



The Chartered Project Professional Standard

THE **CHARTERED BODY** FOR THE
PROJECT PROFESSION



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1. Introduction

The Association for Project Management (APM) is an independent educational charity and learned society incorporated by Royal Charter. APM uses its chartered status to raise standards and enhance the status and recognition of project, programme and portfolio management.

The Chartered Project Professional Standard is a professional benchmark that demonstrates attainment of a defined level of technical knowledge, professional practice and ethical behaviour. It forms the basis of the assessment that applicants must pass to gain Chartered Project Professional (ChPP) status and inclusion on the Register of Chartered Project Professionals.

The chartered standard has been designed to be rigorous and equally accessible to individuals with qualifications or with significant relevant experience of projects, programmes or portfolios. It is drawn from the APM Competence Framework and responses to the consultation. It recognises the diverse paths individuals take into the profession, offering three routes to ChPP.



"An individual's active status will be assessed on application for ChPP status and by means of a continuing declaration on renewal"

2 Achieving the chartered standard

2.1. Eligibility

The chartered standard is open to individuals who are deemed to be professionally active and able to meet the assessment requirements.

An individual's active status will be assessed on application for ChPP status and by means of a continuing declaration on renewal.

The definition of 'professionally active' is:

- a) having a proven track record delivering projects, programmes, portfolios or a key control or enabling function; and
- b) having up-to-date knowledge of current practices and methods; and
- c) being actively involved in the project management profession.

Where the majority of evidence provided in an individual's application is more than five years old, they will also be asked to explain how they continue to meet the professionally active criteria above.

2.2. Requirements

By attaining the chartered standard and ChPP status, as a project professional you will be able to demonstrate:

- Advanced technical knowledge and understanding of how to deliver projects, programmes or portfolios taking into account many interacting factors and different approaches that could be taken;
- Successful application of this knowledge to deliver projects, programmes or portfolios that involved:
 - ◆ uncertainty or conflicting objectives;
 - ◆ high levels of unpredictability or risk;
 - ◆ multiple work packages, projects or programmes; and
 - ◆ multiple interdependent stakeholders, possibly with competing interests;
- Commitment to professional ethics; and
- Currency of practice and commitment to continuing professional development (CPD).

To achieve the chartered standard and entry onto the Register of Chartered Project Professionals, you will be required to:

- pass an assessment of technical knowledge in the designated competences;
- pass an assessment of professional practice in the designated competences;
- provide details of two proposers in support of your application;
- confirm CPD and reflective learning has been undertaken in the past 12 months, and commit to continuing to comply with APM's CPD requirements; and
- 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.

Having successfully demonstrated the required evidence, you will undergo an assessment interview.

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2.3. Competences

All applicants need to 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:

Mandatory competences <i>Evidence needed for all 10</i>	Elective competences <i>Evidence needed for two</i>
Team management The ability to select, develop and manage teams.	Procurement The ability to secure provision of resources needed for change initiative(s) from internal and/or external providers.
Conflict management The ability to identify, address and resolve differences between individuals and/or interest groups.	Contract management The ability to agree contracts for the provision of goods and/or services, to monitor compliance and to manage variances.
Leadership The ability to empower and inspire others to deliver successful change initiatives.	Requirements management The ability to prepare and maintain definitions of the requirements of change initiatives.
Risk, opportunity and issue management The ability to identify and monitor risks (threats and opportunities), to plan and implement responses to those risks, and to respond to other issues that affect the change initiative.	Solutions development The ability to determine the best means of satisfying requirements within the context of the change initiative's objectives and constraints.
Consolidated planning The ability to consolidate and document the fundamental components of a change initiative: scope; schedule; resource requirements; budgets; risks; opportunities and issues; and quality requirements.	Schedule management The ability to prepare and maintain schedules for activities and events for change initiatives, taking account of dependencies and resource requirements.
Governance arrangements The ability to establish and maintain governance structures that define clear roles, responsibilities and accountabilities for governance and delivery of change initiatives, and that align with organisational practice.	Resource management The ability to develop, implement and update resource allocation plans (other than finance) for change initiatives, taking account of availabilities and scheduling.

Mandatory competences <i>Evidence needed for all 10</i>	Elective competences <i>Evidence needed for two</i>
Stakeholder and communications management The ability to manage stakeholders, taking account of their levels of influence and particular interests.	Quality management The ability to develop, maintain and apply quality management processes for change initiative activities and outputs.
Reviews The ability to establish and manage reviews at appropriate points, during and after change initiatives, which will inform governance of the change initiatives, by providing evaluations of progress, methodologies and continuing relevance.	Transition management The ability to manage the integration of the outputs of change initiatives into business as usual, addressing the readiness of users, compatibility of work systems and the realisation of benefits.
Change control The ability to establish protocols to alter the scope of change initiatives, implementing the protocols when necessary, and updating configuration documentation, including contracts to develop, maintain and apply quality management processes for change initiative activities and outputs.	Resource capacity planning The ability to prepare and maintain an overall schedule for resource use in related change initiatives, which avoids bottlenecks and conflicting demands, and which sequences outcomes in order to enable efficient realisation of benefits.
Budgeting and cost control The ability to develop and agree budgets for change initiatives, and to control forecast and actual costs against the budget. OR Financial management The ability to plan and control the finances of programmes or portfolios and their related change initiatives, as a means of driving performance and as part of the organisation's overall financial management.	Frameworks and methodologies The ability to identify and/or develop frameworks and methodologies that will ensure management of change initiatives will be comprehensive and consistent across different initiatives. (In this context, 'framework' means the parameters, constraints or rules established to standardise delivery.)
	Independent assurance The ability to gather independent evidence that the information from the change initiative is valid, and that the change initiative is likely to achieve its aims.

