

A GUIDE TO APM Volunteering and Specific Interest Groups (SIGs) 2019/20



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Welcome to APM volunteering

As a leading modern professional body, APM benefits from the expertise and commitment of its volunteer community for the effective delivery of many wide ranging activities for the benefit of individuals, organisations and society including events, publications and product development.

In support of this activity, APM has published a [community charter](#) that sets out the key principles by which all those involved with APM work and collaborate together towards achieving our shared vision of a world in which all projects succeed with project management as a life skill for all.

APM currently holds the Investing in Volunteers Quality Standard. Achieving this quality accreditation publicly demonstrates APM's commitment to volunteering and effective volunteer management.

There are a number of regular opportunities to be involved with voluntary work with APM including:

- APM branches
- Specific Interest Groups (SIGs)
- Schools engagement
- Book reviews
- Blogs and articles
- Research.

We welcome volunteers from different sectors and project backgrounds, and would encourage you all to get involved.

Whatever your interest or passion for project management, we'd like to hear from you.

Visit apm.org.uk/volunteers to find out more.



Volunteering opportunities

Representing APM

Trustees and committees

APM board members are the trustees of APM. Our APM board elections are held annually. The board is keen to see candidates who can demonstrate a diverse mix of skills and backgrounds.

The board is supported by a number of committees through which it delegates some of its work.

In some cases, APM is represented in outside bodies. Guidance will be provided on the requirements placed on such appointees and APM's commitment to supporting them.

If you are interested in any of the opportunities above, please contact company secretary **mike.robinson@apm.org.uk**

Building networks

APM branches

APM branches offer opportunities to network and learn about the latest developments in project management in your region.

APM has 13 branches across the UK and Hong Kong. The volunteer-led branches' primary role is to provide high-quality events that are relevant to APM members whilst also serving the wider public good.

These events offer opportunities to network and learn about the latest developments in the profession, providing valuable continuing professional development (CPD).

You can volunteer within your local branch and give back to your local project community and the wider project management profession.

If you would like to find out more about branch opportunities, please contact **events@apm.org.uk**

”

Volunteering is a very important part of what I do, as I strongly believe in giving something back to society and building a better future. To be able to do this with potential leaders of tomorrow, for me, is as important as it gets.

”

Daniel Odediran,
Project manager

Inspiring others

APM Ambassadors

APM Ambassadors are APM members who support APM's outreach programme, typically into schools, colleges and universities. This includes:

- Engaging with students through presentations, panel sessions and networking events.
- Supporting and advising groups of local school and college students who are working on projects.
- Creating content on a range of media to promote the project management profession.

APM Apprentice Ambassadors are current/former project management apprentices who advocate a non-university route or have opted to change to a career in project management.

APM Graduate Ambassadors come from a range of subject backgrounds and share insights about their career working in projects so far.

For more information email caspar.bartington@apm.org.uk

Sharing knowledge and insights

Publishing

APM publishes a range of books, guides and journals on all aspects of project management.

We regularly work with volunteers to help create new content and to review our publications.

There are several ways you can get involved:

- Contribute to a book or guide written by one of our volunteer groups.
- Contribute articles to our quarterly journal *Project*, either individually or as part of a wider article.
- Review new APM publications ahead of launch.
- Participate in reader reviews on future articles for *Project* journal.

If you would like to find out more, please email james.simons@apm.org.uk



Blogs

The APM blog aims to encourage discussions within the APM community. We do this by inviting bloggers to discuss topics of interest to the project management profession. We're always interested in hearing from volunteers, members, project professionals and students in project management.

If you have something to say or want to get involved as a guest writer, check out our blog guidelines on the APM website and get in touch: annie.mirza@apm.org.uk

Learning

As APM continues to develop and expand our offering of digital learning materials we are looking for volunteers to work with us and provide subject matter expertise.

We're looking for subject advisers to help in the development of learning modules as well as the content review process.

Subject advisers may be asked to help with scenarios and case studies – or simply to contribute to one of our design workshops.

We also encourage our subject advisers to review and give feedback on proposed content.

If you would like to find out more about learning opportunities, please contact carol.rayner@apm.org.uk

Research

You can get involved with research at APM in many ways including:

- Participating in APM research requests for participation which may include surveys, interviews, focus groups or collaborations.
- Submitting proposals for funding/tender requests as part of the APM research fund hosting or attending APM research events.
- Disseminating research to student, colleagues and contacts.
- Joining APM's Research Advisory Group (RAG) or steering groups for particular research studies.
- Getting in touch with ideas and feedback.

To find out more, write to daniel.nicholls@apm.org.uk or visit: www.apm.org.uk/research

**NAME:**

David Munslow

JOB TITLE:

Programme controller,
civil aerospace strategy,
Rolls-Royce

APM MEMBERSHIP**GRADE:**

Fellow

VOLUNTEER ROLE:

Midlands branch secretary
2017/2018, currently
committee member

Why did you decide to become a volunteer with APM?

I wanted to broaden my project management experience and give something back to APM. I also felt it was important to maximise the value of my volunteering contribution – and being secretary of the Midlands branch is a great opportunity to do so.

What benefits have you gained from being an APM volunteer?

The benefits of being a volunteer include exposure to a wide range of highly experienced project professionals at a variety of developmental levels and from a wide range of organisations. The value of this talent pool within your network of contacts is incredible. With the Midlands branch, as deputy chair of the corporate sub-committee, I attend events aimed at maximising the benefit for our corporate partners and affiliates. As the branch secretary, I am responsible for our committee meetings. It was great fun to attend the APM Project Management Awards 2016 as a guest of APM through being a volunteer – a great and inspiring experience for any project manager.

What would you say to an APM member looking to become a volunteer?

