

APM Members' Review 2018/19



THE CHARTERED BODY FOR THE
PROJECT PROFESSION





p.10 ↑
Membership growth

p.16 →
Collaborate and engage

For more information
visit **apm.org.uk**





Contents

- Achievements p.2
- Chair's report p.4
- Chief executive's report p.5
- The power of five: delivering our objectives in 2018/19 p.6
 - Chartered standard p.8
 - Membership growth p.10
 - Knowledge and research p.12
 - Organisational innovation p.14
 - Collaborate and engage p.16
- Celebrating Success: Chartered Project Professional p.18
- APM Project Management Awards 2018 sponsored by RPC UK Ltd p.20
- Board members p.22



p.18 ↑

Celebrating success:
Chartered Project
Professional

APM Project Management
Awards 2018

p.20 ↓

p.4 ↑

Chair's report



Achievements

Highlights 2018/19

- Successful launch of the Chartered Project Professional (ChPP) standard with 768 applications and 495 ChPPs registered by 31 March.
- Overall membership up 16 per cent from 25,691 to 29,745.
- Student membership up a staggering 79 per cent to 6,600.
- International membership up 17 per cent to just under 2,000.
- Qualifications taken and standards attained up 12 per cent to 19,830.
- Developing and delivering the seventh edition of the *APM Body of Knowledge*.
- Creating APM Learning, our new digital platform.
- Launching our educational strategy with 'Making it Happen', an innovative schools programme.
- Record number of Fellows – up 16 per cent.
- Over 43,000 digital badges issued.
- Record number of entrants – up 40 per cent to 158 – for the APM Project Management Awards.
- Highest ever attendance at our conferences, including record numbers at APM Women in Project Management Conference.

Goals 2019/20

- Stimulating demand for APM-qualified professionals in Britain and internationally.
- Driving engagement for the chartered standard amongst employers.
- Highlighting the link between membership/qualifications and earning potential/career advancement.
- Aligning our qualifications to the *APM Body of Knowledge 7th edition*.
- Heightening awareness of APM as a chartered body via advertising, marketing and PR.
- Expanding our international reach.

Creating public benefit

Improved project delivery and practice is at the heart of Association for Project Management's (APM) work. Our charitable objectives are 'to advance the science, theory and practice of project and programme management for the public benefit'.

This commitment to the highest standards is expressed in the development of the career path and qualifications aligned to the new ChPP designation. Vital granular detail is set out in the *APM Body of Knowledge* and the *APM Competence Framework*.

