

Futureproof your Success...

Be Certified As A

Professional

Project Manager

(PPM)

**Applicant Guidebook on the Accreditation of Project
Managers (APM) Scheme**

By the Society of Project Managers (SPM) Singapore

Professional Project Manager (PPM)



Guidebook Version Control

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1. About the Guidebook

- 1.1 This Guidebook is your essential guide on how to become a **Professional Project Manager (PPM)** under the **Accreditation of Project Managers (APM)** scheme established by the Society of Project Managers (SPM). This accreditation scheme is for practising Project Managers in the built environment/construction industry in Singapore.
- 1.2 The SPM was set up in 1994 by a group of professionals who were committed to the cause of promoting and developing project management as a profession in Singapore. By setting industry standards for sound managerial, technical and commercial practices in project management, and providing upskilling training programmes for project managers, the Society hopes to raise the level of project management standards and best practices in Singapore.

2. Accreditation of Project Managers Scheme

- 2.1 The Accreditation of Project Managers (APM) is a formal certification scheme of project managers established and administered by the Society of Project Managers (SPM) for the built environment/construction industry in Singapore.
- 2.2 Upon accreditation by SPM as a Professional Project Manager, you may use **“PPM”** as a post-nominal after your name.

3. Why Consider PPM Certification

- 3.1 Although PPM Certification is voluntary and not a regulatory requirement, it does offer many benefits to individual project managers, companies and the industry.

3.2 Benefits of PPM Accreditation

3.2.1 For Individuals

As the quality and standards of project managers vary widely in Singapore, your professional status as a PPM will:

- Set you apart from non-certified project managers as the certification is an official recognition that you have undergone a rigorous assessment and validation of your experience and qualifications as a project manager.

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- Enhance your global competitiveness in countries where certification of project managers is an expected industry practice such as in the UK, EU countries, US, Japan and Australia. The SPM adopts globally-recognised PM standards for accreditation so your professional status will be recognised internationally.
- Advance your career growth and professional development in project management.
- Enhance your employability as clients have greater confidence in project managers who are certified and accredited.

3.2.2 For the Industry

As projects become larger in scale and complexity, there is a need for the built environment/construction industry in Singapore to differentiate the good and mediocre project managers, and establish competent project management capability to manage these complex projects.

SPM's accreditation of project managers will ensure that the industry is able to:

- Provide a ready pool of certified, competent project managers who can provide consistent standards of quality service.
- Meet the needs of large multi-million-dollar, multi-stakeholder and multi-deliverable projects with high degree of integration complexity. Project delays, poor quality work and costly overruns are often a result of poor project management.
- Enhance the image and standing of project managers in the eyes of developers, consultants and contractors.
- Raise project management standards as Continual Professional Development (CPD) is prerequisite for the renewal of PPM certification.

3.2.3 For Companies

The PPM Certification accredited by SPM is a useful aid for companies looking to procure reliable project management service because it:

- sets the benchmark for practice standards and is a mark of quality assurance.
- enables developers, contractors and consultants to make clear distinctions between different service providers.
- boosts companies' confidence that their projects will be managed using best industry practices and be completed on time and on budget.

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4. Organisational Structure of the APM Scheme

4.1 Overseeing the implementation of the APM Scheme is the **Accreditation Committee** together with the **Panel of Assessors, APM Board and SPM Council**. Administrating the scheme is the APM Secretariat.

4.2 The SPM Council

4.2.1 The SPM Council is the key decision-making body for the APM Scheme. Council members are tasked to:

- Appoint the APM Board.
- Set the Project Management Competency and Practice Standards for accreditation.
- Decide on the eligibility requirements, assessment criteria and evaluation process for accreditation of project managers.
- Approve the appointment of assessors to the panel.
- Make the final decisions on appeal cases.
- Decide on the training and development framework for upskilling courses and trainers.
- Establish the Continuing Professional Development (CPD) system for SPM's certified project managers.

4.2.2. For information on the SPM Council members, visit the SPM website at <http://www.sprojm.org.sg/about-council>.

4.3 The APM Board

4.3.1 The SPM's Accreditation of Project Managers (APM) Board comprises professionals with distinguished careers in the fields of construction, project management, real estate and infrastructure development as well as the academia.

4.3.2 The panel of assessors will make their recommendations on each applicant to the APM Board for its review and decision.

4.4 The APM Assessor Panel

4.4.1 The APM Assessor Panel comprises respected professionals with minimum 20 years of industry experience and minimum 15 years of experience in the built environment/construction industry.

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4.4.2 They are project managers with good industry standing and an excellent track record of managing complex multi-phased, inter-disciplinary projects. Not only do they have domain expertise in project management as applied to their particular field, they have managed projects with total value >\$300 million in the last 10 years or have significant contribution to the Building Industry. Minimum of 20 years of industry experience and 15 years of local experience with 10 years of relevant Project Management experience.

Assessors are appointed by the SPM Council, on the recommendation of the APM Board, on a three (3) year term of service. Participation in the panel is by invitation and selection only.

