

APM Trustee Elections

Candidate Briefing Pack 2024



1 Introduction

We're a membership body and this means there is a democratic process for electing the majority of the APM Board. This is fundamental for us and we are once again looking for trustees who are committed, high calibre, experienced and have the utmost integrity. This is a rewarding opportunity to act strategically and help our charity achieve its public benefit duties.

If you have the necessary skills and experience, please do consider this exciting role. This pack will give you the key information needed to put yourself forward.

2 APM Governance Overview and Background

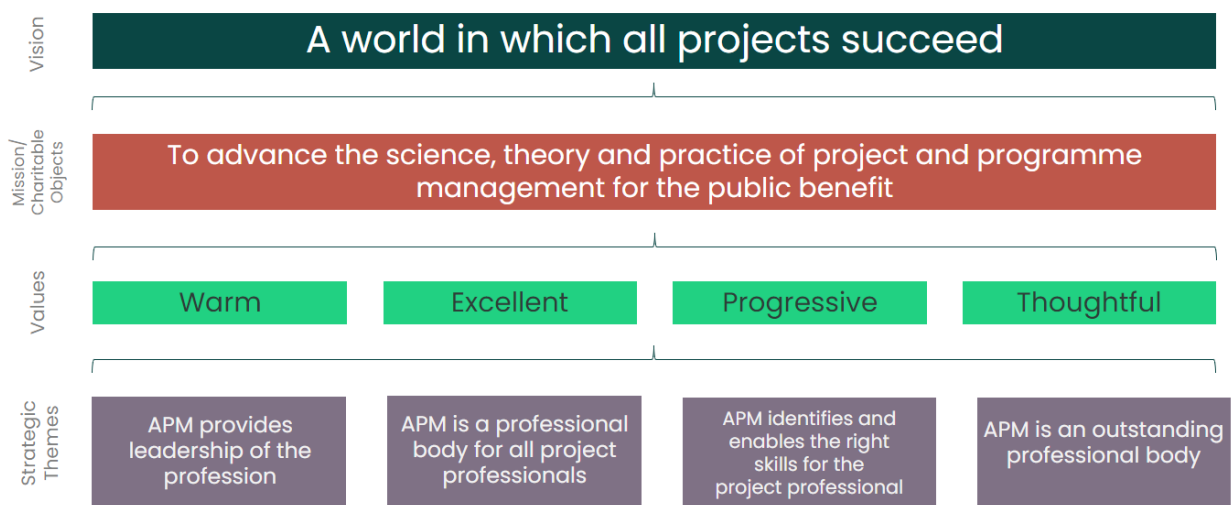
APM is a professional body established by Royal Charter. The Charter is our constitution and was approved by APM members, the Privy Council and Her Late Majesty the Queen. The Charity Commission has also granted APM charitable status as we exist to increase public benefit. APM's Board agrees Regulations to cover detailed aspects of governance. The Charter and the Regulations are published on the [APM website](#).

Our full member and fellow members (MAPMs and FAPMs) are 'voting members'. These members may stand to be on the board and also elect their preferred candidates onto the Board. Terms of office are typically three years. The chair is elected by the Board from amongst the Board members. Trustees cannot be paid for that role but may receive expenses.

The Board has up to nine elected trustees plus up to five others who are directly appointed by the Board. This year we plan to elect three trustees. These new trustees will have three-year terms to November 2027. However, no individual is allowed to serve more than nine years in total. This helps us balance continuity with the need for a healthy refresh of trustees.

3 APM Strategy – Vision, Mission, Values, Objectives

The Board agreed APM's strategy in 2022 – [Delivering a Better Future](#). A high-level summary of this is below. The website contains an excellent summary of the strategy at the above link and the [full version](#) can also be downloaded. Our charitable underpinning and status is critical and our charitable objects are enshrined in the Royal Charter and ensure we exist to serve the public benefit.



APM's strategy is underpinned by our corporate values. Trustees also have their own Code of Conduct which is set out in the Regulations and covers expected behaviours and duties.

<p>Progressive</p> <p>We're a new generation of professional membership organisation. <i>We approach things with open minds</i></p> <p>The world and how we work is changing. <i>We innovate, we embrace technology and we have a global outlook</i></p> <p>Time and resources are limited. <i>We find the most creative way to get things done</i></p>	<p>Thoughtful</p> <p>The project profession is constantly evolving. <i>We listen and lead debate</i></p> <p>Project delivery is changing. <i>We constantly evolve and share our perspective, and we own our voice</i></p> <p>The environment for project delivery is complex. <i>We support the skills that go beyond project management process alone and are fundamental to success</i></p>
<p>Warm</p> <p>Membership organisations are of and for their members, and the profession. <i>We're flexible, friendly and collaborative</i></p> <p>Sometimes we have to make tough decisions. <i>We treat everyone with empathy and respect however challenging the circumstances</i></p> <p>The world and the workplace is varied. <i>We champion diversity and inclusion</i></p>	<p>Excellent</p> <p>The project profession needs to be more clearly understood. <i>We're committed to promoting the profession and raising its profile</i></p> <p>In a changing and challenging world, the project profession has never been more important. <i>We set the benchmark with chartered status</i></p> <p>When projects succeed, everyone benefits. <i>We invest in quality of thought, delivery, dialogue and service, constantly challenging ourselves to improve</i></p>

