



a guide to  
Specific Interest Groups  
(SIGs)

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## Welcome to the Specific Interest Group guide

APM Specific Interest Groups (SIGs) offer a forum for collaboration and knowledge development in all areas of project, programme and portfolio management. They are a coming together of practice, consultancy and academia working to produce guides, white papers, conferences seminars and a space to network and share ideas.

Specific Interest Groups are formed by groups of volunteers and provide a unique meeting place for experts, beginners, specialists and generalists from all industry sectors. The SIG community is governed by a steering group consisting of:

- Six volunteer representatives elected by chairmen of the 14 APM SIGs
- an APM Board member who has specific responsibility for SIGs
- the APM Chief Executive.
- APM Volunteers Manager.

The steering group gives its members the chance to influence the future development of APM SIGs and its role is to co-ordinate SIG initiatives, ensure their alignment with APM strategies and provide general advice to APM on the operation and development of their SIGs. Representatives from the SIGs meet as a group at two fora every year, jointly over a weekend with the equivalent group from Branches, to network and share experiences.

# APM Assurance Specific Interest Group

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## P3 Assurance

P3 Assurance is the process of providing confidence to stakeholders that projects, programmes and portfolios will achieve their scope, time, cost and quality objectives, and realise their benefits.

*APM Body of Knowledge, 6th edition, section 3.6.1*

## Overview

In projects and programmes, the word 'assurance' means different things to different people, depending on the field of interest. For some, it's about achieving quality, for others it's about being sure what they are told is correct, whilst for many it's about being confident that 'things are under control'.

The variety of meanings is reflected in the ways of achieving assurance in projects and programmes, including: quality assurance, safety audits, gateway reviews, independent engineer reviews, internal audits, project audits, contract audits, external audits, peer reviews, control self assurance, etc.

In addition, different types of assurance require different skills which need to be quantified, enabled and supported in different ways.

Are all of these types of assurance actually all trying to do the same thing; is the only difference between them the perspective of the practitioner? If they are all trying to do the same thing, how can we avoid inefficient overlap?



Naveed Sheikh,  
Assurance SIG member

Effective project and programme assurance should:

- provide confidence to stakeholders that a project is being managed effectively
- provide confidence to stakeholders that a project or programme is on target to achieve the defined deliverables and benefits
- highlight issues and concerns that put at risk a successful project delivery at a time when effective management action could mitigate the problem.

## About the SIG

The Assurance SIG was launched in 2008 aiming to be the centre of excellence within APM for all issues connected with project and programme assurance. It works in several workstreams directed by its Management Team. These workstreams include:

- Creation of a knowledge base
- Assurance definitions
- Interfaces and developing lasting relationships
- Project auditing
- Measures for assuring projects
- Integrated assurance – developing and sharing best practice.

# APM Benefits Management Specific Interest Group

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## Benefits Management

Benefits management is the identification, definition, planning, tracking and realisation of business benefits.

*APM Body of Knowledge, 6th edition, section 3.2.1*

## Overview

The Public sector is being asked to dig deep to make public spending cuts that require significant changes to local services and the private sector must better position itself to exploit commercial opportunities wherever and whenever they arise.

Never before have Benefits Management capabilities been so well placed to support organisations in their need to maximise value and deliver successful change outcomes. Benefits are the primary reason why we undertake change; all other project, programme and portfolio management activities are enablers that make the required realisation of benefits possible.

Whether an organisation is required to cut costs, meet a compliance or regulatory need or differentiate itself from the increasingly global competition it must do it efficiently, effectively and ensure that the door to even more change stays open. Benefits Management is uniquely positioned to support these challenges.

Benefits management brings together multiple professional groups across the organisation including strategy, project and programme management, performance management, accounting and contract management to drive results from the implementation of change. Importantly, benefits management process also draws in and engages the stakeholder communities that must operate and use the changed facilities, services or products.

Traditional approaches to managing benefits have focussed on the identification and quantification of benefits. Now, with increasing pressure on budgets and increased customer expectations, benefits management is increasingly at the heart of delivering and embedding change.

Benefits Management is a through-life change support discipline that proactively ensures expected benefits are realised. Effective benefits realisation management assures that accountability, a widely acknowledged success driver, for benefits realisation and the subsequent monitoring and tracking of benefits realisation performance is recorded.

In common for all organisations is the need for reliable data that informs effective decision making. Benefits management processes ensure that timely and accurate change-related performance information is made available to both the organization's leadership and its wider stakeholder community.

## About the SIG

The Benefits Management SIG has more than 1,400 members across the UK and globally. SIG membership includes numerous individuals from outside the traditional project and programme management profession - a fact which belies its ability to influence change.