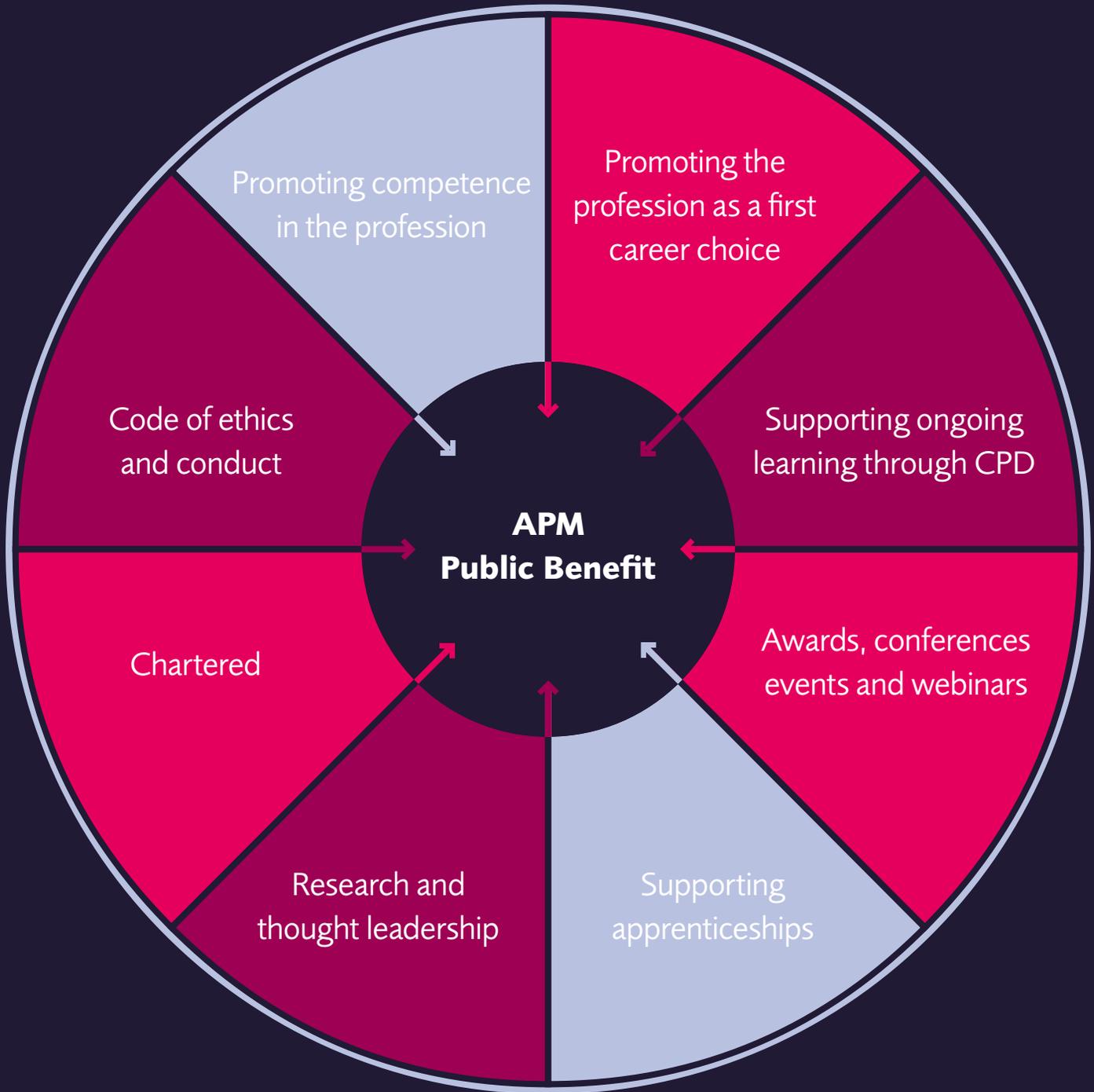
Professionalism also entails provision of a development framework designed to help the widest range of people reach the standards, and enjoy the benefits, of a challenging career. Our work in schools, colleges and universities is continuous and extensive. Promoting apprenticeships (not least to government) is central to the Association's goal of growing and diversifying the profession.

Awareness of project management's contribution to social and economic wellbeing is raised via engagement with Whitehall, academic institutions, other professional bodies and learned societies, by commissioning our own research and assisting academics via a special research fund.

Our volunteers explain project management to students of all ages, champion the profession with external audiences and provide CPD for fellow members. APM's commitment to member involvement is underlined by adherence to the Investing in Volunteers standard. The trustees take this opportunity to thank those many members who so generously give up their time to further the profession's progress.

Links to volunteer opportunities and events can be found on the website at:

- apm.org.uk/about-us/volunteers
- apm.org.uk/event



Charting the future for our profession

In January I had the pleasure of addressing over 400 people celebrating the first two cohorts of Chartered Project Professionals (ChPP). This wonderful occasion epitomised the pride of both our new ChPPs and our young but growing profession as a whole. The photospread on pages 18 and 19 captures the spirit of the evening perfectly.



The road to chartered has been a huge challenge, but APM delivered in true project management style – successfully, on time and on budget.

The board continues to focus on building a professional body able to support a dynamic profession. This means enhancing capability, setting clear career pathways, raising project management's profile and, of course, growing the membership.

A strong revenue performance, achieved despite uncertain economic conditions, has allowed us to maintain a laser-like commitment to this investment. Much had to be achieved on top of the Association's essential everyday activities, but staff and volunteers worked together to get first class results on every front.

We welcomed our new chief executive Debbie Dore from within APM's own ranks in August 2018. This continuity, a strengthened management team and a revised structure, has allowed us to maintain momentum throughout such a significant year in APM's history.

I would like to pay tribute to our loyal staff and many dedicated volunteers, including my fellow trustees, who have helped make these 12 months so successful. My heartfelt thanks to you all.

A handwritten signature in black ink, reading "John McGlynn". The signature is written in a cursive style with a horizontal line underneath.

