# Appendix 4

## APM Project Management Challenge – Final Report Format and Content

**Deadline for submission: 8 April 2024. Please email to** [volunteers@apm.org.uk](mailto:volunteers@apm.org.uk)

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| **Title:** | **APM Project Management Challenge – Final report** |
| **Purpose:** | The final report will be used by the judging panel to assess how each competing team has reflected on the execution and delivery of a successful project, taking into consideration how the individual members of each team have developed their overall project management experience and competence. |
| **Composition:** | The project final report must include an Executive Summary. The project final report should identify how the project was delivered in comparison to the intentions defined in the project plan and any plans for completion of the project (if not completed by the final report submission date).  Evidence of the following criteria will be scored during marking:  1. **Governance arrangements:** The ability to establish and maintain governance structures that define control of deployment for delivery of change initiatives, and that align with organisational practice.  2. **Assurance**: The ability to provide confidence to the governance board that a change initiative is on track to deliver the objectives and intended value.  3. **Stakeholders**: The ability to work with people, both internally and externally, to build support to achieve intended outcomes.  4. **Team management**: The ability to select, develop and manage individuals to create and sustain teams.  5. **Leadership**: The ability to empower and inspire others to deliver successful change initiatives by providing vision, direction, feedback and support, so that people can do their best work.  6. **Ethics, compliance and professionalism:** The ability to embody, promote and maintain a trusted profession and to navigate the cultural, legal and regulatory environment.  7. **Capability development:** The ability to assess organisational maturity in relation to a change initiative and the wider organisation.  8. **Budgeting and cost control:** The ability to develop and agree budgets for change initiatives and understanding where costs fall over time.  9**.** **Risk and issue management:** The ability to identify and monitor risks (threats and opportunities); to plan and implement responses to those risks and respond to issues that affect a change initiative.  10. **Change control:** The ability to manage variations and change requests in a controlled way. |
| **Format / presentation:** | The report should be well structured, with a clear table of contents, concise sections and good use of graphics and appendices. The report must be based on a post project/ implementation review or lessons learnt meeting and must include a section detailing these reflections.  It must be no more than 6,000 words, including the words used in screenshots, tables, graphics, appendices and schedules. Failure to adhere to this word limit will result in reduction in assessment points.  The Project Board is looking for quality, not quantity. This must be delivered as a Word document with a clear word count statement. Embedded Power Point and XLS pictures should be kept to a minimum,  Appendices: up to a maximum of 8 pages in total may be submitted. |
| **Quality checking method:** | Before submission it is recommended that the report undergoes a formal Quality Review by the whole project team and Final sign-off and approval from the Project Sponsor. |