Nick Wensley,  
Co-Chair of the Benefits Management SIG

The SIG addresses the need for professionalism in benefits realisation, ensuring that projects and programmes deliver their intended value. APM Competence Framework scope now includes project, programme and portfolio organisational capabilities and incorporates a benefits realisation competence area. APM recognises the important synergistic relationship between benefits-driven change and the wider P3M community.

The SIG's vision is to develop and promote benefits realisation as a core driver of successful project, programme, and portfolio, and change management. We aim to do this by:

- Supporting project, programme, portfolio, PMO and other business professionals with a strong interest in benefits realisation through knowledge sharing and the opportunity to network
- Becoming the recognised source and portal for the development and dissemination of knowledge on benefits realisation globally
- Becoming pre-eminent for our contribution to thought leadership on alignment of benefits realisation, change management and business strategy
- Providing standards and guidelines for benefits realisation
- Building partnerships with businesses and other professional groups with a strong interest in benefits management

#### FURTHER INFORMATION

- *Benefits Realisation Management. A Practical Guide to Achieving Benefits through Change.* Gerald Bradley. Gower. Reprinted [2010]
- *Transforming Government and Public Services. Realising Benefits through Project Portfolio Management.* Stephen Jenner. Gower [2010]
- *Managing Benefits by Steve Jenner APMG International, 1st Edition [2012]*
- *Practical Benefits Realisation Management: A Practical and Pragmatic Guide Delivering Value from Change.* Jagjivan Matharu and Mike Green [June, 2015]
- *Pereira Diamond: Benefits Management Framework* Claudia Teixeira and Leandro Pereira. The International Journal of Business and Management. March 2015
- *Benefits Management - Lost or found in translation.* International Journal of Project Management. Richard Breese, Stephen Jenner, Carlos Serra, John Thorp
- *APM Competence Framework. 2nd edition v1.0 [2015] Members Only*



Neil White,  
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# APM Contracts and Procurement Specific Interest Group

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## Contracts and Procurement

A contract is an agreement made between two or more parties that creates legally binding obligations between them. The contract sets out those obligations and the actions that can be taken if they are not met.

Procurement is the process by which products and services are acquired from an external provider for incorporation into the project, programme or portfolio.

*APM Body of Knowledge, 6th edition, sections 3.7.1 and 3.7.3*

## Overview

The Contracts and Procurement SIG believes that the above definition of procurement is well established and can be helpfully expanded to include procurement in a project, programme and portfolio environment.

The SIG believes that procurement is the process by which the benefits, enhanced capability, functions/performance or resources (goods and services) required from or by a project or programme are acquired.

It includes deciding the package structure and, for each package, the development and implementation of the:

- contracting strategy
- contract documents, including the specific scope/requirement
- process and evaluation criteria for selection and award leading to the effective management of the contracts once entered into.

As projects become more unique, complex, subject to change and therefore more risky a more sophisticated approach to procurement is needed than the typical transactional approach used for the purchase of commoditised goods and services.

This requires an understanding and application of modern procurement concepts and techniques and of the contracts which govern the relationship between the parties. In some industries, this is well established, but in others it is still emerging.





Jon Broome,  
Contracts and Procurement SIG chair

Intelligent and effective procurement and contract management means:

- The project is split down into packages which best fit the capabilities of the provider market to deliver each one and the client's ability to manage each package
- The best provider is selected for each package for the best value price
- Provider's commercial motivations are aligned with the client's so that it is in their interests to deliver the package to the client's objectives, whilst giving legal protection from defaults by the other party
- The specific contract terms allow the client to proactively manage their project through the contract when risk and change occur rather than reactively administrate what has happened
- The client and contractor fulfil their obligations under contract.

In short, this leads to projects meeting or beating their time, cost and quality objectives.

## About the SIG

The Contracts and Procurement Specific Interest Group:

- Exists to promote and disseminate knowledge, understanding and best practice of contracts and procurement in a project and programme environment
- Aims is to become a lively and constructive debating forum which takes existing best practice and helps make it better
- Wants to be disseminating knowledge, understanding and developing best practice through a variety of accessible means
- Has a long term aspiration to become recognised as an international forum at the leading edge of excellence in contracts and procurement for projects and programmes.

## FURTHER INFORMATION

- International Association of Contract and Commercial Managers (IACCM) – [www.iaccm.com](http://www.iaccm.com)
- Project Procurement Management: Contracting, Subcontracting, Teaming, Fleming, Q (2003)

# APM Enabling Change Specific Interest Group

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## Enabling Change

Change management is a structured approach to moving an organisation from the current state to the desired future state.

*AMP Body of Knowledge, 6th edition, section 3.2.4 Change Management*

## Overview

The SIG's mission is to "improve the change capability of APM's Corporate organisations, teams and individuals".

