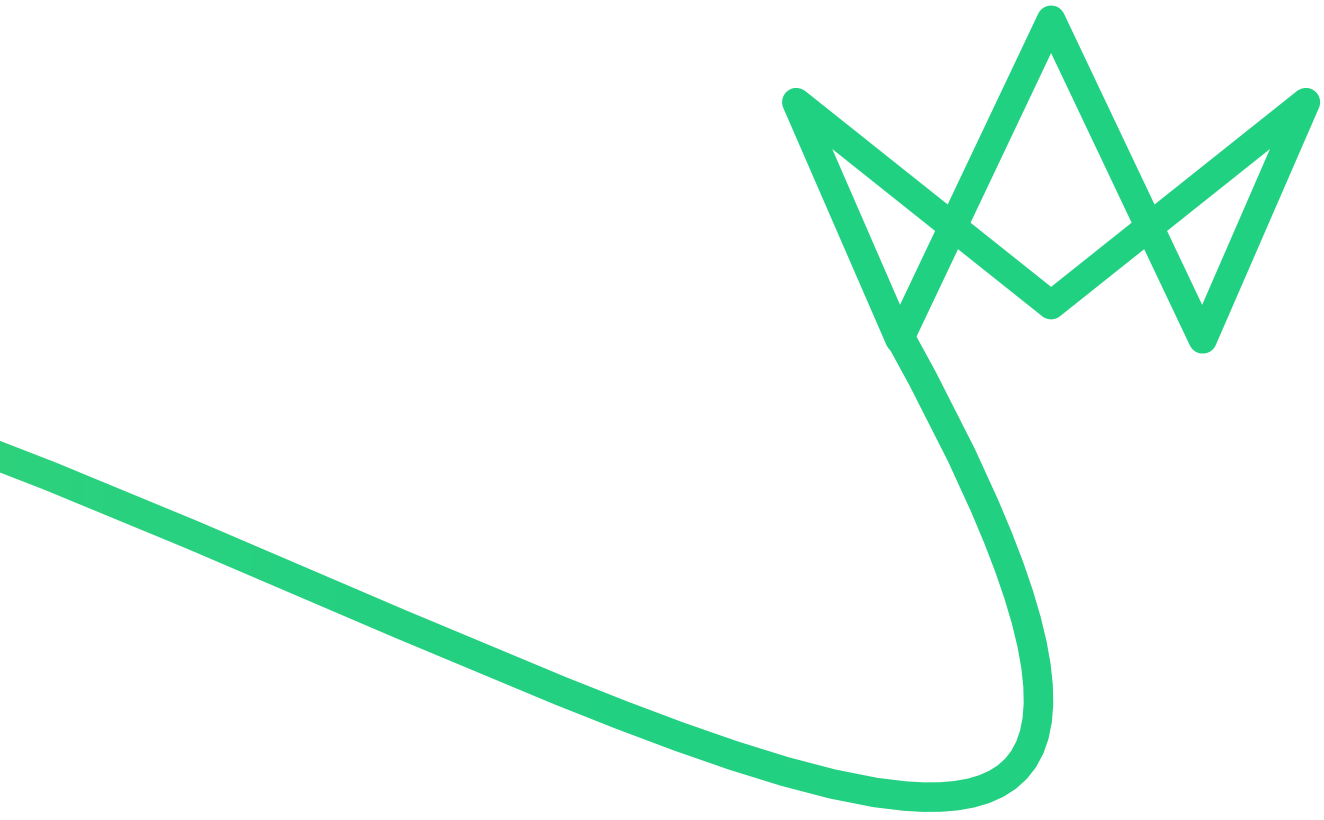
Association for Project Management

The Chartered Project Professional standard



Because when projects succeed, society benefits

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Further details

If you have any questions that aren't covered in this document, please contact:

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1. Introduction

Association for Project Management (APM) is a professional membership organisation that sets the standards for the project profession and raises its profile. APM is the only chartered organisation representing the project profession in the world, we set the benchmark.

Chartered status shows you've achieved the highest standard of expertise and have proven your exceptional project capabilities, through a defined level of technical knowledge, professional practice and ethical behavior. This forms the basis of the assessment that you must pass to gain Chartered Project Professional (ChPP) status, and the inclusion on the Register of Chartered Project Professionals.

We understand the chartered process is rigorous, but for companies looking for individuals to lead projects it gives them confidence that projects will succeed. The standard has been designed to be equally accessible to individuals both with or without PM qualifications (APM or others) but with significant relevant experience of projects, programmes or portfolios. It's drawn from the *APM Competence Framework* and responds to the consultation. It recognises the diverse paths individuals take into the profession, offering four pathways to ChPP.

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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 is 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.

b) Having up-to-date knowledge of current practices and methods.

c) Being actively involved in the project management profession.