John McGlynn
APM chair

Chief executive's report

Maintaining momentum

The launch of the chartered standard has had a significant positive impact throughout 2018/19. At the beginning of the year we were still preparing to launch the register; we ended it by reaching the tremendous milestone of 495 registered chartered individuals.



Chartered status has given us an unprecedented opportunity to grow APM in size and stature. Membership at all levels has increased from students just starting on their careers to our most senior Fellows, we have made progress into new sectors as well as extending our international reach.

I was delighted to take on the mantle of chief executive in August 2018. My priority was to maintain momentum as we completed our capacity for chartered status. There is much to celebrate, and we build on strong foundations. Revenue grew by 17 per cent in 2018/19. By 31 March individual membership stood at almost 30,000. We've launched the *APM Body of Knowledge 7th edition* alongside a major refresh of qualifications and learning content.

APM has made significant steps in attaining its strategic objectives and the business plan, approved by the board for 2019/20, provides for new investment in both the Association and profession. There is much still to do, but the pace of change will be maintained as we create new value for members and develop our profession in the public interest.

Last, but not least, I too would like to add my thanks to our board, staff and volunteers: their passion for the profession makes my job a very rewarding one.

A handwritten signature in black ink that reads "Debbie Dore".

Debbie Dore
Chief executive

The power of five: delivering our objectives in 2018/19

Our objectives

Chartered standard →

Successfully position, develop and launch the chartered standard to become the accepted benchmark standard for project professionals.



Membership growth ↓

Accelerate the growth, diversity and global reach of APM's membership by engaging with new sectors and communities.



Knowledge and research →

Advance the art, science, theory and practice of project management with an innovative knowledge and research programme.



Collaborate and engage ↓

Accelerate the universal adoption of project management by people delivering change through collaboration and partnerships.

Organisational innovation ↑

Define and build APM as the model of a sustainable professional body for the 21st century.



The power of five: delivering our objectives in 2018/19

Chartered standard

APM sets the standard – proud to create and uphold leading standards for the project profession.

Objective

Successfully position, develop and launch the chartered standard to become the accepted benchmark standard for project professionals.

"A pool of recognised project professionals has come into being. There's a vivid sense of how ChPP can contribute to APM's future."



Next steps

APM will register a further 1,000 Chartered Project Professionals (ChPP) by 31 March 2020, raise employer awareness of the value of recruiting a ChPP and encourage use of the designation in recruitment and advertising. We will redesign the Corporate Accreditation scheme in order to help businesses align to the chartered standard and explain how APM CPD can help employers.



The year began with a huge effort to ensure that all processes, guidance and assessors were ready for the 16 May launch of the Register of Chartered Project Professionals. Since then a dedicated team has supported 768 applicants through the ChPP process, with 495 awards by the end of March across 40 sectors. An assessor "was left with a feeling of really belonging to something special for the future of our profession".

The standard is part of a strategy aimed at increasing take up of APM's qualifications and standards. We're deepening ChPP by developing new recognised assessments, including APM Registered Project Professional (RPP) – route 2 – APM Practitioner Qualification (PQ) and APM Project Professional Qualification (PPQ) – both route 1 – and this will include the opportunity for higher education institutions, employers and other professional bodies to become a recognised assessor. Further recognised assessments will go live throughout 2019.

The register was the subject of a major marketing campaign which led to over 6,700 downloads of the chartered standard, 6,400 downloads of the application guidance, 32,000 unique visitors to the chartered homepage and record-breaking levels of engagement via email and social media.

Our changed status entails continuous thinking of how to develop the profession so three new papers joined the 'Road to Chartered' series: *Joining the dance? Creating an inclusive profession; APM as a chartered body – Supporting the journey of chartered professionals* and *Relate, democratise, transform – opening doors to project management for young people*.



495

ChPPs awarded by 31 March.



91%

of those who had achieved ChPP agreed that they were proud to be chartered¹.



32,000

unique visitors to the chartered homepage.

¹ Membership Satisfaction and Perceptions of APM Research 2019.

The register raises awareness of APM's professional standards. Our survey, *Taking a Seat at the Table* found that 78 per cent of employers are more likely to recruit a project manager with chartered status over one who doesn't. Eighty-nine per cent believe ChPP has a positive impact on a professional's employability, while 86 per cent think that a chartered employee adds to a firm's reputation.

