

ASSOCIATION FOR PROJECT MANAGEMENT

CHIEF EXECUTIVE RECRUITMENT

CANDIDATE INFORMATION PACK
MARCH 2021

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Chair's Introduction

Dear Candidate,

I am delighted that you are considering joining the Association for Project Management.

APM is approaching its 50th anniversary and has a proud history of achievement and growth. We are ever more successful in delivering our charitable objects and this includes obtaining Chartered status. This is a fantastic milestone and recognition for the Association, but also for the credibility of the whole project profession.



We're delighted that so many are choosing to develop their careers and their passion for projects with us. Our delivery and growth in recent years has been enviable.

Of course the pandemic has delayed our progress. Yet we end this financial year with a small increase in our membership and other revenues are returning. I see this as a fantastic endorsement of the Association by our members and stakeholders. We've worked hard to provide them with support and APM remains on a sustainable and secure footing. In fact, we are ready for the next phase of our journey and are currently refreshing our corporate strategy.

I know you will do your research on APM; I am confident you will find us to be an exciting and rewarding prospect. I believe this is an excellent time to join APM and there are clear opportunities ahead; project management will be part of the strategy to build Britain back up, post-Brexit and post-Covid-19. We are looking for a first class CEO to take on this leading role in changing Britain; someone who has the skills and drive to match our ambition and make our goals a reality. You will be supported by an enthusiastic and committed Board of Trustees, a strong Leadership Team and an excellent cadre of staff and volunteers.

I wish you luck in your application.

Yours sincerely

Debbie Lewis
Chair, APM

About APM

Association for Project Management (APM) is the only chartered body for the project profession, with over 30,000 individual members and more than 500 organisations participating in the Corporate Partnership Programme.

APM is an educational charity, committed to developing and promoting the value of project management in order to deliver improved project outcomes for the benefit of society.



The Association aims to deliver public benefit through its work supporting the project professional by setting leading standards, promoting and facilitating education, raising awareness, growing the talent pipeline and supporting research. In addition, APM collaborates with government and other professional bodies working in the public interest, invests in major research projects into the profession's economic contribution and plays a leading role in advocating for reducing the carbon footprint of projects.

Volunteers form an essential part of APM's community and play a crucial role in helping the Association to engage with the project profession, partner professions and the wider public.

APM received its [Royal Charter \(RC000890\)](#) in 2017; this achievement has brought additional prestige and credibility to APM and to the profession as a whole. The Charter, which is supplemented by its [regulations](#), serves as APM's constitution and sets high-level governance arrangements such as the composition of the board of trustees.

APM champions its people and encourages a culture of learning and accountability. Everyone's impact is visible and valued and employee engagement levels are high.

The APM Board

APM has a board primarily comprised of elected trustees and up to three appointed trustees.

Vacancies are filled each year with appointments usually for a duration of three years. The appointed trustees may be selected by the board to provide additional expertise.

The chair is elected annually by the board from among the trustees.