Keep going to continuing professional development events, offer to help out if you are able to dedicate the time, and make sure the committee members know you are willing to volunteer. Don't be afraid to contact the secretary at your local branch – they will undoubtedly be able to point you in the right direction.

Be prepared to give up some of your own time. It will be worth it.

**NAME:**

Fran Bodley-Scott

JOB TITLE:

Director, Marketing In Control Ltd

APM MEMBERSHIP GRADE:

Associate Member

VOLUNTEER ROLE:APM People SIG chair
2019/2020Stakeholder Engagement
Focus Group leader**Why did you decide to volunteer with APM?**

I was inspired by the Stakeholder Engagement Focus Group (SEFG), which is part of the APM People Specific Interest Group. They had just launched a new web page all about stakeholder engagement. It was the only site I'd seen dedicated to this important subject, but it was pretty much invisible to anyone who might benefit from it. I wanted to offer my marketing skills to make sure that this valuable resource wasn't wasted.

What benefits have you gained as a result of volunteering?

Beyond being able to contribute my skills and make a difference, I've learned so much about project management and stakeholder engagement by working with, and meeting other members from, a really diverse range of industries. Volunteering has also been an opportunity to discover new technology. We found a free virtual whiteboard app that is going to improve our ability to collaborate as a team.

Which events are you most proud of being involved with?

My first webinar for APM and the SEFG, which was entitled 'Stakeholder Engagement Resources for Project Managers'. It revealed a huge demand for help and guidance on stakeholder engagement. It really motivated the SEFG team and kick-started our collaboration with the APM web team to make this topic a higher priority.

What advice would you give to an APM member considering volunteering?

Volunteering does not mean having to be on a committee or speak at events for your branch or SIG. You can make a difference just by cascading useful information from APM SIGs to your colleagues in the office and your contacts on LinkedIn, or by inviting a SIG to do an in-house workshop for your company.



"As I am starting out in my career, I was worried I wouldn't be able to contribute anything – but you are very well supported and encouraged as a volunteer. So don't feel like you don't have anything to contribute; just take advantage of your strengths and build from there."

Natalie O'Kane



"Our [branch] events are for everyone involved or interested in project management. Every time we help someone on their journey, I am very proud."

Jacob Achenbach



Specific Interest Groups

APM Specific Interest Groups (SIGs) offer a forum for collaboration and knowledge development in all areas of project, programme and portfolio management.

They are a coming together of practice, consultancy and academia working to produce guides, white papers, conferences, seminars and a space to network and share ideas.

Specific Interest Groups are formed by groups of volunteers and provide a unique meeting place for experts, beginners, specialists and generalists from all industry sectors.

The SIG community is governed by a volunteers steering group consisting of:

- volunteer representatives;
- an APM board member who has specific responsibility for volunteers;
- the APM chief executive;
- the APM volunteering manager.

The volunteers steering group gives its members the chance to influence the future development of APM SIGs and its role is to coordinate SIG initiatives, ensure their alignment with APM strategies and provide general advice to APM on the operation and development of their SIGs.

Representatives from the SIGs meet as a group at two forums every year, jointly over a weekend with the equivalent group from branches, to network and share experiences.

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APM Assurance Specific Interest Group

Assurance

The process of providing confidence to stakeholders that projects, programmes and portfolios will achieve their objectives for beneficial change.

APM Body of Knowledge 7th edition

Overview

The effective operation of assurance provision and use of assurance information are essential to the reliable delivery of successful projects. Assurance is an essential element of project management, working closely with governance and risk management in a mutual supportive arrangement.

The word 'assurance' means different things to different people, though, depending on the field of interest. For some, it's about achieving quality, for others it's about being sure what they are told is correct, whilst for many it's about being confident that 'things are under control'.

The variety of meanings is reflected in the ways of achieving assurance in projects, including: quality assurance, safety audits, gateway reviews, independent engineer reviews, internal audits, project audits, contract audits, external audits, peer reviews, control self-assurance, etc. In addition, different types of assurance require different skills which need to be quantified, enabled and supported in different ways.

All of these types of assurance are actually trying to do the same thing, the only difference between them being the perspective of the practitioner. They need to work in an integrated fashion, to avoid conflicts or gaps, to provide a comprehensive and holistic output.

Good project assurance is not only passive. Done well, it actively assists projects to be successful.

FURTHER READING

*APM (2014) A Guide to
Integrated Assurance*

*APM Measures for
Assuring Projects Toolkit*

*APM (2018) Guide to
Project Auditing*

*APM (2017) Guide
to Assurance of Agile
Delivery*



Roy Millard,
APM Assurance SIG chair

About the SIG

The Assurance SIG was launched in 2008, with the following vision and mission:

Vision

- For the SIG to become a national source of best practice in the provision of efficient and effective project and programme assurance.

Mission

- Provide a forum for exchanging ideas, sharing good practice, and developing new approaches to providing assurance.
- Develop standards and guidance on best practice assurance.
- Promote use of best practice approaches to assurance.

Whilst much has been achieved, the vision and mission remain as valid today 11 years on. The only things we would now want to adjust at all are to replace 'national' with 'international', and change 'project and programme' to 'project, programme and portfolio', in the vision. These changes reflect the way in which project management, and the APM, have developed in the 11 years.

Over the years, we have issued three guides and one toolkit, held nine conferences, and spoken at 13 Branch and other events.

Our current workstreams include:

- Project auditing.
- Measures for assuring projects.
- Integrated assurance.
- Assurance of agile.
- People.
- Value of assurance.
- A flagship event for the Assurance SIG is the Annual Assurance Conference, usually held in November.

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FURTHER READING

Thorp, J. (2003). *The information paradox: realizing the business benefits of information technology* (2 ed.). London: McGraw-Hill.