4 APM's Activities

APM is a professional body and we offer chartered status, membership, qualifications and events. We set standards and we undertake thought leadership research. We support our members and are an advocate for the profession. This short guide does not set out all of our numerous activities and efforts to deliver our strategy and be the chartered body for the project profession. However, experience has shown that not all candidates have a full appreciation of the breadth of our work. Therefore, **candidates are strongly encouraged to review the [APM website](#) in detail.**

5 The Role

Charity trustees

Our Board members are the charity's trustees. Candidates must ensure they understand this important fiduciary role. Our [Regulations](#) set out more detail and **you should read the Role of the Board section at Appendix 1 in full.**

The Board has also agreed that **all candidates must watch a short webinar setting out the role of a trustee**. The webinar will be at the [election website](#) and all candidates must confirm that they have reviewed the webinar, this briefing pack and that they understand the election rules (see Appendix 1).

Candidates are also encouraged to read the Charity Commission's guide [The Essential Trustee](#) as well as its [Welcome Pack for new Trustees](#) and its [five-minute guides](#). These set out the duties of a trustee as:

- Ensure your charity is carrying out its purposes for the public benefit;
- Comply with your charity's governing document and the law;
- Act in your charity's best interests;
- Manage your charity's resources responsibly; and
- Ensure your charity is accountable.

Governance and delivery

The Board carries out several important functions. These include setting the strategic direction of the organisation and acting as 'guardian' of the charitable assets. Scrutiny and assurance of APM's delivery is also a key element of the role. In common with best practice, the Board delegates operational management to the chief executive and paid staff.

The Regulations set out the issues which the Board must decide and those matters which are delegated to staff. Board members agree issues collectively; individuals have no executive authority or powers unless specifically delegated to them by the Board.

Experience and skills required

As diversity of thought improves decision making and outcomes, APM is keen to see a mix of characteristics and skills on the Board. We encourage candidates from a broad range of backgrounds, sectors and experiences to put themselves forward. APM needs the highest calibre candidates who can demonstrate a robust commitment to professional ethics and integrity and who share our values. Applications are welcome from those who can demonstrate the competencies needed to be a trustee and who can operate strategically at board-level. Whilst beneficial, experience as a trustee or non-executive director is not essential. A comprehensive induction and training programme is in place. A commitment to provide the time and energy required is essential.

The biographies of the current Board are available on the [APM website](#); this will give an appreciation of the current backgrounds, skills and experiences that Board members have. Candidates are strongly encouraged to set out details of their relevant experience in their candidate statements.

Time commitment

The time commitment varies for individual Board members depending on what they choose to get involved in. Experience shows us that candidates have often not appreciated the commitment required. **A contribution of around 20 days per annum should be expected.**

The Board and its committees

The Board typically meets bi-monthly. Three meetings are held online with three face to face sessions per year. Physical meetings are usually held in central London or Princes Risborough.

The Board is supported by a number of [committees](#) through which it delegates some of its work and these also meet online in the main. The APM website hosts summaries of [Board meeting discussions](#).

6 Training and Induction

New Board members receive internal induction and external trustee training. They are given governance and briefing material and are provided with the mentoring support of an established Board colleague. All new Board members receive a briefing from the executive team. Completion of the induction is mandatory. Individual support, such as attendance at conferences, is available and the Board as a whole also receives training, development and awareness raising sessions. Prospective candidates are welcome to have an initial familiarisation discussion with the company secretary. As detailed above, all candidates must also watch a short webinar to assist in ensuring that they understand the role.

7 Conflict of Interest/Board Member Code of Conduct

APM operates a code of conduct for Board members (see the APM Regulations) and has a robust policy on conflicts of interest. Candidates with questions over eligibility, or whether a substantive conflict of interest exists, should contact the company secretary. A conflict of interest (see this [Charity](#)

[Commission guide](#) for more detail) in a matter would mean you are not permitted to participate in discussion and decision making on that issue.

8 Process and Next Steps

Nomination process

You can apply with an online nomination. This is via a [site](#) managed by APM's scrutineers – Civica Election Services (CES). Full guidance will be provided online and on request.

Candidates will need to provide the details of a proposer and seconder who must both be voting members (MAPM or FAPM). The names of the proposer and seconder will be published alongside election statements and so candidates must make sure that both proposer and seconder are aware of this and agree.

