

Delivering a Better Future

APM's Strategy



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Introduction

In a changing and challenging world, the project profession has never been more important.



Project professionals are at the forefront of delivering in the face of change, or delivering change itself.

The environment for project delivery is complex. The project profession needs clear, consistent leadership to build the profile it warrants, challenge the status quo where it matters and set the highest standards.

We're APM: Association for Project Management – our strategy reflects our role and responsibilities as the only chartered membership organisation for the project

profession in the world. Since the introduction of our previous strategy in 2017, we've celebrated many significant milestones. However, the world has also experienced unprecedented challenges.

To meet the needs of a volatile, uncertain, complex and ambiguous (VUCA) world, we must continue to adapt and evolve. Through continued innovation and flexibility, we can build on current strengths and enable the project profession to deliver positive change for individuals, businesses and communities.

Our vision

"A world in which all projects succeed"

Our vision encapsulates all that we want to achieve as the only chartered membership organisation for the project profession. It's the goal that we strive for. We recognise this vision is ambitious and

challenging, but we also believe it's achievable. By inspiring people to understand how to plan and deliver projects successfully, we can truly change the world.

Our mission and charitable aims

"To advance the science, theory and practice of project and programme management for the public benefit"

Our mission expresses how we'll achieve our vision. It's also our charitable objective. We'll share our insight and expertise to advance the collective knowledge of the project profession. Our commitment

to support education, training, qualifications and standards will enable project professionals to be at their best, so more projects are successfully delivered and achieve their planned benefits.



Our values

Values are the principles that drive our behaviours. Our values are organisation-wide and provide a consistent standard that people can expect from us. Adhering to these values ensures the work we do contributes to our vision, mission and charitable aims at all times.

Our values are: **Progressive**, **Thoughtful**, **Warm** and **Excellent**. This grid explains what each of these mean in practice. Italicised text shows the behaviours associated with each value.

Progressive

We're a new generation of professional membership organisation.
We approach things with open minds.

The world and how we work is changing.
We innovate, we embrace technology and we have a global outlook.

Time and resources are limited.
We find the most creative way to get things done.

Thoughtful

The project profession is constantly evolving.
We listen and lead debate.

Project delivery is changing.
We constantly evolve and share our perspective, and we own our voice.

The environment for project delivery is complex.
We support the skills that go beyond project management process alone and are fundamental to success.

Warm

Membership organisations are of and for their members, and the profession.
We're flexible, friendly and collaborative.

Sometimes we have to make tough decisions.
We treat everyone with empathy and respect however challenging the circumstances.

The world and the workplace is varied.
We champion diversity and inclusion.

Excellent

The project profession needs to be more clearly understood.
We're committed to promoting the profession and raising its profile.

In a changing and challenging world, the project profession has never been more important.
We set the benchmark with chartered status.

When projects succeed, society benefits.
We invest in quality of thought, delivery, dialogue and service, constantly challenging ourselves to improve.



Our strategic themes

Our mission and charitable objects are underpinned by four strategic themes that provide us with clear direction.

1 APM provides leadership of the profession

We're the only chartered membership organisation for the project profession in the world.

Leveraging chartered status is about raising standards within our profession. It's about maintaining the relevance of the chartered standard to professional practice in project management. And, for our members and the project community who seek to achieve chartered status, it's about having appropriate routes to do that.

Having the right partnerships means having partnerships that are mutually beneficial, with shared benefit and shared risk. This is about identifying the right partners, at the right time, for the right purpose. Such partnerships

provide additional channels to grow and to build our reputation. The right partners can be advocates for APM and for the project profession as a whole.

Being progressive is about providing our community of professional practitioners with the right insights at the right time and having the reputation of leading with those insights. It's about enhancing the relevance of the profession with an intellectual approach. It's also about helping organisations achieve project success through the identification and nurturing of project management talent. This requires us to be collaborative, adaptive, predictive and resilient.

APM provides leadership of the profession

Leveraging chartered status

Raising standards and increasing membership

Having the right partnerships

Mutual benefit and shared risk in an ecosystem

Being progressive

- Collaboration and insight
- Adaptive, predictive, resilient, agents of change

2 APM is a professional body for all project professionals

We recognise that project professionals undertake a broad and varied range of roles.

So much so in fact, that project professionals may not even always recognise themselves as such. We must be able to deliver value to everyone working in our profession so they, in turn, can deliver value to clients and society through their project success.