Bradley, G. (2006). *Benefit realisation management: a practical guide to achieving benefits through change*. Aldershot, Hants, England; Burlington, VT: Ashgate Pub.

Dallas, M. F. (2006). *Value and Risk Management: A Guide to Best Practice*. Oxford, UK: CIOB; Blackwell Publishing.

Institute of Value Management

Green, M., & Matharu, J. (2015). *Making Sense of Benefits Realisation Management: A Pragmatic Approach to the Application of BRM*. Kogan Page.

SAVE International, Bolton, J. D., & Harrington, R. (2016). *Function Analysis Guide: A Supplement to the SAVE Body of Knowledge*. Interspiral Press.

Jenner, S. (2014). *Managing Benefits* (2 ed.). The Stationary Office; APMG.

APM Benefits and Value Specific Interest Group

Benefits management

The identification, definition, planning, tracking and realisation of benefits.

APM Body of Knowledge 7th edition

Value management

A structured approach to defining what value means to the organisation. It is a framework that allows needs, problems or opportunities to be defined and then enables review of whether these can be improved to determine the optimal approach and solution.

APM Body of Knowledge 7th edition

Overview

The impacts of globalisation, climate change and new technology, force many organisations to re-consider their understanding of what value means to them and their stakeholders. Organisations that fail to respond risk falling behind their competitors, failing to meet their customers' expectations and failing to deliver the value that shareholders, taxpayers, customers and the general public demand.

Organisations undertake change in order to realise benefits. Whether it's to overcome a problem or leverage an opportunity, the requirement is to balance threats against opportunity. Therefore, a continuous and rigorous focus on benefits and their contribution to overall value must be at the heart of portfolio, programme and project management, and used to inform decisions throughout their life cycle.

But as well as doing things in the right way (effective project management), organisations need to do the right things (prioritisation). A clear vision and strategy for an organisation needs an effective means of delivering change. It needs a coherent portfolio of projects, programmes and, for some larger organisations, portfolios.

Collectively, benefits and value management encompass stakeholder requirements, communication, reporting and decision making. They include requirements definition, development of the business case, decisions during delivery, delivery of capability, and crucially, ensuring that the project outcomes deliver benefits and value to the stakeholders. Whilst both



Dr Hugo Minney,
Benefits and Value SIG co-chair



Karlene Agard,
Benefits and Value SIG co-chair

disciplines cater for a strategic approach to maximise value, specific functional analysis practices may be leveraged to optimise the cost-benefits of the resulting solution.

About the SIG

The APM Benefits and Value SIG formed in April 2019, using synergies from these two linked interest areas. It brings a clearer focus to value management and benefits realisation in our increasingly complex world in ways which serve the needs of members, their stakeholders and the profession.

The SIG is made up of a community of practice (active volunteers, in working groups and also includes the committee members); and a community of interest (the wider APM membership with a specific interest).

The community of practice welcomes new active volunteers, and you can join the most suitable working groups and follow your interests right from the point you join:

Liaison with organisations outside the SIG

- APM branches (note that Scotland has its own working group).
- Other APM SIGs, other professional associations, corporate member, communities of practice.

Communications

- Communications and social media.
- Organising and coordinating conferences and events.
- Preparing practitioner guides.

Thought leadership

- Research into real-world problems.
- Data analytics and the use of big data.
- White papers and guides to new and developing information about benefits and value.

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APM Contracts and Procurement Specific Interest Group

Contract

An agreement made between two or more parties that creates legally binding obligations between them. The contract sets out those obligations and the actions that can be taken if they are not met.

APM Body of Knowledge 7th edition

Procurement strategy

The high level approach for securing the goods and services required from external suppliers to satisfy project, programme and portfolio needs.

APM Body of Knowledge 7th edition

Overview

The APM Contracts and Procurement SIG believes that the above definition of procurement is well established and can be helpfully expanded to include procurement in a project, programme and portfolio environment.

We believe that procurement is the process by which the benefits, enhanced capability, functions/performance or resources (goods and services) required from or by a project or programme are acquired.

It includes deciding the package structure and, for each package, the development and implementation of the:

- contracting strategy;
- contract documents, including the specific scope/requirement;
- process and evaluation criteria for selection and award leading to the effective management of the contracts once entered into.

As projects become more unique, complex, subject to change and therefore more risky a more sophisticated approach to procurement is needed than the typical transactional approach used for the purchase of commoditised goods and services.

FURTHER READING

APM (2017) *APM Guide to Contracts and Procurement, Association for Project Management*

International Association of Contract and Commercial Managers (IACCM) – iaccm.com

Fleming, Q. (2003) *Project Procurement Management: Contracting, Subcontracting, Teaming*



Dr Jon Broome,
APM Contracts and Procurement
SIG chair

This requires an understanding and application of modern procurement concepts and techniques and of the contracts which govern the relationship between the parties. In some industries, this is well established, but in others it is still emerging.

Good contracts and intelligent procurement actively assist projects and programmes to be successful.

Intelligent and effective procurement and contract management means:

- the project is split down into packages which best fit the capabilities of the provider market to deliver each one and the client's ability to manage each package;
- the best provider is selected for each package for the best value price;
- provider's commercial motivations are aligned with the client's so that it is in their interests to deliver the package to the client's objectives, whilst giving legal protection from defaults by the other party;
- the specific contract terms allow the client to proactively manage their project through the contract when risk and change occur rather than reactively administrate what has happened;
- the client and contractor fulfil their obligations under contract.

In short, this increases the likelihood of projects meeting or beating their time, cost and quality objectives.

