**Association for Project Management**

**Board Elections 2015**

**Candidate Briefing Pack**

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9. **Introduction**

As a membership body, APM has a democratic process for electing its board of trustees. This is fundamental for APM – we need our board to comprise committed, high calibre, experienced individuals who share our passion. This pack sets out key information for potential candidates. Candidates who can commit the time and energy to help improve APM and the project management profession are encouraged to stand in the board election.

1. **APM governance overview and background**

APM is an educational charity. It is incorporated as a private company limited by guarantee. It has a constitution comprising articles of association. The articles are adopted by the membership and approved by the Charity Commission which grants charitable status. In accordance with the articles, the board of APM also agrees regulations to cover detailed aspects of governance. The articles and the regulations are published on the [APM website](http://www.apm.org.uk/HowAPMisRun). Individuals in the Full member and Fellow grades[[1]](#footnote-1)(MAPM/FAPM) are Full members and the statutory members of the company.

APM has recently had a board of 12 elected trustees (who must be Full members[[2]](#footnote-2)) However, the board has now agreed to reduce the number of elected board members from 12 to 9 over a period of three years. Consequently, in 2015 four board members will stand down and three will be elected. The same will happen in 2016 and 2017 to reach the target size of nine.

The Board may also contain up to three appointed trustees. There is currently one such board member and there are current plans to appoint another to provide a link with the volunteer community. Separate publicity to find candidates for this vacancy will be issued by the community engagement team.

Elected trustees are nominated by Full members who also then vote for their preferred candidates. Appointments are for three years. The chair is elected annually by the board from amongst the board members.The members of the board act as both charity trustees and company directors; they cannot be paid but may receive expenses.

1. **APM – the objects, vision, mission and strategy**

The following aims to set out why, what and how APM carries out its business.

|  |  |
| --- | --- |
| The charitable objects of APM as a company  | To advance the science, theory and practice of project and programme management for the public benefit.  |
| The aspirational APM vision for the project management profession | A world in which all projects succeed. |
| The APM mission to help us meet the vision | To provide leadership to the movement of committed organisations and individuals who share our passion for improving project outcomes.  |
| Strategy 2020 – APM’s long term plan to help meet the above | This includes aspirational targets for 50k qualifications, 500k followers, £20m turnover and 100+ staff by 2020.  |
| Delivery: The board sets a three-year business plan annually. This is developed into an annual plan and detailed objectives. Development is managed through an agreed portfolio.  |

1. **APM’s activities**

This short guide does not attempt to set out APM’s numerous activities. However, experience has shown that not all candidates have a full appreciation of the breadth of APM’s work. Candidates are strongly encouraged to review the [APM website](http://www.apm.org.uk/) in detail, attend a volunteers’ orientation day[[3]](#footnote-3) and read the latest [annual report](http://www.apm.org.uk/HowAPMisRun).

1. **The role**

Company director/ charity trustee

Our board members have two related roles; they act as company directors and charity trustees. The duties are essentially comparable and complementary. Candidates are strongly encouraged to ensure they understand these duties. The Companies Act 2006 duties of a director are to:

* Act within their powers (s. 171)
* Promote the success of the company (s. 172)
* Exercise independent judgement, reasonable care, skill and diligence (s. 173 - 174)
* Avoid conflicts of interest, not accept benefits from third parties and declare interests in proposed transactions. (S. 175-177)

The role of a charity trustee is similarly that of a ‘fiduciary’ and to ensure that the charity operates within its constitution and does not go beyond its charitable purposes. The trustees are literally ‘trusted’ with the charity’s assets. The articles of APM confirm that trustees have ‘control of the association and its property and funds’. Candidates are encouraged to read the Charity Commission’sguide [*The Essential Trustee*](http://www.charitycommission.gov.uk/detailed-guidance/trustees-staff-and-volunteers/the-essential-trustee-what-you-need-to-know-cc3/).

Operational management

The board has several critical, high level roles. These include approving the strategic direction of the organisation, acting as ‘guardian’ of the charitable assets and being an advocate for APM. Scrutiny and assurance of APM’s delivery is also a key element of the role. In common with best practice and as APM has grown, the board has delegated operational management to the chief executive and paid staff. Regulations set out the issues which the board has determined it must decide and those matters which are delegated to staff. Board members act and agree issues collectively; individuals have no executive authority or powers unless specifically delegated to them by the board.

Experience and skills

APM is keen to have a diverse board with a mix of skills and backgrounds. It is the membership which determines who will be elected but it is in APM’s interests for candidates to be of the highest calibre. The board has not on this occasion decided to highlight specific experiences or sectors from which it would be particularly keen to see applicants. However, it has emphasised it wishes to see the very highest calibre of candidates. Experience in operating at a strategic level and as a director or non-executive director would be particularly welcome. The Board’s Nominations & Advocacy Committee have highlighted that being able to demonstrate ability and competence across the [Five Dimensions of Professionalism](https://www.apm.org.uk/APM5Dimensions) (Depth, Breadth, Achievement, Commitment & Accountability) would be welcome.