Project management is varied and far-reaching, with different routes to membership of APM. To be a professional body for all project professionals, there must be clear definitions. We define a project professional as someone who is working to the relevant technical and ethical standards in a project environment, and who is committed to continued development and support of their profession.

We're committed to diversity, inclusion and equality, both as an employer and as a membership body. We demonstrate this commitment by promoting equality of access to the profession through our qualifications, routes to membership and routes to Chartered Project Professional (ChPP). We constantly listen to – and learn from – our many diverse stakeholders so that we continuously improve our practices and sustain a culture that's fair, respectful and free from discrimination. Every employee, volunteer and member of APM helps us to fulfil these principles, which are kept under review by our Leadership Team and Board of Trustees.

APM is a professional body for all project professionals

Recognising that project professionals do a range of roles and being inclusive

Ensuring value for all in our community with a relevant range of offerings

3 APM identifies and enables the right skills for the project professional

Utilising technology to evolve digital learning means giving project professionals easy access to learning and making it easy to navigate through technology.

It's about technology supporting us as an organisation to deliver in different ways, for different learning needs. It's also about helping project professionals understand the impact of technology on day-to-day practice, so they can use it to benefit their projects and improve success rates.

Project professionals have always had to be adaptable, but a lot has changed in recent years. Economic changes, Brexit and the COVID-19 pandemic have thrown the importance of adaptability into sharp focus. Adaptability is about being able to succeed in a volatile, uncertain, complex and ambiguous (VUCA) environment. For us, that

means helping people understand the threats and opportunities of any situation, as well as developing their resilience and flexibility through the right suite of services.

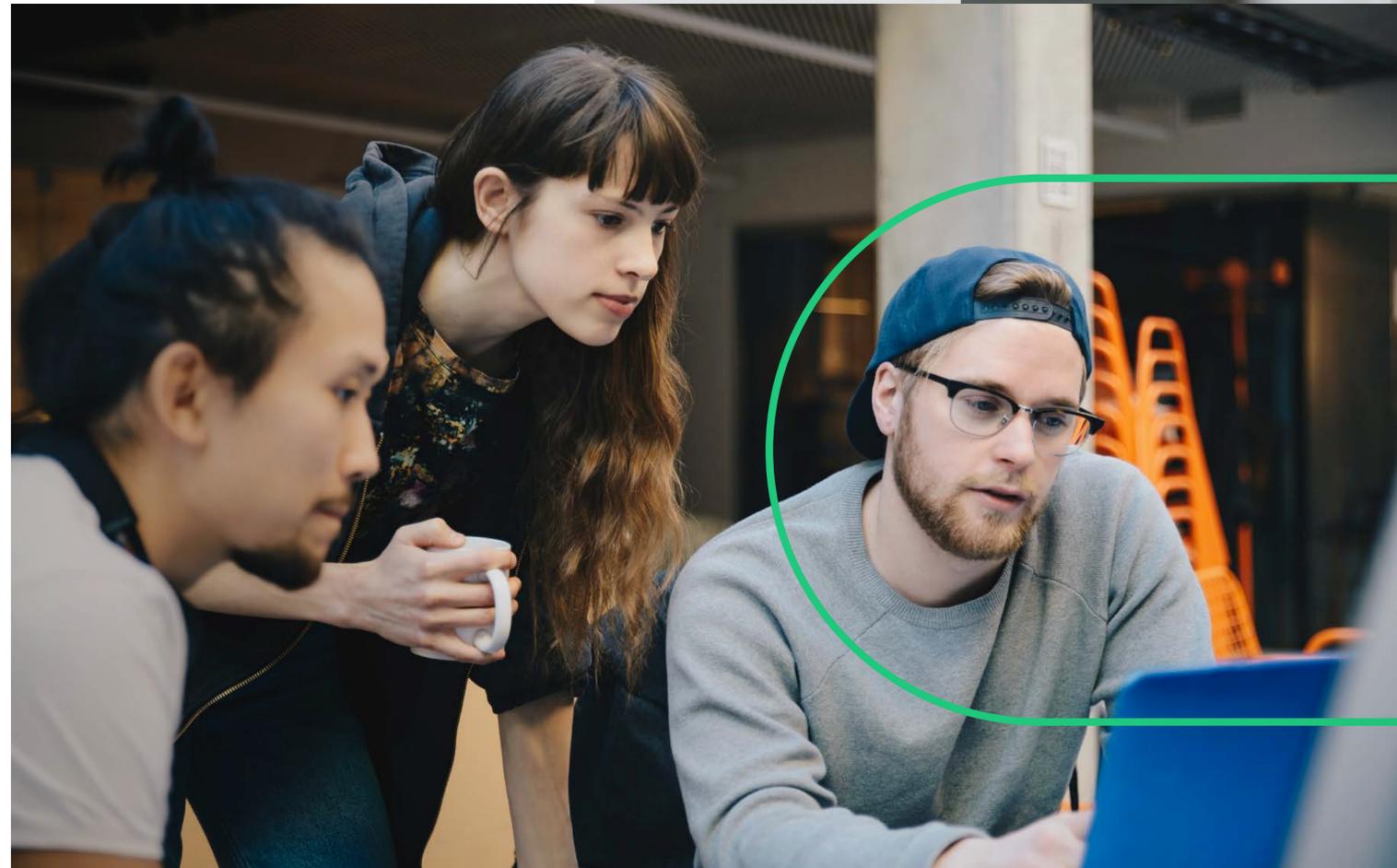
Careers come in different shapes and sizes for project professionals. Supporting all types and stages of career is threefold. Firstly, it's about recognising that more senior project professionals are likely to have different career experiences and expectations from those who are new to the profession. Secondly, it means acknowledging the breadth of the profession, from dedicated project managers to niche specialists. Thirdly, in the modern world of work, people may have many careers. This means they can come in and out of the project profession and may require different types of support at different times.



