

Futureproof your Success...

Be Certified As A

**Professional
Project Director
(PPD)**

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

By the Society of Project Managers (SPM) Singapore

Table of Contents

1	About the Guidebook
2	Accreditation of Project Managers Scheme
3	Why Consider PPD Certification
4	Organisational Structure of the APM Scheme
5	Who Should Apply
6	Guide to Application
7	The Appeal Process
8	Applying for Reassessment
9	The Fee Schedule for PPD
10	Project Management Training
11	Renewal of PPD Certification
12	Code of Professional Conduct for PPDs
13	Personal Data Protection Policy

Annex 1	List of PM functions and tasks for assessment of PM competency
---------	--

1. About the Guidebook

- 1.1 This Guidebook is your essential guide on how to become a **Professional Project Director (PPD)** under the **Accreditation of Project Managers (APM) scheme** established by the Society of Project Managers (SPM). This accreditation scheme is for practicing 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 Director, you may use “**PPD**” as a post-nominal after your name.

3. Why Consider PPD Certification

- 3.1 Although PPD 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 PPD Accreditation

3.2.1 For Individuals

As the quality and standards of project managers vary widely in Singapore, your professional status as a PPD 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, Japan and Australia.

- 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 the standard for project management as Continual Professional Development (CPD) is prerequisite for the renewal of PPD certification.

3.2.3 For Companies

The PPD Certification accredited by SPM is a useful aid for companies looking to procure reliable project management services 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

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 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.

4.3 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 consists of highly respected professionals with at least 20 years of industry experience, including a minimum of 10 years in project management. They are established project managers with strong industry standing and proven experience in managing complex, multi-disciplinary projects, typically with project values exceeding \$300 million or with significant contributions to the Building Industry.

4.4.2 Assessors are appointed by the SPM Council for a three-year term, and membership is by invitation and selection only.

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 Director 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.

Applicants for PPD must be in a position that manages a team of project managers or oversees several projects at the same time.

5.2 Eligibility Requirements

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

Criteria	Professional Project Director Requirement (PPD)
Qualifications	Holds a degree or diploma in a discipline relevant to PM
Years of industry experience	10 (min) for degree and 15 (min) for diploma
Years of local industry experience	3 (min) for degree and 3 (min) for diploma
Years of relevant PM experience	8 (min) for degree and 8 (min) for diploma
Project Size (involved as PM)	At least 1 project >\$150 million or 2 projects >\$100 million in last 5 years. Up to 5 projects will be assessed.

6. Guide to Application

A Step-by-Step Guide to the Application Process

Step 1 – Filling up the forms

- **Personal Particulars**

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

- **Project Factsheet**

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

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 >\$150 million or 2 projects >\$100 million completed in the last 5 years.**
2. Describe the stage and scope of your involvement as a PD.
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 director, you 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 director 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.

3. **Project Management Competency**

There are 14 PM functions covering the entire project life cycle from Inception to Completion of the project. They are listed in Annex 1. Under each PM function, various possible tasks are listed. You are expected to cover at least 12 out of the 14 project management functions listed, focusing only on tasks in which you were directly involved or played an active role. You may also include tasks which you have performed but not listed.

When sharing your experience, emphasize the strategies you employed, the approaches you adopted, the processes you followed, and the considerations in tackling the tasks or overcoming the challenges encountered. As some of the tasks are interlinked, you can combine them when you describe your experience.

Illustrate your corresponding wider scope and higher level of responsibilities as Project Director, such as managing a team of project managers or overseeing multiple projects concurrently.

Step 2 – Compiling list of submittals

In addition to the application form, you are required to submit a resume (CV) outlining educational background, employment history, relevant training, and projects undertaken. For each project in the portfolio, details should include your role, period of involvement, and project value.

SPM may request additional supporting documents or evidence to verify project management experience where necessary.

Step 3 – Screening and Evaluation Process

The APM Secretariat will screen the applicant's eligibility and verify the applicant's documents before appointing assessors.