About the SIG

The APM Contracts and Procurement Specific Interest Group:

- exists to promote and disseminate knowledge, understanding and best practice of contracts and procurement in a project and programme environment;
- aims to become a lively and constructive debating forum which takes existing best practice and helps make it better;
- wants to be disseminating knowledge, understanding and developing best practice through a variety of accessible means;
- has a long term aspiration to become recognised as an international forum at the leading edge of excellence in contracts and procurement for projects and programmes.



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APM Enabling Change Specific Interest Group

Enabling change

Change management is a structured approach to moving an organisation from the current state to the desired future state.

APM Body of Knowledge 7th edition

Overview

The APM Enabling Change SIG's mission is to 'improve the change capability of organisations, teams and individuals.'

The pace of change is constant and ever increasing. Organisations, teams and individuals are in a more or less permanent state of flux as they respond to digital technology advancements, competitive and economic pressures and changes in local and global policy and legislation. Programmes and projects are created to enable the resultant range of business, technological, environmental and process change initiatives. There are common factors that contribute to the success of such change programmes and projects, many of which are well documented in the plethora of change methods and standards available to us.

The APM Enabling Change SIG aims to develop and sustain individual practitioner, team and organisational change capability by facilitating access to and exploration of change methods, standards, case studies and good practices.



Donna Unitt,
APM Enabling Change SIG chair

About the SIG

The Enabling Change SIG is a highly collaborative SIG, supporting and enabling the change agenda across other SIGs, reaching out to SIG and APM members through the branches, and participating in change related discussions across APM. We have a growing collection of reference material on our website, and published an introductory guide to change management in September 2017 which has been very received. We have a balanced focus on internal and external activities, establishing and developing partnerships with other relevant organisations and groups in order to ensure that we are at the forefront of thought leadership on change-specific topics.

We foster 'change practitioner groups': communities of senior change practitioners in public and private sectors, academics and authors who wish to share their knowledge and experience, explore and address challenges and opportunities for enhancing the change capability of their organisations, teams and of individuals. Currently we have practitioner groups in the following sectors: Transportation, Public Services, and Utilities . We also conduct innovative research to support our work and generally advance the body of knowledge relating to enabling change.

FURTHER INFORMATION

The Enabling Change SIG webpage contains a growing collection of reference material. At the time of writing this collection includes: a common vocabulary or glossary of change related terminology; headings to represent different change methodologies or capabilities; a library of professional knowledge / reference sources; a change management press and publications reference library; a collection of case studies; a descriptive list of change methodologies; change management professional horizons—existing routes and potential learning gaps into the change management profession. This list and its contents are continuously updated so that readers are advised to refer back to the online collection on a regular basis.

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APM Governance of Change

APM Governance Specific Interest Group

Governance

The framework of authority and accountability that defines and controls the outputs, outcomes and benefits from projects, programmes and portfolios. The mechanism whereby the investing organisation exerts financial and technical control over the deployment of the work and the realisation of value.

APM Body of Knowledge 7th edition

Overview

Project, programme and portfolio management is a well-established discipline that is vital to the success of many businesses and government organisations. Much research has shown that good governance is the single most important factor in change/project success.

In recent years the importance of sound and transparent corporate governance has led to the development of guidance and regulations to enhance organisational success.

Yet despite this progress less attention has been paid to the interface between corporate governance and project management – after all project management is the discipline used to implement an organisation's strategic portfolio of change/projects.

The Governance SIG has contributed to the *APM Body of Knowledge 7th edition* definition of governance and also considers the importance of behaviours, ethics and relationships. Enhanced governance leads to greater success at project, programme and portfolio level in two ways:

- governance of individual portfolios, programmes and projects (responsibility of the sponsor as the 'guiding mind');
- governance of project management across the enterprise i.e. the project management capability of the organisation (ultimate responsibility of the board).

Good governance of project management is ultimately about having an appropriate mindset. *Directing Change* lists five components to be addressed:

- **Portfolio direction** - doing the right projects to support the strategic objectives.
- **Effective project sponsorship** - ensuring an effective link between the organisation's senior executive body and the management of each project).

FURTHER READING

APM (2018) *Directing Change 3rd edition – A Guide to Governance of Project Management*

APM (2018) *Sponsoring Change 2nd edition – A Guide to the Governance Aspects of Project Sponsorship*

APM (2017) *Governance of Co-Owned Projects*

APM (2016) *Directing Agile Change – A Guide to the Governance of Agile Projects and Enterprises*



Martin Samphire,
APM Governance SIG chair

- **Project management capability** - ensuring all key roles are in place, appropriate skills and experience are developed, enhanced and deployed.
- Engendering an appropriate **culture and** ensuring **ethical standards** are in place.
- **Transparent disclosure** and reporting of information to stakeholders.

About the SIG

The SIG was established in 2003. The stated purpose of the SIG is to:

- be the UK focus for those interested in the governance of change/project management;
- advance the understanding of governance of project management;
- contribute towards the development of good practice in the governance of change/project management;
- influence national and international standard-making authorities to improve their impact on the governance of project management;
- influence those responsible for the governance of project management to improve their practices;
- develop its members as ambassadors and exemplars of excellent governance of project management.

The SIG has been extremely active and has published a series of well-received guides (see further reading) and is also actively reaching out to board/senior executives of organisations as well as the APM membership, to influence them to adopt better governance practices.

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[#apmknowledge](https://twitter.com/apmknowledge)

APM Knowledge Specific Interest Group

Knowledge management

The holistic, cross-functional discipline and set of practices concerned with the way organisations create and use knowledge to improve outcomes.

APM Body of Knowledge 7th edition

Communities of practice

A type of learning network used within and between organisations to maintain, develop and share knowledge.

