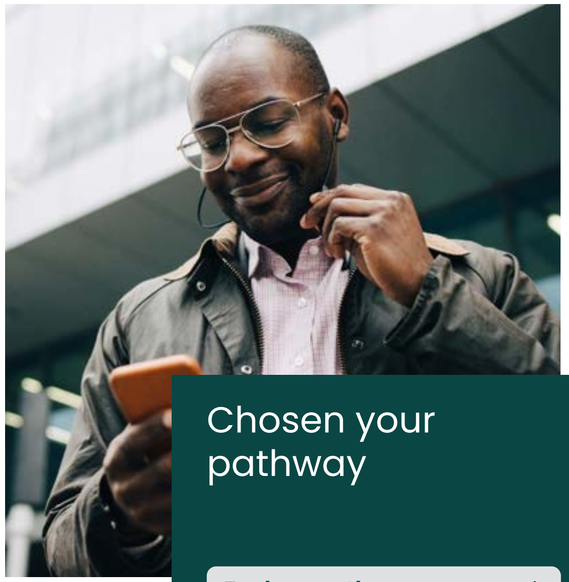
- Are professionally active with a proven track record of delivering projects, programmes, portfolios or a key control or enabling function that involved:
  - Conflicting objectives.
  - High levels of unpredictability or risk.
  - Multiple work packages, projects or programmes.
  - Multiple interdependent stakeholders.
- Work in any organisation in any sector.
- Are at any age or career stage.
- Are or aren't an APM member.
- Have the required breadth of project experience to meet the competence requirements for professional practice, defined as successful application of technical knowledge to deliver projects, programmes or portfolios.
- Have an advanced technical knowledge, defined as an understanding of how to deliver projects, programmes or portfolios taking into account many interacting factors and different approaches that could be taken, and can confidently evaluate and analyse theory of current practices and methods.
- Are committed to continuing professional development and an ethical way of working.

Have you?



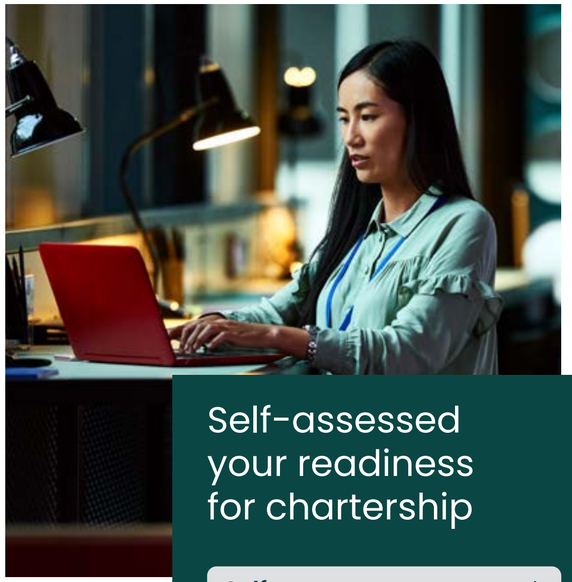
Read the chartered standard and competences

Read now →



Chosen your pathway

Explore pathways →



Self-assessed your readiness for chartership

Self-assess →

We cannot confirm your suitability to apply, you should self-assess your readiness for chartership by reviewing the guidance and assessing your experience against the competences **outlined here**.

Looking for support?

- **Check your experience using the Self-Assessment Tool**

  The tool assists in identifying what evidence is most appropriate to use in your application, it also outlines areas of possible development needs if you are working towards achieving chartered status in the future.

- **Attend a support clinic**

  We run a range of monthly support clinics to help you through your application to becoming a Chartered Project Professional.

  - Understanding the chartered application process.
  - Preparing your chartered application: your application.
  - Preparing your chartered application: your interview.

  These support clinics are available to all and are free to attend.

- **If you're an APM Member, speak with a mentor**

  The mentoring programme sees project professionals from across different industry sectors connect with fellow project practitioners from its community of members, with mentors sharing their invaluable experience and knowledge.

- **Refer to the *APM Competence Framework***

  The chartered standard is aligned to *APM Competence Framework 3rd edition*, do ensure you familiarise yourself with our framework, this is accessible to all on our website.

- **Request any reasonable adjustments**

  We'll work in partnership with applicants who have either short or long term conditions, specific learning difficulties, neurodiversity, or are regarded as disabled as defined by the Equality Act 2010. We want our application to be accessible for all. We ask that all reasonable adjustment requests are evidenced by supporting documentation, such as a letter confirming workplace adjustments or documentation from your GP.

To discuss your requirements further, please contact the **chartered team** at **chartered@apm.org.uk**

We take care of your personal information

We take data protection seriously and you can rest assured we will handle your personal data compliantly. We will only share your data with our carefully selected pool of approved assessors and members of our Chartered Panel, who are contractually bound to meet the requirements of the applicable Data Protection Laws.

The information you submit in your application will only be used for the purpose of this application. In accordance with our retention policy, we will delete any unfinished applications that have not been accessed for six months. We will remind you prior to this and offer our support if needed.

If you want to know more or if you have any questions about how we handle your data, please visit our Privacy Statement on our website or contact our Data Protection Officer on **dataprotection@apm.org.uk**

Every applicant is treated impartially and confidentially by our independent assessors

All assessors are bound by APM's contract which includes confidentiality clauses. The specific details of a project which may be confidential to an organisation do not need to be included, as long as the context within your evidence is conveyed appropriately.

Select your pathway

The application process is designed to be as inclusive as possible, and your pathway depends upon your qualifications, previous assessments and experience.

The same requirements apply to everyone but are tested in different ways. For more information on which pathway is right for you, visit our **website**.

If you are unsure if you hold a recognised assessment, you can find the current list of recognised assessments on our **website**.

Pathway 1

For those who meet the eligibility criteria but **don't have a recognised assessment**.

Start Pathway 1 →

Pathway 2

For those who meet the eligibility criteria and **have a recognised assessment for technical knowledge**.

Start Pathway 2 →

Pathway 3

For those who meet the eligibility criteria and **have a recognised assessment for professional practice**.

Start Pathway 3 →

Pathway 4

For those who meet the eligibility criteria and **have a recognised assessment for both professional practice and technical knowledge**.

Start Pathway 4 →

Pathway 1

This pathway is for you if you meet the eligibility criteria and have the necessary experience but don't have a recognised assessment.

- **Professional practice** will be assessed in Stage 1 by your written submission and validated in Stage 2 by your interview.
- **Technical knowledge** will be assessed in Stage 2 by your interview.
- **Ethics, compliance and professionalism** will be assessed in Stage 2 by your interview.