Step 4 – Assessment Process

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

- Qualification Criteria: 10%
- Stages of Involvement: 10%
- Project Management Competency: 50%
- Interview: 30%
(Applicant shall prepare for a 15-minutes presentation with about 10 slides)

The overall assessment process—from application submission and eligibility screening to final decision and outcome notification—typically takes about three months.

Step 5 – 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 PPD certification.

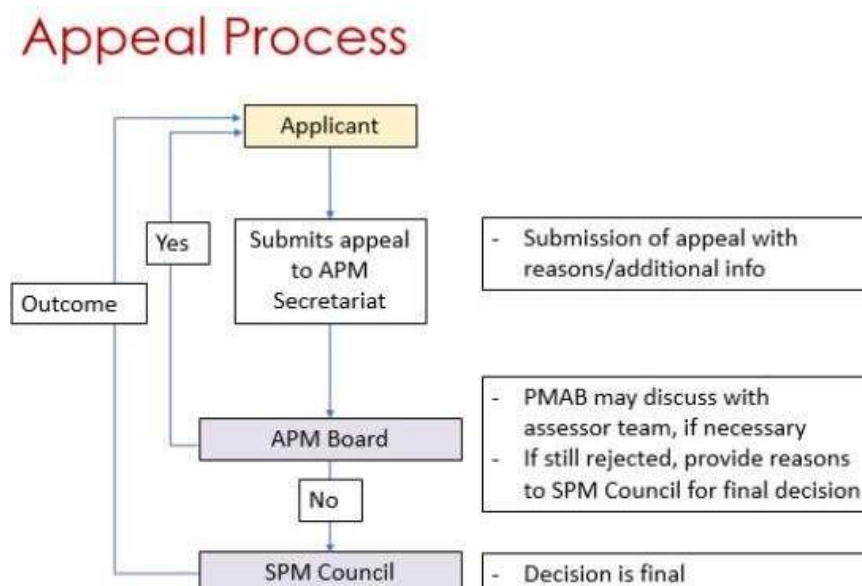
- Not approved for Certification

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 7 in the Guidebook.

7. The Appeal Process

- 7.1 If you disagree with the APM Board’s decision on not conferring the PPD 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.
- 7.2 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
- 7.3 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.



8. Applying for Reassessment

- 8.1 Unsuccessful applicants may resubmit their application for a reassessment with payment of fee.
- 8.2 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.

9. The Fee Schedule for PPD

	Payment for PPD	
1.	Application for PPD	\$300
2.	Annual Renewal of PPD Certificate with 20 CPD Points	\$200
3	Reassessment Fee	\$200

Payment Methods:

- a. Paynow to UEN S94SS0100J. Kindly indicate your full name as reference and send us a copy of the transaction details together to apm@spm.sg
- b. 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 to apm@spm.sg

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 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 PPD 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 20 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.

12. Code of Professional Conduct for PPDs

- 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.

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.
- Kindly be reminded to ensure that your personal data in the SPM Register is kept accurate and up to date at all times.

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

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

For all enquiries and correspondence, please contact:

Secretariat for the Accreditation of Project Management (APM) Scheme
200 Braddell Road, BCA Academy
Blk H, #02-01
Singapore 579700
Tel: +65 6748 8306
Email: apm@spm.sg
Website: <http://www.sprojm.org.sg/>

