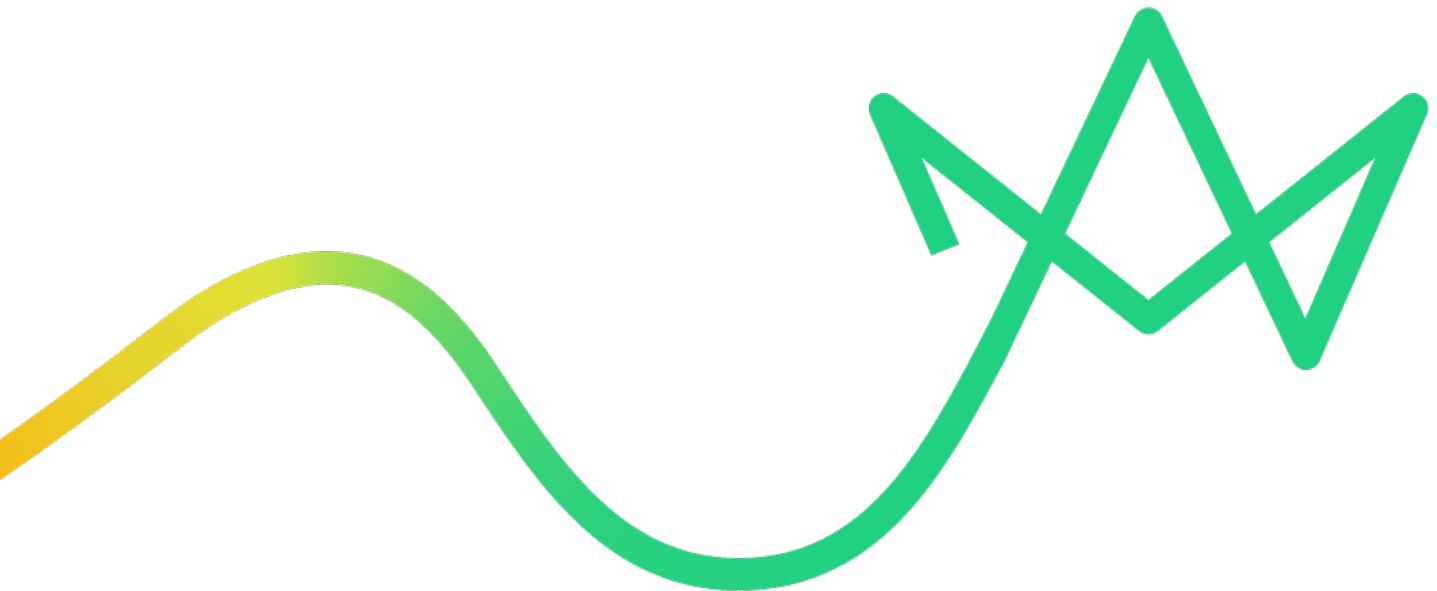


Chartered Project Professional Standard



Contents

1. Introduction	2
2. Achieving Chartered Project Professional (ChPP) status.....	2
2.1 Eligibility.....	2
2.2 Requirements	3
2.3 Competences.....	3
2.4 Technical knowledge.....	6
2.5 Accountability and complexity	6
2.6 Professional practice	6
2.7 Ethics and conduct.....	6
2.8 Continuing professional development.....	7
3. Pathways to Achieving the chartered standard.....	7
3.1 Pathway summary.....	7
3.2 Pathway 1	8
3.3 Pathway 2	9
3.4 Pathway 3.....	9
3.5 Pathway 4.....	10
4. Recognised Assessment	11
5. Further information	11

1. Introduction

Association for Project Management (APM) is a professional membership organisation that sets the standards for the project profession and raises its profile. APM is the only chartered organisation representing the project profession in the world, we set the benchmark.

Chartered status shows you've achieved the highest standard of expertise and have proven your exceptional project capabilities, through a defined level of technical knowledge, professional practice and ethical behaviour. This forms the basis of the assessment that you must pass to gain Chartered Project Professional (ChPP) status, and the inclusion on the Register of Chartered Project Professionals.