Pathway 1 journey 11

Stage 1 - Written submission

Before starting your web application 12

Preparing your project experience overviews 13

Professionally active statement 14

Selecting your competences and evidence 15

Preparing your competency evidence 17

What you should do / things to avoid 18

Start your application 19

What happens next? 20

Scoring model 21

Stage 2 – Interview

Interview structure 22

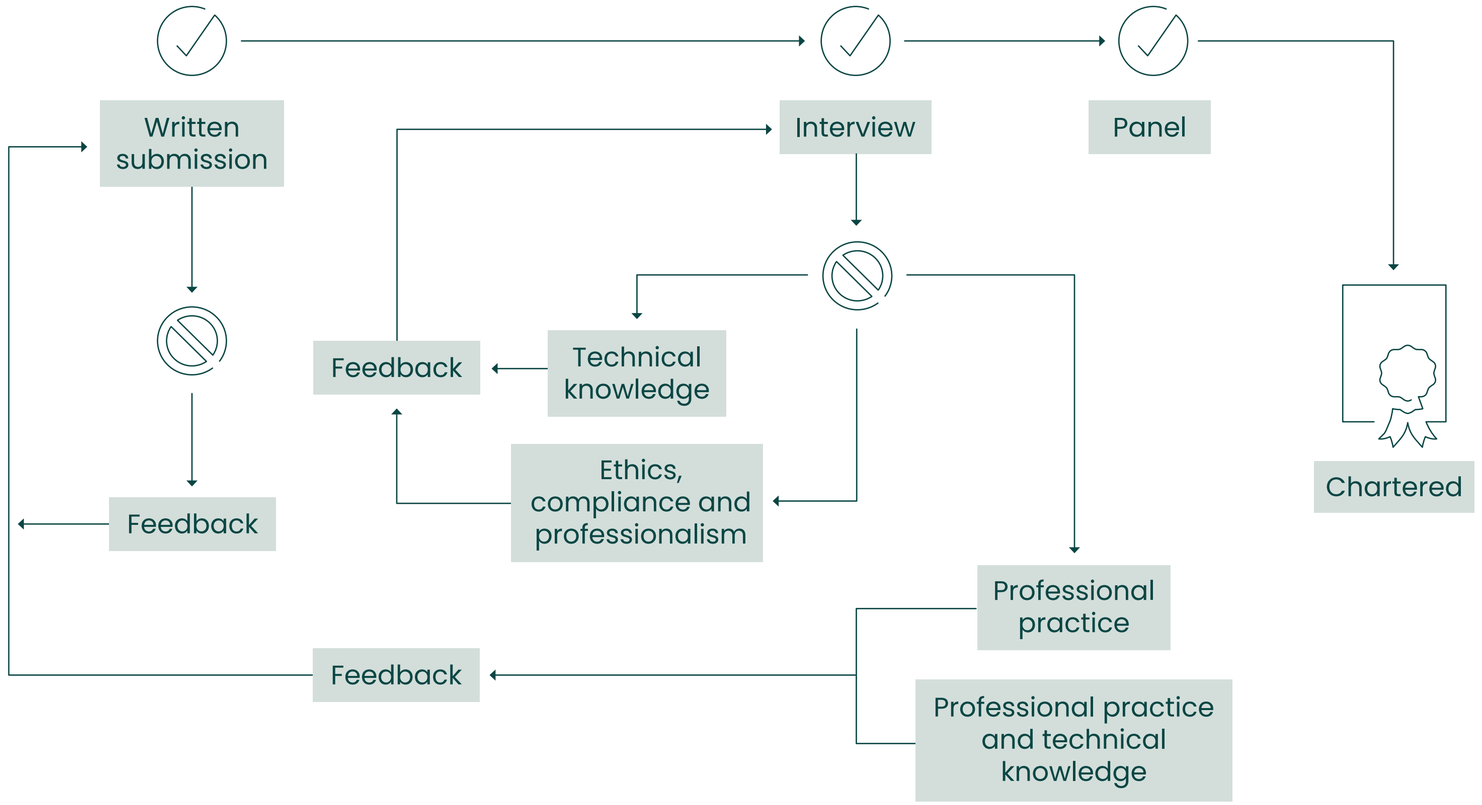
Before attending your interview 23

Preparing for your interview 24

What happens next? 25

Scoring model 26

Your Pathway 1 journey



Stage 1 – Written submission

Before starting your web application

- **Decide which projects you're going to draw evidence from** – you can select up to four projects that meet the complexity requirements.
- **Decide which Professional Practice competences you're going to provide evidence for** – you can find the **full list of competences here.**
- **Choose your two proposers who believe you're suitable for consideration for ChPP** and can be contacted by APM to support your application. They can be another project professional or your line manager but can't be a family member. Proposers do not need to be an APM member or hold ChPP status. Make sure your proposers are happy to be put forward and know that they may be contacted.
- **Make sure you have completed 35 hours of CPD in the 12 months** up to your application. You'll also be asked to confirm that you'll maintain this every year.
- **Read the APM Code of Professional Conduct**, as you will be asked in your application to confirm that you've read, understood and will abide by this.
- Make sure you **have your method of payment ready**.

Preparing your project experience overviews

The project experience overviews give the context for the evidence you'll provide against the competences – think of these as setting the scene.

It's important that for each project you select (which may also be a programme or a portfolio if appropriate), you state explicitly:

- **What you were personally responsible/accountable for.**

and how the project demonstrates all of the following characteristics of a complex project:

- **Conflicting objectives.**
- **High levels of unpredictability or risk.**
- **Multiple work packages, projects or programmes.**
- **Multiple interdependent stakeholders.**

You have up to 500 words per project experience overview, and you can choose up to four projects.

Remember that you can only refer to one project per competence section, so it's important to select projects that will give you the best chance of meeting the relevant assessment criteria.

This section of the application is crucial to ensuring a successful written submission, allowing you to continue onto the interview in Stage 2. If your project experiences do not meet the above requirements, then your submission will be unsuccessful.

Professionally active statement

In some instances, your project experience may be historic, if your most recent project, programme or portfolio is more than five years old at the time of applying, you'll need to provide a professionally active statement showing how you've kept-up-to date with current practice and methods and been actively involved in the project management profession.

You will need to evidence in your statement how you continue to meet the following requirements of remaining professionally active:

Having up-to-date knowledge of current practices and methods.

Being actively involved in the project management profession.

Your professionally active statement can be up to 500 words.

Selecting your competences and evidence

Seven of the competences **are mandatory**, including two which are compulsory and five which have an ‘or’ option.

1a. **Budgeting and cost control**	or	1b. **Financial management**
2a. **Change control**	or	2b. **Conflict resolution**
3a. **Governance arrangements**	or	3b. **Reviews**
4a. **Integrated planning**	or	4b. **Schedule management**
5a. **Leadership**	or	5b. **Team management**
6. **Risk and issue management**		
7. **Stakeholder engagement and communication management**		

Stage 1 — Stage 2

You then **choose five elective competences** out of a choice of 16:

8. **Assurance**
9. **Benefits management**
10. **Business case**
11. **Capability development**
12. **Contract management**
13. **Diversity and inclusion**
14. **Life cycles**
15. **Portfolio shaping**
16. **Procurement**
17. **Quality management**
18. **Requirements management**
19. **Resource capacity planning**
20. **Resource management**
21. **Solutions development**
22. **Sustainability**
23. **Transition management**

For more information, see the **Competence document**. You may also find our **Self-Assessment Tool** helpful to identify which project(s) you can best draw your competence experience from and whether you have the appropriate evidence in line with the specified criteria.

Preparing your competency evidence

For each competence:

You'll need to cover a minimum of four professional practice assessment criteria across the competence.

You'll need to state which project the evidence is from. Remember you can only refer to one project experience overview within a single competence.

Each of your competence statements can be up to 250 words.

Need some help? Or not sure if this is correct pathway for you? Don't worry, APM are here to help. Reach out to our **chartered team** using the details below and we'll be happy to answer any queries you may have.

chartered@apm.org.uk
01844 271685

What you should do

- Ensure you write your answers in the first person. "**I did**…."

  Assessors will be looking for evidence of how you've attained and demonstrated the competence so you should use the first person, 'I', in your responses. All competences must be related to your own experience so avoid making statements about any team or corporate achievements which weren't your own, any restatement of the assessment criteria, or coverage of knowledge and theory.

- Avoid jargon and company acronyms – remember the assessors won't know your organisation so explain things as clearly as you can using plain language.

- When providing your evidence write in a flow rather than signposting to a specific competence criterion, this can enable you to meet multiple criteria within one statement.

- Write up your project overviews and competence statements offline so that you can spell check, word count and edit them easily. Then simply copy and paste them into the application system. Double check you have pasted the text into the correct competence.

- Proofread your application. It may help to go back to it the next day with a fresh pair of eyes before submitting.

Things to avoid

- Avoid theoretical answers. Your professional practice statements are your opportunity to demonstrate the things that you have done.

- Avoid simply repeating or re-wording the assessment criteria as your response. You must add depth of evidence to demonstrate how you have achieved the criteria.

Start your application

To apply for chartered, please go to our **website**.

An offline version of the application is available on request to support accessibility.

If you're already registered on our website you'll need to log in to begin. If you're not already registered, it's quick and easy to do so.

What happens next?

Once you have submitted your application:

- **An initial review will be carried out by our chartered team** regarding the completion of the application. If we identify any administrative issues, we'll contact you to request action. (**This is not a review of the content**.)
- Your written submission will be **allocated to a chartered assessor**.
- **You'll receive the outcome of the assessment** decision within 35 working days of your application being sent for assessment.

If you're successful, you'll receive a confirmation email inviting you to book an interview under Stage 2.

You must sit the interview within a year of receiving your successful written submission results. If an interview is not fulfilled within a year, then you would be required to resubmit a written submission, incurring the resubmission fee.

If your application is not successful, we'll write to you and explain the reason for the decision. You'll be given feedback and guidance to help you re-submit.