APM Body of Knowledge 7th edition

Overview

Knowledge is the most valuable of an organisation's intangible assets. No project, programme or portfolio would be possible without knowledge. Like any other asset, knowledge has to be managed so that it contributes to better outcomes. Yet knowledge management (KM) is often treated as a series of prescribed activities rather than as a value-adding discipline and practice. Two recent developments have started to change this narrow view: publication of the first international standard on KM in 2018 and the launch of a Chartered Knowledge Manager accreditation by CILIP in 2019.

Because knowledge is intangible, it can't be managed directly. We can create documents, processes and ways of doing things that represent some of our knowledge and make it easier to share, but managing our deeper knowledge (such as experience and insights) has to include managing and connecting people – and providing an environment and tools that support the creation, sharing and use of knowledge.

There is no one-size-fits-all recipe for managing knowledge effectively. It all depends on what you want to achieve, the people you work with, the environment you're working in – and you!

FURTHER READING

APM Knowledge SIG Courageous Conversation videos bit.ly/knowledgecourageousconversations

British Standards Institution (2018). BS ISO 30401: *Knowledge management systems: Requirements*. London, UK: BSI.

Newell, S., Robertson, M., Scarbrough, H. and Swan, J. (2009). *Managing Knowledge Work and Innovation*. Basingstoke, UK: Palgrave Macmillan.

Payne, J., Roden, E. J. and Simister, S. (2019). *Managing Knowledge in Project Environments*. Abingdon, UK: Routledge.



Judy Payne,
APM Knowledge SIG co- chair



Joelle Garden,
APM Knowledge SIG co-chair

About the SIG

The Knowledge SIG was created in 2011 by a group of KM specialists on a mission to improve the understanding and practice of knowledge management in project work.

Our main objectives are to:

- raise awareness and understanding of KM amongst project professionals;
- help APM members and other project professionals understand how to create, share and use knowledge more effectively in project environments;
- develop a KM in Projects Community as a place to learn about and advance understanding of KM;
- support other APM volunteers in sharing and applying knowledge;
- develop connections with other knowledge management groups.

Our members contributed to coverage of KM and communities of practice in the *APM Body of Knowledge 7th edition* and a series of short whiteboard animation videos (based on our Courageous Conversation events) that make key KM messages accessible to a wide audience. Our SIG events are interactive and we build in plenty of time for networking and informal knowledge sharing.

Knowledge SIG committee members contribute KM expertise to publications including the P3O® Manual and PMBOK® Guide 6th edition. We also represent APM on BSI and ISO groups working on KM standards.

We are always looking for new members and volunteers to work with the committee. If you want to improve the success of project work by focusing on knowledge issues, please get in touch.

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APM People Specific Interest Group

People

All project-based work relies fundamentally on the ability of people to work together. Leading a group of people so they can become a high-performing team is, some would argue, the most important skills that a project professional needs to develop.

APM Body of Knowledge 7th edition

Overview

There is a growing realisation that delivering successful projects is about much more than process. Projects are delivered through people, working effectively as a team, engaging stakeholders and being inspired by top class project leaders. Projects are, to quote former APM president Dr Martin Barnes CBE, "much more to do with the interaction of people, clients and stakeholders and the integration of these aspects." To make significant progress towards achieving APM's vision of a world where 'all projects succeed', the project management profession needs to develop its knowledge, skills and competences in people areas. Project managers need to be able to understand the context and culture in which they work and be able to adopt appropriate behavioural and leadership styles.

A successful project manager will communicate effectively, engaging the client, stakeholders and team, and will be able to provide clear vision, leadership and inspiration.

The project manager must take responsibility for the human resource management aspects of a project, facilitating learning and development both of the project team and in the wider organisation. The increasingly complex world in which we deliver our projects demands a broader level of understanding and competence – from an understanding of ethics and values to the use of tools and techniques such as coaching and mentoring.

FURTHER READING

Coleman, S. and MacNicol, D. (2015) *Project Leadership (3rd edition)*

Pilkington, A. (2013) *Communicating Projects: An End to End Guide to Planning, Implementing and Evaluating Effective Communication*

APM (2019) *APM Body of Knowledge 7th edition*

APM (2010) *The Lens Collective: A Guide to Seeing Different Perspectives in Project Management*



Fran Bodley-Scott,
APM People SIG chair

About the SIG

The SIG has a vision of 'Inspired and inspiring project managers' and a mission to raise awareness, inspire thinking and influence opinion around people and project management.

Our primary focus groups are:

- Communications.
- Leadership and behaviours.
- Stakeholder engagement which produces a monthly useful links document published www.apm.org.uk/resources/find-a-resource/stakeholder-engagement/resources

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APM Planning, Monitoring and Control Specific Interest Group

Integrated planning

The application of management processes that bring together the planning of benefits, success criteria, scope, quality, time, resources, cost, risk, communications etc to create the project management plan.

APM Body of Knowledge 7th edition

Overview

The area of operation for the APM Planning, Monitoring and Control (PMC) SIG is project control, focusing on techniques and processes, as well as interfaces to other subject areas (e.g. agile, building information modelling (BIM), risk, governance, programme and portfolio management). Beyond the toolset, there is an interest in the behavioural aspects of management and how this affects implementation and leadership.

The PMC SIG was formed in 2012. Its founder members came from the former Planning and Earned Value (EV) SIGs, both of which closed in 2013. The current team is formed of planning and control experts from across the community, with a common vision to identify best practice and to share it with the membership of APM, and beyond.