Where the most recent evidence provided in an individual's application is more than five years old, a currency statement is required to explain how they have continued to meet the professionally active criteria above.

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

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2.2 Requirements

By achieving the chartered standard and ChPP status, as a project professional you're 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 you were personally responsible/accountable for and that involved:
  - conflicting objectives
  - high levels of unpredictability or risk
  - multiple work packages, projects or programmes
  - multiple interdependent stakeholders
- Commitment to professional ethics.
- 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're required to:

- Pass an assessment of technical knowledge in the designated competences.
- Pass an assessment of professional practice in the designated competences.
- Pass an assessment of ethics, compliance and professionalism.
- 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*.
- 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'll undergo an assessment interview"

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2.3 Competences

All applicants must 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 – Evidence required against seven competences *(Where or option is provided, only one competence can be chosen)*
Budgeting and cost control The ability to develop and agree budgets for projects and understanding where costs fall over time. **OR** **Financial management** The ability to enable financial resource for delivery and to plan and control the finances of projects, as part of the organisation's overall financial management, to ensure optimisation of the business case.
Change control The ability to manage variations and change requests in a controlled way. **OR** **Conflict resolution** The ability to identify, address and resolve differences between individuals and/or interest groups.
Governance arrangements The ability to establish and maintain governance structures that define control of deployment for delivery of projects, and that align with organisational practice. **OR** **Reviews** The ability to manage progression through the life cycle of a project.
Integrated planning The ability to take forward the definition of outputs into detailed planning, incorporating multiple areas into the integrated project management plan. **OR** **Schedule management** The ability to undertake time-based planning with an emphasis on activities and resource.
Leadership The ability to empower and inspire others to deliver successful projects by providing vision, direction, feedback, and support, so that people can do their best work. **OR** **Team management** The ability to select, develop and manage individuals to create and sustain teams.
Risk and issue management The ability to identify and monitor risks (threats and opportunities) and issues; to plan and implement responses to those risks and respond to issues that affect a project.
Stakeholder engagement and communication management The ability to work with people, both internally and externally, to build support to achieve intended outcomes.

"All applicants must demonstrate their technical knowledge and professional practice across a range of specified competences drawn from the *APM Competence Framework*"

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Elective competences – Evidence required against either five competences or one competence dependent on pathway taken.
Assurance The ability to provide confidence to the governance board that a project is on track to deliver the objectives and intended value.
Benefits management The ability to identify and agree the benefits and determine how they will be measured, monitored, and managed throughout a project until they are realised.
Business case The ability to prepare, gain approval of, refine and update business cases that justify the initiation, investment and/or continuation of projects in terms of benefits, costs, and risks.
Capability development The ability to assess organisational maturity in relation to a project and the wider organisation.
Contract management The ability to monitor and manage supplier performance.
Diversity and inclusion The ability to build and maintain an inclusive environment that embraces a diverse culture.
Life cycles The ability to structure and organise projects.
Portfolio shaping The ability to set up portfolios to ensure efficient delivery of strategic objectives.
Procurement The ability to secure the provision of resources, choosing strategies for obtaining best value from supply chains.
Quality management The ability to ensure that outputs are delivered in accordance with requirements.
Requirements management The ability to prepare and maintain definitions of the requirements of projects.
Resource capacity planning The ability to plan resource needs in line with the strategic direction of the organisation to ensure that resource utilisation is maintained at an appropriate level for optimal efficiency.
Resource management The ability to acquire and deploy internal and external resources.
Solutions development The ability to determine the optimal solution to satisfy agreed requirements.
Sustainability The ability to balance the environmental, social, economic, and administrative considerations that will impact a project.
Transition management The ability to manage the integration of the outputs of a project into business-as-usual (BAU), ensuring that outputs enable delivery of the intended value.

You'll find detailed assessment criteria for technical knowledge and professional practice relating to each competence in supporting guidance materials.

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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 interview depending on the pathway taken.

If the recognised assessment is more than five years old, at the time of application, you'll 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 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).
- Written statements covering professional practice; each pathway includes seven mandatory competences. Pathway 1 and pathway 2 include five elective competences, and pathway 3 includes one elective competence.

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

2.6 Professional ethics

You're 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 professional development every year, which meets the requirements of *APM's CPD scheme*. You're required to provide evidence of currency of practice and a commitment to ongoing CPD.

"Where the majority evidence supporting professional practice is more than five years old, at the time of application, you'll need to supply a currency statement explaining how you meet the professionally active criteria"

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3. Access pathways to achieving the chartered standard

There are four different pathways to achieving ChPP status:

- **Pathway 1:** For those who meet the eligibility criteria but don't have a recognised assessment.
- **Pathway 2:** For those who meet the eligibility criteria and have a recognised assessment for technical knowledge.
- **Pathway 3:** For those who meet the eligibility criteria and have a recognised assessment for professional practice.
- **Pathway 4:** For those who meet the eligibility criteria and have a recognised assessment for both professional practice and technical knowledge.