The power of five: delivering our objectives in 2018/19

Membership growth

Objective

Accelerate the growth, diversity and global reach of APM's membership by engaging with new sectors and communities.

APM for all – representing the whole of the project profession.

Next steps

We will further invest in digital capability to grow membership across countries and sectors and 2019/20 will see a new sectoral focus on technology and space. Senior project managers will be engaged via a new corporate network and there'll be a drive to engage branches more closely in supporting Student members.



+16%

overall membership up from 25,692 to 29,745.



4,544

participants, including 1,205 non-members at branch events.



1,926

International membership up 17 per cent.



"We've expanded our sectoral reach through seven successful events in life sciences, the law and financial services, winning increased membership in all three fields."



APM now has almost 30,000 individual members and more than 500 organisations participating in the Corporate Partnership programme, making us the largest professional body of its kind in Europe.

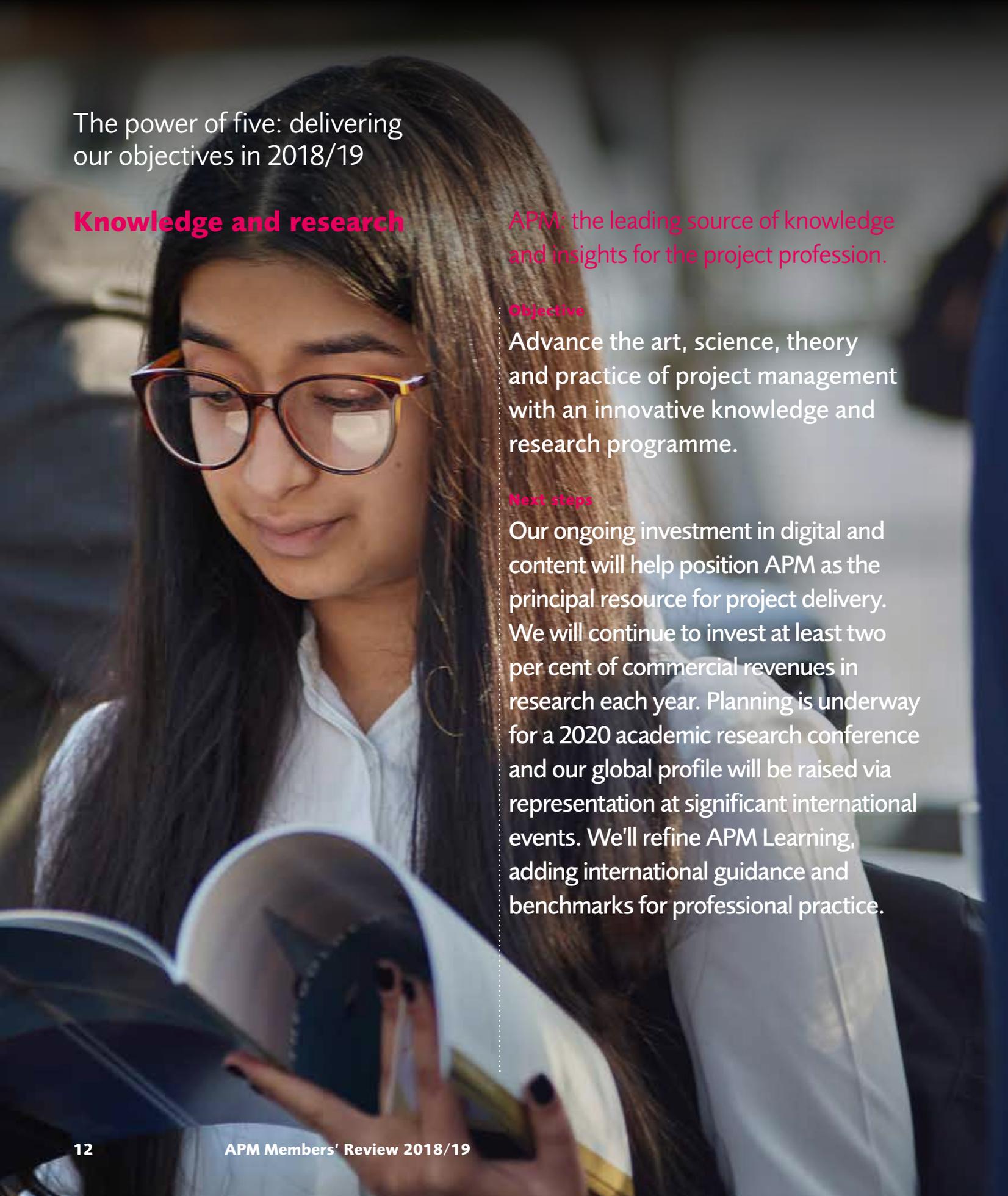
We've expanded our sectoral reach through seven successful events for project professionals in life sciences, the law and financial services, winning increased membership in all three fields. Our offering for Corporate Partners has grown and a full-day forum was attended by people from 300 organisations. The branches continue to meet needs, organising 135 CPD and networking events for over 4,544 participants, including 1,205 non-members.