4.5 The Membership and Accreditation Committee

4.5.1 The Membership and Accreditation Committee oversees the administration and implementation the APM Scheme. The work is supported by the APM Secretariat.

APM Secretariat
Email: apm@spm.sg
Tel: 65 6748 8306

5. Who Should Apply

5.1 If you are a practising project manager in the built environment/construction industry, applying for certification as a Professional Project Manager under SPM's APM scheme is a natural progression towards further career growth, more employability opportunities and industry recognition of your expertise in project management.

5.2 Eligibility Requirements

Please ensure that you have met the following prerequisite requirements before applying:

Criteria	Professional Project Manager Requirement (PPM)
Age	At least 21 years of age
Qualifications	Holds a degree or diploma in a discipline relevant to PM
Years of industry experience	8 (min) for degree and 12 (min) for diploma
Years of local industry experience	3 (min) for degree and 3 (min) for diploma

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Years of relevant PM experience	5 (min) for degree and 5 (min) for diploma
Fees	Application fee \$250 and annual fee \$150 + 18 CPD Reassessment fee \$150
Project Size (involved as PM)	At least 1 project >\$50 million or 2 projects >\$30 million in last 5 years. Up to 5 projects will be assessed.

5.3 Submittals Requirements

All applicants are required to submit documents such as emails, minutes of meetings, reports, etc to support their PPM application.

These serve as proof of the applicant's project management practice and experience, and provide clear evidence that they have met the SPM APM Project Manager Competency Standards.

6. Guide to Application

- **Application Form**

Please use the "Professional Project Managers (PPM)" application form, downloadable via SPM website.

- **Application Fee**

There is an Application and Assessment fee to cover the costs of processing and assessing the application. Refer to Annex 3 for details.

- **Submittals**

For details on the list of submittals that must accompany your application, the submittals are proof of your project management practice and experience.

You are advised to use the prescribed forms for your submission.

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A Step-by-Step Guide on the Application Process

Step 1 – Filling up the forms

Fill up the **Professional Project Manager (PPM) application form**.

The Professional Project Manager (PPM) application form will contain basic information on your personal particulars, academic qualifications, current employment and designation, and professional affiliations (if any).

Use the application form to show your career progression in different aspects of project management. It should highlight your experience as a project manager over the project life cycle. State clearly your project management experience (e.g. role/title/position/project scope), time and duration of your involvement in each project listed on the form.

Step 2 – Compiling list of submittals

Compile the **list of submittals** as **proof of your project management practice and experience**. Please use the format in the prescribed submittal forms.

Checklist of submittals:

- **Project Factsheet**

The Project Factsheet is a summary of each project you have been involved in as a Project Manager (PM).

Use the sample Project Factsheet to provide details such as project title, project cost, client's name, completion date, and the extent of your role/involvement in each of the projects.

What you need to do:

1. Submit project factsheets for **at least 1 project >\$50 million or 2 projects >\$30 million in the last 5 years**.
2. Select projects that were completed not more than 5 years ago.
3. Describe the stage and scope of your involvement as a PM.
Stages of a project include project initiation and conception, project definition and planning, project design and development, project implementation (construction), project completion and project closure. As a project manager, you

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may be involved in the project from start to finish, or may have been recruited or assigned to manage a particular stage or phase of a project.

Scope of a project includes project planning and integration management, time and schedule management, budget and cost management, risk management, procurement and contract management, resource management, quality management, communication management, change management and stakeholder management. In smaller projects, a project manager would be expected to cover all aspects of the project scope. However, in larger projects where there is more than one project manager, some specialisation would take place and is reasonably expected.

4. Compiled list of evidences/proof of PM Practice

To support the Project Manager's Report, please compile an itemised list of evidences (such as documentations of meetings with stakeholders, progress reports, etc) that will substantiate/demonstrate the experiences and competencies declared in the Report.

For an overview of the list of submittals to be included in your application, see the chart below:

Proof of Project Management Practice

(submittals required for submission)

S/N	Evaluation Criteria	Requirements
1	Completed Projects (submit Project Factsheet for each project)	At least 1 project >\$50 million or 2 projects >\$30 million in last 5 years
2	PM Scope – Project Stages (submit Project Factsheet for each project)	<ul style="list-style-type: none"> • Feasibility Studies (project initiation / Project planning) • Concept Design • Design Development • Tender Documentation • Construction • Completion (TOP Preparation) <p><u>To describe:</u></p> <ul style="list-style-type: none"> • Key Tasks • Critical Core Skills • Technical Skills and Competencies

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		<ul style="list-style-type: none"> • Completion (Project handover) • Defects Management 	
3	Professional Career Experience Gantt Chart		
4	Project Report Form	Criteria 1 Criteria 2 Criteria 3 Criteria 4 Criteria 5 Criteria 6	<ul style="list-style-type: none"> • Manage Stakeholder relationships • Manage Development of the plan for the project • Manage Project Progress • Manage Product (project completion) acceptance • Manage Project Transitions • Evaluate and improve project performance
5	Evidence of Proof of PM Practice (submit compiled list and items)	Provide the relevant evidences to substantiate / demonstrate the experiences and competencies declared.	