Annex 1

List of PM functions and tasks for assessment of PM competency

S/N	PM Functions	Possible tasks
1	Scope Definition and Project Planning	<p>Conducting feasibility study.</p> <p>Understanding client's requirements.</p> <p>defining the project scope.</p> <p>Identifying existing underground services that need to be considered or diverted.</p> <p>Coordinating with the various stakeholders in setting the key objectives, timeline, and funding requirements.</p>
2	Design Management	<p>Applying for planning approvals.</p> <p>Producing the design brief based on client and authority requirements.</p> <p>Fulfilling specific requirements such as Design for Safety, Design for Maintenance and Green Mark requirements.</p> <p>Coordinating or participating in the design review processes.</p> <p>Preparing information or documents for project launch.</p>
3	Technology Adoption	<p>Scanning the new technologies available for the construction industry.</p> <p>Testing, evaluating, or piloting new technologies.</p> <p>Building up of knowledge and competency for adoption of new technologies such as DfMA, IDD, robotics.</p> <p>Setting the strategies or allocating of resources for technology adoption.</p> <p>Conducting R&D in construction material and technology.</p>
4	Compliance with Authority Requirements	<p>Understanding the regulatory and legislative prerequisites that need to be considered in the design or project planning.</p> <p>Establishing an overall timeframe for obtaining various authority approvals timely at the various stages of project planning, execution, and completion.</p> <p>Coordinating with the consultant team in resolving issues related to authority clearance.</p>
5	People and Resource Management	<p>Manpower planning, recruitment, and training.</p> <p>Procurement of materials or services from subcontractors.</p> <p>Coordinating of the activities among the subcontractors.</p> <p>Forming/leading the site project team.</p> <p>Monitoring of performance of site staff and subcontractors.</p>
6	Risks and Crisis Management	<p>Risk Management Plans</p> <p>Business Continuity Management (BCM) Plan</p> <p>Crisis Management Plan</p> <p>Emergency Management Plan</p>

S/N	PM Functions	Possible tasks
7	Procurement and Contract Administration	<p>Deciding the procurement approach</p> <p>Preparing/approving the tender documents</p> <p>Evaluating the tenders</p> <p>Fulfilling the contractual requirements, such as applying/assessing/approving Request for Variation Order</p> <p>Ensuring proper documentation</p> <p>Handling dispute resolution</p>
8	Project Planning and Execution	<p>Developing the project execution plan or the master programme.</p> <p>Managing or coordinating the project execution.</p> <p>Monitoring the progress, key milestones, and project performance indicators.</p> <p>Reporting to and reviewing with the client and stakeholders.</p> <p>Producing plans for catching up with project delays.</p> <p>Setting strategies for driving continuous improvement in project performance</p>
9	Quality Management	<p>Establishing the Quality Management System.</p> <p>Setting the requirements and frequency for testing and quality inspections.</p> <p>Defining the acceptable tolerance and quality standard.</p> <p>Conducting the trade demonstrations.</p> <p>Approving sample works and sample units.</p> <p>Evaluating or approval of materials, method statements and shop drawings.</p>
10	Environmental Control and Management	<p>Implementing environmental sustainability and green building standards and guidelines.</p> <p>Introducing measures (such as ECM, noise control and vector control) and monitor systems to mitigate impact on the environment and nearby sensitive buildings and residents.</p> <p>Coordinating Environment Impact Study, traffic impact study and noise impact study.</p> <p>Implementing the Environmental Mitigation and Monitoring Plan (EMMP).</p> <p>Managing public feedback on environmental issues.</p>
11	Workplace Safety & Health Management	<p>Developing the WSH standard and practices in complying with the regulatory requirements.</p> <p>Building a safety culture or WSH framework in your organisation.</p> <p>Investigating and managing WSH incidents for proper closure and improvement.</p>

S/N	PM Functions	Possible tasks
12	Managing Project Completion	<p>Planning and arranging for functional testing and commissioning.</p> <p>Arranging for handover, TOP-related inspections.</p> <p>Managing closure for defects rectification.</p> <p>Tracking of preparation for authority submissions required for TOP.</p> <p>Ensuring timely submission of warranties, as-built drawings, and operation manuals.</p>
13	Budget and Cost Control	<p>Establishing the project costs and seeking approval for budget allocation</p> <p>Conducting value management or value engineering for design improvement and cost control</p> <p>Allocating budget and controlling the cashflow and expenditure</p> <p>Evaluating requests for design changes</p> <p>Monitoring financial health of operations</p>
14	DLP Management and Post-Construction Review	<p>Setting up system and processes in managing feedback and defect rectification during DLP.</p> <p>Dealing with difficult customers or serious quality issues.</p> <p>Ensuring trained and qualified staff are appointed for handling the customers' feedback.</p> <p>Carrying out data analytics and review on the report defects.</p> <p>Conducting post-construction review and customers' survey for continual improvement.</p>

Version	Date	Remarks
1.0	October 2020	First release
2.0	May 2026	First Revision