Programmes and projects are created to enable change, however research continues to indicate that failure rates remain alarmingly high and the success rate is not improving. At the same time the pace of change is increasing and organisations are in a state of flux as they respond to technological advancements, competitive pressures, government policy and the economic downturn.

Despite the proliferation of literature and training, delivering successful change is a major challenge with the failure rate in the region of 60 - 80%. A failure to recognise and attend to change management issues when delivering projects and programmes has been regularly cited by the OGC and its successor organisation, the Major Project Authority (MPA) as a key gateway lesson.

The Enabling Change SIG will be a highly collaborative SIG, working with the other SIG's and across the APM. We will support and enable the change agenda across other SIG's.

The SIG will have a balanced focus on internal and external activities, establishing and developing partnerships with other relevant organisations and groups in order to ensure we are at the forefront of thought leadership on change-specific topics.



Martin Taylor.  
Enabling Change SIG chair

## About the SIG

The SIG's scope has developed through stakeholder discussions to focus on distinctive change-specific topics to provide a clear identity. The Enabling Change SIG will operate at three levels: Organisational, Team and the Individual. The scope has been categorised into two levels; primary scope, where we lead, and secondary supporting scope, where we support and complement existing SIG's;

### PRIMARY SCOPE

- Organisational change
- Strategy for change
- Change readiness – assessing, diagnostics, justifying
- Engagement and communications
- Enabling change methods
- Embedding change
- Training and support needed for successful change

### SECONDARY SUPPORTING SCOPE

- Resistance to change
- Leadership and sponsorship of change
- Success of change (how to measure)

The intention is to cover these specific change-related topics within the context of the following internal organisational drivers and supporting other SIG's in these areas where appropriate:

- Transformational change – “Big C”
- Incremental change – “Little C”
- Building change capability of organisations
- Building change capability of teams
- Building change capability of individuals
- Influencing people to work differently
- Eliminating failure (in line with the 2020 Vision)
- Recognising the balance of soft skills and hard skills needed

Partnerships with leading organisations that are experts in the related fields of change are extremely important and these relationships will be of strategic benefit to the APM in terms of potentially developing organisational and individual memberships.

# APM Governance Specific Interest Group

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## Governance

Governance refers to the set of policies, regulations, functions, processes, procedures and responsibilities that define the establishment, management and control of projects, programmes and portfolios.

*APM Body of Knowledge, 6th edition, section 1.1*

## Overview

Project management is a well-established discipline that is vital to the success of many businesses and government organisations.

In recent years the importance of sound and transparent corporate governance has led to the development of guidance and regulations to enhance organisational success.

Yet despite this progress little attention has been paid to the interface between corporate governance and project management – after all project management is the discipline used to implement an organisation's strategic portfolio of change/projects.

Enhanced governance leads to greater success at project, programme and portfolio level. It is important to note that there is a difference between governance of individual programmes/projects and governance of project management.

The former concerns how a specific programme/project is governed and the latter concerns how the project management capability of the organisation is governed as a whole.

The core components of the governance of project management cover: portfolio direction (doing the right projects to support the strategic objectives), project sponsorship (ensuring an effective link between the organisation's senior executive body and the management of each project), project management capability (ensuring appropriate skills and experience are developed, enhanced and deployed – and an appropriate culture and ethical standards are in place) and disclosure and reporting (ensuring open and transparent sharing of information).



Martin Samphire  
Governance SIG chair

## About the SIG

The SIG was established in 2003. The stated purpose of the SIG is to:

- Be the UK focus for those interested in the governance of change/project management;
- Advance the understanding of governance of project management;
- Contribute towards the development of good practice in the governance of change/project management.
- Influence national and international standard making authorities to improve their impact on the governance of project management;
- Influence those responsible for the governance of project management to improve their practices;
- Develop its members as ambassadors and exemplars of excellent governance of project management.

The SIG has been extremely active and has published a series of well received guides (see below), and is also actively reaching out to board/senior executives of organisations, for example IOD, IIRC, as well as the APM membership, to influence them to adopt better governance practices.

### FURTHER INFORMATION

- *Directing Change – A guide to governance of project management*, Association for Project Management, revised 2011
- *Co-Directing Change – A Guide to the Governance of Multi-Owned Projects*, Association for Project Management, 2007
- *Sponsoring Change – A Guide to the Governance Aspects of Project Sponsorship*, Association for Project Management, 2009

# APM Knowledge Specific Interest Group

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## Knowledge management

Knowledge management (KM) is the systematic management of information and learning. It turns personal information and experience into collective knowledge that can be widely shared throughout an organisation and a profession.

*APM Body of Knowledge, 6th edition, section 1.1.5*

## Information management

Information management is the collection, storage, dissemination, archiving and destruction of information. It enables teams and stakeholders to use their time, resource and expertise effectively to make decisions and to fulfil their roles.