Step 3 – Submitting Your Application

You may email the completed PPM Application form to the APM Secretariat in PDF format to apm@spm.sg.

Screening of applicant's submission will commence only upon receipt of a non-refundable Application fee. Please refer to **Annex 3** for fee details.

The APM Secretariat
 Society of Project Managers Singapore
 Macpherson Road
 P.O. Box 1083
 Singapore 913412

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Step 4 – Screening Process

The APM Secretariat will begin the screening process by checking the applicant's eligibility and verifying the applicant's documents before inviting those who meet the eligibility requirements.

Step 5 – Assessment Process begins

The SPM-appointed assessor panel will assess your application for certification based on the following criteria:

Evaluation of applicant's practice and experience in project management

- Qualification Criteria: 10%
- Stages of Involvement: 10%
- Key Tasks :10%
- Technical Skills & Competencies: 10%
- Critical Core Skills: 10%
- Written Report: 20%
- Interview: 30%
(Suggested guide for Applicant Presentation time: 20 to 30 mins)

Step 6 – Notification of Outcome

You will be notified by mail of the outcome of your application.

There are two possible outcomes:

- Approved for Certification

If you are successful, the assessor panel will recommend your certification to the APM Board. The Board makes the final decision on granting the PPM certification.

- Not approved for Certification

The assessor panel will advise you on area(s) of shortfall in competency and the training courses that are applicable to "close" the knowledge and/or practice competency gaps.

If you are unsuccessful, you may choose to lodge an appeal against the decision **within 30 days** of receiving the notification letter from the APM Secretariat. For details on "The Appeal Process", please go to section 9 in the Guidebook.

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7. The Assessment Process

7.1 The SPM will assess the suitability of the applicant for PPM certification based on the following criteria:

- Eligibility of applicants
 - Review of applicants' submittals
 - PPM Score
 - Qualification Criteria: 20%
 - Education / Additional Qualifications
 - Professional Affiliation
 - Project Experience (Contract Value)
 - Duration of Involvement in Project
 - Project Type
 - Employment Service Type
 - Applicant's Role in Project
 - Stages of Involvement: 10%
 - Critical Core Skills: 10%
 - Technical Skills and Competencies: 10%
 - Written Report: 20%
 - Interview: 30%
- (Suggested guide for Applicant Presentation time: 20 to 30 mins)

7.2 How long will it take to assess your application?

The entire assessment process, from submission of the application form and list of submittals, screening of applicant for eligibility for assessment to the assessment of applicant, and making of the final decision on the application and release of outcome to the applicant will take around 3 months.

8. The Appeal Process

8.1 If you disagree with the APM Board's decision on not conferring the PPM certification and wish to lodge an appeal, you may send an appeal **within 30 days** of receipt of the written notification to the SPM APM Secretariat.

8.2 Please address the appeal letter to the APM Board, stating clearly the following:

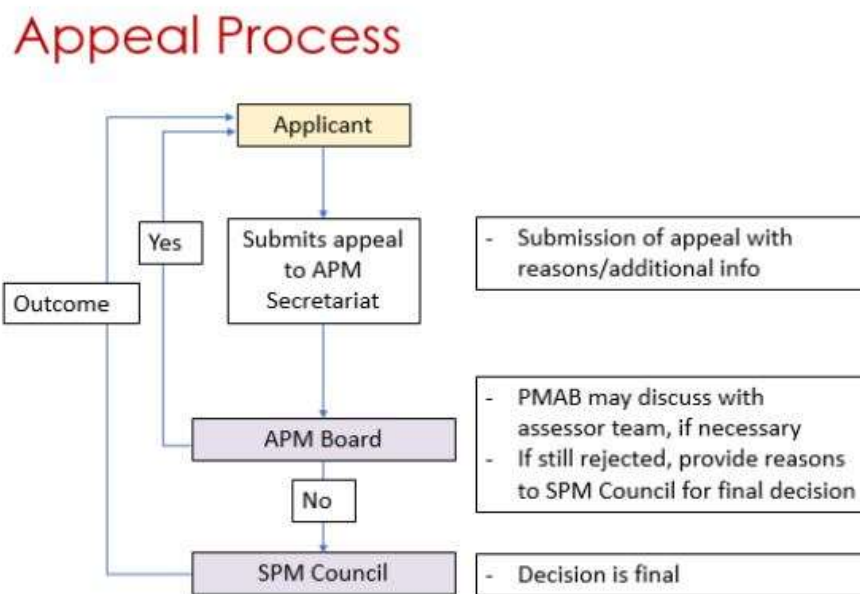
- Reasons or grounds on which the appeal is being made

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- Any additional information and/or supportive documents to show that the decision should be reconsidered

8.3 The APM Board will review the appeal. If the appeal is rejected, the Board will justify its decision with reasons and submit to the SPM Council for final decision. If the appeal is successful, the APM Secretariat will inform the applicant by mail.

See the diagram below for an overview of the appeal process.



9. Applying for Reassessment

9.1 Unsuccessful applicants may resubmit their application for a reassessment with payment of fee. Refer to Annex 3 for details.

