

## Accreditation of Project Managers (APM)

### What is Accreditation of Project Managers?

Accreditation of Project Managers (APM) is a scheme to assess a project management practitioner against a Project Management competency standard; and if he meets the assessment criteria, certify him as a *Professional Project Manager*.

### Why do we need the accreditation?

Projects in the Built Environment & Construction industry (BE&CI) are larger in scale and complexity. Projects are increasingly having more stakeholders involved and of multiple uses or functions. Also, infrastructure projects are massive and involve underground construction. All such projects invariably require professional project management to plan, manage and implement for successful delivery. Higher standard of project management is imperative.

Currently in the BE&CI, any person can call himself a Project Manager and go about offering project management services. Unlike the practices of Architects and Professional Engineers, the practice of PMs is not legislated. Developers and contractors find the quality and standard of PM service vary widely. Projects managed by so called “Project Managers” have run into delays, cost overrun and other problems.

Unlike the developed economies, we do not have a stipulated industry standard for the practice and provision of good professional PM services in Singapore.

The APM scheme will propel the standard of project management practice to greater heights, and will help the BE&CI to achieve better project outcomes in productivity, workplace health and safety as well as environmental sustainability. Building and infrastructure projects, particularly the larger and more complex ones, will benefit in having clearer scope and objective definition, risk identification and management and greater stakeholder satisfaction.

The APM scheme will provide a system for consumers of PM service to sieve out or differentiate the good PMs from the mediocre ones.

### What is expected of a good and effective project manager?

Project managers are expected to be integrator of the various professional disciplines (developer, architect, engineer, quantity surveyor, builder, specialist) in the build environment industry (BEI) in Singapore. They are expected to be conversant with the development in technology and methodology to improve productivity, to encourage environmental sustainability, to adopt good workplace health and safety practices, and have some degree of understanding of the technical aspects to help developer/owners achieve effective and functional facilities and better maintainability in their buildings, for better life cycle/more sustainable infrastructure outcome.

Especially for large and complex projects, project managers must be able to define the project objectives and scope clearly at the onset to chart clear direction for overall delivery, to understand and appreciate the risks involved and to manage the various stakeholders well to achieve project outcomes that meet the objectives.

## **What does the APM scheme entail?**

### *Set practice standard for Project Management in Singapore*

Unlike many developed countries, Singapore does not have a prescribed standard for the practice of Project Management for the BEI. While we can consider ourselves to be leading in the disciplines of the built environment and construction fields in our region, we need to have a good PM standard that is globally recognized to differentiate ourselves from the countries in the region. A PM practice standard will be a reference benchmark to propel practicing project managers to upgrade and provide better professional PM services.

### *Assessment to sieve out the good and experienced Project Managers*

An assessment regiment using the PM competency standard will help identify the good and experienced practicing PMs. Such PMs will be accredited and certified as *Professional Project Managers*.

Assessment will help to identify candidates who are still not up to the standard. The individual candidates will be briefed on the areas of shortfall and guidance will be offered to them for skills upgrading and improvement. This will be in the form of attending training courses and/or getting more experience in specific aspects of PM practice.

### *Training to raise the competencies of candidates aspiring to be accredited*

Bespoke training courses will be developed to help candidates to “skill-up” to bridge the competency gap. As part of Continual Professional Development (CPD), courses will also be conducted for the *Professional Project Managers* to keep their skills and knowledge current and relevant.

## **What are the benefits?**

### *Propel the BEI/CI forward*

Professional PM practice will bring forth good processes and procedures that will reduce waste, rework, thus improving productivity in delivery. It will improve productivity and safety, and enhance quality (both in environmental sustainability and effective solutions) in construction.

### *Raise the professionalism (and profile) of Project Managers*

The Project Manager plays a key and pivotal role in project delivery. He leads the project and construction teams, plans and organizes the activities, and manages the resources, funds and schedule. Good project outcomes are better assured with professional PMs.

### *Lifelong learning and upgrading*

Excellence begets excellence. The main crux of the APM scheme is to drive for excellence. Training is the main driver – to raise skills level, encourages continual learning and

upgrading of knowledge and skills. A culture of lifelong learning and skills upgrading will form in the PM fraternity – very much aligned with the national Skills Future objectives.

*Better recognition and employability for the PMs*

Certified Project Managers will be better recognized and can be assured of better employability with market recognition. Using a globally recognized PM standard for accreditation will enable the certified PMs be internationally recognized.

*Better assurance of quality service for the consumers*

Developers and contractors engaging certified PMs will be better assured of getting quality PM service, better project outcomes. For those employing PMs, it will make recruitment assessment easier when candidates come with the PM certification.

### **How can one get accredited?**

For a start, a person who is interested in being accredited must be a member of the SPM.

Written by:

***Yip Kim Seng***

*Chairman,*

*SPM APM Committee*

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