FURTHER READING

APM-ACostE (2019) *A Guide to Estimating*

APM (2016) *A Guide to Conducting Integrated Baseline Reviews*

APM (2015) *Planning, Scheduling, Monitoring and Control: The Practical Project Management of Time, Cost and Risk*

APM (2012) *The Scheduling Maturity Model*

APM (2010) *The Earned Value Management Compass*

APM (2010) *Introduction to Project Control*

APM (2008) *Introduction to Project Planning*

APM (2008) *Earned Value Management - APM Guidelines*

APM (2008) *Interfacing Risk and Earned Value Management*



Milla Mazilu,
Planning, Monitoring and
Control SIG chair

About the SIG

The SIG continue to assess all sources of material to inform the membership, via our publications, website, blogs, podcasts and newsletters. We have enabled exams at foundation and practitioner levels in Earned Value Management, and Planning and Control. The SIG prides itself with a can-do attitude, providing speakers for APM events, branch evenings, national exhibitions, and other related organisations.

The SIG has working groups looking at agile, project controls identity, complexity, estimating and scalability. These groups are in the very early stages of development.

The SIG continues to research subjects that will initiate future topics:

- Agile project management
- Introduction to Project Controls for Senior Managers
- Building information modelling
- Project controls compass
- Earned benefits

There are plenty of opportunities for networking with others interested in project controls either before or after the monthly meetings in London, where everyone is invited to attend and enjoy lively discussions and activities.

If you want to join us and share your skills with the SIG, please get in touch and tell us a little about yourself including your areas of interest and experience in the discipline.

FURTHER INFORMATION

The PMC SIG has successfully created and published the following white papers:

Project Controls Flashcards, 2018

Agile and Earned Value, 2013

Earned Schedule, APM EV SIG, 2010

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APM PMO Specific Interest Group

Project (programme or portfolio) management office (PMO)

An organisational structure that provides support for projects, programmes and/or portfolios.

APM Body of Knowledge 7th edition

Overview

A project management office (PMO) can provide support, expertise and leadership on technical, specialist and administrative aspects of projects as required, including monitoring and reporting services, promoting best practice and defining and operating assurance and governance processes. These functions may also be extended to encompass the needs of a programme or portfolio and are often delivered through a PMO. Depending on a PMO's scope and remit, it may be referred to in different ways, such as project office, project support office (PSO), programme management office, portfolio management office or enterprise project management office (EPMO). The functions it provides will vary significantly depending on the organisation's context and need.

The APM PMO SIG provides a forum for PMO professionals to meet and discuss matters of mutual importance and to create knowledge to be shared across the PMO community.

The PMO SIG has been in existence since 2000. Originally a volunteer run group for 10 years, it became part of APM's Specific Interest Group network in 2011. Still run by dedicated volunteers, the PMO SIG hosts conferences, networking events, and shares PMO related information with its followers.

The APM PMO SIG aim is to provide a collaborative open forum for PMO practitioners, and anyone with an interest in the role of PMOs, to get together, share ideas, offer support and advice to the PMO community, and to create valuable practice-oriented knowledge, which helps drive the PMO profession forward.

FURTHER READING

OGC - Office of Government Commerce (2008) *Portfolio, Programme and Project Offices*

Aubry, M., Hobbs, B. and Thuillier, D. (2008) *Organisational Project Management: An Historic Approach to the Study of PMOs*, International Journal of Project Management

Taylor, P. (2011) *Leading Successful PMOs*



Emma-Ruth Arnaz-Pemberton,
APM PMO SIG chair

About the SIG

The SIG aims to do this by:

- facilitating collaborative learning that fully engages followers and helps them grow their PMO skills and competencies;
- reaching out to other disciplines that collaborate routinely with PMOs to create value;
- providing an open source of unbiased advice and guidance to those who can benefit from putting PMO practice to work;
- having a bias towards action, understanding the latest thinking and quickly digest it into ways that can be shared as digestible knowledge with those we seek to help.

To achieve these objectives, the SIG works with a team of knowledgeable and enthusiastic PMO professionals, which is currently structured around three key areas for the SIG:

- research: so that followers are provided with the latest thinking in the field and expand the frontiers of PMO knowledge;
- events: so that followers can access exciting conferences with relevant topics, networking opportunities, and other events of interest to the PMO profession;
- marketing: so that followers are up to date with the SIG's activities.

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APM Portfolio Management Specific Interest Group

Portfolio management

The selection, prioritisation and control of an organisation's projects and programmes in line with its strategic objectives and capacity to deliver.

APM Body of Knowledge 7th edition

Overview

Portfolio management ensures that organisations and functions invest money and resources in the 'right' projects and programmes to achieve their strategic objectives. It considers the constraints of opportunity, risk, resource availability, affordability, capability, customer impact and the organisation's capacity to absorb change.

Portfolio management ensures projects and programmes are managed at a collective level, through effective governance, engagement of key stakeholders, adherence to key processes, and the optimisation of limited resources and dependencies. This includes the initiation, prioritisation, reporting, review, modification and discontinuation of projects and programmes.

Through portfolio management, lessons learned should be captured to inform the development of more efficient and effective management of the portfolio. This helps not only to deliver more from less but also to focus on the achievement of the strategic goals, however that is defined, by taking action where expected benefits may be threatened or eroded.

The overall result is that delivery of the portfolio is sustainable and aligned to an organisation's strategy and objectives. Portfolio management engages and involves key stakeholders from across the business with a focus on informed decision-making based on timely management information through the organisation's integrated governance processes.

FURTHER READING

APM (2019) *Portfolio Management: A Practical Guide*

APM (2017, 2018, 2019) *Managing the Portfolio series:*

- *Recognising the need to change: six telling signs;*
- *Making sense of all of the change and gaining visibility: clearing the fog;*
- *Prioritising and compromising: shaping the pathway;*
- *Leading and optimising the change: six pathways to success.*

APM (2019) *Portfolio Directors' Dinner: The Agile Portfolio – Fact or Fiction?*



Adam Skinner,
APM Portfolio Management SIG
co-chair



Petula Allison,
APM Portfolio Management SIG
co-chair

About the SIG

The aims of the SIG are to:

- promote awareness of portfolio management (PfM) good practice;
- provide an active forum to share experiences, ideas, tools, techniques and challenges;
- encourage cross-profession collaboration both inside and outside APM;
- contribute to the development of best practice (including primary research into PfM through surveying stakeholders and secondary research through review of existing PfM documentation);

...and so help organisations achieve their corporate strategy and goals.