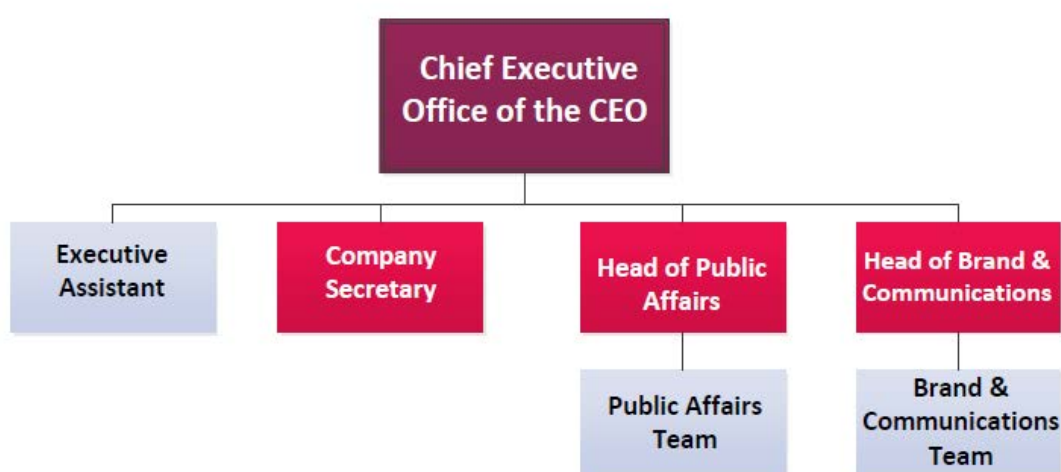
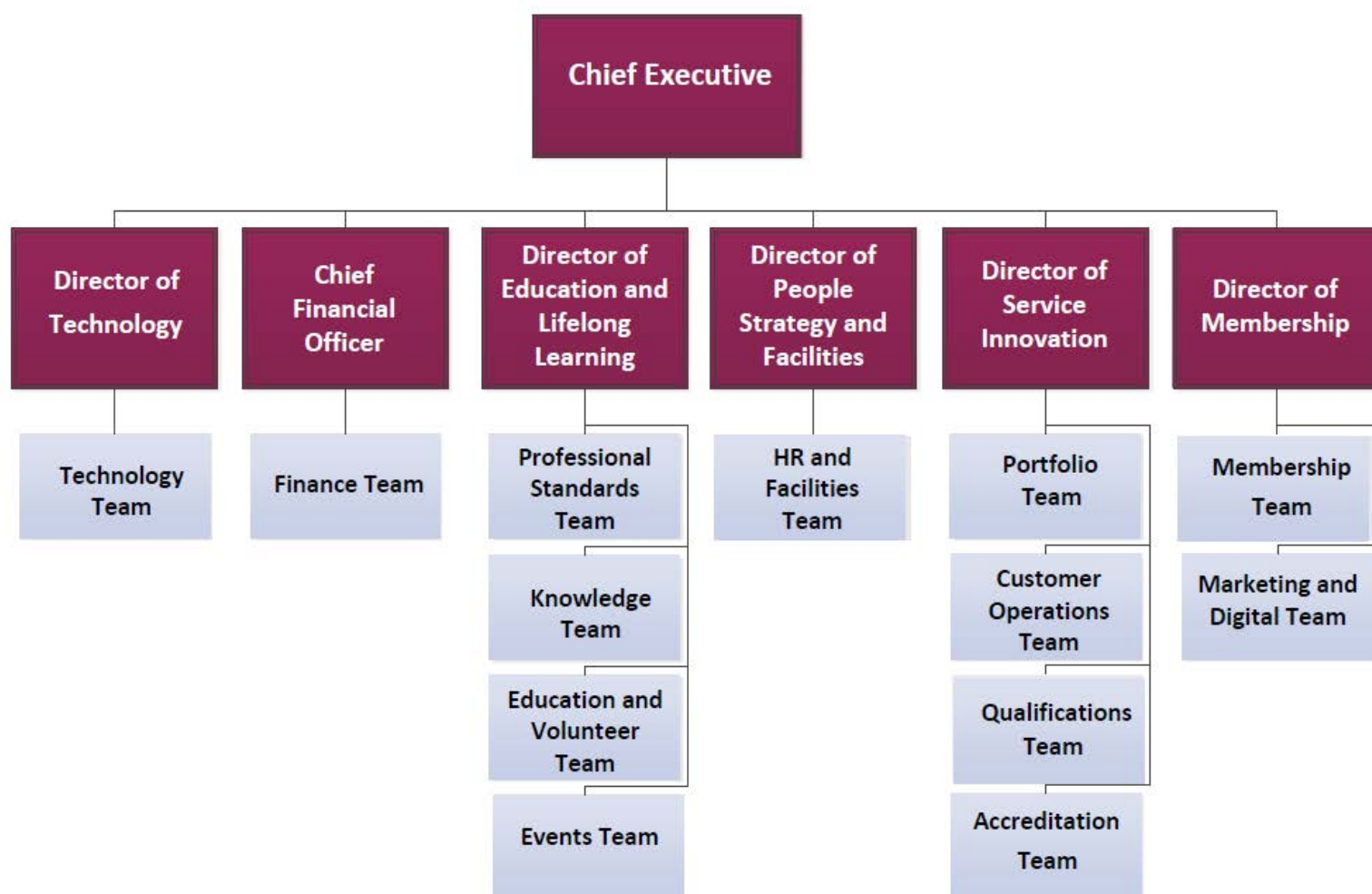
The board is supported by a range of committees; Audit & Assurance, Professional Standards and Knowledge, Nominations Panel and Remuneration. **For further information about the APM board, [click here](#).**

Debbie Lewis - Chair
Milla Mazilu - Deputy Chair
Karen Whelan
Charles Mills
Dr Jon Broome
Sorrel Gilbert
Ian Williams
Mike Wallace
Amy Morley
Stuart Forsyth

Other regular attendees:

Debbie Dore - current Chief Executive
Mark Hepworth - Chief Financial Officer
Mike Robinson - Company Secretary

Organisation Chart



APM's leadership team is responsible for managing the organisation and delivering the strategy, in order to successfully achieve our strategic goals and make our vision a reality. [Meet the leadership team.](#)

APM's Strategy: *Inspiring Positive Change*

'Inspiring positive change' is the title of APM's strategy.

APM continues to change in order to meet the challenges of a complex and dynamic world. APM believes this rapidly changing environment calls for a more adaptive project management approach, which is more inclusive and responsive to the needs of society. One which builds a community of credible, capable and trusted professionals delivering positive, effective change across all sectors and to all stakeholders.