"There are four different pathways to achieving ChPP status"

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3.1 Pathway 1

To apply, you must submit:

- Details of two proposers.
- Confirmation of CPD undertaken as required by APM's scheme during the past 12 months.
- Agreement to commit to and comply with the *APM Code of Professional Conduct*. Technical knowledge will be assessed by an 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.
- Written statements covering professional practice in the required competences.

If the majority evidence is more than five years old, at the time of application, you'll 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 contextual evidence supplied in your application.
- Ethics, compliance, and professionalism.

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

3.2 Pathway 2

To apply, you must submit:

- 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.
- 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.
- Written statements covering professional practice in the required competences.

If the majority evidence or recognised assessment is more than five years old, at the time of application, you'll 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 one hour 15 minutes covering:

- Exploration and validation of your written submission.
- Ethics, compliance, and professionalism.

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3.3 Pathway 3

To apply, you must submit:

- Evidence of achieving a recognised assessment.
- Details of two proposers.
- Confirmation of *CPD* undertaken as required by APM's scheme during the past 12 months.
- Agreement to commit to and comply with the *APM Code of Professional Conduct*. Technical knowledge will be assessed by an interview.

Professional Practice is assessed by written submission, including:

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

If the majority evidence is more than five years old, at the time of application, you'll 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 one hour covering:

- Assessment of technical knowledge across the competences supplied in your application.
- Ethics, compliance, and professionalism.

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

3.4 Pathway 4

To apply, you must submit:

- Evidence of achieving a recognised assessment.
- Details of two proposers.
- Details of *CPD* undertaken as required by APM's scheme during the past 12 months.
- 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, at the time of application, you'll 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.
- Ethics, compliance, and professionalism.

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4. Criteria for recognised assessments

Applicants may submit a valid *recognised assessment* as evidence of meeting the required standards of technical knowledge, professional practice or 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

b) Meeting the professional practice requirements

or

c) 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 must demonstrate that it:

- Is at least at the required level for technical knowledge, professional practice or technical knowledge and professional practice.
- Covers a minimum number of mandatory and elective competences.
- Is externally regulated by an approved body (e.g. Ofqual, Office for Students) or aligns to the quality requirements of ISO17024.

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

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*.

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Appendix 1: Access pathways to achieving the chartered standard

	Initial application	Technical knowledge requirements	Professional practice requirements	Interview
Pathway 1	To apply, you must submit: • Details of two proposers. • Confirmation of CPD undertaken as required by APM's scheme in the past 12 months. • Agreement to commit to and comply with the *APM Professional Code of Conduct*.	Assessed through an interview.	Assessed by written submission, including: • 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. • If the majority evidence is more than five years old, at the time of application, you'll need to supply a currency statement explaining how you meet the professionally active criteria.	Our interview will be up to two hours and will cover: • Exploration and validation of your written submission. • Assessment of technical knowledge across the relevant competences, based on the contextual evidence supplied in your initial application. • Ethics, compliance, and professionalism.
Pathway 2	To apply, you must submit: • 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. • Agreement to commit to and comply with the *APM Professional Code of Conduct*.	Evidenced through the recognised assessment. In cases where the recognised assessment is more than five years old, at the time of application you'll need to supply a currency statement explaining how you meet the professionally active criteria.	Assessed by written submission, including: • 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. • If the majority evidence is more than five years old, at the time of application, you'll need to supply a currency statement explaining how you meet the professionally active criteria.	Your interview will be up to one hour 15 minutes and will cover: • Exploration and validation of your written submission. • Ethics, compliance, and professionalism.

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	Initial application	Technical knowledge requirements	Professional practice requirements	Interview
Pathway 3	To apply, you must submit: • Details of two proposers. • Confirmation of CPD undertaken as required by APM's scheme in the past 12 months. • Agreement to commit to and comply with the *APM Professional Code of Conduct*.	Assessed through an interview.	Assessed by written submission, including: • 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. • If the majority evidence is more than five years old, at the time of application, you'll need to supply a currency statement explaining how you meet the professionally active criteria.	Your interview will be up to one hour and will cover: • Assessment of technical knowledge across the relevant competences, supplied in your initial application. • Ethics, compliance, and professionalism.
Pathway 4	To apply, you must submit: • 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. • Agreement to commit to and comply with the *APM Professional Code of Conduct*.	Evidenced through the recognised assessment.	Evidenced through the recognised assessment. In cases where the recognised assessment is more than five years old, at the time of application, you'll need to supply a currency statement explaining how you meet the professionally active criteria.	Your interview will take up to half an hour and will cover: • Exploration of your CPD. • Questions on current practice relating to the mandatory competences. • Ethics, compliance, and professionalism.

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We are the only chartered membership organisation for the project profession

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