Work has started on a new community platform aimed at increasing APM's reach in the global market, and our new international team has visited the Middle and Far East, part of a drive which raised overseas membership by 17 per cent to almost 2,000.

Student membership grew by 79 per cent to over 6,600 and we remain committed to promoting apprenticeships. Some 4,000 young people have begun work on the Associate Project Manager Apprenticeship standard since its launch in late 2016.

Member support has been improved by My Development, a new section of the website launched in April 2019, providing easier access to APM Learning, events, and work-based courses. We updated the IPMA level A-D qualifications and remain the sole UK certification body; the Full membership (MAPM) standard offers a new route into the profession for those without previous relevant experience and qualifications.

Conference attendance is up across the board, most spectacularly at APM Women in Project Management Conference which saw a 48 per cent increase in delegates. Seventy-six per cent of attendees at our Power of the Profession conference in Manchester were new to APM events, and the same percentage said it left them with a 'very good' or 'excellent' perception of the Association.



The power of five: delivering
our objectives in 2018/19

Knowledge and research

APM: the leading source of knowledge
and insights for the project profession.

Objective

Advance the art, science, theory
and practice of project management
with an innovative knowledge and
research programme.

Next steps

Our ongoing investment in digital and
content will help position APM as the
principal resource for project delivery.
We will continue to invest at least two
per cent of commercial revenues in
research each year. Planning is underway
for a 2020 academic research conference
and our global profile will be raised via
representation at significant international
events. We'll refine APM Learning,
adding international guidance and
benchmarks for professional practice.

March 2019 saw publication of the seventh edition of our flagship publication, the *APM Body of Knowledge*. Drawing on over 2,000 items of feedback from members, Corporate Partners and government, it provides a broader view of project management, from the strategic case for projects, to delivering change via linear and iterative life cycles, to issues such as leadership and stakeholder engagement.

July saw the unveiling of our major research report on productivity prepared in conjunction with Manchester University. Most of the work for the APM/PwC study into the crucial economic question examining *The Contribution of Projects and Project Management*, published this April, was undertaken in 2018.

APM publishing has achieved record revenues, a reliable indicator of growing interest and influence. The award-winning *Project* journal was relaunched in March with a new digital service complementing the quarterly print publication.

The research fund series issued three new reports: *How is systems thinking used in projects?*; *Where are the women in major project leadership?*; and *Project leadership*. Eighteen research summaries were published along with over 50 pieces of thought leadership, three policy papers and 10 monthly public affairs monitors; and our Specific Interest Groups (SIGs) provided a number of publications and events.

Over 9,000 people responded to our two Salary and Market Trends Surveys, with over 11,000 uses of the accompanying salary calculator.

"The *APM Body of Knowledge* provides a broader view of project management, from the strategic case for projects, to delivering change via linear and iterative life cycles, to stakeholder engagement."



2,000

items of feedback contributing to the new *APM Body of Knowledge*.



Record revenues for APM publishing.



3

major research fund reports and 18 research summaries.

We've completed the development of APM Learning, a new online professional development platform. Single sign-on leads to easy-to-search content, including expanded modules, a comprehensive library of APM publications and new tools and templates. Content is available to paying members and will be available to Associate members, Full members, Fellows and Honorary Fellows from April 2019.

The power of five: delivering our objectives in 2018/19

Organisational innovation

Objective

Define and build APM as the model of a sustainable professional body for the 21st century.

Next steps

We'll further diversify APM's funding streams via competitive products and services together with increased utilisation of our intellectual assets. We'll refine feedback systems to help generate annual improvements in member satisfaction while reinforcing qualifications, events and publishing with new investment in digital and online options. Our volunteering strategy will attempt to reflect the diversity of our membership.