Mandatory competences <i>Evidence needed for all 10</i>	Elective competences <i>Evidence needed for two</i>
	<p>Asset allocation</p> <p>The ability to recommend how financial and other resources should be allocated among change initiatives in order to optimise the organisation's return on investment.</p>
	<p>Capability development</p> <p>The ability to assess organisational maturity in relation to project, programme and portfolio management; identify the additional capabilities required; and help with the development of those capabilities.</p>
	<p>Business case</p> <p>The ability to prepare, gain approval of, refine and update business cases that justify the initiation and/or continuation of change initiatives in terms of benefits, costs and risks.</p>
	<p>Benefits management</p> <p>The ability to identify, define, evaluate, plan, track and realise the business benefits of change initiatives.</p>

You will find detailed assessment criteria for technical knowledge and professional practice relating to each competence in supporting guidance materials¹.

2.4. Technical knowledge

As an applicant you must demonstrate an advanced technical knowledge and understanding of how to deliver project, programmes or portfolios, taking into account many interacting factors and different approaches that could be taken.

Technical knowledge will be assessed either by a recognised assessment (see section 4) or through an extended interview depending on the route taken.

If the recognised assessment is more than five years old, you will also need to supply a currency statement explaining how you meet the professionally active criteria (500 words).

2.5. Professional practice

Professional practice will be assessed either by means of a recognised assessment (see section 4) or through a written submission.

The written submission requirement for professional practice comprises:

- overviews of between one and four projects, programmes or portfolios to provide the context for further evidence provided in the written statements described below (500 words each); and
- written statements covering professional practice for each of the 10 mandatory competences and two elective competences (250 words each).

Where the majority of the evidence supporting professional practice is more than five years old, you will also need to supply a currency statement explaining how you meet the professionally active criteria (500 words).

If the recognised assessment is more than five years old, you will also need to supply a currency statement explaining how you meet the professionally active criteria.

"Where the majority of this evidence supporting professional practice is more than five years old, you will also need to supply a currency statement explaining how you meet the professionally active criteria"

2.6. Professional ethics

You will be 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 the APM requires from members. The code provides for a complaint and disciplinary procedure.

Your understanding of, and commitment to, ethical behaviour will be assessed in the assessment interview.

2.7. Continuing professional development

APM expect professionals to undertake 35 hours of formal and informal professional development every year, which meets the requirements of APM's CPD scheme². You will be required to provide evidence of currency of practice and a commitment to ongoing CPD.



² Additional guidance to be made available on the APM website in Q1 of 2018

"There are three different routes to achieving ChPP status"

3 Access routes to achieving the chartered standard

There are three different routes to achieving ChPP status:

■ **Route 1**

For project professionals who have a recognised assessment for technical knowledge.

■ **Route 2**

For project professionals who have a recognised assessment for technical knowledge *and* professional practice.

■ **Route 3**

An experiential route for project professionals who do not have a recognised assessment, but do meet the eligibility requirements.

3.1 Route 1

To apply, you must submit:

- Evidence of achieving a recognised assessment;
- Details of two proposers;
- Confirmation of CPD undertaken as required by APM's scheme³ in the past 12 months; and
- Agreement to commit to and comply with the *APM Code of Professional Conduct*.

Technical knowledge is evidenced by achievement of a recognised assessment.

Professional Practice is assessed initially by written submission, including:

- overviews of between one and four projects, programmes or portfolios to provide context for further evidence; and
- written statements covering professional practice in the required competences.

If the majority of this evidence is more than five years old, you will also need to supply a currency statement explaining how you meet the professionally active criteria.

Interview: This will be supported by an interview of up to an hour and covering:

- Exploration and validation of your written submission; and
- Ethics.

3.2 Route 2

To apply, you must submit:

- Evidence of achieving a recognised assessment;
- Details of two proposers;
- Details of CPD undertaken as required by APM's scheme⁴ during the past 12 months; and
- Agreement to commit to and comply with the *APM Code of Professional Conduct*.

Technical knowledge will be evidenced by achievement of a recognised assessment.

Professional Practice will be evidenced by achievement of a recognised assessment.

In cases where the recognised assessment is more than five years old, you will also need to supply a currency statement explaining how you meet the professionally active criteria.