APM's vision: *A world in which all projects succeed with project management as a life skill for all.*

In addition to raising the profile of project management as a profession and establishing it as a desirable career of choice, APM wishes to reach out to different communities and generations and establish project management as a core skill for all.

While our vision remains ambitious, challenging and radical, we recognise that to deliver it we need to **inspire everyone** to understand the contribution they can make to project success.

APM's mission: *Inspiring communities to deliver meaningful change for societal benefit by advancing the art, science, theory and practice of project management.*

This mission represents a significant shift towards a more **outward and inclusive focus** for APM, aligning with the Association's charitable objectives and its belief in a more adaptive and diverse profession aligned to delivering **societal benefit**. APM's route to success is guided by five strategic 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.

Organisational innovation

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

Collaborate and engage

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

2019/20 Highlights

[Click to view APM's Annual Report & Accounts 2019/20](#)

Chartered standard

- A major milestone was reached as the 1,000th individual gained chartered status.
- 737 people were newly awarded chartered status with APM during the business year.
- 65 per cent of ChPPs are working on projects with the biggest budgets (£50m +).

Membership growth

- APM's individual membership figure reached a record 33,027, including paying and non-paying members (11 per cent increase over the course of the year).
- 3,016 student members joined APM, which is a result of the Association's positive efforts to engage with higher education institutions and also with young people directly.
- The number of APM corporate partners increased to 542; another record high.
- The number of international members grew by 18 per cent.

Knowledge and research

- APM launched its online qualifications platform three months earlier than planned, enabling support to the profession during the coronavirus pandemic.
- Just under 20,700 people achieved an APM qualification during the year.
- The 7th edition of the flagship publication, *APM Body of Knowledge*, launched in May 2019.
- In April 2019, APM launched The Golden Thread in partnership with PwC and APM's Salary and Market Trends Survey 2020, completed in partnership with YouGov, launched in March 2020.

Organisational innovation

- APM is currently working with a range of partners including UK Research and Innovation, the Office for National Statistics, the Major Projects Association and leading academics on a collaborative project to explore how best to utilise project data.
- Launch of APM Learning - an online platform available to fee-paying members that gives users on-demand access to learning resources.
- APM was named as one of the top 100 best not-for-profit organisations to work for in the Best Companies 2020 list.
- APM was named the overall best association over 1,000 members at the Association Excellence Awards

Collaborate and engage

- Participated in more than 100 university, school and college events
- A ground-breaking schools engagement campaign - 'Make it Happen' - reached over 75,000 students during the year
- The Women in Project Management conference broke all previous attendance records with more than 650 people attending
- Collaborations with Professional Associations Research Network, Confederation of British Industry, Institute for Government and United Nations Office of Project Services.

Role Description



Role title	Chief Executive Officer	Salary	c.£120,000 per annum
Reports to	The Board of Trustees	Location	Flexible
Key relationships / interfaces	Internal:	All APM departments, APM board, members, and related committees	
	External:	External stakeholders – cross sector external organisations with interests in the project management profession, standard setting bodies, International Project Management Association (IPMA)	
Role purpose	<p>The Chief Executive Officer (CEO) is ultimately responsible to the Board for the operational management of the Association’s affairs and delivery of its strategic goals to successfully support its charitable objects.</p> <p>The post holder will be expected to work with the Board of Trustees to maintain relevant strategic objectives in line with the vision and mission for APM. They will lead and co-ordinate the delivery of APM’s operations through effective deployment of APM’s resources, maintaining the goodwill and support of members and ensuring a proper balance between the Association’s public, professional, business and performance-related imperatives such that the strategic objectives are met.</p>		
Breadth of responsibility	<p>The role of the CEO is to efficiently and effectively lead the resources and affairs of APM through implementing strategies to further APM’s standing in the private, public and voluntary sector and ensure an increase in membership and recognition of APM as the voice of the profession.</p>		
Dimensions and limits of authority	<p>The specific delegations and responsibilities approved by the board are detailed in its regulations.</p> <p>The post holder must be willing to travel and to attend meetings and events out of normal office hours.</p> <p>APM’s offices are in Princes Risborough, however flexible working is encouraged, and experience shows that duties take the CEO out of this office 2 to 3 days per week.</p>		

Key responsibilities / accountabilities

Leadership and Vision

- Provide inspirational leadership and vision, shaping and delivering strategy and sub- strategies that motivate and engage the organisation and enables APM to:
 - Successfully develop productive relationships and influence cross sector with external organisations (government, private, public, voluntary, academic, other professional bodies)
 - Provide a service that is valued highly by its members and delivers a range of 'added value' services and products
 - Create a working environment for staff that stimulates, rewards and sets clear expectations of performance and results
 - Build mutual trust and effective relationships with the APM volunteer community
 - Maintain a position and brand as a lean and modern company and drive it to become pre-eminent in the project management professional community
 - Maintain a balance between its commercial and professional objectives and its status as a charitable organisation

Role Description continued...