The PfM SIG vision is to be recognised across public and private sector organisations, by senior business executives and by existing/aspiring PfM and PPM practitioners, as the professional source of expertise and knowledge for PfM practices, guidance and information and the place to come for informed debate on current/emerging topics of interest.

To help fulfil the SIG's aims, activities focus on five themes:

- developing new PfM knowledge (through conference presentations, thought-leadership reports and research);
- disseminating PfM knowledge (by improving access to SIG resources, publishing PfM articles and survey analysis);
- engaging SIG members (by providing conferences, other events and opportunities to participate in activities);
- engaging with the CxO community (to spread awareness of what PfM can do to help deliver strategic objectives);
- working with APM in collaboration with other SIGs and branches where interests coincide and to further APM's vision.

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LINKEDIN:
APM ProgM - Programme
Management Specific
Interest Group

APM Programme Management Specific Interest Group

Programme Management

The coordinated management of projects and business as usual (steady-state) activities to achieve beneficial change.

APM Body of Knowledge 7th edition

Overview

Programme management is focused on the delivery of change within an organisation. The distinction between projects and programmes depends on the context and often relates to the complexity of scope and in inclusion of business change activities and a focus on achievement of outcomes beyond the delivery of specific project outputs.

Programme management activities are not intended to duplicate the activities performed in individual projects and applying a programme management should add more value to the achievement of the programme objectives when compared to each project operating independently.

- Programmes drive strategic outcomes within organisations by providing a level of management to integrate the component project teams.
- Opportunities for programme wide governance mechanisms are created (such as use of the P3M3 assessment model) which act as a catalyst for improving both project and programme management maturity.
- Programmes focus on defining, integrating and coordinating projects to maximise value of the combined project deliverables.
- Programmes manage wider risk to benefit achievement and provide an escalation point for project risks. Projects can be re-scoped or cancelled to maintain the overall programme business case.
- Programmes identify and monitor interdependencies between projects and show how project deliverables are transformed into benefits.
- Programmes provide opportunities to achieve economy of scale, consolidating and coordinating the needs of multiple projects.

FURTHER READING

APM (2016) *APM
Introduction to
Programme Management
2nd edition*

Axelos Global Best
Practice – *Managing
Successful Programmes
(2011)* 4th edition

*The Gower Handbook of
Programme Management
2nd edition*

*APM Body of Knowledge,
7th edition (2019)*

The Programme
Management SIG
webpage



Chris Beach,
APM Programme Management
SIG co-chair



James Lesingham,
APM Programme Management
SIG co-chair

- Collaborative working across different projects team is facilitated within programmes. Resources, specialist skills and funding can be re-allocated across programmes to accelerate projects within it.
- Within programmes, lessons learned from earlier projects can be embedded within a continuous learning environment, which can be applied to other projects in the programme.

Programme management is now widely acknowledged as the best means for delivering transformational change within organisations across many sectors and industries. However, it is also acknowledged that whilst programme management is common sense, it is often not common practice.

About the SIG

The APM Programme Management SIG (ProgM SIG) was established more than 20 years ago. Our vision is: 'To be recognised internationally as the leading group for programme management, supporting a world in which all projects succeed.'

We work towards this by focusing on the following objectives:

- Raise awareness of programme management as a specific discipline.
- Facilitate the connection of programme management practitioners within the APM membership to create and share knowledge.
- Raise awareness externally in the wider project community of the value of programme management as a methodology for successful delivery.
- Develop and support thought leadership in programme management.
- Facilitate the sharing of international knowledge and good practice in programme management.

Our SIG has more than 4,500 followers. Many of them are experienced practitioners who share a passion for learning and improving programme delivery. ProgM SIG members facilitate the connection between the ProgM practitioner's community to create and share knowledge and best practice as well as raising awareness of ProgM as a specific discipline. ProgM SIG is also particularly active in writing blogs, participating in online forums and using social media.

APM ProgM SIG is open to new ideas; always listening to, and learning from, others. We welcome contributions from all members of the community of practice.

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APM Risk Specific Interest Group

Risk management

The potential of situation or event to impact on the achievement of specific objectives.

APM Body of Knowledge 7th edition

Overview

Any decision made in a project environment is based on personal experience and will, inevitably, be biased to some extent. The risk management process attempts to minimise the effects of bias and increase the chance of success through a structured process of evaluating all available options for achieving project objectives, opportunities for improvements and identifying threat reduction actions.

The key principles of risk management as outlined in the *APM Project Risk Analysis and Management (PRAM) Guide* are:

- initiate: set scope, objectives and context for the risk management process;
- identify: enable risk events to be identified;
- assess: understand the impact of identified risk events on project objectives and prioritise for response planning;
- plan: develop a plan to respond to the prioritised risks;
- manage/implement responses: ensure timely and cost effective action is taken;
- manage the process: review all principles for effectiveness and apply lessons learned for continuous improvement.

Benefits of risk management include:

- better informed plans, schedule and budgets;
- increasing the likelihood of a project adhering to its schedule, budget and quality;
- improved corporate experience and general communication;
- developing a common understanding of a project's objectives and improved team perspective.

