Introduction to the Association

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APM at 50:
Better projects for
a better future

About us

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

- We're chartered to build the profession's profile and set the highest standards
- We're a registered charity and our activities are broad
- Sharing best practice and leading debate
- We're about more than just process
- We challenge the status quo and champion innovation
- We're helping the project profession deliver better

Our mission

Inspiring communities to deliver meaningful change for societal benefit by advancing the art, science, theory and practice of project management

Our vision

A world in which all projects succeed with project management as a life skill for all

Our history

1972

Founded in Sweden as INTERNET (UK)

1996

APM Project Management Qualification launched

2017

Gained our Royal Charter recognising the profession

2022

Over 35,000 members and our 50th Anniversary

1992

APM Body of Knowledge 1st edition published

2004

Launched APM Project Management Awards

2020

APM qualifications moved to online delivery

APM at 50

It's our golden year at a golden moment for the project profession.

In the last 50 years the world has changed beyond recognition. As we look to the future, addressing key challenges such as climate change, social inequality and digital transformation, we know it will change even more. If the last decade has shown anything – from the London Olympics to the COVID vaccine – it's the power of successful project management to deliver positive impact. And, as the only chartered membership organisation representing the project profession in the world, APM and its professional community are at the forefront of delivering projects that succeed and benefit society.
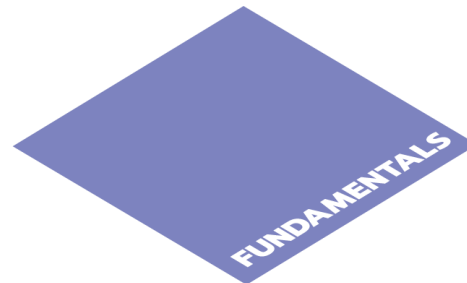
APM qualifications

APM Project Professional Qualification

The APM Project Professional Qualification assesses capability in delivering projects and is our most comprehensive assessment of professional project management capability, covering the core and specific competences required across all areas of project management.

APM Project Management Qualification

The APM Project Management Qualification is aimed at those wishing to achieve a broad level of project management knowledge sufficient to participate in projects from individual assignments through to large capital projects.

APM Project Fundamentals Qualification

The APM Project Fundamentals Qualification is for those wishing to gain a broad understanding of the principles of the profession and the fundamentals of project management terminology.

apm association for project management

THE CHARTERED BODY FOR THE PROJECT PROFESSION

APM Project **Management** Qualification

for PRINCE2® Practitioners

Getting ahead of the pack has never been more crucial to developing a successful career. Here are four reasons why you should invest:

1 Learn about life cycles, resource optimisation, planning for success and continue to build your project management knowledge

2 Gain a competitive edge in your professional field

3 Achieve a UK and internationally recognised qualification

4 Proven to boost salary potential

Some of the topics covered are:

Cost planning   Conflict resolution   Leadership   Negotiation   Procurement

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You can self study and take the exam with us

OR

You can study and take the exam with an APM Accredited Training Provider

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Average salary
£50,000 +

Did you know?

Applicants with at least three years' experience and hold the APM Project Management Qualification qualify for Full APM membership (MAPM)

The Management Qualification develops your knowledge and understanding beyond your learning from PRINCE2®, to help you grow into a committed and capable project professional. It prepares you to deliver project success in critical areas such as budgeting and cost management, conflict management and teamwork.

Knowledge-based qualification – demonstrate learning of all elements of project management

Two hour exam time

Must answer **six out of ten** questions

Your journey through APM qualifications
as a PRINCE2® Practitioner

ChPP

PRINCE2® Registered Practitioner

YOU ARE HERE

APM Project **Management** Qualification for PRINCE2® Registered Practitioner

APM Project **Professional** Qualification

Chartered Project Professional Standard

As the only chartered membership organisation for the project profession, we set the benchmark. Whether you manage projects, programmes or portfolios, chartered status shows you've achieved the highest standard of expertise and have proven your exceptional project capabilities.