Scoring model

You've finished Stage 1. If you have any questions before moving on to Stage 2, please reach out to our **chartered team** using the details below and we'll be happy to answer any queries you may have.

chartered@apm.org.uk
01844 271685

Each chartered competence is marked out of two with:

0	Less than two assessment criteria provisionally achieved across the chartered competence.
1	Two to three assessment criteria provisionally achieved across the chartered competence.
2	At least four of the assessment criteria provisionally achieved across the chartered competence.

Project experience overviews:

- Demonstrated your personal responsibility and accountability.
- Met criteria of fulfilling the four characteristics.
- If unsuccessful the competence which the project relates to will score a **0**.
- If more than one project is referred to within a competence, the relevant competence will score a **0**.

Competences:

- Professional practice score a minimum of **20**.
- Mustn't score a **0** against any competence areas.

Stage 2 – Interview

Interview structure

You will attend an up to two-hour remote video interview with two assessors. We may record or observe for quality assurance purposes.

1. Introductions, ID check and explanation on how the interview will be conducted.
2. Clarification questions if applicable on professionally active statements and or project experience overviews.
3. Professional practice questions to explore and validate your written submission, and technical knowledge questions to assess your breadth of advanced knowledge.
4. Ethics, compliance and professionalism.
5. If you have any additional evidence you'd like to add to support your application, you will be given up to five minutes to provide this. This is your time to utilise should you wish to go back and add value to a particular area. Additional documentation won't be accepted to support your evidence.

Before attending your interview

- We'll let you know the names of your assessors in advance of the interview. Please check and if appropriate, notify us of any conflicts of interest, including if they have helped or assisted you in completing your application.
- Save a copy of your written application form to prepare – there is an 'export to PDF' link on each page of the online application form.
- A copy of your written submission and brief notes are permitted during the interview. These are to be used as a memory-aid and shouldn't be read from verbatim.
- Have your photo ID ready, as you will need to show this at the start of the interview.
- Ensure that you have a webcam enabled device for your interview.
- Make sure you have a reliable internet connection, and have liaised with your IT department with regards to any firewalls or restrictions.
- Plan to be somewhere quiet and private for the duration of your interview, where you won't be interrupted.

Preparing for your interview

- Make sure you are very familiar with your written submission – this is the basis for your interview, and the assessors will be making their judgements solely on the information in your application and your performance during the interview. You might be asked clarification questions on your project experience overviews and, if applicable, your professionally active statement.
- Please be aware that you can be questioned on any of the 12 competence areas both from the point of view of professional practice and of technical knowledge.
- For the professional practice questions, be prepared to provide detailed and specific answers about actual events relating to evidence in your application. You will be asked questions on six competence areas included within your written submission. For each competence, you will be asked questions on four of the specified criteria. The assessors will choose the competences covered at interview, so please do ensure that you prepare against all those included in your written submission.
- Be prepared to demonstrate your breadth of technical knowledge against the competence criteria. Your answers don't specifically have to relate to your own experience, so make sure you have revised a range of alternative methods, practice and processes. These could be applicable across industry sectors and not solely limited to established organisational processes.
- Be prepared to critically evaluate and analyse; for example, by considering the pros and cons of particular methods or tools, be able to explain why certain options are appropriate or not, and reflecting on the advantages or disadvantages of various tools, methods and techniques.
- Please note that the four competence areas asked at interview for technical knowledge will be drawn from the six professional practice competences also asked in the interview process.
- Be prepared to define ethical behaviour and to answer two questions on ethics, compliance and professionalism –**see the criteria here.**

What happens next?

If you're successful, you'll receive an email and a PDF certificate from us confirming your achievement within 35 working days of your assessment. Please note you won't receive your outcome at the interview.

APM will also provide you with a digital badge in recognition of your achievement and you'll be entitled to use ChPP as a post-nominal.

Your name will be included on the Register of Chartered Project Professionals. Your name will be published on our website if you've given permission for us to do so.

If unsuccessful at interview, we'll write to you and explain the reason for the decision within 35 working days of your assessment. You'll be given feedback and guidance to help you repeat the required process. If unsuccessful at interview against the professional practice criteria then you will have to start the application process again, including your written submission.

Scoring model

You've finished Stage 1 and 2.
So Pathway 1 is now completed.
If you have any questions please reach out to our **chartered team** using the details below and we'll be happy to answer any queries you may have.

chartered@apm.org.uk
01844 271685

Each chartered competence is marked out of two with:

0	Less than two assessment criteria provisionally achieved across the chartered competence.
1	Two to three assessment criteria provisionally achieved across the chartered competence.
2	At least four of the assessment criteria provisionally achieved across the chartered competence.

Project experience overviews:

- Professional practice: score **22** or more across the six competences assessed at interview and the six remaining competence scores taken from your written submission.
- Technical knowledge: score **seven** or more, you must achieve a score of at least two against three of the four technical knowledge competences assessed.
- Ethics, compliance, and professionalism: successfully meet the criteria.
- Mustn't score a **0** against any competence area.

Pathway 2

This pathway is for you if you meet the eligibility criteria and have a **recognised assessment for technical knowledge**.

- **Technical knowledge** will have been assessed by your recognised assessment; evidence of this assessment will need to be submitted in Stage 1.
- **Professional practice** will be assessed in Stage 1 by your written submission and validated in Stage 2 by your interview.
- **Ethics, compliance and professionalism** will be assessed in Stage 2 by your interview.

Pathway 2 journey 28

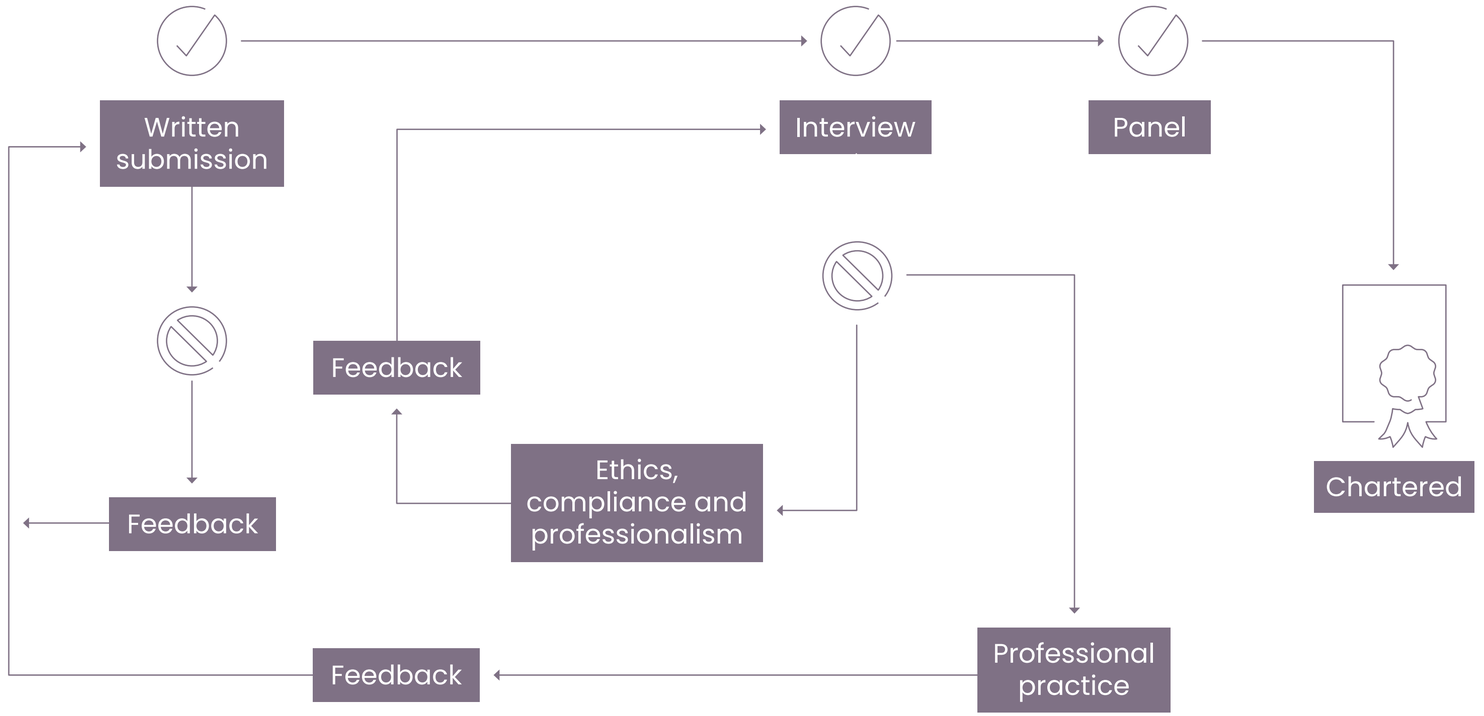
Stage 1 - Written submission

Before starting your web application 29
Preparing your project experience overviews 30
Professionally active statement 31
Selecting your competences and evidence 32
Preparing your competency evidence 34
What you should do / things to avoid 35
Start your application 36
What happens next? 37
Scoring model 38