FURTHER READING

APM (2004) *Project Risk Analysis and Management (PRAM) Guide, 2nd edition*

APM (2018) *Project risk analysis and management miniguide*

APM (2008) *Interfacing Risk and Earned Value*

APM (2008) *Prioritising Project Risks - A Short Guide to Useful Techniques*



Derek Wright,
APM Risk SIG chair

About the SIG

The APM Risk SIG's objectives are:

- to enable effective management of risk;
- to provide a forum for sharing experience and knowledge;
- to promote best practice in development of guides;
- to establish specific qualification standards for APM qualifications;
- to facilitate the training and development of risk practitioners;
- to promote links with other recognised professional bodies;
- to provide a forum for sharing latest tools and techniques;
- to provide an opportunity to network with people from similar/different roles/positions.

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APM Systems Thinking Specific Interest Group

Systems thinking

Systems thinking is a discipline for seeing wholes. It is a framework for seeing inter-relationships rather than things, for seeing patterns rather than static 'snapshots'. Systems thinking is a discipline for seeing the 'structures' that underlie complex situations.

Peter Senge, The Fifth Discipline: The Art and Practice of the Learning Organisation

Overview

Systems thinking helps make complex projects more successful through a fuller understanding of the problem and how the proposed solution will address it before major cost is incurred.

Systems thinking is an approach that considers problems holistically rather than in terms of their parts, enabling solutions to be defined that address the correct problem and the right needs.

Complex projects to create new products, new ways of working or achieve social changes within wider environmental, political or socio-economic ecosystems face a multitude of factors that conspire in unexpected ways against reaching a successful conclusion. Systems thinking provides understanding of the structures and boundaries of problems. It enables all stakeholders to be considered, the right requirements to be captured, emergent behaviours predicted and interdependencies understood. This allows robust and flexible solutions to be developed while avoiding unintended consequences.

In summary, systems thinking enables the right problem to be addressed with the right solution, developed in the right way.

FURTHER READING

Meadows, D. (2008)
*Thinking in Systems: A
Primer*

O'Connor, J. and
McDermott, I. (1998) *The
Art of Systems Thinking*

Senge, P. (Revised
edition 2010) *The Fifth
Discipline: The Art and
Practice of the Learning
Organisation*

Sherwood, D. (2002)
*Seeing the Forest for the
Trees: A Manager's Guide
to Applying Systems
Thinking*



David Cole,
APM Systems Thinking SIG co-chair



Doug Cowper,
INCOSEUK Systems Thinking SIG co-chair

About the SIG

The overall aim of the Systems Thinking SIG is: 'to promote systems thinking as a methodology to improve delivery of complex change initiatives'.

The Systems Thinking SIG was born from a joint working group, established in 2013, between APM and the UK Chapter of the International Council for Systems Engineering (INCOSE UK) to foster and encourage better integration between project management and systems engineering.

The SIG continues the strong relationship with INCOSE UK, supporting (and supported by) members of both communities. Specifically, the SIG aims to:

- develop guidance for systems thinking with particular emphasis on good practice and guidance to enable project, programme and portfolio managers and systems engineering to work efficiently and effectively in the delivery of complex projects;
- introduce systems thinking as a recognised competency for project managers;
- promote systems thinking as a methodology in a broad range of change initiatives and help organisations deliver more effective outcomes with fewer resources;
- provide an active forum for the community of project management and systems thinking professionals to debate and share experiences, ideas, tools and techniques.

The SIG has a strong agenda in the development of both guidance material and deeper research, and in reaching out to other SIGs and the wider APM membership to foster links and relationships.

FURTHER INFORMATION

The APM webpage for the SIG has links to guidance material, articles, blogs and conference papers related to systems thinking in the context of project management and systems engineering.

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LINKEDIN:
APM Women in Project
Management SIG

APM Women in Project Management Specific Interest Group

Women in project management

Project management relies on good leadership and team working which can be enhanced by promoting individual strengths.

Much has been said about the potential for improvements in organisational practices to be found in examining the differences in management styles between men and women, whilst little has been done to develop organisational processes needed to realise this potential. The future relies on changes in working practices, involving both men and women.

APM Body of Knowledge 6th edition

Overview

APM Women in Project Management (WiPM) SIG addresses the development and promotion of women working in project management environments and works to maximise the diversity of expertise in the project management profession. We actively promote investment in gender diversity to ensure that all project managers have the potential to develop a highly rewarding career, supporting both men and women in their efforts to maintain a balance between the many demands imposed on them whilst striving to retain their own identity.

Our mission is to:

Develop a powerful profile

We are active members of APM and the wider project management community and represent the voice of women.

Promote a no-barrier culture

We encourage all project managers to succeed in their career by providing expertise and resources to facilitate career progression.

FURTHER READING

Women in Science,
Technology and
Engineering (WISE)
Campaign for advice on
best practice

Women on Boards Davies
Review Annual report
2015

Test your own
Unconscious Bias with
the Implicit Association
Test at Harvard



Vicki Griffiths,
APM Women in Project
Management SIG chair

Engage with and respond to project professionals

We listen to the voices of our members and tailor our work to their feedback, providing regular occasions to interact through continuing professional development events, webinars and networking opportunities.

Build a collaborative community

We grow dynamic networks with our members and links with like-minded organisations, sharing best practice in project management and professionalism.

About the SIG

WiPM was founded in 1993 as a forum for women to develop their skills and to network and continues to support the project management community through the following initiatives:

- a varied programme of events and networking opportunities, including the annual APM National Conference for Women in Project Management, one of the flagship conferences for APM;
- hosting a number of International Women's Day events in conjunction with branches, and support to other branch events throughout the year;
- active social media community and discussions through LinkedIn and Twitter;
- a vibrant monthly newsletter;
- building links with other professional communities and women's networks;
- promotion of a mentoring scheme for those aspiring to ChPP, RPP and FAPM;
- an information database and profiles of project managers that demonstrate the diversity of those in the WiPM community.

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