The standard has been designed to be equally accessible to individuals both with or without project management qualifications (APM or others) but with significant relevant experience of projects, programmes or portfolios. APM recognises the diverse paths individuals take into the profession, offering four pathways to ChPP.

2. Achieving Chartered Project Professional (ChPP) status

2.1 Eligibility

The chartered standard is open to individuals who have a proven track record of delivering complex projects. Our Chartered Project Professionals reflect the diversity of the profession, working across sectors, industries, organisation sizes and career stages.

The chartered standard is designed for professionals who:

- Are professionally active and have a proven track record of delivering projects, programmes or portfolios that involved all the following:
 - conflicting objectives
 - high levels of unpredictability or risk
 - multiple work packages, projects or programmes
 - multiple interdependent stakeholders
- Have the breadth of experience needed to demonstrate professional practice across selected competences.
- Have advanced technical knowledge and can evaluate different approaches and current practice.
- Are or are not an APM member.
- Are committed to continuing professional development and ethical ways of working.

2.2 Requirements

To achieve Chartered Project Professional (ChPP) status, candidates must demonstrate that they meet the chartered standard through an assessment pathway relevant to their qualifications and experience.

Successful candidates will demonstrate:

- Advanced technical knowledge of project management.
- Professional practice demonstrating application of this knowledge.
- Accountability and complexity in their project work.
- Ethics, Compliance and Professionalism.

Candidates are assessed against a combination of mandatory and elective competences selected from the ChPP Competences and Evaluation Standards.

Depending on the candidate's pathway, assessments may include:

- A technical knowledge examination against defined mandatory competences.
- An accountability and complexity assessment.
- A professional practice portfolio assessment against defined mandatory and elective competences.
- Confirm Code of Professional Conduct (CPD) and reflective learning has been undertaken in the past 12 months and commit to continuing to comply with APM's [CPD requirements](#).
- Commit to the [APM Code of Professional Conduct](#) and provide evidence of an understanding of an ethical way of working as part of an interview process.

To be awarded ChPP status, candidates must successfully complete all assessment components required for their chosen pathway and meet the standard expected across the assessed competences. Upon successful completion, they are admitted to the Register of Chartered Project Professionals.

2.3 Competences

All candidates must demonstrate their technical knowledge and professional practice across a range of specified competences drawn from the *APM Competence Framework*. These are split between mandatory and elective competences. You'll find detailed assessment criteria for technical knowledge and professional practice relating to each competence in the ChPP Competences and Evaluation Standards.

Mandatory competences – Evidence required against eight competences

(Where or option is provided, only one competence can be chosen)

Budgeting and cost control

The ability to develop and agree budgets for projects and understanding where costs fall over time.

or

Financial management

The ability to enable financial resource for delivery and to plan and control the finances of projects, as part of the organisation's overall financial management, to ensure optimisation of the business case.

Change control

The ability to manage variations and change requests in a controlled way.

or

Conflict resolution

The ability to identify, address and resolve differences between individuals and/or interest groups.

Governance arrangements

The ability to establish and maintain governance structures that define control of deployment for delivery of projects, and that align with organisational practice.

or

Reviews

The ability to manage progression through the life cycle of a project.

Integrated planning

The ability to take forward the definition of outputs into detailed planning, incorporating multiple areas into the integrated project management plan.

or

Schedule management

The ability to undertake time-based planning with an emphasis on activities and resource.

Leadership

The ability to empower and inspire others to deliver successful projects by providing vision, direction, feedback and support, so that people can do their best work.

or

Team management

The ability to select, develop and manage individuals to create and sustain teams.

Risk and issue management

The ability to identify and monitor risks (threats and opportunities) and issues; to plan and implement responses to those risks and respond to issues that affect a project.

Stakeholder engagement and communication management

The ability to work with people, both internally and externally, to build support to achieve intended outcomes.

Ethics, Compliance and Professionalism (professional practice only)

The ability to embody, promote and maintain a trusted profession and to navigate the cultural, legal and regulatory environment.

Elective competences – Evidence required against five competences (Pathway 1 and 2)

Assurance

The ability to provide confidence to the governance board that a project is on track to deliver the objectives and intended value.