Our Chartered Project Professionals span a range of sectors, ages and career stages, from organisations big and small. And while we provide several routes, it doesn't matter whether you've gained previous qualifications – it's your proven project experience and technical knowledge that count.

Membership

Be a part of APM and at every stage of your career you'll make an impact, delivering better projects with better outcomes. That's better for you and for the wider world too.

Student

Student membership is open to any full-time or part-time student or apprentice aged 16 or over who has an interest in project management

Associate

Associate membership is designed to support those that have an interest in project management or are at the early stages of their career

Full

Full membership is designed for the project professional with five years' experience working in a project practitioner role

Fellow

Fellowship recognises those who have made a significant contribution to the profession as a practitioner, teacher or researcher

Our research

Our research programme aims to advance new and existing knowledge in the delivery of projects, programmes and portfolios.

The types of research we publish:

- research fund series;
- research summaries;
- commissioned research;
- collaborative studies/research;
- thought leadership papers;
- major surveys;
- student research.

Knowledge and resources

When it comes to professional development, we have you covered, with a wide variety of content for you to choose from on our website. From podcasts to the latest research or blogs to industry insights. We also have *Project*, our award-winning journal, showcasing the latest news, opinions and insights for those in the project community, delivered quarterly straight to the doors of our members.

APM Learning

Project Journal

APM Publications

APM Podcast

Events

We run more than 200 events every year ranging from webinars and awards ceremonies to week-long conferences. Covering a range of project management topics our events support all professionals wherever they are in their career. Providing the latest insight into our profession and celebrating your achievements, we're very proud of our award-winning events that deliver high-quality content again and again.

Our community

We bring project professionals together from across the globe to network, learn and grow. Our branch and Specific Interest Groups (SIGs) offer opportunities to network with practitioners within your region or discuss aspects of project management to further understanding and share good practice.

14 Specific Interest Groups

Specific Interest Groups (SIGs) discuss particular aspects of project management to further understanding and good practice.
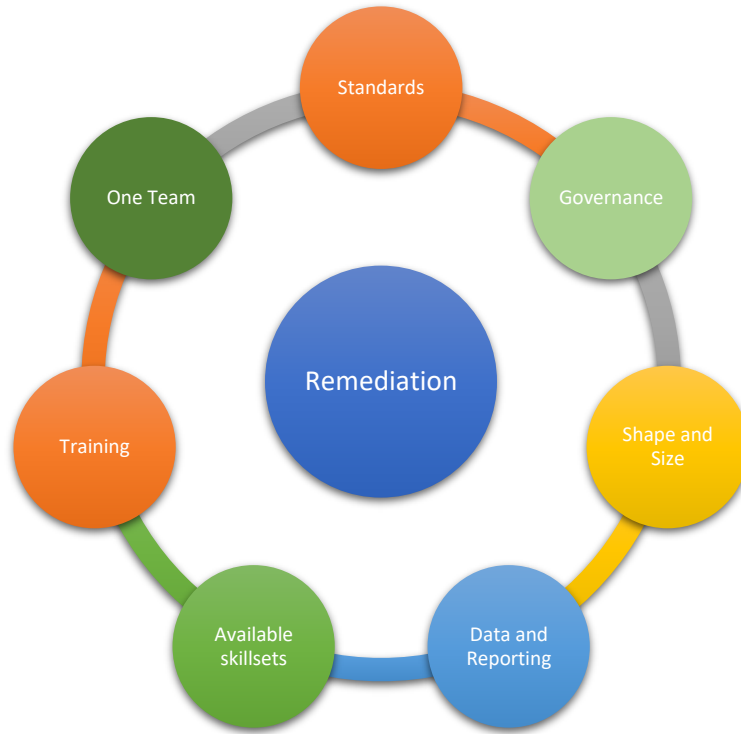
13 Branches

APM branches offer opportunities to network and learn about latest developments in project management within your region.