Time commitment

The time commitment varies for individual board members depending on their competing priorities and what they choose to get involved in. Experience has shown that candidates have not always appreciated the commitment required. A **minimum** contribution of around 20 days per annum should be expected but can vary according to duties.

The board and its committees

The biographies of the current board are available on the APM [website](http://www.apm.org.uk/APMBoard); this will give an appreciation of the current backgrounds, skills and experiences that board members have. The board meets bi-monthly in Princes Risborough. The board is supported by a number of [committees](http://www.apm.org.uk/APMCommittees) through which it delegates some of its work. The APM website hosts summaries of [board meeting discussions](http://www.apm.org.uk/HowAPMisRun).

1. **Training and induction**

New board members receive internal induction and trustee training. They are given access to an electronic library of governance and briefing material and are provided with the mentoring support of an established board colleague. All new board members receive a detailed briefing from the executive team and are strongly encouraged to attend a volunteers’ training day. Completion of the induction is considered mandatory. Individual support, such as attendance at conferences, is available.

1. **Conflict of interest/board member code of conduct**

APM operates a mandatory code of conduct for board members and has a policy in relation to conflicts of interest. Candidates with questions over eligibility or whether a substantive conflict of interest exists should contact the company secretary. A conflict of interest in a matter would mean you are not permitted to participate in discussion and decision making on that issue. The board’s Nominations & Advocacy Committee have identified that the [Nolan Principles](https://www.gov.uk/government/publications/the-7-principles-of-public-life) are important and applicable to the actions of APM board members.

1. **Process and next steps**

Nominations process

Candidates will need to complete a nomination form which is attached to this guide. This nomination form needs to be proposed and seconded by two Full members. A photograph and election statement will be required to send to all of the electorate with the ballot papers. The electorate can vote by post, email or SMS text message. The company secretary oversees the election with voting administration outsourced to Electoral Reform Services.

Engagement with the electorate

Candidates’ election photos and statements, along with answers to a series of pre-set questions, will also be posted on the APM website. Candidates are strongly encouraged to participate in an election discussion which will feature on the APM website.

Timetable

The following are the key election dates:

* 9 July – opening date for nominations
* 9 September – deadline for nominations
* 25 September – election material and ballot papers posted to members
* 31 October – voting deadline
* 9 November – results announced at Annual General Meeting
* 10 November – first board meeting for newly elected board members

**Candidates with specific queries please contact Mike Robinson, Company Secretary:** **mike.robinson@apm.org.uk**

**Association for Project Management**

**Board Elections**

**Candidate Nomination Form**

**We nominate: for membership of the board of Association for Project Management.**

**Proposed by: Membership No.**

**Signed:**

**Seconded by: Membership No.**

**Signed:**

**The nominee must confirm the following:**

I am willing to act as a director and charity trustee on the board of the association. I confirm I have read the attached election brief, that I agree to abide by all APM regulations and policies and that I will complete the board member induction programme.

**Name: Membership No.**

**Signed: Date:**

**Submission requirements:**

Election statement: Candidates are required to provide an election statement of up to 250 words for inclusion on the ballot paper. This will be reproduced as submitted and will not be edited. In the event that submissions are too long, the first 250 words only will be reproduced on the ballot paper. The statement should include brief details of higher education, experience and involvement with APM.

Photograph: A head and shoulders JPEG photo should be provided to the company secretary. This will appear on the ballot paper and APM website. Please ensure files are of sufficient quality for reproduction.

Pre-set questions: In addition, you are asked to supplement your personal profile with answers to pre-set questions. These will not appear on the ballot paper but will be posted on the APM website.

Submission: Complete nomination submissions must be received by the company secretary no later than 9 September 2015. Late submissions will not be accepted. Material should be emailed to mike.robinson@apm.org.uk or alternatively hard copy documents may be posted to: Company Secretary, Association for Project Management, Ibis House, Regent Park, Summerleys Road, Princes Risborough, Buckinghamshire, HP27 9LE. Real signatures are required but scans permitted.

**Election statement**

Please send in electronic form, submission up to 250 words.

**Pre-set election questions**

Please provide your answers to the following questions.

* Please provide a brief overview of your background and experience as a project professional.
* Please outline any previous experience as a company director or charity trustee.
* What motivated you to put yourself forward for election to the APM board?
* What qualities and experience will you bring to the APM board?
* What is your vision for APM going forward?
1. Honorary Fellows who were not Full members at the date of their award do not acquire Full member status. [↑](#footnote-ref-1)
2. Informal members (Associate, Student and Corporate) may not participate in the election process. [↑](#footnote-ref-2)
3. The next orientation day is 30/7/15. Contact anna.grabham@apm.org.uk to book a place. [↑](#footnote-ref-3)