We want to recognise and support these differences, so that we can provide value to our members at any stage of their career journey. We're passionate about encouraging new talent into the profession, which is why we offer a dedicated Student membership grade to full-time and part-time students and apprentices aged 16 or over. We also work closely with higher education institutions to raise awareness of the project profession and the opportunities it presents to young people who are considering their career options.

There are two strands to sustainability: the first is our commitment to make APM a net-zero organisation; the second is enabling project practitioners to

understand sustainability so that they can incorporate it into projects that meet the needs of the current generation without compromising future generations.



4 APM is an outstanding professional body

Ensuring the right skills and experiences for our organisation is central to our vision.

We're here to help projects succeed. This means ensuring our people have the right skills and knowledge, with opportunities for ongoing development.

Making sure we have highly engaged people who enjoy working or volunteering for APM means creating positive working environments – whether office-based or remote – where people are supported and success is recognised. It's also about ensuring positive mental health for the people who make things happen, so that they can be at their best.

We're proud of our reputation among project, programme and portfolio professionals. But we want to be even better; a benchmark professional body that advocates for the value project management brings to businesses and communities.

When all of these elements come together, we can assure successful delivery of our strategy.

○ APM is an outstanding professional body

○ Ensuring the right skills and experiences for the organisation

○ Highly engaged people enjoy working or volunteering for APM

○ A benchmark professional body

○ Assuring successful strategy delivery

Creating our strategy

This strategy has been created as an evolution of our previous strategy, Inspiring Positive Change, with our charitable objects serving as a compass. When our previous strategy launched in 2017, it recognised the opportunities and challenges facing the profession at that time. Many of these remain, but there are new ones to consider too.

We undertook a significant period of research, reflection and stakeholder consultation to understand our environment, both now and in the future. From this discovery phase, we were able to choose the strategic

options best suited to support the outcomes that stakeholders had identified were needed.

By using our previous strategy as a platform, we aim to build on the successes of the past five years and continue on our path of helping the project profession deliver better.

Realising our goals

2022 marked APM's 50th anniversary year. Over the past five decades, we're proud to have established a knowledgeable and diverse membership, including numerous volunteers who share their time and expertise to help us support the project community. Chartered Project Professionals (ChPP), APM mentors, accredited educational institutions, accredited training providers and our Corporate Partners and Affiliates also make valuable contributions. Working in partnership with these valued stakeholders has not only helped us forge our refreshed strategy but will also be crucial to delivering it.

As awareness of projects and their value grows among business leaders and the general public, we'll work to establish new partnerships with public, private and third sector organisations, as well as with communities who depend on projects succeeding in their local areas.

And of course, we continue to invest in our employees by supporting their professional development, creating a culture where everyone can be at their best and expectations are exceeded regularly. We've also adapted to new ways of working, allowing us to be more agile and responsive to change. This continues to be at the core of the way we do things.



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

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