APM: promotes the power of the project profession for good.

Digital badges, an online, fully-transparent means for members to display their achievements, proved to be an outstandingly-successful new initiative with 43,635 issued between October and March. APM has gained profile too as 17,307 of the branded badges were shared on social media.

November 2018 saw the launch of a live chat service allowing enquiries to be fielded via the website. Part of meeting our objective of ensuring digital access to all APM's offerings, the first 760 chats averaged a 4.7 out of 5 quality rating. A representative example of feedback was that live chat provided "*Some of the best customer service I have ever received. Efficient and informative. Really helped guide me through it all.*"

Extensive market research contributed to a new draft version of APM Project Professional Qualification (PPQ), along with changes to the Full membership standard, as part of the qualification's redevelopment project. Warmly received by Corporate Partners, it's being further refined prior to launch later this year. We've also started work on a new qualifications platform which will increase our reach into international markets, improve customer experience and provide innovative assessment solutions.

A review of online options for qualifications, events and publishing is underway and improvement to our customer relationship management system continues along with a range of other initiatives to ensure cost-effective, customer-focussed delivery.



43,635

digital badges issued with
17,307 shared on social media.



4.7 out of 5.0

user rating for our live chat enquiry service.



Year one

delivery of the qualifications development project.

"17,307 APM-branded digital badges shared on social media."

The Ibis House Consolidation and Extension (ICE) project is improving operational cohesion by bringing all APM staff under one roof. It's also been an opportunity to enhance office technology, shaping a working environment fit for a dynamic Association.

The power of five: delivering our objectives in 2018/19

Collaborate and engage

Objective

Accelerate the universal adoption of project management by people delivering change through collaboration and partnerships.

APM listens, adapts, acts and advocates for the project profession.

Next steps

APM will collaborate with other project management bodies in Britain and abroad to establish a universal 'language' for project management; will link APM qualifications and accreditation to government-sponsored courses; promote and explain routes into the profession to meet the needs and expectations of the widest range of candidates.



2.5m

visits to our website, the busiest year we have had – up 42 per cent to 2.5m.



75,700

followers on APM's social channels.



3.2m

people reached by our national advertising campaign.



75,000

students reached in 275 schools with the 'Make it Happen' campaign.

"Project management is the joint-top career choice for 21-year-old students."

APM's first ever national advertising campaign to raise awareness of the profession ran during April and May 2018. Outdoor advertising reached 3.2m people and prompted 7,124 visits to the website. Analysis of the results led to our follow-on 'Make Change Happen' campaign in January 2019.

Targeting 25- to 34-year-olds, the campaign was seen 31.4m times on Facebook, Instagram, YouTube and *the Guardian* website generating over 81,000 hits to APM's website.

'Make it Happen' is a campaign for schools reaching over 75,000 students. It's aimed at helping students working on projects, such as arranging an exhibition or trip. 275 schools registered for the student/teacher information packs by 31 March and will also receive help from APM's volunteer ambassador network. We also developed a student's guide to project management – *Project: You*. Feedback from teachers and employers has been very positive, the guide has been reprinted and a new edition is planned.

APM commissioned a pathbreaking – and highly encouraging – study of student/teacher perceptions, '*Making it Happen*', published to coincide with August's A-level results.

Project management emerged as the joint-top career choice for 21-year-old students, with equal levels of interest amongst male and female students. Nearly 60 per cent of careers advisers and teachers say chartered status encourages them to recommend a career to their students.

We collaborated with the influential Institute for Government (IfG) on several events, including 'How to engage the public in decisions on infrastructure' with the CEOs of the National Infrastructure Commission and the National Institute for Health and Care Excellence.

APM was a headline supporter of early 2019's inaugural Infrastructure and Project Authority (IPA) conference for the profession, attended by over 1,200 civil servants. Nearly 40 ChPPs were publicly acknowledged by the new head of the government project profession.

Over 30 Corporate Partners wanted their logo to feature in the first edition of *Project: You*. A new version, including over 50 Corporate Partners, will appear later in 2019, highlighting project management's role in almost every part of the economy.