Benefits management

The ability to identify and agree the benefits and determine how they will be measured, monitored and managed throughout a project until they are realised.

Business case

The ability to prepare, gain approval of, refine and update business cases that justify the initiation, investment and/or continuation of projects in terms of benefits, costs and risks.

Capability development

The ability to assess organisational maturity in relation to a project and the wider organisation.

Contract management

The ability to monitor and manage supplier performance.

Diversity and inclusion

The ability to build and maintain an inclusive environment that embraces a diverse culture.

Life cycles

The ability to structure and organise projects.

Portfolio shaping

The ability to set up portfolios to ensure efficient delivery of strategic objectives.

Procurement

The ability to secure the provision of resources, choosing strategies for obtaining best value from supply chains.

Quality management

The ability to ensure that outputs are delivered in accordance with requirements.

Requirements management

The ability to prepare and maintain definitions of the requirements of projects.

Resource capacity planning

The ability to plan resource needs in line with the strategic direction of the organisation to ensure that resource utilisation is maintained at an appropriate level for optimal efficiency.

Resource management

The ability to acquire and deploy internal and external resources.

Solutions development

The ability to determine the optimal solution to satisfy agreed requirements.

Sustainability

The ability to balance the environmental, social, economic, and administrative considerations that will impact a project.

Transition management

The ability to manage the integration of the outputs of a project into business-as-usual (BAU), ensuring that outputs enable delivery of the intended value.

2.4 Technical knowledge

A candidate must demonstrate advanced technical knowledge either by a recognised assessment (see section 4) or through a written examination that evaluates both breadth and depth of understanding against their selected mandatory chartered competences. This includes the ability to critically evaluate and analyse project management concepts, methods, tools and techniques, compare alternative approaches, and apply knowledge appropriately within project, programme and portfolio environments.

2.5 Accountability and complexity

A candidate must demonstrate that they operate with significant accountability in complex project environments. This includes holding responsibility for delivering outcomes; making informed decisions and exercising professional judgement involving personal accountability and authority; and management of conflicting objectives; uncertainty, risk and ambiguity; scale, integration and delivery complexity; and stakeholder interdependence.

Accountability and complexity are assessed through a structured oral assessment. Candidates must be able to demonstrate complexity, determine appropriate courses of action, and demonstrate accountability for the consequences of decisions made within project, programme, portfolio or enabling-function environment.

2.6 Professional practice

A candidate must demonstrate professional practice through evidence of their own experience in delivering projects, programmes, portfolios, or working in a key control or enabling function. Professional practice requires candidates to show how they have applied their knowledge, skills and judgement in real working environments. Candidates must provide evidence across the relevant chartered competences, demonstrating the effective application of project management principles, methods, tools and techniques within the context of their role. Professional practice is assessed through a portfolio presentation, enabling candidates to demonstrate both the breadth and depth of their experience, and their ability to apply competence consistently and effectively in practice. Accountability and complexity are assessed through a structured oral assessment. All candidates, irrespective of pathway, must demonstrate Ethics, Compliance and Professionalism as a mandatory competence.

2.7 Ethics and conduct

You're required to demonstrate a commitment to professional ethics and adherence to the APM Code of Professional Conduct, which sets out the elements of professional standards and ethical behaviour which APM requires from members. The code provides for a complaint and disciplinary procedure.

2.8 Continuing professional development

APM expect professionals to undertake 35 hours of professional development every year, which meets the requirements of APM's CPD scheme. You're required to provide evidence of currency of practice and a commitment to ongoing CPD.

3. Pathways to achieving the chartered standard

There are four different pathways to achieving ChPP status.

Pathway 1: For individuals without a recognised assessment.

Pathway 2: For individuals with a recognised assessment for technical knowledge.

Pathway 3: For individuals with a recognised assessment for professional practice.

Pathway 4: For individuals with recognised assessments for both technical knowledge and professional practice.