Remediation Project Management
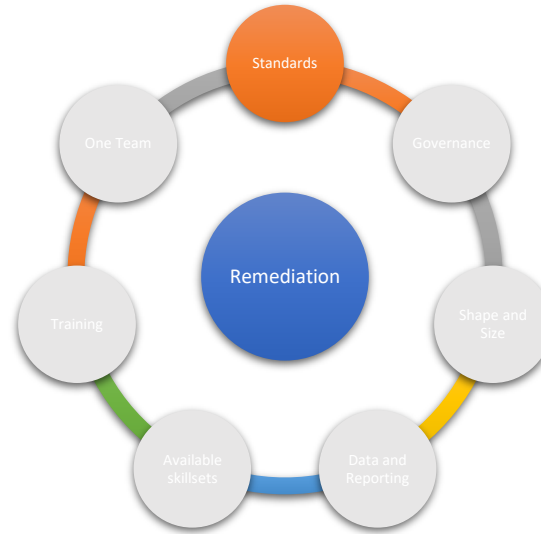## Strategies and Tips for Success

Introduction

- A project is a **unique, transient endeavour, undertaken to achieve planned objectives**, which could be defined in terms of **outputs, outcomes or benefits**.
- Project management is the application of processes, methods, skills, knowledge and experience to achieve specific project objectives

- There are a number of different project management methodologies – we aim to offer some practical insight into what we've found works well on remediation projects in particular, drawing on our recent experience.

Remediation Approach
Standards

Dedicated Compliance resource

Compliance monitoring

QA / QC

Circle diagram with central "Remediation" surrounded by: Standards, Governance, Shape and Size, Data and Reporting, Available skillsets, Training, One Team
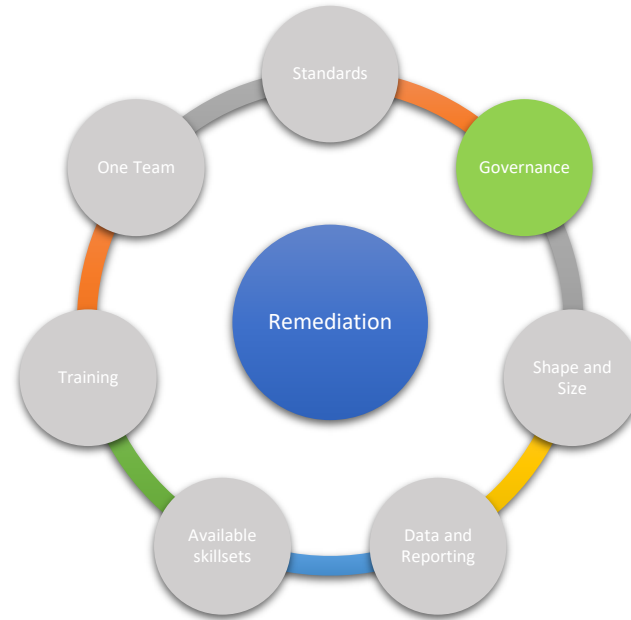
➢ Project standards and remediation standards

➢ What are you striving for and in what timeframe?

➢ Who is leading your programme?

➢ Identify your stakeholders (RACI) – who needs to be brought on board?

➢ Are all stakeholders – reviewers, Compliance, BAU (New Business, periodic review) – clear on what needs to be achieved?

➢ Is your Steering Committee / senior oversight group inclusive of these stakeholder groups?

➢ The aim of any remediation programme will be to apply the policies of your organisation to your book of business

➢ Are your remediation standards clear, does your team understand them? How will you validate that your standards are being met? (QC, CMP)

➢ Differences of interpretation: subjectivity or getting it wrong? Iron out issues "live."