Celebrating Success: Chartered Project Professional

"In January I had the pleasure of addressing an audience of over 400 members and guests celebrating the first two cohorts of successful Chartered Project Professionals (ChPP). This wonderful occasion epitomised the pride of both our new ChPPs and our young but growing profession as a whole."

John McGlynn,
APM chair





CHARTERED BODY PROJECT PROFESSION

CHARTERED BODY PROJECT PROFESSION

CHARTERED BODY PROJECT PROFESSION



APM Project Management Awards 2018

sponsored by RPC UK Ltd

Collaborate and engage

2018 broke all records for the annual APM Awards with a 40 per cent rise in overall entries, and a truly remarkable 70 per cent increase in international entries.



PROJECT PROFESSIONAL AWARDS

Project Professional of the Year

Sponsored by Atos

Alison McChesney, Coventry Building Society

Young Project Professional of the Year

Sponsored by Defence Equipment and Support

(part of Ministry of Defence)

Michael Rusbridge, Pendennis Shipyard

PROJECT AND PROGRAMME AWARDS

Overall Project of the Year

NATS – EXCDS into Swanwick Terminal Control

Project of the Year: IT and Technology

Sponsored by Hyde Park Solutions

British Gas – British Gas Rewards

Project of the Year: Transformation

Sponsored by Hyde Park Solutions

NATS – EXCDS into Swanwick Terminal Control

Project of the Year: Specialists

Sponsored by Hyde Park Solutions

**BAE Systems – Naval Combat Systems
Integration Support Service (NCSISS)**

Project of the Year: Engineering,
Construction and Infrastructure

Sponsored by Hyde Park Solutions

Atkins – Northern Spire

Atkins – Northern Spire

Social Project of the Year

Sponsored by Provek Limited

Nationwide Building Society – Comfort U Bags (CUBs)

Programme of the Year

GCHQ – Licence to Operate

PMO of the Year

Sponsored by Wellington Project Management

Ella's Kitchen

Overseas Project of the Year

Sponsored by Ramboll

**IMC Worldwide Ltd – The Fael Khair Project
for the Construction of School-cum-Cyclone
Shelters in Bangladesh – Phase 1**



OTHER AWARD CATEGORIES

Project Management Company of the Year
Sponsored by Jacobs

Dyson

Project Management Consultancy of the Year
Pcubed

Shell HSSE Award
Sponsored by Shell

**Infrastructure Strategic Alliance – Sellafeld Ltd
working with Morgan Sindall and Arup**

The Mike Nichols Award for Inspiration
Sponsored by The Nichols Group

**Cumbria County Council and Mott MacDonald –
Cumbria Infrastructure Recovery Programme**



ACADEMIC AWARDS

Sponsored by BAE Systems

Geoffrey Trimble Award

**Clement Gunasekar – Improving contractor's
cost and progress control systems in the UAE
(University College of Estate Management, UK and
Falconcity of Wonders, UAE)**

Herbert Walton Award

**Paul Summers – Practitioner development – From
trained technicians to reflective practitioners:
a systemic study within a United Kingdom unitary
authority (The University of Winchester)**

Brian Willis Award

Tracy Small, Met Office

Sir Monty Finniston Award

**Professor Peter Hansford FREng FAPM
University College London**



Board members as at 31 March 2019

JOHN MCGLYNN, CHAIR
Appointed to May 2020

SUSIE BOYCE, DEPUTY CHAIR
Elected to November 2019

ALISTAIR GODBOLD, DEPUTY CHAIR
Elected to November 2020

DR JON BROOME
Elected to November 2020

DR PAUL CHAPMAN
Appointed to May 2020

SORREL GILBERT
Elected to November 2021

DEBBIE LEWIS
Elected to November 2021

MILLA MAZILU
Elected to November 2019

NICK SMALLWOOD
Appointed to November 2019



THE **CHARTERED BODY** FOR THE
PROJECT PROFESSION

...sets the standard – proud to create and uphold leading standards for the profession.

...for all – representative of the whole profession.

...the leading source of knowledge and insights for the profession.

...listens adapts, acts and advocates for the profession.

...promotes the power of the profession for good.



For more information
visit apm.org.uk





Association for Project Management

Ibis House, Regent Park

Summerleys Road

Princes Risborough

Buckinghamshire HP27 9LE

Tel. (UK) 0845 458 1944

Tel. (int.) +44 1844 271 640

Email info@apm.org.uk

Web apm.org.uk