*APM Body of Knowledge, 6th edition, section 3.1.3*

## Overview

Knowledge is the most valuable of an organisation's intangible assets. Projects create a 'portal' through which the knowledge of single or multiple organisations can be accessed and transformed.

Despite this, there are many definitions of "knowledge management" and a lot of confusion about the difference between "knowledge" and "information". Perhaps the most important difference is that knowledge can never be captured completely. There is always a part of what we know that we find difficult to write down. And the part that we find difficult to write down is often the most valuable.

Because knowledge exists in people's heads and is embodied in practice, it can't be managed directly. We can create documents, processes and ways of doing things that represent our knowledge and make it easier to share, but managing our deeper knowledge (such as experience and



Judy Payne,  
Knowledge SIG chair

insights) has to include connecting people – creating an environment of trust and making time and space for people to talk to each other.

Effective knowledge management means that ideas, experience and insights are used within and between projects and organisations to improve performance.

## About the SIG

Knowledge is a subject that touches every aspect of project, programme and portfolio management P3 and we welcome membership from across the P3 community. Do you:

- rely on the success of projects?
- directly influence the way things are done in projects?
- manage projects?
- have experiences to share?
- get frustrated by poor knowledge practices?
- want to know how to collaborate more effectively?

If so, you can benefit from joining the SIG and the SIG can benefit from your membership.

Because there is no one-size-fits-all recipe for effective KM, our focus is on building a dynamic community of project and knowledge professionals to develop and share understanding of knowledge issues in project environments. SIG events are interactive and we build in plenty of time for networking and informal knowledge-sharing.

The SIG team members have backgrounds in both project management and knowledge management: as practitioners, researchers and managers. We have worked in utilities, construction, higher education, defence, banking and health; and in public, private and not-for-profit sectors.

The SIG covers topics including strategic knowledge and information management; practical knowledge management; collaboration; social networking and social media; and organisational and cross-organisational learning.

# APM People Specific Interest Group

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## People

Interpersonal skills are the means by which people relate to, and interact with, other people.

*APM Body of Knowledge, 6th edition, section 2.1*

## Overview

There is a growing realisation that delivering successful projects is about much more than process. Projects are delivered through people, working effectively as a team, engaging stakeholders and being inspired by top class project leaders. Projects are, to quote APM President Dr Martin Barnes CBE, "much more to do with the interaction of people, clients and stakeholders and the integration of these aspects". To make significant progress towards achieving the APM's vision of a world where 'All Projects Succeed', the project management profession needs to develop its knowledge, skills and competences in people areas. Project managers need to be able to understand the context and culture in which they work and be able to adopt appropriate behavioural and leadership styles.

A successful project manager will communicate effectively, engaging the client, stakeholders and team, and will be able to provide clear vision, leadership and inspiration.

The project manager must take responsibility for the human resource management aspects of a project, facilitating learning and development both of the project team and in the wider organisation. The increasingly complex world in which we deliver our projects demands a broader level of understanding and competence – from an understanding of ethics and values to the use of tools and techniques such as coaching and mentoring.

## About the SIG

The SIG has a vision of 'Inspired and Inspiring Project Managers' and a mission to raise awareness, inspire thinking and influence opinion around people and project management.

Our primary objectives are to:

1. Promote the inclusion of people aspects of project management
2. Research and promote tools and techniques





Russel Jamieson,  
People SIG chair

3. Provide support for project leaders and teams
4. Provide support for performance improvement and we plan to achieve these by:

- Building our reputation as a centre of excellence for people aspects of P3M delivery
- Communications & publications using appropriate media including:
  - Contributing to the APM BoK
  - SIG-specific guides (print & media)
  - Social media
  - Engaging with other SIGs & branches, the wider PM community and other 'like-minded' bodies and organisations outside the APM
  - Presentations & workshops
- Proposing, conducting and encouraging research into people aspects of projects

#### FURTHER INFORMATION

- *APM Body of Knowledge, 6th edition, Association for Project Management*
- *Communicating Projects: An End-to-End Guide to Planning, Implementing and Evaluating Effective Communication* by Ann Pilkington, 2013
- *Crucial Confrontations: Tools for talking about broken promises, violated expectations, and bad behavior* by Kerry Patterson, Joseph Grenny, Ron McMillan and Al Switzler 2004
- *NLP At Work: The Essence of Excellence, 3rd Edition (People Skills for Professionals)* by Sue Knight 2009
- *Tacit Knowledge in Organizations*, Philippe Baumard, 2004
- *The Aesthetics of Organization* by Stephen Linstead & Heather Joy Hopfl, 2002
- *The Lens Collective: A Guide to Seeing Different Perspectives in Project Management*, Association for Project Management, 2010

# APM Planning, Monitoring and Control Specific Interest Group

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## Planning

The process of identifying the means, resources and actions necessary to accomplish an objective.