9.2 The APM Board may request that the applicant to:

- Provide a detailed summary of additional projects that he or she has undertaken since the last application
- Attend another interview with the assessor panel.
- Provide testimonials from clients on the applicant's performance
- Show record of Continuing Professional Development training that has been undertaken since the last application

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10. Project Management Training

- 10.1 Training is important in reinforcing the need for lifelong learning and continuous upgrading of skills and knowledge to help PPMs maintain, develop and enhance their expertise and competency in all aspects of project management.
- 10.2 All PPMs are required to maintain their Continuing Professional Development (CPD) by fulfilling the training requirements as detailed in next section on “Renewal of PPM Certification”.
- 10.3 Training is also recommended for applicants who do not yet meet the requirements for professional certification because of a lack of skills and knowledge in certain areas. During the APM Assessment process, the assessor panel will make recommendations for applicants to “close” the competency gaps by attending relevant training courses to upgrade their skills and qualifications.

11. Renewal of PPM Certification

- 11.1 The PPM certification remains valid as long as the PPM continues to fulfil the Continuing Professional Development (CPD) requirement and has his PPM certificate renewed by the SPM.
- 11.2 The PPM must obtain a minimum required CPD points every year by completing the training courses organised or recommended by SPM. These courses are designed to help PPMs update their skills and stay abreast of the latest developments in project management.
- 11.3 Refer to **Annex 3** for fee applicable to renewal of PPM certification.

12. Code of Professional Conduct for PPMs

- 12.1 SPM is committed to uphold the highest standards of professional conduct and ethics to raise the level of public trust and confidence in project management as a profession.
- 12.2 All SPM-accredited “Professional Project Managers” (PPMs) shall adhere to a **Code of Professional Conduct** (“Code”).
- 12.3 The Code and the rules and procedures for dealing with any alleged infringement of the Code are found in the SPM Constitution and its Rules and Regulations.

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13. Personal Data Protection Policy

13.1 Protecting your Personal Data is important to us. SPM's Personal Data Protection Policy states clearly how we manage the Personal Data we collect from applicants for the SPM Accreditation of Project Managers (APM) Scheme.

13.2 "Personal Data" refers to your name, NRIC number, mailing address, email address, contact numbers, educational and professional qualifications, work/career experience, and any other information which you have provided on application forms or any other form of media to SPM.

Our Personal Data Protection Policy is outlined below:

13.3 How do we use your Personal Data?

- SPM respects the privacy and confidentiality of Personal Data and any other information which applicants have provided.
- All Personal Data collected is to be used for the sole purpose of processing and assessing your application for the SPM APM Scheme, and for subsequent communications with you on matters relating to your APM application, queries, feedback and requests.
- SPM will not sell or disclose all or any of your Personal Data to third parties.
- SPM strictly complies with the Personal Data Protection Act (PDPA) Act.

13.4 How do we store your Personal Data?

- SPM stores all APM applications (both hard and soft copies) in secure physical and/or computer storage facilities for a period of 36 months, and for as long as you remain a member on the SPM Register of PPMs.
- SPM will ensure that there is no unauthorised access and use of your Personal Data.
- Keeping Personal Data on the SPM Register of PPMs current and updated is the PPM's sole responsibility.

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13.5 What if you withdraw your application or cease to be a PPM?

In the event that there is a withdrawal of your application or you cease to be listed on the SPM Register of PPMs, you can write to us for your Personal Data to be removed from our records. You may submit your request to:

Secretariat for the Accreditation of Project Management (APM) Scheme
Society of Project Managers Singapore
Macpherson Road P.O. Box 1083
Singapore 913412

For more information, contact us at:

Secretariat for the Accreditation of Project Management (APM) Scheme
Macpherson Road P.O. Box 1083
Singapore 913412
Tel: 65 6748 8306
Email: apm@spm.sg
Website: <http://www.sprojm.org.sg/>

PROJECT MANAGER GENERAL SKILLS, TECHNICAL SKILLS AND COMPETENCIES

Key Tasks

S/N	Description
1	Review contractual and tender documents for approvals and submissions.
2	Evaluate project requirements factoring in time, cost and quality.
3	Manage the various disciplines and project teams to integrate overall project plans.
4	Evaluate the effectiveness of processes and procedures to integrate overall project plan to identify areas of improvement.
5	Propose improvements to integrated project plans for project execution, risk management, safety management and quality assurance and control.
6	Review relevant regulatory and legislative prerequisites in preparation for project execution.
7	Review project planning and execution documents for approval and submission in compliance with the relevant regulatory and legislative requirements.
8	Review project progress reports to manage risks and discrepancies.
9	Manage stakeholders to obtain approval on variation order requests.
10	Monitor the management of the various disciplines and project teams to work within the project timeline and budget.
11	Monitor quality standards based on established policies, processes and procedures.
12	Lead site meetings to manage the requests and expectations of project stakeholders.
13	Manage people and material resources to support the progress and completion of projects.
14	Review project completion documents for approval and submission in compliance with the relevant regulatory and legislative requirements.
15	Monitor compliance with Workplace Safety and Health (WSH) policies and practices.
16	Monitor inspections on health and safety policies, processes and procedures based on established organizational policies and procedures.
17	Review proper closure of WSH accident and incident investigations and notifications to relevant authorities.
18	Implement organizational environmental sustainability and green building standards and guidelines.
19	Evaluate the effectiveness of established sustainable Business Continuity Management (BCM) plans in managing projects crisis.
20	Identify recruitment needs and areas for technical and business management training and development.
21	Monitor achievement of project performance metrics.
22	Monitor financial health of operations.
23	Evaluate the feasibility of implementing the latest built environment trends and technologies.
24	Identify the benefits, trade-offs and impact of new technologies.
25	Implement latest Built Environment technologies according to organization strategic direction.
26	Propose continuous improvement initiatives to improve time, cost and quality.
27	Develop risk management plans and risk controls in alignment with organisation's risk management framework.