Stage 2 – Interview

Interview structure 39
Before attending your interview 40
Preparing for your interview 41
What happens next? 42
Scoring model 43

Your Pathway 2 journey



Stage 1 – Written submission

Before starting your web application

- Make sure you have your **Recognised Assessment certificate** ready to upload to the web application.
- **Decide which projects you're going to draw that evidence from** – you can select up to four projects that meet the complexity requirements.
- **Decide which Professional Practice competences you're going to provide evidence** for – you can find the **full list of competences here**.
- **Choose your two proposers who believe you're suitable for consideration for ChPP** and can be contacted to support your application. They can be another project professional or your line manager but can't be a family member. Proposers do not need to be an APM member or hold ChPP status. Make sure your proposers are happy to be put forward and know that they may be contacted.
- **Make sure you have completed 35 hours of CPD in the 12 months** up to your application. You'll also be asked to confirm that you'll maintain this every year.
- **Read the APM Code of Professional Conduct,** as you will be asked in your application to confirm that you've read, understood and will abide by this.
- Make sure you **have your method of payment ready**.

Preparing your project experience overviews

The project experience overviews give the context for the evidence you'll provide against the competences – think of these as setting the scene.

It's important that for each project you select (which may also be a programme or a portfolio if appropriate), you state explicitly;

- **What you were personally responsible/accountable for.**

and how the project demonstrates all of the following characteristics of a complex project:

- **Conflicting objectives.**
- **High levels of unpredictability or risk.**
- **Multiple work packages, projects or programmes.**
- **Multiple interdependent stakeholders.**

You have up to 500 words per project experience overview, and you can choose up to four projects.

Remember that you can only refer to one project per competence section, so it's important to select projects that will give you the best chance of meeting the relevant assessment criteria.

This section of the application is crucial to ensuring a successful written submission, allowing you to continue onto the interview in Stage 2. If your project experiences do not meet the above requirements, then your submission will be unsuccessful.

Professionally active statement

In some instances, your project experience may be historic, if your most recent project, programme or portfolio is more than five years old at the time of applying, you'll need to provide a professionally active statement showing how you've kept-up-to date with current practice and methods and been actively involved in the project management profession.

Similarly, if your recognised assessment is more than five years old, at the time of application, you'll need to supply a professionally active statement explaining how you meet the required criteria.

You will need to evidence in your statement how you continue to meet the following requirements of remaining professionally active:

- Having up-to-date knowledge of current practices and methods.
- Being actively involved in the project management profession.
- Your professionally active statement can be up to 500 words.

There may be an instance where your recognised assessment and project experience are both over five years old at the time of application. The requirements for the professionally active statement are the same for both sections, as such, you can use the same evidence for both.

Selecting your competences and evidence

Seven of the competences **are mandatory**, including two which are compulsory and five which have an ‘or’ option.

1a. **Budgeting and cost control**	or	1b. **Financial management**
2a. **Change control**	or	2b. **Conflict resolution**
3a. **Governance arrangements**	or	3b. **Reviews**
4a. **Integrated planning**	or	4b. **Schedule management**
5a. **Leadership**	or	5b. **Team management**
6. **Risk and issue management**		
7. **Stakeholder engagement and communication management**		

Stage 1 — Stage 2

You then **choose five elective competences** out of a choice of 16:

8. **Assurance**
9. **Benefits management**
10. **Business case**
11. **Capability development**
12. **Contract management**
13. **Diversity and inclusion**
14. **Life cycles**
15. **Portfolio shaping**
16. **Procurement**
17. **Quality management**
18. **Requirements management**
19. **Resource capacity planning**
20. **Resource management**
21. **Solutions development**
22. **Sustainability**
23. **Transition management**

For more information, see the **Competence document**. You may also find our **Self-Assessment Tool** helpful to identify which project(s) you can best draw your competence experience from and whether you have the appropriate evidence in line with the specified criteria.

Preparing your competency evidence

For each competence:

You'll need to cover a minimum of four professional practice assessment criteria across the competence.

You'll need to state which project the evidence is from. Remember you can only refer to one project experience overview within a single competence.

Each of your competence statements can be up to 250 words.

Need some help? Or not sure if this is correct pathway for you? Don't worry, APM are here to help. Reach out to our **chartered team** using the details below and we'll be happy to answer any queries you may have.

chartered@apm.org.uk
01844 271685

What you should do

- Ensure you write your answers in the first person. "**I did**…."

  Assessors will be looking for evidence of how you've attained and demonstrated the competence so you should use the first person, 'I', in your responses. All competences must be related to your own experience so avoid making statements about any team or corporate achievements which weren't your own, any restatement of the assessment criteria, or coverage of knowledge and theory.

- Avoid jargon and company acronyms – remember the assessors won't know your organisation so explain things as clearly as you can using plain language.

- When providing your evidence write in a flow rather than signposting to a specific competence criterion, this can enable you to meet multiple criteria within one statement.

- Write up your project overviews and competence statements offline so that you can spell check, word count and edit them easily. Then simply copy and paste them into the application system. Double check you have pasted the text into the correct competence.

- Proofread your application. It may help to go back to it the next day with a fresh pair of eyes before submitting.

Things to avoid

- Avoid theoretical answers. Your professional practice statements are your opportunity to demonstrate the things that you have done.

- Avoid simply repeating or re-wording the assessment criteria as your response. You must add depth of evidence to demonstrate how you have achieved the criteria.

Start your application

To apply for chartered, please go to our **website**.

An offline version of the application is available on request to support accessibility.

If you're already registered on our website you'll need to log in to begin. If you're not already registered, it's quick and easy to do so.

What happens next?

Once you have submitted your application:

- **An initial review will be carried out by our chartered team** regarding the completion of the application. If we identify any administrative issues, we'll contact you to request action. (**This is not a review of the content**.)
- Your written submission will be **allocated to a chartered assessor**.
- **You'll receive the outcome of the assessment** decision within 35 working days of your application being sent for assessment.

If you're successful, you'll receive a confirmation email inviting you to book an interview under Stage 2.

You must sit the interview within a year of receiving your successful written submission results. If an interview is not fulfilled within a year, then you would be required to resubmit a written submission, incurring the resubmission fee.

If your application is not successful, we'll write to you and explain the reason for the decision. You'll be given feedback and guidance to help you re-submit.

Scoring model

You've finished Stage 1. If you have any questions before moving on to Stage 2, please reach out to our **chartered team** using the details below and we'll be happy to answer any queries you may have.

chartered@apm.org.uk
01844 271685

Each chartered competence is marked out of two with:

0 Less than two assessment criteria provisionally achieved across the chartered competence.

1 Two to three assessment criteria provisionally achieved across the chartered competence.

2 At least four of the assessment criteria provisionally achieved across the chartered competence.

Project experience overviews:

- Demonstrated your personal responsibility and accountability.
- Met criteria of fulfilling the four characteristics.
- If unsuccessful the competence which the project relates to will score a **0**.
- If more than one project is referred to within a competence, the relevant competence will score a **0**.

Competences:

- Professional practice score a minimum of **20**.
- Mustn't score a **0** against any competence areas.

Stage 2 – Interview

Interview structure

You will attend an up to one hour 15 minute remote video interview with two assessors. We may record or observe for quality assurance purposes.

1. Introductions, ID check and explanation on how the interview will be conducted.
2. Clarification questions if applicable on professionally active statements and / or project experience overviews.
3. Professional practice questions to explore and validate your written submission.
4. Ethics, compliance and professionalism.
5. If you have any additional evidence you'd like to add to support your application, you will be given up to five minutes to provide this. This is your time to utilise should you wish to go back and add value to a particular area. Additional documentation won't be accepted to support your evidence.