3.1 Pathway summary

Pathway	Technical knowledge	Accountability and complexity	Professional Practice
Pathway 1	1.5-hour online written examination consisting of four long-response questions assessing application of technical knowledge across the mandatory competences.	35-minute live online oral assessment evaluating accountability, authority, decision-making and the management of complexity in a project, programme or portfolio environment.	35-minute live online portfolio presentation. Candidates prepare evidence across all 13 chartered competences. Five competences are selected by APM for assessment, including Ethics, Compliance and Professionalism.
Pathway 2	Recognised Assessment. Technical knowledge demonstrated through an APM-approved recognised assessment.	35-minute live online oral assessment evaluating accountability, authority, decision-making and the management of complexity in a project, programme or portfolio environment.	35-minute live online portfolio presentation. Candidates prepare evidence across all 13 chartered competences. Five competences are selected by APM for assessment, including Ethics, Compliance and Professionalism.
Pathway 3	1.5-hour online written examination consisting of four long-response questions assessing application of technical knowledge across the mandatory competences.	35-minute live online oral assessment evaluating accountability, authority, decision-making and the management of complexity in a project, programme or portfolio environment.	Recognised Assessment for professional practice, plus a 10-minute live online presentation assessing Ethics, Compliance and Professionalism through evidence of ethical behaviour, professional judgement and compliance with relevant requirements.
Pathway 4	Recognised Assessment. Technical knowledge	Recognised Assessment. Accountability and complexity demonstrated	Recognised Assessment for professional practice, plus a 10-minute live online

	demonstrated through an APM-approved recognised assessment.	through an APM-approved recognised assessment.	presentation assessing Ethics, Compliance and Professionalism through evidence of ethical behaviour, professional judgement and compliance with relevant requirements.
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3.2 Pathway 1

Candidates following Pathway 1 must demonstrate attainment of the chartered standard through assessment of technical knowledge, accountability and complexity, professional practice and ethics, compliance and professionalism. All assessment components should be completed within a two-week assessment period.

Technical Knowledge Assessment

Technical knowledge is assessed through a 1.5-hour online written examination. The examination comprises four long-response questions against four mandatory technical knowledge competences selected. Candidates are required to demonstrate their understanding of principles, methods, tools and techniques associated with each competence, considering how concepts are applied in a project environment.

Accountability and Complexity Assessment

Accountability and complexity are assessed through a 35-minute live online oral assessment. Candidates are required to demonstrate the extent of their accountability, authority and influence, and their ability to operate effectively in complex environments against up to three projects, programmes or portfolios. The assessment consists of six structured questions covering personal accountability and authority, management of conflicting objectives, uncertainty and risk, scale and delivery complexity and stakeholder complexity. These questions will be pre-selected by APM.

Professional Practice Assessment

Professional practice is assessed through a 35-minute live online portfolio presentation. Candidates must prepare a presentation covering all 13 chartered competences, with evidence mapped to four assessment criteria for each competence.

Candidates are not able to choose which competences are assessed. Following the Accountability and Complexity assessment, APM will pre-select five competences for assessment, one of which will always be Ethics, Compliance and Professionalism. Candidates will then be required to deliver a presentation against those selected competences.

Evidence must be drawn from the projects, programmes, portfolios or professional roles introduced during the Accountability and Complexity Assessment. Candidates should be prepared to explain the actions they took, the decisions they made, the approaches they adopted and the outcomes they achieved.

3.3 Pathway 2

Candidates following Pathway 2 must demonstrate attainment of the chartered standard through assessment of professional practice, accountability and complexity, and ethics, compliance and professionalism. Technical knowledge is evidenced through a recognised assessment approved by APM.

Accountability and Complexity Assessment

Accountability and complexity are assessed through a 35-minute live online oral assessment. Candidates are required to demonstrate the extent of their accountability, authority and influence, and their ability to operate effectively in complex environments against up to three projects, programmes or portfolios. The assessment consists of six structured questions covering personal accountability and authority, management of conflicting objectives, uncertainty and risk, scale and delivery complexity, and stakeholder complexity, these questions will be pre-selected by APM.

Professional Practice Assessment

Professional practice is assessed through a 35-minute live online portfolio presentation. Candidates must prepare a presentation covering all 13 chartered competences, with evidence mapped to four assessment criteria for each competence.