ANNEX 1

Accreditation of Project Managers (APM)



Critical Core Skills

S/N	Description
1	Developing People
2	Communication
3	Problem Solving
4	Self Management
5	Decision Making

Technical Skills and Competencies

S/N	Description
1	Building Information Modelling Application
2	Business Negotiation
3	Condition-Based Assets Modelling Management
4	Construction Technology
5	Continuous Improvement Management
6	Critical Thinking
7	Data Collection and Analysis
8	Design for Maintainability
9	Design for Manufacturing and Assembly
10	Design for Safety
11	Dispute Resolution
12	Emergency Response Management
13	Engineering Contract Management
14	Green Building Strategy Implementation
15	Incident and Accident Investigation
16	Integrated Digital Delivery Application
17	Manpower Planning
18	People Management
19	Procurement Co-ordination and Policy Development
20	Project Cost
21	Project Feasibility
22	Project Management
23	Project Risk Management
24	Quality System Management
25	Regulatory Submission and Clearance
26	Stakeholder Management
27	Technical Writing
28	Technology Application
29	Technology Scanning
30	Value Engineering
31	Workflow Management
32	Workplace Safety & Health Culture Development
33	Workplace Safety & Health Framework Development & Implementation

PROOF OF PRACTICE SUBMITTAL REQUIREMENTS (Guide)

- In relation to SPM Accreditation of Project Manager Competency Standards

Unit 1. Manage Stakeholder Relationships		
Element 1.1 Ensure that stakeholder interests are identified and addressed		
S/N	Performance Criteria	Evidence/Practice
1.1.1	Determine relevant stakeholders	1. Meeting to determine relevant stakeholders documented 2. Clear and updated project directory 3. Stakeholder evaluation matrix applied
1.1.2	Investigate and document stakeholder interests	4. Conducted and documented working session(s) [such as Value Management workshop]. Consulted stakeholders on their interests in the Project and their views were documented. 5. Completed documentation of stakeholder interests
1.1.3	Consider stakeholder interests when making project decisions	6. Established process/frequency/representative of stakeholders 7. Involved key stakeholders in the documentation of decision-making process
1.1.4	Implement actions to address differing interests	8. Aligned stakeholder requirements to Project strategic objectives 9. Reached an agreement for all the documents of the working (VM) session or meeting process in spite of differing interests. Managed case of dispute resolution. 10. Documented and communicated process of escalation in the event of deadlock.

Unit 1. Manage Stakeholder Relationships		
Element 1.2 Promote effective individual and team performance.		
S/N	Performance Criteria	Evidence/Practice
1.2.1	Apply interpersonal skills to encourage individuals and teams to perform effectively	1. Conducted meetings (in teams or individuals) with owners, sponsors, consultants and contractors 2. Format of engagement and checklist should be created
1.2.2	Ensure individual project roles are defined, documented, communicated, assigned, and agreed to	3. Project directory and distribution list 4. Project organisation chart (roles and names)
1.2.3	Establish individual and team behavioural expectations	5. Issued meeting schedule, work/task schedule and communication protocol to individuals and teams.
1.2.4	Monitor and provide feedback on individual and team performance	6. Documented and tracked attendance at meetings, submission dates of deliverables. Raised issues or concerns privately or at meeting with the person or team concerned 7. Clear and concise meeting agendas 8. Clear actions/deliverables with deadlines documented.

1.2.5	Recognise and address individual development needs and opportunities	9. Individual identified for briefing, coaching or training 10. Consistent engagement and appraisal
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Unit 1. Manage Stakeholder Relationships		
Element 1.3 Manage stakeholder communications.		
S/N	Performance Criteria	Evidence/Practice
1.3.1	Identify and document communication needs of stakeholders	1. Produced documents showing communication needs such as progress updates, design inputs/reviews/ presentations, change requests - for different types of stakeholders.
1.3.2	Communication method, content, and timing are agreed to by relevant stakeholders.	2. Documents on meetings/working sessions to update on project/design/progress to different groups of stakeholders are in place 3. Introduced processes such as CRM (change request management)
3.3	Communicate information as planned, and variances are identified and addressed	4. Centralised document controller 5. Matching/mapping process/person-in-charge 6. Use of project document management system such as Acconex