It helps not to be change averse: there will be pivots and tweaks required along the way to the approach, but your fundamental risk and project standards should not dramatically change.
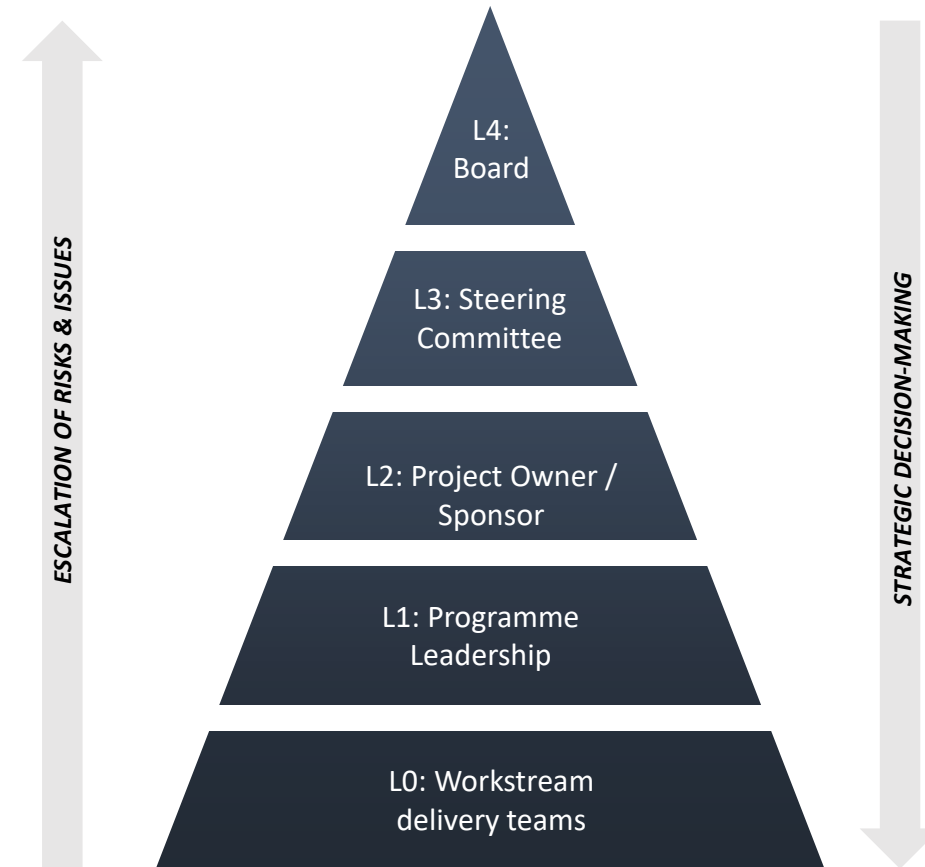
Remediation Approach
Governance

Document governance

HIGH-LEVEL GOVERNANCE MODEL (EXAMPLE)

L4: Board

L3: Steering Committee

L2: Project Owner / Sponsor

L1: Programme Leadership

L0: Workstream delivery teams

ESCALATION OF RISKS & ISSUES

STRATEGIC DECISION-MAKING

➢ You may need to make changes to your business to accommodate the project. Ensure that these are appropriately documented

➢ Clear leadership / delegation / escalation routes

➢ Risk and Issue Management

➢ Suitably constituted Steering Committee – representative of your key stakeholder groups
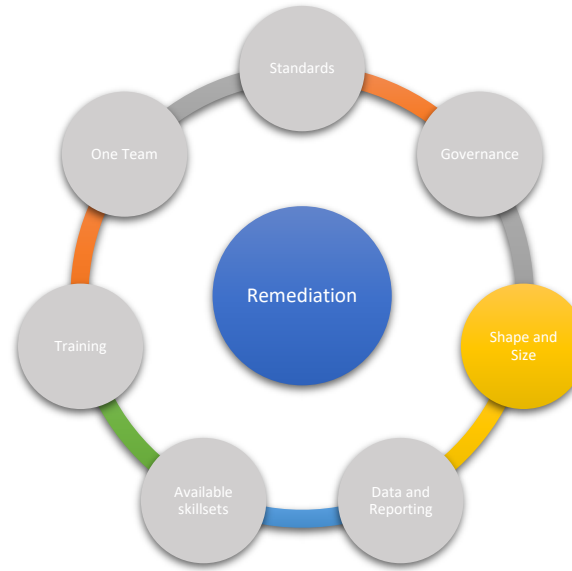
➢ Compliance monitoring programme

