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**Be Certified As A**

# **Certified Project Manager (CPM)**

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

**By the Society of Project Managers (SPM) Singapore**



**Society of  
Project  
Managers  
Singapore**

# Certified Project Manager (CPM)



## Guidebook Version Control

Version	Date	Author	Remarks
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# Certified Project Manager (CPM)

## 1. About the Guidebook

- 1.1 This Guidebook is your essential guide on how to become a **Certified Project Manager (CPM)** 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 Certified Project Manager, you may use “**CPM**” as a post-nominal after your name.

## 3. Why Consider CPM Certification

- 3.1 Although CPM 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 CPM Accreditation

#### 3.2.1 For Individuals

As the quality and standards of project managers vary widely in Singapore, your professional status as a CPM 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.
- Enhance your global competitiveness in countries where certification of project managers is an expected industry practice such as in the UK, EU countries, US,

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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 CPM certification.

### 3.2.3 For Companies

The CPM 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.

## 4. Organisational Structure of the APM Scheme

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

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

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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](mailto: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 Certified 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	Certified Project Manager Requirement (CPM)
<b>Age</b>	At least 21 years of age
<b>Qualifications</b>	Holds a degree or diploma in a discipline relevant to PM
<b>Years of industry experience</b>	5 (min) for degree and 8 (min) for diploma
<b>Years of local industry experience</b>	3 (min) for degree and 3 (min) for diploma
<b>Years of relevant PM experience</b>	3 (min) for degree and 3 (min) for diploma
<b>Fees</b>	Application fee \$200 and annual fee \$100 + 15 CPD

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	Reassessment fee \$100
<b>Project Size (involved as PM)</b>	At least 1 project >\$10 million or 2 projects >\$5 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 CPM 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 "Certified Project Managers (CPM)" 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 2 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 **Certified Project Manager (CPM) application form**.

The Certified of Project Manager (CPM) 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 >\$10 million or 2 projects >\$5 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.

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	<b>Completed Projects</b> (submit Project Factsheet for each project)	At least 1 project >\$10 million or 2 projects >\$5 million in last 5 years
2	<b>PM Scope – Project Stages</b> (submit Project Factsheet for each project)	<ul style="list-style-type: none"> <li>• Feasibility Studies (project initiation / Project planning)</li> <li>• Concept Design</li> <li>• Design Development</li> <li>• Tender Documentation</li> <li>• Construction</li> <li>• Completion (TOP Preparation)</li> <li>• Completion (Project handover)</li> <li>• Project Closure</li> </ul> <p><u>To describe:</u></p> <ul style="list-style-type: none"> <li>• Key Tasks</li> <li>• Critical Core Skills</li> <li>• Technical Skills and Competencies</li> </ul>

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### Step 3 – Submitting Your Application

You may email the completed CPM Application form to the APM Secretariat in PDF format to [apm@spm.sg](mailto:apm@spm.sg).

Screening of applicant's submission will commence only upon receipt of a non-refundable Application fee. Please refer to **Annex 2** for fee details.

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

### 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: 20%
- Stages of Involvement: 20%
- Key Tasks :20%
- Technical Skills & Competencies: 20%
- Critical Core Skills: 20%

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## 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 CPM 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.

## 7. The Assessment Process

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

- Eligibility of applicants
- Review of applicants’ submittals
- CPM 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: 20%
  - Critical Core Skills: 20%
  - Technical Skills and Competencies: 20%

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### 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 2 months.

## 8. The Appeal Process

8.1 If you disagree with the APM Board's decision on not conferring the CPM 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.

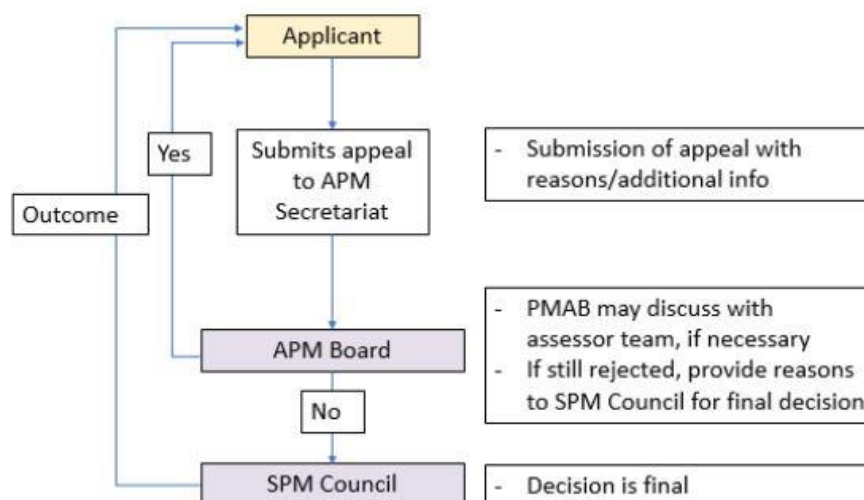
8.2 Please address the appeal letter to the APM Board, stating clearly the following:

- Reasons or grounds on which the appeal is being made
- 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.

### Appeal Process



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### 9. Applying for Reassessment

- 9.1 Unsuccessful applicants may resubmit their application for a reassessment with payment of fee. Refer to Annex 2 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
  - Provide testimonials from clients on the applicant's performance
  - Show record of Continuing Professional Development training that has been undertaken since the last application

### 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 CPMs maintain, develop and enhance their expertise and competency in all aspects of project management.
- 10.2 All CPMs are required to maintain their Continuing Professional Development (CPD) by fulfilling the training requirements as detailed in next section on "Renewal of CPM 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 CPM Certification

- 11.1 The CPM certification remains valid as long as the CPM continues to fulfil the Continuing Professional Development (CPD) requirement and has his CPM certificate renewed by the SPM.
- 11.2 The CPM 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 CPMs update their skills and stay abreast of the latest developments in project management.
- 11.3 Refer to **Annex 2** for fee applicable to renewal of CPM certification.

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### 12. Code of Professional Conduct for CPMs

- 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 “Certified Project Managers” (CPMs) 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.

### 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 CPMs.

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- SPM will ensure that there is no unauthorised access and use of your Personal Data.
- Keeping Personal Data on the SPM Register of CPMs current and updated is the CPM's sole responsibility.

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

In the event that there is a withdrawal of your application or you cease to be listed on the SPM Register of CPMs, 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](mailto:apm@spm.sg)  
Website: <http://www.sprojm.org.sg/>



## PROJECT MANAGER GENERAL SKILLS, TECHNICAL SKILLS AND COMPETENCIES

### Key Tasks

S/N	Description
1	Support preparation of contractual and tender documents for approvals and submissions.
2	Identify project requirements based on project size, scope and timeline.
3	Manage the various disciplines and project teams to integrate overall project plans.
4	Assess integrated project plans for project execution, risk management, safety management and quality assurance and control.
5	Identify relevant regulatory and legislative pre-requisites in preparation for project execution.
6	Prepare project planning and execution documents for approval and submission in compliance with the relevant regulatory and legislative requirements.
7	Prepare project progress reports.
8	Prepare relevant documents to obtain approvals for variation order requests.
9	Manage the various disciplines and project teams to work within the project timeline and budget.
10	Manage the quality standards based on established policies, processes and procedures.
11	Conduct site meetings with the various project stakeholders.
12	Manage overall project delivery on time, cost and quality to maintain contractual, regulatory and legal obligations.
13	Prepare project completion documents for approval and submission in compliance with the relevant regulatory and legislative requirements.
14	Ensure compliance with Workplace Safety and Health (WSH) policies and practices.
15	Ensure inspections comply with organisational health and safety policies, processes and procedures.
16	Evaluate records of accidents and incidents against WSH policies and practices.
17	Adapt organisational environmental sustainability and green building standards and guidelines.
18	Manage project crisis based on established sustainable Business Continuity Management (BCM) plans.
19	Conduct scanning on latest developments in the built environment trends and technologies.
20	Assess the viability of proposed continuous improvement initiatives to improve time, cost and quality.
21	Implement 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	Collaboration
3	Communication
4	Decision Making
5	Problem Solving

### Technical Skills and Competencies

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

## ANNEX 2

### Accreditation of Project Managers (APM)



## FEES SCHEDULE OF CPM SCHEME

	Payment for CPM	
1.	Application for CPM	\$200
2.	Annual Renewal of CPM Certificate with 15 CPD Points	\$100
3	Reassessment Fee	\$100

#### 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](mailto:apm@spm.sg).