*APM Body of Knowledge, 5th edition, Glossary*

Planning determines what is to be delivered, how much it will cost, when it will be delivered, how it will be delivered and who will carry it out.

*APM Body of Knowledge, 6th edition, section 3.1.5*

## Monitoring

The recording, analysing and reporting of project Performance as compared to the plan in order to identify and report deviations.

*APM Body of Knowledge, 5th edition, Glossary*

## Control

Comparing actual performance with planned performance, analysing variances, assessing trends to effect process improvements, evaluating possible alternatives, and recommending appropriate corrective action as needed.

*PMI PMBOK 4th edition, Definitions*

Control comprises of tracking performance against agreed plans and taking the corrective action required to meet defined objectives.

*APM Body of Knowledge, 6th edition, section 3.1.2*

## Earned Value

Earned Value Management is a project control process based on a structured approach to planning, cost collection and performance measurement. It facilitates the integration of project cost and scope, time and cost objectives and the establishment of a baseline plan for performance measurement.

*APM Body of Knowledge, 5th edition, section 3.6*



Stephen Jones,  
Planning, Monitoring and Control SIG chair

## About the SIG

The PMC SIG was formed in 2012. Its founder members came from the former Planning and Earned Value SIGS, both of which closed in 2012. The generic area of operation is project control, focusing on the techniques and processes listed as well as interfaces to other subject areas e.g. risk, governance, programme and portfolio management. Beyond the toolset there is an interest in the behavioural aspects of management and how this affects implementation and leadership within these areas.

### FURTHER INFORMATION

- Planning, Scheduling, Monitoring and Control: The Practical Project Management of Time, Cost and Risk
- Earned Value Management – APM Guidelines, Association for Project Management, 2008
- Interfacing Risk and Earned Value Management, Association for Project Management, 2008
- Introduction to Planning
- APM Earned Value Guidelines
- The Earned Value Foundation qualification
- Interfacing Earned Value and Risk (in conjunction with the Risk SIG)
- Introduction To Project Controls
- The Earned Value Management Compass
- The Scheduling Maturity Model (white paper)
- Earned Value takes exception to PRINCE2 (white paper with the ERG, formerly OGC)

Work already published by the PMC SIG:

- The Scheduling Maturity Model
- The Earned Value Management Handbook and associated practitioner qualification
- Agile and Earned Value (white paper)

Work for future consideration:

- Refresh of the Earned Value Handbook
- Publication of A Guide to Conducting Integrated Baseline Reviews (IBR)

# APM PMO

## Specific Interest Group

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### PMO

A Project Management Office (PMO) can provide support, expertise and leadership on technical, specialist and administrative aspects of projects as required, including monitoring and reporting services, promoting best practice and defining and operating assurance and governance processes. These functions may also be extended to encompass the needs of a programme or portfolio and are often delivered through a PMO. Depending on a PMO's scope and remit, it may be referred to in different ways, such as project office, project support office (PSO), programme management office, portfolio management office or enterprise project management office (EPMO). The functions it provides will vary significantly depending on the organisation's context and need.

PMOSIG BoK Refresh Working Group

### Overview

Established as the independent PPSOSIG in 2000, we are now a part of the APM SIG family, with close links and interactions with the other SIGs.

### Objectives

The SIG's aim and objectives are to provide a forum for portfolio/programme/project management office (PMO) professionals to meet and discuss matters of mutual importance and to create knowledge to be shared across the PMO community.



Eileen Roden,  
PMO Authority – PMOSIG Committee

Founded in December 2000, the APM Project Management Office SIG continues to hold conferences and networking events that allow like-minded professionals to get together, share ideas and develop content which helps drive the PMO profession forward.

## About the SIG

We welcome membership from across the whole PPM community. This includes:

- PMO practitioners, defined as people who enable, support and ensure the management of change in organisations
- Project and programme managers who would like to learn how to leverage their own PMOs to improve their project delivery
- Those who need to know more about PMO and its benefits, practices, tools and techniques
- People in leadership positions who need to understand the potential benefits of the PMO approach
- People in organisations who are tasked with performing the 'bridge' function between strategy and delivery, either in a portfolio setting or in various dispersed units throughout the organisation.

## FURTHER INFORMATION

- *Portfolio, programme and project offices*, OGC – Office of Government Commerce 2008
- *Organisational Project Management: An Historical Approach to the Study of PMOs*, *International Journal of Project Management*, Aubry M, Hobbs B, Thuillier D, 2008
- *Leading Successful PMOs*, Peter Taylor, 2011

# APM Portfolio Management Specific Interest Group

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## Portfolio Management

Portfolio management is the selection, prioritisation and control of an organisation's projects and programmes in line with its strategic objectives and capacity to deliver. The goal is to balance change initiatives and business-as-usual while optimising return on investment.