Unit 1. Manage Stakeholder Relationships		
Element 1.4 Facilitate external stakeholder participation.		
S/N	Performance Criteria	Evidence/Practice
1.4.1	Plan, document and communicate external stakeholder participation	1. Conducted relevant meetings/forums/surveys 2. Applied decision-making protocol
1.4.2	Support external stakeholder participation as planned, and variances are addressed	3. Distributed minutes of meeting 4. Established agendas before next meeting

Unit 2. Manage Development of the Project Plan		
Element 2.1 Define the work of the project		
S/N	Performance Criteria	Evidence/Practice
2.1.1	A shared understanding of desired project outcomes is agreed to with relevant stakeholders.	1. Document of key project objectives, vision, mission (e.g. those established in VM workshop) to be shared with key stakeholders. 2. Other documents - Project Brief/Project facilities programme, list of requirements and list of expectations
2.1.2	Identify, document and communicate processes and procedures to support the management of the project to relevant stakeholders	3. Developed Project Execution (or Implementation) Plan (PEP) – covering project requirements, work scope, participants and responsibilities, processes and procedures for decision-making, procurement, changes, etc. 4. Evidence of elements of PEP communicated to relevant stakeholders

ANNEX 2

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2.1.3	Determine work-items required to accomplish the product of the project	5. Clear work breakdown structure documented and communicated for design development, procurement, construction, and handover
2.1.4	Relevant stakeholders agree on the work-items and completion criteria	6. Established Project schedule/programme for design development, procurement, construction, and handover (relevant to the PM scope)
2.1.5	Identify and document assumptions, constraints and exclusions	7. Can be in programme footnotes 8. Evidence of briefing to relevant stakeholders
2.1.6	Incorporate relevant knowledge gained from prior projects into the Project plan where feasible	9. Use of documented lessons learned from previous relevant projects. 10. Evidence of research done where information was not available within organisation 11. Briefing sessions conducted by previous project team for current project team

Unit 2. Manage Development of the Plan for the Project

Element 2.2 Ensure the plan for the project reflects relevant legal requirements.

S/N	Performance Criteria	Evidence/Practice
2.2.1	Identify, document and communicate relevant legal requirements to relevant stakeholders.	1. Maintained register of relevant legal requirements. Add any particular or supplementary requirements if necessary.
2.2.2	Identify potential conflicts caused by legal requirements and address them in the plan for the project.	2. Documentation of and systematic and dynamic review of conflicts 3. Meeting minutes to resolve conflicts between authority agencies

Unit 2. Manage Development of the Plan for the Project

Element 2.3 Document risks and risk responses for the project.

S/N	Performance Criteria	Evidence/Practice
2.3.1	Identify risks in consultation with relevant stakeholders	1. Master register of risks captured and reviewed regularly, life cycle consideration
2.3.2	Use risk analysis techniques to evaluate risks and prioritise them for further analysis and response planning	2. Conducted risk management sessions 3. Documentation of risk identified, analysed, evaluated and addressed
2.3.3	Identify responses to risks and ensure they are agreed to by relevant stakeholders.	4. Risk matrix are reviewed and agreed upon 5. Documentation of elimination, mitigation and reduction of risks

Unit 2. Manage Development of the Project Plan		
Element 2.4 Confirm project success criteria.		
S/N	Performance Criteria	Evidence/Practice
2.4.1	Identify and document measurable project success criteria	1. Identified and reviewed key project success criteria regularly at key stages of Project 2. Success criteria/consideration - cost, quality, time and ESH 3. Terms of reference established
2.4.2	Ensure relevant stakeholders agree to project success criteria	4. Presentation and review by stakeholders

Unit 2. Manage Development of the Plan for the Project		
Element 2.5 Develop and integrate project baselines.		
S/N	Performance Criteria	Evidence/Practice
2.5.1	Determine resource requirements	1. Resource plan/graph (in tandem with project schedule)
2.5.2	Develop schedule based on resource requirements, resource availability, and required sequence of work items	2. Performed resource loading into project management software, resource levelling [for construction].
2.5.3	Develop budget based on resource requirements	3. Established preliminaries estimation/budget
2.5.4	Address conflicts and inconsistencies in the plan for the project	4. Mapping and matching completed 5. Identified and addressed conflicts
2.5.5	Ensure authorised stakeholders approve the plan for the project and is communicated to relevant stakeholders	6. Review and presentation on the project schedule, budget and quality plan to relevant stakeholders

Unit 3. Manage Project Progress		
Element 3.1 Monitor, evaluate, and control project performance.		
S/N	Performance Criteria	Evidence/Practice
3.1.1	Measure, record and evaluate project performance, and report against the project baselines	1. Weekly/Monthly progress report 2. Fortnightly rolling programme with tracking Gantt chart 3. Monthly claim/certification/cost report 4. Bulk material drawdown report
3.1.2	Monitor processes and procedures and variances are addressed	5. Submissions schedule and progress 6. Change management request and approval 7. Progress payment schedule vs actual
3.1.3	Review completed work-items to ensure that agreed completion criteria were met	8. Documentation on testing and commissioning work processes, inspections, etc 9. Well established hand-over procedure with defect list 10. Constant communication with programmer for updates, via meetings or protocols