Candidates are not able to choose which competences are assessed. Following the Accountability and Complexity assessment, APM will pre-select five competences for assessment, one of which will always be Ethics, Compliance and Professionalism. Candidates will then be required to deliver a presentation against those selected competences.

Evidence must be drawn from the projects, programmes, portfolios or professional roles introduced during the Accountability and Complexity Assessment. Candidates should be prepared to explain the actions they took, the decisions they made, the approaches they adopted and the outcomes they achieved.

3.4 Pathway 3

Candidates following Pathway 3 must demonstrate attainment of the chartered standard through assessment of technical knowledge, accountability and complexity, and ethics, compliance and professionalism. Professional practice is evidenced through a recognised assessment approved by APM.

Technical Knowledge Assessment

Technical knowledge is assessed through a 1.5-hour online written examination. The examination comprises four long-response questions against four mandatory technical knowledge competences selected. Candidates are required to demonstrate their understanding of principles, methods, tools and techniques associated with each competence, considering how concepts are applied in a project environment.

Accountability and Complexity Assessment

Accountability and complexity are assessed through a 35-minute live online oral assessment. Candidates are required to demonstrate the extent of their accountability, authority and influence, and their ability to operate effectively in complex environments against up to three projects, programmes or portfolios. The assessment consists of six structured questions covering personal accountability and authority, management of conflicting objectives, uncertainty and risk, scale and delivery complexity, and stakeholder complexity, these questions will be pre-selected by APM.

Professional practice

Ethics, Compliance and Professionalism is assessed through a 10-minute live online presentation. Candidates must present evidence against the required assessment criteria, demonstrating ethical behaviour, professional conduct and compliance with relevant standards. Evidence must be drawn from the projects, programmes, portfolios or professional roles introduced during the Accountability and Complexity Assessment. Candidates must demonstrate how they have applied ethical principles, exercised professional judgement and complied with relevant professional, organisational and regulatory requirements through their professional practice. Evidence should focus on the actions taken, the decisions made, the approaches adopted and the outcomes achieved.

All assessment components are to be completed within a two-week assessment period. To achieve Chartered Project Professional (ChPP) status through Pathway 3, candidates must meet the required standard in each assessment component and hold a recognised assessment for professional practice approved by APM.

3.5 Pathway 4

Candidates following Pathway 4 must demonstrate attainment of the Chartered standard through assessment of Ethics, Compliance and Professionalism. Technical knowledge and professional practice are evidenced through recognised assessments approved by APM.

Ethics, Compliance and Professionalism Assessment

Ethics, Compliance and Professionalism is assessed through a 10-minute live online presentation. Candidates must present evidence against the required assessment criteria, demonstrating ethical behaviour, professional conduct and compliance with relevant standards. Evidence must be drawn from no more than three projects, programmes, portfolios or professional roles. Candidates must demonstrate how they have applied ethical principles, exercised professional judgement and complied with relevant professional, organisational and regulatory requirements through their professional practice. Evidence should focus on the actions taken, the decisions made, the approaches adopted and the outcomes achieved.

To achieve Chartered Project Professional (ChPP) status through Pathway 4, candidates must meet the required standard in the Ethics, Compliance and Professionalism Assessment and hold Recognised Assessments for both technical knowledge and professional practice approved by APM.

4. Recognised Assessment

Candidates may submit a valid recognised assessment to demonstrate that they meet the requirements for technical knowledge, professional practice, or both.

Awarding bodies and other organisations may apply to APM for recognition of assessments against one or more of these areas:

- Technical knowledge.
- Professional practice.
- Technical knowledge and professional practice.

To be recognised, an assessment must:

- Be at the required level for the area(s) assessed.
- Cover the required mandatory and elective competences.
- Be externally regulated by an approved body (such as Ofqual or the Office for Students) or align with ISO 17024 quality requirements.

A list of recognised assessments is available on the APM website.

5. Further information

The APM website includes a dedicated ChPP area where you can gain access to additional ChPP resources. This area is updated regularly as developments are made. Visit apm.org.uk/chartered.

Document control

Version history

Version	Date	Author	Reason for change
v.7	25/09/206	Professional Standards	Revised under new assessment construct.



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

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