Circle diagram labels: Standards, Governance, One Team, Remediation, Training, Shape and Size, Available skillsets, Data and Reporting

Remediation Approach
Shape and Size

➢ You will likely know the "shape" of the book and what is likely to be required, but to validate this:

  ➢ Perform sample checks

  ➢ Canvass opinion

➢ Is there a sensible way of "grouping up" your clients to split between teams if required (e.g. jurisdiction, client relationship, introducer). Milestones are a great motivator.

➢ Are certain books going to prove more challenging and therefore require more time? State, test and re-test your assumptions

➢ Consider the shape of your data and the work required to get the information you need from this

➢ Enabling the remediation team leader to understand as much as possible about the book will assist with appropriate prioritisation and management of workload

The project will likely highlight those clients that are, in fact, outside appetite.

Remediation Approach
Data and Reporting
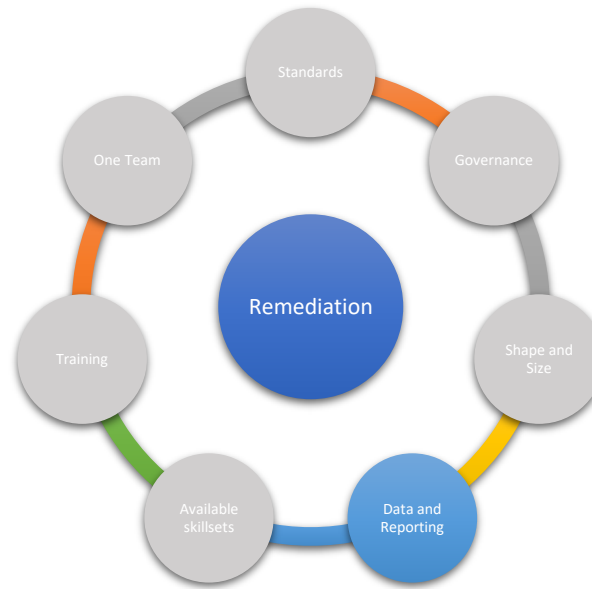
Business / data analyst support

Data management

Single version of the truth

➢ Good data analysis will allow you to understand current progress and identify blockers

➢ Ensure that you can see the wood, rather than the individual trees

➢ Ensure requisite focus on riskier clients

➢ Bespoke reporting per stakeholder group – keep it simple

➢ Automate where possible, with clear calls to action

➢ Have you identified any data / reporting challenges that require a business resolution?

**Record and share what you have learned.
Celebrate success.**

Remediation Approach
Available skillsets
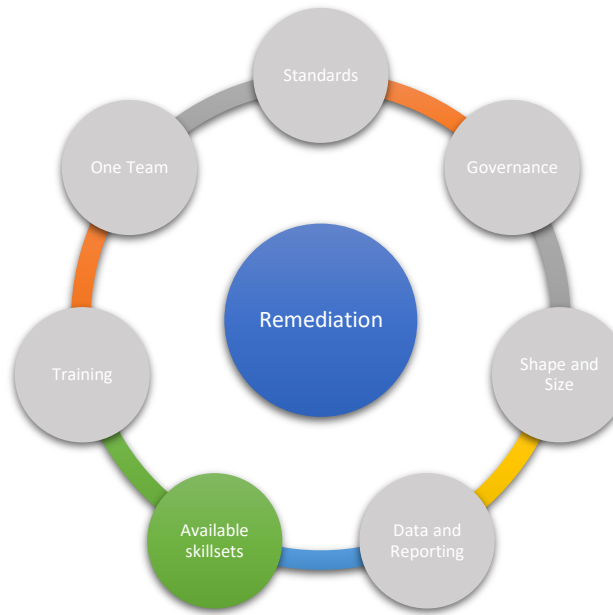
**Attract and retain staff**

Upskilling BAU

➤ How long will a review take?