### Life cycle

A life cycle defines the inter-related phases of a project, programme or portfolio and provides a structure for governing the progression of the work.

### Leadership

Leadership is the ability to establish vision and direction, to influence and align others towards a common purpose, And to empower and inspire people to achieve success.

*APM Body of Knowledge, 6th edition, sections 1.1.3, 1.1.6, 2.1.5*

## Overview

Portfolio management ensures that organisations and functions invest money and resources in the 'right' projects and programmes in the context of their strategic objectives. It considers the constraints of opportunity, risk, resource availability, affordability and the organisation's capacity to absorb change.

Portfolio management ensures projects and programmes are managed at a collective level, through effective governance, engagement of key stakeholders, adherence to key processes, and the optimisation of limited resources and dependencies. This includes the initiation, prioritisation, modification and discontinuation of projects and programmes.

Through portfolio management, lessons learned are captured to inform the development of more efficient and effective management of the portfolio. It helps not only to deliver more from less but also to focus on the production of value, however that is defined, by taking action where expected benefits may be threatened or eroded.



Stephen Parrett  
Portfolio SIG chair

The discipline ensures that the delivery of the portfolio is sustainable and aligned to an organisation's strategy and objectives. Portfolio management engages and involves key stakeholders from across the business with a focus on informed decision-making based on timely management information.

## About the SIG

The Portfolio Management SIG was established in September 2010 with the aim to:

- Promote awareness of portfolio management best practices and to help organisations deliver more effective outcomes with fewer resources
- Provide an active forum for interested professionals to debate and share experiences, ideas, tools and techniques
- Encourage cross-profession collaboration within the world of strategic organisational change management, programme management and project management, both inside and outside APM
- Undertake primary research into PfM through surveying stakeholders and secondary research through review of existing PfM documentation.

The vision of the APM SIG is to be recognised across public and private sector organisations, by senior business executives and by existing/ aspiring PfM and PPM practitioners, as the professional source of expertise and knowledge for PfM practices, guidance and information.

To help fulfil the SIG's aims, work is underway or planned on a number of initiatives including: development of a selection of PfM case studies; further evaluation of results from the 2012 survey of portfolio professionals; creation of a PfM overview for senior executives; and, continuation of a programme of member-focussed events.

### FURTHER INFORMATION

- *Management of Portfolios*, Office Of Government Commerce, 2011
- *Transforming Government and Public Services*, Stephen Jenner, 2010

# APM Programme Management Specific Interest Group

## CONTACT

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## Programme Management

Programme management is the co-ordinated management of projects and change management activities to achieve beneficial change.

*APM Body of Knowledge, 6th edition, section 1.1.2*

## Overview

Programme management is focused on the delivery of change within an organisation or environment. The transition from projects delivering outputs to embedding new working practices as business as usual, requires a planned and systematic approach necessitating leadership, drive and commitment.

Programme management evolved during the 1990s as the scale and complexity of change increased. It was also recognised by the UK Government following a number of high profile project failures. This led to the publication of Managing Successful Programmes (MSP) as a framework for programme delivery in the public sector.

In 2011 UK Government established the Major Projects Authority (MPA) to improve project performance for the tax payer across the Government Major Projects Portfolio (GMPP). The SIG works closely with MPA, and other bodies, such as the Public Accounts Committee, to learn from the success, and mistakes, of others.

Programme Management is now widely acknowledged as the best means for delivering transformational change within organisations across many sectors and industries. However, it is also acknowledged that whilst programme management is common sense, it is often not common practice.





Ed Wallington,  
Programme Management SIG chair

## About the SIG

The APM Programme Management SIG was established more than 20 years ago.

Our vision is: 'To be recognised internationally as the leading group for programme management, supporting a world in which all projects succeed.'

In line with APM regulations the ProgM mission is:

'To provide a forum for effective learning and development that promotes the science, discipline, tools and techniques of programme management.'

ProgM SIG has 3,500 members. Many of them are experienced practitioners who share a passion for learning and improving programme delivery. We work in partnership with the public and private sectors, academic institutions, and many other organisations.

Our members coach, facilitate and speak on programme management topics at conferences and events, thereby sharing knowledge, experience and good practice. ProgM SIG is digitally-savvy and particularly active in writing blogs, participating in online-forums and using social media.

ProgM SIG is open to new ideas; always listening to, and learning from, others. We welcome contributions from all members of the community of practice.

### FURTHER INFORMATION

- *The Gower Handbook of Programme Management*, Geoff Reiss et al. 2006
- *APM Introduction to Programme Management*, Association for Project Management, 2007
- *Program Management*, Michel Thiry, 2010
- *Managing Successful Programmes*, OGC – Office of Government Commerce 2011
- *Portfolio and Programme Management Demystified*, Paul Rayner and Geoff Reiss, 2013

# APM Risk Specific Interest Group

## CONTACT

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## Risk Management

Risk management is a process that allows individual risk events and overall risk to be understood and managed proactively, optimising success by minimising threats and maximising opportunities.