Before attending your interview

- We'll let you know the names of your assessors in advance of the interview. Please check and if appropriate, notify us of any conflicts of interest, including if they have helped or assisted you in completing your application.
- Save a copy of your written application form to prepare – there is an 'export to PDF' link on each page of the online application form.
- A copy of your written submission and brief notes are permitted during the interview. These are to be used as a memory-aid and shouldn't be read from verbatim.
- Have your photo ID ready, as you will need to show this at the start of the interview.
- Ensure that you have a webcam enabled device for your interview.
- Make sure you have a reliable internet connection, and have liaised with your IT department with regards to any firewalls or restrictions.
- Plan to be somewhere quiet and private for the duration of your interview, where you won't be interrupted.

Preparing for your interview

- Make sure you are very familiar with your written application – this is the basis for your interview, and the assessors will be making their judgements solely on the information in your application and your performance during the interview. You might be asked clarification questions on your project experience overviews and, if applicable, your professionally active statement.
- Please be aware that you can be questioned on any of the 12 competence areas for professional practice.
- Be prepared to provide detailed and specific answers about actual events relating to evidence in your application. You will be asked questions on six competence areas included within your written submission. For each competence, you will be asked questions on four of the specified criteria. The assessors will choose the competences covered at interview, so please do ensure that you prepare against all those included in your written submission.
- Be prepared to define ethical behaviour and to answer two questions on ethics, compliance and professionalism – **see the criteria here**.

What happens next?

If you're successful, you'll receive an email and a PDF certificate from us confirming your achievement within 35 working days of your assessment. Please note you won't receive your outcome at the interview.

APM will also provide you with a digital badge in recognition of your achievement and you'll be entitled to use ChPP as a post-nominal.

Your name will be included on the Register of Chartered Project Professionals. Your name will be published on our website if you've given permission for us to do so.

If unsuccessful at interview, we'll write to you and explain the reason for the decision within 35 working days of your assessment. You'll be given feedback and guidance to help you repeat the required process. If unsuccessful at interview against the professional practice criteria then you will have to start the application process again, including your written submission.

Scoring model

You've finished Stage 1 and 2.
So Pathway 2 is now completed.
If you have any questions please reach out to our **chartered team** using the details below and we'll be happy to answer any queries you may have.

chartered@apm.org.uk
01844 271685

Each chartered competence is marked out of two with:

0	Less than two assessment criteria provisionally achieved across the chartered competence.
1	Two to three assessment criteria provisionally achieved across the chartered competence.
2	At least four of the assessment criteria provisionally achieved across the chartered competence.

Project experience overviews:

- Professional practice: score **22** or more across the six competences assessed at interview and the six remaining competence scores taken from your written submission.
- Technical knowledge: score **seven** or more, you must achieve a score of at least two against three of the four technical knowledge competences assessed.
- Ethics, compliance, and professionalism: successfully meet the criteria.
- Mustn't score a **0** against any competence area.

Pathway 3

This pathway is for you if you meet the eligibility criteria and have a **recognised assessment** for professional practice.

- **Professional practice** will have been assessed by your recognised assessment; evidence of this assessment will need to be submitted in Stage 1, and then will be validated in Stage 1 by your written application.
- **Technical knowledge** will be assessed in Stage 2 by your interview.
- **Ethics, compliance and professionalism** will be assessed in Stage 2 by your interview.

Pathway 3 journey 45

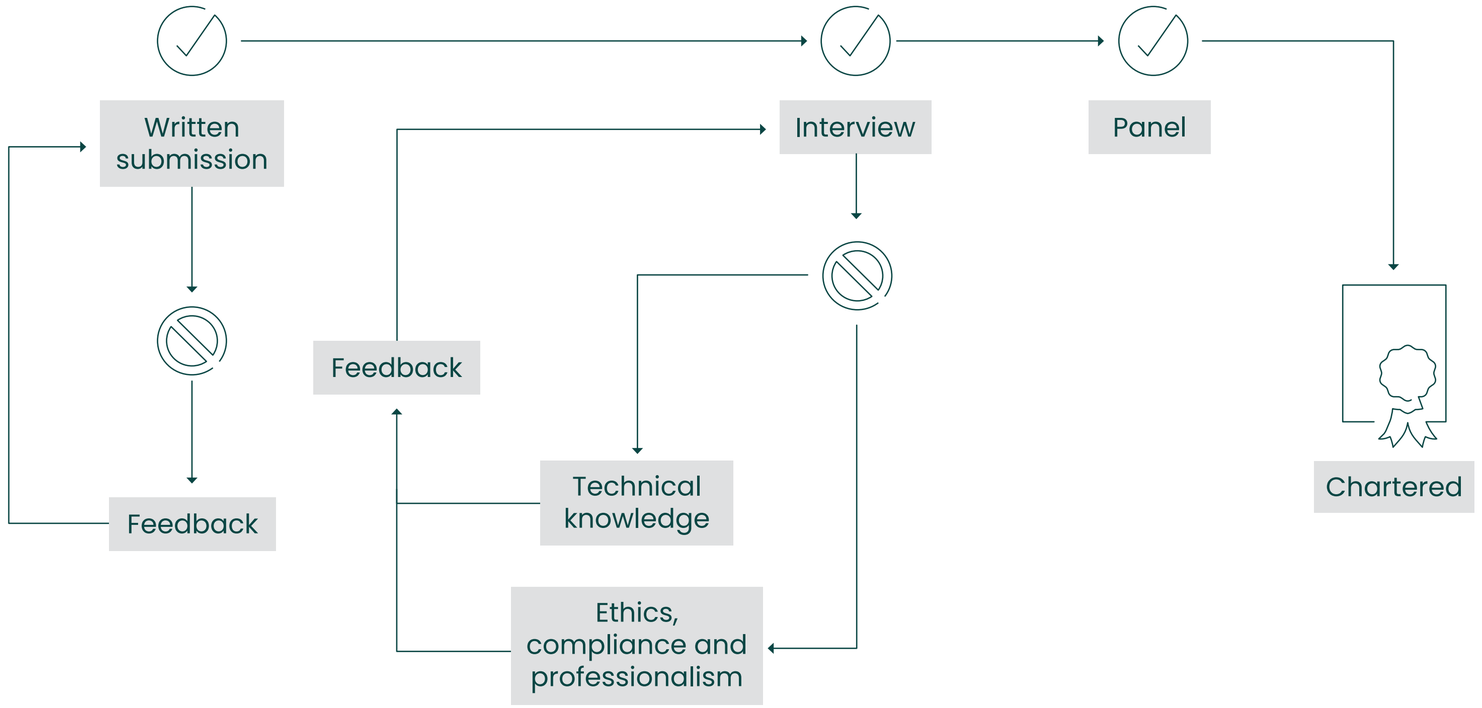
Stage 1 - Written submission

Before starting your web application 46
Preparing your project experience overviews 47
Professionally active statement 48
Selecting your competences and evidence 49
Preparing your competency evidence 51
What you should do / things to avoid 52
Start your application 53
What happens next? 54
Scoring model 55

Stage 2 – Interview

Interview structure 56
Before attending your interview 57
Preparing for your interview 58
What happens next? 59
Scoring model 60

Your Pathway 3 journey



Stage 1 – Written submission

Before starting your web application

- Make sure you have your **Recognised Assessment certificate** ready to upload to the web application.
- If your Recognised Assessment is the APM Project Management Qualification, make sure that you have validated your experience first and it has been approved before you begin the **application process.**
- **Decide which projects you're going to draw that evidence from** – you can select up to four projects that meet the complexity requirements.
- **Decide which Professional Practice competences you're going to provide evidence** for – you can find the **full list of competences here**.
- **Choose your two proposers who believe you're suitable for consideration for ChPP** and can be contacted to support your application.

They can be another project professional or your line manager but can't be a family member. Proposers do not need to be an APM member or hold ChPP status. Make sure your proposers are happy to be put forward and know that they may be contacted.

- **Make sure you have completed 35 hours of CPD in the 12 months** up to your application. You'll also be asked to confirm that you'll maintain this every year.
- **Read the APM Code of Professional Conduct**, as you will be asked in your application to confirm that you've read, understood and will abide by this.
- Make sure you **have your method of payment ready.**

Preparing your project experience overviews

The project experience overviews give the context for the evidence you'll provide against the competences – think of these as setting the scene.

It's important that for each project you select (which may also be a programme or a portfolio if appropriate), you state explicitly;

- **What you were personally responsible/accountable for.**

and how the project demonstrates all of the following characteristics of a complex project:

- **Conflicting objectives.**
- **High levels of unpredictability or risk.**
- **Multiple work packages, projects or programmes.**
- **Multiple interdependent stakeholders.**

You have up to 500 words per project experience overview, and you can choose up to four projects.