➤ Is it possible to use existing staff? Can this be bolted onto BAU activities?

➤ Reviewer: balance between standard application and business realism

➤ Remediator: project management, negotiation skills

➤ Relationship Manager, Trust Officer involvement. Set expectations up front.

➤ Invest time in training (project team, onboarding team, Relationship managers – preventing a cycle of remediation)

**Different skillsets can be called upon for different parts of the review process, but end to end ownership of a client review is the best approach.
Sense of humour is vital!**

Remediation Approach
## Training
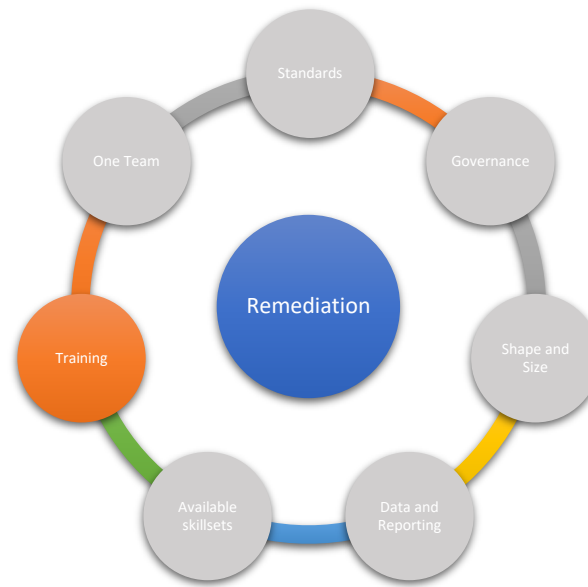
➢ Are your staff sufficiently trained or is further support needed?

➢ Who delivers the training? Reviewer-led but with Compliance input and monitoring

➢ Relationship Managers, Trust Officers, Review Team, New Business, Compliance to receive same training

➢ Keeping close to the team to identify training themes and addressing these "live"

➢ Programme leadership: what support is required?

➢ Do not underestimate the data challenge

➢ "Train" your clients and ensure that your approach to non-compliance is clear.

For your staff: go through live examples and make it memorable.
For clients: invest time in a client engagement programme.

Remediation Approach
One Team
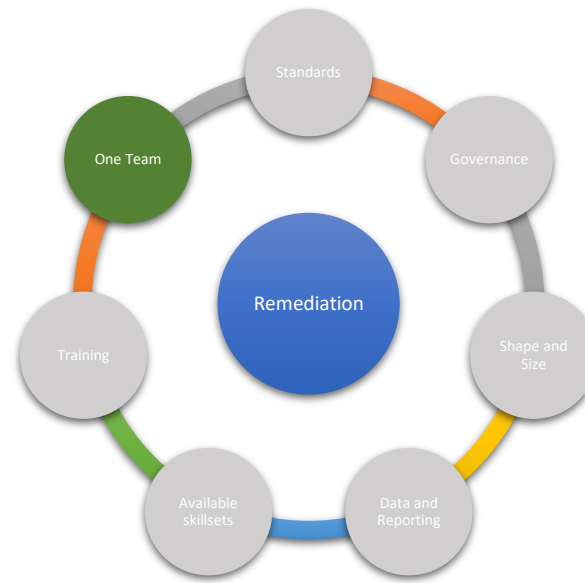
Reward success

Reflect

➢ The success of the exercise hinges on your business' ability to work well across teams

➢ Likely to highlight cultural challenges

➢ Reviewers, Trust Officers, New Business Teams, Relationship Managers, leadership all need to be working together towards this.
This must be reflected in project governance

➢ Lessons Learned

Some of the areas likely to be affected: New Business, Periodic Reviews, Relationship Manager incentivisation, risk appetite, fees, reliance…

Q&A