*APM Body of Knowledge, 6th edition, section 3.5*

## Overview

Any decision made in a project environment is based on personal experience and will, inevitably, be biased to some extent. The risk management process attempts to minimise the effects of bias and increase the chance of success through a structured process of evaluating all available options for achieving project objectives, opportunities for improvements and identifying threat reduction actions.

The key principles of risk management as outlined in the APM PRAM Guide 2nd edition are:

- Initiate: set scope, objectives and context for the risk management process
- Identify: enable risk events to be identified
- Assess: understand the identified risk event
- Plan: develop a plan incorporating the results from earlier risk management phases
- Manage/implement responses: ensure effective action is taken.

Benefits of risk management include:

- Better informed plans, schedule and budgets
- Increasing the likelihood of a project adhering to its schedule, budget and quality
- Improved corporate experience and general communication
- Developing a common understanding of a project's objectives and improved team perspective.

## About the SIG

The Risk SIG's objectives are:

- To enable effective management of risk
- To provide a forum for sharing experience and knowledge
- To promote best practice in development of guides
- To establish specific qualification standards for APM qualifications
- To facilitate the training and development of risk practitioners
- To promote links with other recognised professional bodies
- To provide a forum for sharing latest tools and techniques
- To provide an opportunity to network with people from similar/different roles/positions.

### FURTHER INFORMATION

A number of books have been written on risk management, including

- *APM PRAM Guide 2nd edition*, Association for Project Management, 2004
- *Interfacing Risk and Earned Value*, Association for Project Management, 2008
- *Prioritising Project Risks – A short guide to useful techniques*, Association for Project Management, 2008
- *Management of Risk: Guidance for Practitioners*, OGC – Office of Government Commerce, 2002
- *Project management. Guide to the management of business related project risk*, BS6079, BSI – British Standards Institute, 2000
- The Institute of Risk Management [www.theirm.org.uk](http://www.theirm.org.uk)

# APM Value Management Specific Interest Group

## CONTACT

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## Value Management

Value management is a structured approach to defining what value means to the organisation. It is a framework that allows needs, problems or opportunities to be defined and then enables review of whether these can be improved to determine the optimal approach and solution.

*APM Body of Knowledge, 6th edition, glossary*

## Overview

Value is a subjective concept with different people applying different criteria to assess whether they are getting good value (OGC 2010). Value Management is about maximizing value for money in line with programme and project objectives and key stakeholder requirements. This is done by establishing a consensus about the project objectives and how the project team will achieve them. The process can be applied strategically (Value Management) or in detailed design (Value Engineering).

The Value Management process is based on function – what things do rather than what they are. This allows the identification of exactly what is required to achieve the project or programme benefits before considering ways in which to achieve those benefits. Value Management also encourages the use of creative techniques in order to generate better ideas for achieving objectives.

Value management has three key principles:

- A continuous awareness of value for the project by establishing, monitoring and controlling measures or estimates of value.
- A focus on project objectives and targets before seeking solutions.



Peter Langley,  
Value Management  
SIG member

- A focus on the purpose (or function) of the project (or subject) providing the key to maximising innovation and outcomes.

Value management provides a sound basis of choice for programme and project managers and decision makers.

Products and services can be improved for stakeholders by understanding and prioritising their needs. This leads to an enhanced understanding of the project's goals and enhanced competitiveness through technical and management innovation.

## About the SIG

The Value Management SIG works to:

- develop an understanding of value management principles and processes
- demonstrate the benefits of value management
- provide databases of value management information and links to other interested groups and value management organisations
- be a leader in its field.

## FURTHER INFORMATION

- Institute of Value Management ([www.ivm.org.uk](http://www.ivm.org.uk))
- OGC (2010) Management of Value, The Stationery Office, Norwich
- British Standards Institution (2000) BS EN 12973:2000 Value Management, European Committee for Standardisation (CEN) Technical Committee CEN/TC 279, BSI London

# APM Women in Project Management Specific Interest Group

## CONTACT

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Twitter: @apmwipmsig (<https://twitter.com/apmwipmsig>)

LinkedIn: APM Women in Project Management SIG

(<https://www.linkedin.com/groups?home=&gid=2078790>)

## Women in Project Management

Project management relies on good leadership and team working which can be enhanced by promoting individual strengths. Much has been said about the potential for improvements in organisational practices to be found in examining the differences in management styles between men and women, whilst little has been done to develop organisational processes needed to realise this potential. The future relies on changes in working practices, involving both men and women.