Remember that you can only refer to one project per competence section, so it's important to select projects that will give you the best chance of meeting the relevant assessment criteria.

This section of the application is crucial to ensuring a successful written submission, allowing you to continue onto the interview in Stage 2. If your project experiences do not meet the above requirements, then your submission will be unsuccessful.

Professionally active statement

In some instances, your project experience may be historic, if your most recent project, programme or portfolio is more than five years old at the time of applying, you'll need to provide a professionally active statement showing how you've kept-up-to date with current practice and methods and been actively involved in the project management profession.

Similarly, if your recognised assessment is more than five years old, at the time of application, you'll need to supply a professionally active statement explaining how you meet the required criteria.

You will need to evidence in your statement how you continue to meet the following requirements of remaining professionally active:

Having up-to-date knowledge of current practices and methods.

Being actively involved in the project management profession.

Your professionally active statement can be up to 500 words.

There may be an instance where your recognised assessment and project experience are both over five years old at the time of application. The requirements for the professionally active statement are the same for both sections, as such, you can use the same evidence for both.

Selecting your competences and evidence

Seven of the competences **are mandatory**, including two which are compulsory and five which have an ‘or’ option.

1a. **Budgeting and cost control**	or	1b. **Financial management**
2a. **Change control**	or	2b. **Conflict resolution**
3a. **Governance arrangements**	or	3b. **Reviews**
4a. **Integrated planning**	or	4b. **Schedule management**
5a. **Leadership**	or	5b. **Team management**
6. **Risk and issue management**		
7. **Stakeholder engagement and communication management**		

Stage 1 — Stage 2

You then **choose one elective competences** out of a choice of 16:

8. **Assurance**
9. **Benefits management**
10. **Business case**
11. **Capability development**
12. **Contract management**
13. **Diversity and inclusion**
14. **Life cycles**
15. **Portfolio shaping**
16. **Procurement**
17. **Quality management**
18. **Requirements management**
19. **Resource capacity planning**
20. **Resource management**
21. **Solutions development**
22. **Sustainability**
23. **Transition management**

For more information, see the **Competence document**. You may also find our **Self-Assessment Tool** helpful to identify which project(s) you can best draw your competence experience from and whether you have the appropriate evidence in line with the specified criteria.

Preparing your competence evidence

For each competence:

You'll need to cover a minimum of four professional practice assessment criteria across the competence.

You'll need to state which project the evidence is from. Remember you can only refer to one project experience overview within a single competence.

Each of your competence statements can be up to 250 words.

Need some help? Or not sure if this is correct pathway for you? Don't worry, APM are here to help. Reach out to our **chartered team** using the details below and we'll be happy to answer any queries you may have.

chartered@apm.org.uk
01844 271685

What you should do

- Ensure you write your answers in the first person. "**I did**…."

  Assessors will be looking for evidence of how you've attained and demonstrated the competence so you should use the first person, 'I', in your responses. All competences must be related to your own experience so avoid making statements about any team or corporate achievements which weren't your own, any restatement of the assessment criteria, or coverage of knowledge and theory.

- Avoid jargon and company acronyms – remember the assessors won't know your organisation so explain things as clearly as you can using plain language.

- When providing your evidence write in a flow rather than signposting to a specific competence criterion, this can enable you to meet multiple criteria within one statement.

- Write up your project overviews and competence statements offline so that you can spell check, word count and edit them easily. Then simply copy and paste them into the application system. Double check you have pasted the text into the correct competence.

- Proofread your application. It may help to go back to it the next day with a fresh pair of eyes before submitting.

Things to avoid

- Avoid theoretical answers. Your professional practice statements are your opportunity to demonstrate the things that you have done.

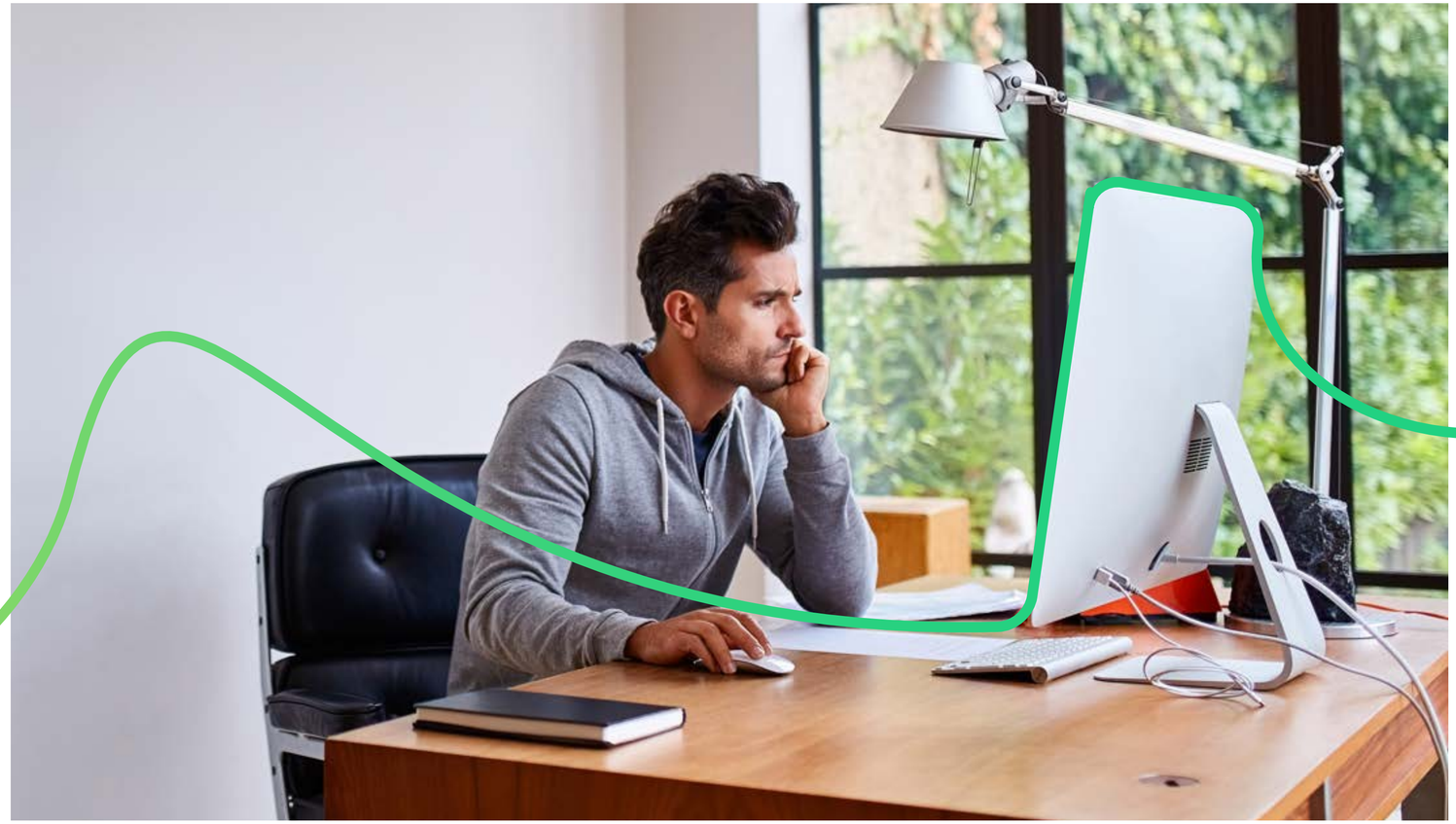
- Avoid simply repeating or re-wording the assessment criteria as your response. You must add depth of evidence to demonstrate how you have achieved the criteria.

Start your application

To apply for chartered, please go to our **website**.

An offline version of the application is available on request to support accessibility.

If you're already registered on our website you'll need to log in to begin. If you're not already registered, it's quick and easy to do so.



What happens next?

Once you have submitted your application:

- **An initial review will be carried out by our chartered team** regarding the completion of the application. If we identify any administrative issues, we'll contact you to request action. (**This is not a review of the content**.)
- Your written submission will be **allocated to a chartered assessor**.
- **You'll receive the outcome of the assessment** decision within 35 working days of your application being sent for assessment.

If you're successful, you'll receive a confirmation email inviting you to book an interview under Stage 2.

