

Association for Project Management (APM) Competence Framework 2015

COMPETENCIES	
Competency	Required rating (see rating scale below)
1. Ethics, compliance and professionalism	4 – Proficient
2. Team management	4 – Proficient
3. Conflict management	4 – Proficient
4. Leadership	4 – Proficient
5. Procurement	4 – Proficient
6. Contract management	4 – Proficient
7. Requirements management	4 – Proficient
8. Solutions development	4 – Proficient
9. Schedule management	4 – Proficient
10. Resource management	4 – Proficient
11. Budgeting and cost control	4 – Proficient
12. Risk, opportunity and issue management	4 – Proficient
13. Quality management	4 – Proficient
14. Consolidated planning	4 – Proficient
15. Transition management	4 – Proficient
16. Financial management	4 – Proficient
17. Resource capacity planning	4 – Proficient
18. Governance arrangements	4 – Proficient
19. Stakeholder & communications management	4 – Proficient
20. Frameworks and methodologies	4 – Proficient
21. Reviews	4 – Proficient
22. Change control	4 – Proficient
23. Independent assurance	4 – Proficient
24. Business case	4 – Proficient
25. Asset allocation	4 – Proficient
26. Capability development	4 – Proficient
27. Benefits management	4 – Proficient



RATINGS SCALE		
LEVEL	APPLICATION	KNOWLEDGE
1. AWARE	<ul style="list-style-type: none"> As only awareness is required at this level, no application is expected 	<ul style="list-style-type: none"> Has an awareness of the knowledge needed for the competence.
2. PRACTISED	<ul style="list-style-type: none"> Applies the competence under supervision, primarily in non-complex situations. 	<ul style="list-style-type: none"> Has a working knowledge of, and can describe, the competence.
3. COMPETENT	<ul style="list-style-type: none"> Applies the competence independently, primarily in situations of limited complexity. 	<ul style="list-style-type: none"> Has a comprehensive knowledge of the competence in situations of limited complexity.
4. PROFICIENT	<ul style="list-style-type: none"> Applies the competence independently, primarily in complex situations Supervises others applying the competence 	<ul style="list-style-type: none"> Has a detailed knowledge of the competence in complex situations and can critically evaluate and adapt as required.
5. EXPERT	<ul style="list-style-type: none"> Applies the competence independently, primarily in complex situations Recognised as an expert by other senior professionals, who is called on by others for advice on the competence 	<ul style="list-style-type: none"> Has an in-depth knowledge of the competence in complex situations Can critically evaluate, adapt or develop new theories and/or methods if required and educate others