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3.1.4	Take corrective action as needed in support of meeting project success criteria	11. Mini Lessons Learned process and action plan 12. Documentation of lessons learned 13. Action plan on corrective actions
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Unit 3. Manage Project Progress		
Element 3.2 Monitor risks to the project.		
S/N	Performance Criteria	Evidence/Practice
3.2.1	Monitor identified risks	1. Maintained Project life cycle risks register 2. Conducted risk review workshops
3.2.2	Observe changes to the external environment for any impact to the project	3. Identified key external environmental factors (and impact assessed) and monitored
3.2.3	Monitor applicable legal requirements for breaches and conflicts	4. Register of key relevant legal/authority requirements (from consultants, WDs, etc) 5. Regular review and update by relevant consultants on compliance and impact on Project – cost, time and quality
3.2.4	Take actions as needed	6. Register of actions and regular monitoring of outcome

Unit 3. Manage Project Progress		
Element 3.3 Reflect on practice.		
S/N	Performance Criteria	Evidence/Practice
3.3.1	Seek and address feedback on personal performance from relevant stakeholders	1. Appraisal report on PM service, 360 review obtained from relevant stakeholders 2. Actions identified (and taken) to address shortcomings for improvement
3.3.2	Identify and documents Lessons Learned	3. Conducted sessions with team and stakeholders to review performance and lessons learned are identified 4. Documented Lessons learned

Unit 4. Manage Product Acceptance		
Element 4.1 Ensure that the product of the project is defined.		
S/N	Performance Criteria	Evidence/Practice
4.1.1	Identify desired characteristics of the product of the project in consultation with relevant stakeholders	1. Established clear project brief and design requirements that are signed off by client 2. Established scope of service of consultants 3. Established scope of works of contractors 4. Established design and works quality standards and expectations that client agreed
4.1.2	Document characteristics of the product of the project and ensure relevant stakeholders agree to them	5. Documented requirements/standards are accepted by client/relevant stakeholders

Unit 4. Manage Product Acceptance		
Element 4.2 Ensure that changes to the product of the project are monitored and controlled.		
S/N	Performance Criteria	Evidence/Practice
4.2.1	Identify variances from agreed product characteristics and are addressed	1. Established tolerance % or level 2. Well-defined term of reference 3. Mock-up/sample used for approval and bench marking
4.2.2	Document, evaluate and address requests for changes to the product of the project in accordance with the change control processes for the project	4. Change request form used to control changes. Tabulated change requests and evaluated for cost and time impact on Project. 5. Established CRM processes
4.2.3	Implement approved product changes	6. Obtained proper approval prior to implementation of changes

Unit 4. Manage Product Acceptance		
Element 4.3 Secure acceptance of the product of the project.		
S/N	Performance Criteria	Evidence/Practice
4.3.1	Evaluate the product of the project is against the latest agreed characteristics and address the variances where necessary	1. Inspections by consultants and relevant stakeholders with contractors are conducted. 2. Deviations/variances are documented and actions identified to address them.
4.3.2	Ensure the product of the project is transferred to identified stakeholders and are accepted	3. Hand-over documentation 4. Identified list of defects 5. Established rectification schedule

Unit 5. Manage Project Transitions		
Element 5.1 Manage project start-up.		
S/N	Performance Criteria	Evidence/Practice
5.1.1	Obtain authorisations to expend resources from appropriate stakeholders	1. Established proper delegation of authority. The implemented system must be progressive.
5.1.2	Plan and conduct start-up activities	2. Identified task force and responsible executive. Line of command was determined.

Unit 5. Manage Project Transitions		
Element 5.2 Manage transition between project phases.		
S/N	Performance Criteria	Evidence/Practice
5.2.1	Obtain acceptance of the outputs of a prior phase from relevant stakeholders.	1. Hand-over form 2. Snag/defect list 3. Outstanding items list
5.2.2	Obtain authorisation to begin work on a subsequent phase from appropriate stakeholders	4. Endorsement of Project design 5. Permit-to-work 6. Coordination and review meetings
5.2.3	Plan and conduct transition activities	7. Presentation of next phase/stage with method statement 8. Endorsement by relevant stakeholders of completed phase/stage

Unit 5. Manage Project Transitions		
Element 5.3 Manage project closure		
S/N	Performance Criteria	Evidence/Practice
5.3.1	Plan and conduct closure activities	1. Completed necessary authority submissions 2. Documented hand-over to project owner 3. Established defects list and defects rectification are monitored for completion. 4. Obtained necessary contractual completion certificate obtained; CSC/TOP depends on type of contract.
5.3.2	Finalise, sign off and store project records in compliance with processes and procedures	5. Centralised storage of hardcopies, back-up digitized copies – such as as-built drawings, O&M, warranties.