You must sit the interview within a year of receiving your successful written submission results. If an interview is not fulfilled within a year, then you would be required to resubmit a written submission, incurring the resubmission fee.

If your application is not successful, we'll write to you and explain the reason for the decision. You'll be given feedback and guidance to help you re-submit.

Scoring model

You've finished Stage 1. If you have any questions before moving on to Stage 2, please reach out to our **chartered team** using the details below and we'll be happy to answer any queries you may have.

chartered@apm.org.uk
01844 271685

Each chartered competence is marked out of two with:

0	Less than two assessment criteria provisionally achieved across the chartered competence.
1	Two to three assessment criteria provisionally achieved across the chartered competence.
2	At least four of the assessment criteria provisionally achieved across the chartered competence.

Project experience overviews:

- Demonstrated your personal responsibility and accountability.
- Met criteria of fulfilling the four characteristics.
- If unsuccessful the competence which the project relates to will score a **0**.
- If more than one project is referred to within a competence, the relevant competence will score a **0**.

Competences:

- Professional practice score a minimum of **14**.
- Mustn't score a **0** against any competence areas.

Stage 2 – Interview

Interview structure

You will attend an up to one hour remote video interview with two assessors. We may record or observe for quality assurance purposes.

1. Introductions, ID check and explanation on how the interview will be conducted.
2. Technical knowledge questioning to assess your breadth of advanced knowledge.
3. Ethics, compliance and professionalism.
4. If you have any additional evidence you'd like to add to support your application, you will be given up to five minutes to provide this. This is your time to utilise should you wish to go back and add value to a particular area. Additional documentation won't be accepted to support your evidence.

Before attending your interview

- We'll let you know the names of your assessors in advance of the interview. Please check and if appropriate, notify us of any conflicts of interest, including if they have helped or assisted you in completing your application.
- Brief notes are permitted during the interview. These are to be used as a memory-aid and shouldn't be read from verbatim.
- Have your photo ID ready, as you will need to show this at the start of the interview.
- Ensure that you have a webcam enabled device for your interview.
- Make sure you have a reliable internet connection, and have liaised with your IT department with regards to any firewalls or restrictions.
- Plan to be somewhere quiet and private for the duration of your interview, where you won't be interrupted.

Preparing for your interview

- Be prepared to demonstrate your breadth of technical knowledge against the competence criteria. Your answers don't specifically have to relate to your own experience, so make sure you have revised a range of alternative methods, practice and processes. These could be applicable across industry sectors and not solely limited to established organisational processes.
- Be prepared to critically evaluate and analyse; for example, by considering the pros and cons of particular methods or tools, be able to explain why certain options are appropriate or not, and reflecting on the advantages or disadvantages of various tools, methods and techniques.
- Please be aware that you can be questioned on any of the eight competence areas for technical knowledge.
- You will be asked technical knowledge questions on four competence areas, which have been selected by the assessors from your application. For each competence, you will be asked questions on four of the specified criteria so please do ensure that you prepare against all those included in your written submission.
- Be prepared to define ethical behaviour and to answer two questions on ethics, compliance and professionalism –**see the criteria here.**

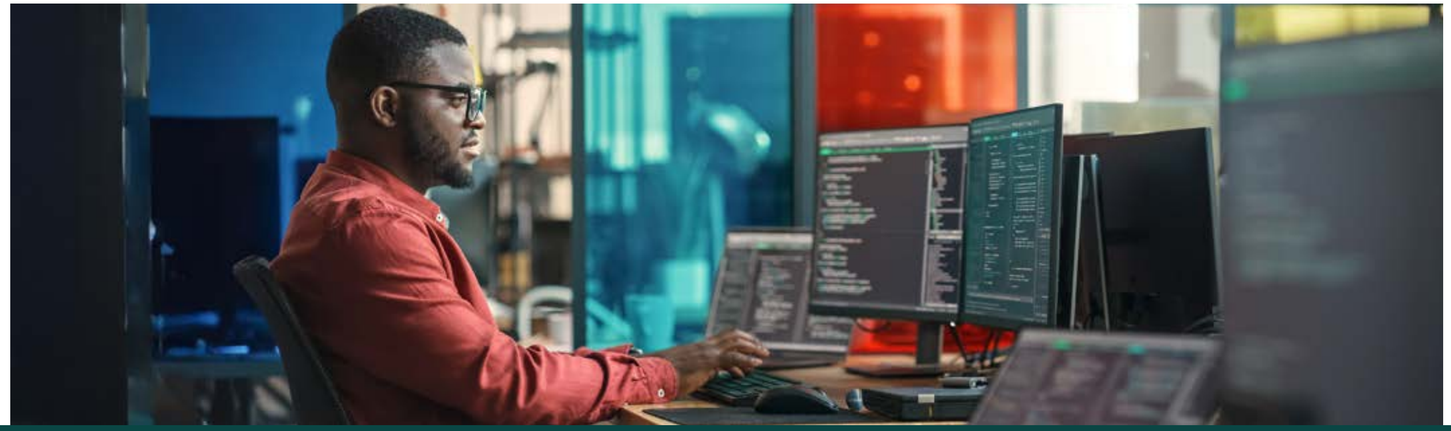
What happens next?

If you're successful, you'll receive an email and a PDF certificate from us confirming your achievement within 35 working days of your assessment. Please note you won't receive your outcome at the interview.

APM will also provide you with a digital badge in recognition of your achievement and you'll be entitled to use ChPP as a post-nominal.

Your name will be included on the Register of Chartered Project Professionals. Your name will be published on our website if you've given permission for us to do so.

If unsuccessful at interview, we'll write to you and explain the reason for the decision within 35 working days of your assessment. You'll be given feedback and guidance to help you repeat the required process. If unsuccessful at interview against the professional practice criteria then you will have to start the application process again, including your written submission.



Scoring model

You've finished Stage 1 and 2.
So Pathway 3 is now completed.
If you have any questions, please reach out to our **chartered team** using the details below and we'll be happy to answer any queries you may have.

chartered@apm.org.uk
01844 271685

Each chartered competence is marked out of two with:

0	Less than two assessment criteria provisionally achieved across the chartered competence.
1	Two to three assessment criteria provisionally achieved across the chartered competence.
2	At least four of the assessment criteria provisionally achieved across the chartered competence.

Project experience overviews:

- Technical knowledge: score **seven** or more, you must achieve a score of at least two against three of the four technical knowledge competences assessed.
- Ethics, compliance, and professionalism: successfully meet the criteria .
- Mustn't score a **0** against any competence area.

Pathway 4

This pathway is for you if you meet the eligibility criteria and have a recognised assessment for professional practice and **technical knowledge**.

- **Professional practice** and **technical knowledge** will have been assessed by your recognised assessment; evidence of this assessment will need to be submitted in Stage 1.
- **Details of your CPD** during the previous 12 months will be assessed in Stage 1 by your written application and validated in Stage 2 by your interview.
- **Ethics, compliance and professionalism** will be assessed in Stage 2 by your interview.