*APM Body of Knowledge, 6th edition, section 2.1.7 and 2.2.1*

## Overview

Women in Project Management (WiPM) addresses the development and promotion of women working in project management environments and works to maximise the availability of expertise in the project management profession. We actively promote investment in gender diversity to ensure that all project managers have the potential to develop a highly rewarding career, supporting both men and women in their efforts to maintain a balance between the many demands imposed on them whilst striving to retain their own identity.

Our mission is to:

- Develop a powerful profile
  - We are active members of the APM and wider project management community and represent the voice of women.
- Promote a no-barrier culture
  - We encourage all project managers to succeed in their career by providing expertise and resources to facilitate career progression.



Teri Okoro  
WiPM chair

- Engage with and respond to project professionals

- We listen to the voices of our members and tailor our work to their feedback, providing regular occasions to interact through continuing professional development events, webinars and networking opportunities.

- Build a collaborative community

- We grow dynamic networks with our members and links with like-minded organisations, sharing best practice in project management and professionalism.

## About the SIG

WiPM was founded in 1993 as a forum for women to develop their skills and to network and continues to support the project management community through the following initiatives:

- A varied programme of events and networking opportunities, including a Biennial conference.
- Active social media community and discussions through LinkedIn and Twitter.
- Building links with other professional communities and women's networks.
- Support group for those aspiring to RPP and FAPM.
- An information database and profiles of project managers that demonstrate the diversity of those in the WiPM community.

### FURTHER INFORMATION

- [www.pm4girls.elizabeth-harrin.com](http://www.pm4girls.elizabeth-harrin.com)
- [www.talentfoundation.com](http://www.talentfoundation.com)
- [www.wearethecity.com](http://www.wearethecity.com)
- Beyond the Boys' Club: Strategies for Achieving Career Success as a Woman Working in a Male-dominated Field, Suzanne Doyle-Morris, 2009

## Other APM Publications

[apm.org.uk/publications](http://apm.org.uk/publications)

### APM publications

The following APM titles, many produced by the APM SIG community, are available to purchase.

- *A Guide to Integrated Assurance*
- *APM Body of Knowledge, 6th edition*
- *APMP: The APM Project Management Qualification Study Guide*
- *Co-Directing Change: A guide to the governance of multi-owned projects*
- *Directing Change: A guide to governance of project management*
- *Earned Value Management: APM guidelines*
- *Earned Value Management handbook*
- *Interfacing Risk and Earned Value Management*
- *Introduction to Programme Management*
- *Introduction to Project Control*
- *Introduction to Project Planning*
- *Models to Improve the Management of Projects*
- *Prioritising Project Risks*
- *Risk Analysis and Management Guide' to 'Project Risk Analysis and Management Guide*
- *Starting Out in Project Management*
- *Sponsoring Change*
- *The Earned Value Management Compass*
- *The Lens Collective: A guide to seeing different perspectives in project management*
- *Planning, Scheduling, Monitoring and Control Guide*
- *Project Management Pathways*



## Other APM Publications

[apm.org.uk/publications](http://apm.org.uk/publications)

### Partnership publishing

- *Praxis Framework*
- *NEC3 Professional Services Short Contract*
- *NEC3 Professional Services Short Contract Guidance Notes*
- *Gower Handbook of Project Management (APM Body of Knowledge approved ed)*

### Free downloads

- *APM Salary and Market Trends Survey 2015*
- *APM Conditions for Project Success report*

# Volunteer Opportunities

[apm.org.uk/volunteers](http://apm.org.uk/volunteers)

As a leading modern professional body, APM relies on the expertise and commitment of its volunteer community for the development and promotion of project and programme management. This includes the effective delivery of many wide ranging activities for the benefit of individuals, organisations and society including events, publications and product development.

In support of this activity, APM has published a community charter that sets out the key principles by which all those involved with APM work and collaborate together towards achieving our shared vision of a world in which all projects succeed.



APM currently holds the Investing in Volunteers Quality Standard. Achieving this quality accreditation publicly demonstrates APM's commitment to volunteering and effective volunteer management.

There are a number of regular opportunities to be involved with voluntary work with APM:

- APM Branches
- Specific Interest Groups (SIGs)
- Corporate member liaison team
- Schools engagement - Inspiring the future
- Schools engagement - STEMNET

## Volunteer feedback

"I decided to become a volunteer for the APM so as to contribute to the direction that APM is taking, and to support the translation of project management theory and best practice." - Ed Wallington.

"It's a great chance to network with fellow professionals, offer advice and indeed seek information for yourself" - Anthony Dobbie.

"I've a passion for sharing knowledge and helping people grow personally and professionally. Volunteering has allowed me to meet a wide range of people to share my knowledge with!" - Katie Ball.







## Notes

# Notes