Interview: This will be supported by an interview of up to half an hour and covering:

- Exploration of your CPD;
- Questions on current practice relating to the mandatory competences; and
- Ethics.



⁴ Additional guidance to be made available on the APM website in Q1 of 2018



3.3 Route 3

To apply, you must submit:

- Details of two proposers;
- Confirmation of CPD undertaken as required by APM's scheme⁴ during the past 12 months; and
- Agreement to commit to and comply with the *APM Code of Professional Conduct*.

Technical knowledge will be assessed by an extended interview.

Professional Practice is assessed initially by written submission, including:

- Overviews of between one and four projects, programmes or portfolios to provide context for further evidence; and
- Written statements covering professional practice in the required competences.

If the majority of this evidence is more than five years old, you will also need to supply a currency statement explaining how you meet the professionally active criteria.

Interview: This will be supported by an interview of up to two hours covering:

- Exploration and validation of your written submission;
- Assessment of technical knowledge across the competences, based on the context evidence supplied in your application; and
- Ethics.

A summary of the different routes to achieving ChPP status can be found in Appendix 1.

4 Criteria for recognised assessments

Applicants may submit a valid recognised assessment as evidence of meeting the required standards of technical knowledge and professional practice.

An awarding body or other organisation may apply to APM to have its assessment recognised as either:

- a) meeting the technical knowledge requirements; or
- b) meeting the technical knowledge and professional practice requirements.

For an assessment to be recognised as meeting the requirements of the chartered standard, an awarding body or other organisation will need to demonstrate that it:

- is at least at the required level for technical knowledge and professional practice;
- covers a minimum number of mandatory and elective competences; and
- is externally regulated by an approved body (such as Ofqual), or aligns to the quality requirements of ISO17024⁵.

You will find a list of approved recognised assessments on the APM website⁶.

5 Further information

The APM website includes a dedicated ChPP area where you can gain access to additional resources. This area will be updated regularly as further details emerge.

Visit apm.org.uk/chartered.



⁵ Additional guidance to be published separately on the APM website from Q1 of 2018

⁶ To be made available on the APM website as and when applications for recognised assessments are made and approved



Appendix 1: Access routes to achieving the chartered standard

	Initial application	Technical knowledge requirements	Professional practice requirements	Interview
Route 1	<p>To apply, you must submit:</p> <ul style="list-style-type: none"> ■ Evidence of achieving a recognised assessment; ■ Details of two proposers; ■ Confirmation of CPD undertaken as required by APM's scheme in the past 12 months; and ■ Agreement to commit to and comply with the <i>APM Professional Code of Conduct</i>. 	Evidenced through the recognised assessment.	<p>Assessed by written submission, including:</p> <ul style="list-style-type: none"> ■ Overviews of between one and four projects, programmes or portfolios to provide context for further evidence; and ■ Written statements covering professional practice in the required competence. <p>If the majority of this evidence is more than five years old, you will also need to supply a currency statement explaining how you meet the professionally active criteria.</p>	<p>Your interview will be up to an hour and will cover:</p> <ul style="list-style-type: none"> ■ Exploration and validation of your written submission; and ■ Ethics.
Route 2	<p>To apply, you must submit:</p> <ul style="list-style-type: none"> ■ Evidence of achieving a recognised assessment; ■ Details of two proposers; ■ Details of CPD undertaken as required by APM's scheme in the past 12 months; and ■ Agreement to commit to and comply with the <i>APM Professional Code of Conduct</i>. 	Evidenced through the recognised assessment.	<p>Evidenced through the recognised assessment.</p> <p>In cases where the recognised assessment is more than five years old, you will also need to supply a currency statement explaining how you meet the professionally active criteria.</p>	<p>Your interview will take up to half an hour and will cover:</p> <ul style="list-style-type: none"> ■ Exploration of your CPD; ■ Questions on current practice relating to the mandatory competences; and ■ Ethics.

	Initial application	Technical knowledge requirements	Professional practice requirements	Interview
Route 3	<p>To apply, you must submit:</p> <ul style="list-style-type: none"> ■ Details of two proposers; ■ Confirmation of CPD undertaken as required by APM's scheme in the past 12 months; and ■ Agreement to commit to and comply with the <i>APM Professional Code of Conduct</i>. <p>Evidenced through the recognised assessment.</p>	Assessed through an extended interview.	<p>Assessed by written submission, including:</p> <ul style="list-style-type: none"> ■ Overviews of between one and four projects, programmes or portfolios to provide context for further evidence; ■ Written statements covering professional practice in the required competence; and ■ If the majority of this evidence is more than five years old, you will also need to supply a currency statement explaining how you meet the professionally active criteria. 	<p>Your interview will be up to two hours and will cover:</p> <ul style="list-style-type: none"> ■ Exploration and validation of your written submission; ■ Assessment of technical knowledge across the relevant competences, based on the context evidence supplied in your initial application; and ■ Ethics.

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