Key responsibilities / accountabilities

- Lead and develop the Leadership team to operate as a cohesive, highly effective and capable team, fully accountable for the performance of the organization.
- Lead APM successfully through periods of economic recession and growth.
- Promote, encourage and build mutual trust, respect and co-operation amongst all staff members, underpinned by a consistent and effective performance management culture

Ensure strong and effective communication towards and between staff and external colleagues.

- Ensure that APM's values & behaviours are understood and embedded across the organisation

Strategy and Finance

- Contribute to the development of, recommend, revise and then lead and implement the long-term strategy to enable the APM to achieve its objectives.
- Develop and coordinate the preparation, implementation and monitoring of APM's future strategic and business plans.
- Accountable for ensuring that income, expenditure, investments and budgetary control are effectively coordinated and controlled, and that the appropriate financial strategy is in place to facilitate this.
- In conjunction with the Chief Finance Executive formulate the annual budget, ensure that monthly financial management information is provided to the Board and to Management Groups.

Governance and Stakeholder Management

- Work closely with the Board of Trustees in the development of policy and strategy, representing the interests and value of the profession to Government, wider external stakeholders, the media and the public.
- Delivering appropriate presentation, regular reports, support and advice are provided to the Board to enable them to fulfil their responsibilities under the Charities Act and Company Law, ensuring all legal submissions to regulatory bodies are completed on time.
- Appropriate systems of control, risk identification, assessment and management are established and maintained, and the Association receives an effective independent audit service
- Act as an ambassador and champion for the project management profession and seek opportunities to expand and promote the role of the APM, including the promotion and advancement of project management education and training in the UK and internationally.
- Maintain and develop the APM's relationships with all external stakeholders including members, sponsors, editors and authors of publications, and other interested cross sector parties both in the UK & internationally.

General

- Establish systems to identify, prioritise, monitor and co-ordinate studies, research projects and initiatives undertaken by or on behalf of the Association.
- Promote Diversity & Inclusion in all working practices, both internally and externally
- Ensure that the organisational design, internal policies, processes and procedures are 'fit for purpose'
- Adapt to and maximise the use of technology and data to deliver growth

Person Specification



Attribute	Description	Essential / desirable
Qualifications	<ul style="list-style-type: none"> Educated to degree level or equivalent Management qualification 	<ul style="list-style-type: none"> Essential Essential
Experience & Skills	<ul style="list-style-type: none"> A successful track record of operating in a senior leadership position, with experience of operating at executive board level and working with boards, in a comparably complex organisation in the public or commercial or charitable sector Successful track record of leadership in a dynamic and changing environment, with demonstrable success in developing and implementing sustainable organisational, process and culture change and performance improvement Experience of working in a complex external environment and of meeting the needs of a multiple range of stakeholders, including government, private, public, voluntary, other professional bodies and the media Well practiced in public speaking, in a variety of settings Proven people leadership skills with proven experience of leading, motivating and engaging diverse and high-performing teams, with the ability to delegate appropriately and actively develop the capabilities of staff at all levels Senior level experience in a relevant organisation such as a professional institute, trade association or subscription organisation, the Project Management sector, an organisation responsible for setting standards or an examination body Experience of leading an organisation in the charity sector and an understanding of the balance needed between the governance, compliance and mission aspects with commercial and business priorities 	<ul style="list-style-type: none"> Essential Essential Essential Essential Essential Desirable Desirable
Knowledge	<ul style="list-style-type: none"> An understanding of the work of APM, its products and the wider project management profession. Demonstrable expertise in developing and delivering strategy, policy and business plans Exposure to working with an international or global business Understanding and appreciation of the role and services offered by a chartered membership body Evidence of attracting and embracing clients from a wide range of business sectors 	<ul style="list-style-type: none"> Desirable Essential Essential Desirable Desirable

Attribute	Description	Essential / desirable
Behavioural Values / competency	<ul style="list-style-type: none"> • Empathic and respectful • Motivational • Sets high benchmarks • Influence and persuasion • Encouraging collaboration • Resilience • Challenges the status quo • Proactive and self-motivated 	<ul style="list-style-type: none"> • Essential • Essential • Essential • Essential • Essential • Essential • Essential • Essential

How to Apply

Please include the following with your application:

- a comprehensive CV, including your recent achievements, and the details of two referees;
- a Supporting Statement addressing your motivations for applying;

Closing date for applications: Monday 12th April 2021

Preliminary interviews with Russam Week commencing 19th April 2021

Interviews with APM: Week commencing 10th May 2021

For a confidential discussion about the roles, please contact Melissa Baxter on melissa.baxter@russam.co.uk / 07789 985 229.