Pathway 4 journey 62

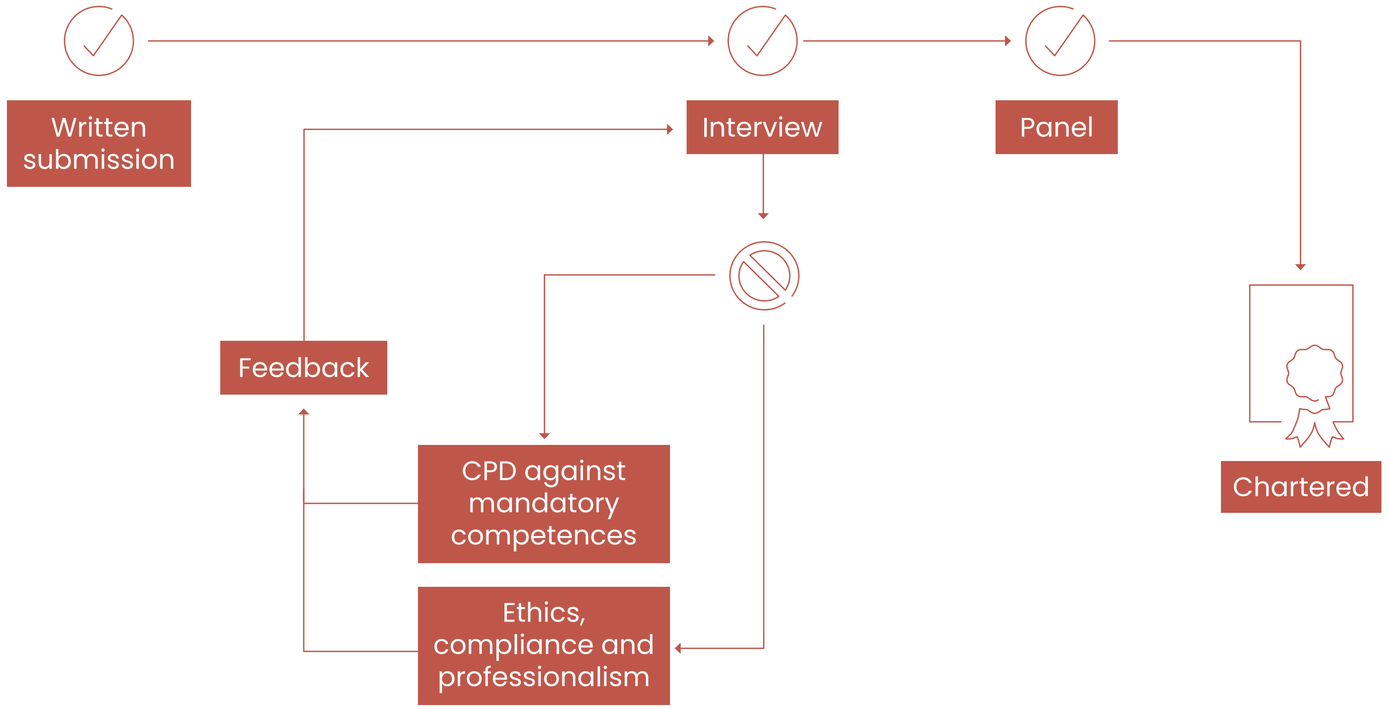
Stage 1 - Written submission

Checklist 63
Professionally active statement 64
Preparing your CPD log 65
Start your application 66
What happens next? 67
Scoring model 68

Stage 2 – Interview

Interview structure 69
Before attending your interview 70
Preparing for your interview 71
What happens next? 72
Scoring model 73

Your Pathway 4 journey



Stage 1 – Written submission

Before starting your web application

- Make sure you have your Recognised Assessment certificate ready to upload.
- Choose your two proposers who believe you're suitable for consideration for ChPP and can be contacted to support your application. They can be another project professional or your line manager but can't be a family member. Proposers do not need to be an APM member or hold ChPP status. Make sure your proposers are happy and know that they may be contacted.
- Read the **APM Code of Professional Conduct**, as you will be asked in your application to confirm that you've read, understood and will abide by this.
- **Make sure you have your method of payment ready.**

Professionally active statement

If your recognised assessment is more than five years old, at the time of application, you'll need to supply a professionally active statement explaining how you meet the required criteria.

You will need to evidence in your statement how you continue to meet the following requirements of remaining professionally active:

Having up-to-date knowledge of current practices and methods.

Being actively involved in the project management profession.

Your professionally active statement can be up to 500 words.

Preparing your Continuous Professional Development (CPD log)

You'll need to have completed 35 hours of CPD in the 12 months up to your application and confirm that you'll maintain this every year. All CPD must meet the requirements of APM's CPD scheme which can be found on our **website**.

You can use our CPD log template, but this isn't mandatory as long as you meet the necessary requirements detailed in our CPD scheme. Your submission must include a statement on the areas you'd like to develop further over the next 12 months.

Need some help? Or not sure if this is correct pathway for you? Don't worry, APM are here to help. Reach out to our **chartered team** using the details below and we'll be happy to answer any queries you may have.

chartered@apm.org.uk
01844 271685

Start your application

To apply for chartered, please go to our **website**.

An offline version of the application is available on request to support accessibility.

If you're already registered on our website you'll need to log in to begin. If you're not already registered, it's quick and easy to do so.

What happens next?

Once you have submitted your application:

- **An initial review will be carried out by our chartered team** regarding the completion of the application and CPD log. If we identify any administrative issues, we'll contact you to request action. (This is not a review of the content.)

You'll receive a confirmation email inviting you to book an interview under Stage 2.

Scoring model

No scores provided, must successfully meet the criteria at interview.

You've finished Stage 1. If you have any questions before moving on to Stage 2, please reach out to our **chartered team** using the details below and we'll be happy to answer any queries you may have.

chartered@apm.org.uk
01844 271685

Stage 2 – Interview

Interview structure

You will attend an up to 30 minutes remote video interview with one assessor.
We may record or observe for quality assurance purposes.

1. Introductions, ID check and explanation on how the interview will be conducted.
2. Clarification questions if applicable on professionally active statements and or CPD log.
3. Questions on how the CPD you've undertaken relates to a selection of mandatory competences.
4. Ethics, compliance and professionalism.
5. If you have any additional evidence you'd like to add to support your application, you will be given up to five minutes to provide this. This is your time to utilise should you wish to go back and add value to a particular area. Additional documentation won't be accepted to support your evidence.

Before attending your interview

- We'll let you know the name of your assessor in advance of the interview. Please check and if appropriate, notify us of any conflicts of interest, including if they have helped or assisted you in completing your application.
- A copy of your CPD log and brief notes are permitted during the interview. These are to be used as a memory-aid and shouldn't be read from verbatim.
- Have your photo ID ready, as you will need to show this at the start of the interview.
- Ensure that you have a webcam enabled device for your interview.
- Make sure you have a reliable internet connection, and have liaised with your IT department with regards to any firewalls or restrictions.
- Plan to be somewhere quiet and private for the duration of your interview, where you won't be interrupted.

Preparing for your interview

- You will be asked clarification questions on your CPD submission and your professionally active statement, if applicable.
- Be prepared to answer questions on how the CPD you've undertaken relates to a selection of mandatory competences and/or examples, within the past five years, where you've used a selection of mandatory competences within your project management related activity.
- Be prepared to define ethical behaviour and to answer two questions on ethics, compliance and professionalism – **see the criteria here**.

What happens next?

If you're successful, you'll receive an email and a PDF certificate from us confirming your achievement within 35 working days of your assessment. Please note you won't receive your outcome at the interview.

APM will also provide you with a digital badge in recognition of your achievement and you'll be entitled to use ChPP as a post-nominal.

Your name will be included on the Register of Chartered Project Professionals. Your name will be published on our website if you've given permission for us to do so.

If unsuccessful at interview, we'll write to you and explain the reason for the decision within 35 working days of your assessment. You'll be given feedback and guidance to help you repeat the required process. If unsuccessful at interview against the professional practice criteria then you will have to start the application process again, including your written submission.

Scoring model

No scores provided, must successfully meet the criteria:

- Professionally active (where applicable)
- CPD
- Currency
- Ethics, compliance and professionalism

You've finished Stage 1 and 2.
So Pathway 4 is now completed.
If you have any questions, please reach out to our **chartered team** using the details below and we'll be happy to answer any queries you may have.

chartered@apm.org.uk
01844 271685

What to do if you are not happy with your outcome

You have a right to submit a results enquiry without fear of reprisal or victimisation and should expect APM to deal with this seriously, impartially and in confidence.

By attending the interview, applicants confirm they're fit to do so; no enquiry will be heard concerning an applicant's wellbeing during the interview.

An enquiry/appeal must be received no later than **30 days** after the dispatch of your results.

For further information visit our **website**.

We would like you to take the time to reflect on the information provided within the feedback, should you wish to contact APM regarding the outcome we expect all applicants regardless of the situation, to treat and communicate with our staff in a polite, respectful and reasonable manner.

Maintaining your chartered status

To maintain your chartered status, you're obliged to complete 35 hours of continuing professional development (CPD) annually, which we may audit at any time and are required to pay an annual renewal fee.

You can use our CPD log template, but this isn't mandatory as long as you meet the necessary requirements detailed in our CPD scheme. Please note that APM members can use the 'My CPD' section of our website and should export their log to an Excel spreadsheet to submit if requested. Your submission must include a statement on the areas you'd like to develop further over the next 12 months.

All CPD must meet the requirements of APM's CPD scheme which can be found on our **website**.

Should you lapse your status, you have a two month grace period to re-activate before being required to fulfil the chartered process again.

APM-QS-CH-2 V.17

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

Association for Project Management is incorporated by Royal Charter RC000890 and a registered charity No. 1171112. Principal office as shown.