Unit 6. Evaluate and Improve Project Performance		
Element 6.1 Develop a plan for project evaluation		
S/N	Performance Criteria	Evidence/Practice
6.1.1	Determine purpose, focus and criteria of evaluation	1. System/plan of project performance evaluation including purpose, focus and criteria of evaluation documented
6.1.2	Determine relevant evaluation techniques	2. Type of techniques such as questionnaire survey, interviews, etc were determined and documented 3. Evidence of carrying out evaluation progressively (formative) or at the end of project (summative)

Unit 6. Evaluate and Improve Project Performance		
Element 6.2 Evaluate the project in accordance with plan.		
S/N	Performance Criteria	Evidence/Practice
6.2.1	Collect performance data and analyse according to evaluation plan	1. Performance measures collected and analysed during the project and lessons learned captured during the project – variances of budget, schedule, quality, teamwork, stakeholder cohesion, etc
6.2.2	Engage relevant stakeholders with valuation process	2. List of relevant stakeholders who are engaged for feedback

Unit 6. Evaluate and Improve Project Performance		
Element 6.3 Capture and apply learning.		
S/N	Performance Criteria	Evidence/Practice
6.3.1	Encourage knowledge sharing and skill transfer among relevant stakeholders	1. Organised post-mortem and Lessons Learned session
6.3.2	Document results of evaluations and made them available for organisational learning	2. Conducted photographic illustration and impact analysis on “what could have been done?”

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6.3.3	Identify, document and communicate potential improvements to relevant stakeholders	3. Implemented changes to project management processes and procedures as well as to the building of the project 4. Added items to the guidelines, checklists, forms, etc
6.3.4	Apply improvements that have been agreed for this project	5. Added new items to the guidelines and checklists, making them compulsory for next project manager/consultants/contractors

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FEES SCHEDULE OF PPM SCHEME

	Payment for PPM	
1.	Application for PPM	\$250
2.	Annual Renewal of PPM Certificate with 18 CPD Points	\$150
3	Reassessment Fee	\$150

Payment Methods:

- 1) Please make your crossed cheque payable to "Society of Project Managers". Kindly indicate your name and contact at the back of the cheque and mail it together with this slip to Macpherson Road Post Office, PO BOX 1083 S(913412)
- 2) Internet Banking Transfer to DBS Current Account 001-054-0840. Kindly indicate your full name as reference and send us a copy of the transaction details together with this slip to apm@spm.sg.

PROPOSED PROJECT MANAGEMENT SKILLS TRAINING AREAS

Project Manager's Role and Responsibilities & Services

People Management

- Stakeholders Management (managing client, consultants, contractors, public/community, authorities)
- Leadership & Team-Building; Integration and Collaboration
- Negotiation
- Conflict Management

Professional Ethics in PM Practice

Strategic Planning - Project Execution Plan

- Project Strategy – business case, purpose, objectives
- Strategic Planning
 - Scope Planning
 - Process Control
- Project Execution Plan
 - Purpose
 - Key Elements

Communication & Documentation Management

- Project Structure and organization
- Stakeholder Communication & Participation
- Modes of Communication
- Documentation – forms (drawings, photos, videos), tracking, storage & retrieval

Risk & Change Management

- Risk Identification & Ownership
- Risk Analysis
- Risk Mitigation

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- Risk Monitoring & Risk Tracking
- Change Control & Approval
- Change Tracking & Reporting

Time & Resource Management

- Work Breakdown Structure
- Resource Planning and Allocation
- Scheduling
- Earned Value
- Tracking & Monitoring
- Time vs Cost

Design Management

- Project Brief; User Requirements
- Planning Design Development
- User Consultation/Managing Expectations
- Workshops & Meetings
- Regulatory Framework and Compliance Regime
- Roles of Consultants
- Design Process with Building Information Modelling (BIM)
- Managing Consultants in Design & Build (*D&B*)

Procurement Planning and Management

- Resource Planning
- Consultancy – Architecture, C&S, M&E, QS, Specialists
- Contractors – General & Specialist
- Work Packaging – Consultant/Contractor
- Design-Bid-Build (*DBB*), Design & Build (*D&B*)
- *Early Contractor Involvement* Selective Tender (*ECI*)

Accreditation of Project Managers (APM)

Cost & Contracts Management

- Project Budget Planning
- Cost Planning, Control, Administration
- Elements, Types, Forms of Contract
- Works Packaging & Contract Structuring
- Contract Administration

Quality Management

- Design stage
- Specification stage
- Construction stage

Construction Management

- Subcontractor in distress (financial, resources, contractual issues)
- Resource and Supply Chain Management

Handover Management and Project Closure

- Commissioning
- TOP & CSC
- Inspections & Handing Over
- Documentation
- Migration, Occupation & Safety
- Defects Management
- Lessons Learnt
- Finalisation of Accounts

Contemporary Issues in BEI

- Health & Safety - Workplace Safety and Health Act (WSHA), *Design for Safety* (DfS)
- Sustainability in Design and Construction
- Resource challenges - talent shortage, Man-Year-Entitlement (MYE), *Foreign Worker Levy* (FWL))
- Productivity

ANNEXE 4

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Developing Project Manager's Interpersonal Skills

- Leadership
- Team-building
- Motivation
- Communication
- Influencing
- Decision-making
- Political and cultural awareness
- Negotiation
- Facilitation
- Conflict Management
- Coaching