Each candidate's grade of membership (Full or Fellow) is also published as well as confirmation on whether they have been a voting member for at least a year. A photograph and election statement will need to be uploaded. The 250 word statement should set out what you will bring to the Board. Short answers to the following pre-set questions are also required:

- Please outline any previous experience as a director, trustee or committee member.
- What diverse qualities, skills and experience would you bring to the APM Board?
- What contribution would you make to support APM in achieving its vision?

Election ballot. APM operates an online voting process. All voting members will receive emails with links to the online platform allowing them to review the candidates' details, statements and to vote.

Rules. The election rules are included in this pack at Appendix 1. All candidates should ensure they read and understand the rules and the important expectations placed on standards of behaviour. Everyone involved in the elections will be expected to act professionally and canvassing needs to be respectful. Candidates should ensure they understand and operate within APM's [social media guidelines](#).

Timetable. The following are the key election dates:

- Monday 15 July 2024 – opening date for nominations
- Wednesday 4 September 2024 – deadline for nominations (5pm)
- Monday 30 September 2024 – voting opens (10am)
- Friday 1 November 2024 – voting deadline (noon)
- Monday 11 November 2024 – results announced at Annual General Meeting (online)
- Monday 18 November 2024 – first Board meeting for new Board members (London offices)

Queries. APM hopes that strong candidates will put themselves forward. If you are not personally interested please do let others know. We wish you well with your nomination. Candidates with specific queries should contact Mike Robinson, Company Secretary: mike.robinson@apm.org.uk.

Association for Project Management

Ibis House, Regent Park, Summerleys Road, Princes Risborough, Buckinghamshire HP27 9LE
Tel (UK) 0845 458 1944 Tel (Int) +44 1844 271 640
Email info@apm.org.uk Web apm.org.uk

Association for Project Management is incorporated by Royal Charter RC000890 and a registered charity No. 1171112. Principal office as shown.

Appendix 1

Board Election Rules (Extract from the APM Regulations)

Administration and Oversight

1. The election process is overseen by the company secretary. S/he will act as Returning Officer.
2. The Association will outsource the management of the ballot to an external contractor identified and approved by the board. The contractor will act as independent scrutineer.
3. The board maintains overall accountability for the election process. The Returning Officer may escalate issues to the board for determination.
4. The election process, and these Regulations, are subject to the requirements of the Royal Charter.
5. The Returning Officer will seek the approval of the board for any substantive changes to the election process and these Regulations.

Process

6. The vacancies arising shall be determined in accordance with Regulation 4.6.
7. An open request for nominations from members shall be advertised in appropriate media, including publication on the APM website.
8. The request for nominations will include a detailed briefing pack for candidates on the role and the required process. The pack will include requirements on the format and content of candidates' nominations.
9. Candidates are required to submit a nomination form to the company secretary by the date specified and in the format required. Late nominations will be rejected.
10. Voting instructions shall be provided to all members eligible to vote in general meetings. There will be a voting period of at least one month.
11. The Association will collectively announce publicly the names of all candidates on a specified date prior to the opening of the voting period. Individuals are not permitted to publicly announce their candidacy in advance of this.
12. The order of candidates' names (for use on the ballot paper and in any promotion) shall be drawn by lot.
13. Candidates' election statements shall not identify the candidates' proposer, seconder or membership number.
14. The independent external election contractor will organise the voting process on terms agreed with the Returning Officer. Voting may be by post or any electronic means.
15. Each voting member will be able to cast a specified and maximum number of votes; with the number of those votes being equal to the number of identified vacancies.
16. Voting is on the 'first past the post' basis and the candidates elected shall be those with the greatest number of votes for the available vacancies. In the event of a tie, the chosen candidate shall be selected by the drawing of lots.
17. The election results will be confirmed and announced at the Annual General Meeting (AGM). Each vote cast in the election shall operate as the grant of a proxy to the chairman of the

AGM, instructing him/her to vote for the election of the candidate in whose favour the vote was cast. No other votes will be accepted at the AGM.

18. The results of the election will be announced by APM in appropriate media and confirmed in the minutes of the AGM. Candidates will be informed of the result in advance but must not communicate it in advance of the official APM announcement.

Eligibility

19. All nominations shall be subject to scrutiny for eligibility by the Returning Officer.
20. To be eligible to participate in the election process, all candidates must:
 - be full members, as specified in the Regulations;
 - have been nominated by a proposer and seconder who shall both be full members of the Association; and
 - meet any and all extant legal requirements to become a charity trustee. For example, they must not be insolvent or disqualified to act as a company director or charity trustee.
21. If an individual does not meet the criteria listed in paragraph 20 above, they will not be eligible to participate in the election process or stand as a candidate.
22. In addition, the board may determine in its absolute discretion if an individual is a fit and proper person to serve as a trustee and whether it is appropriate and in the best interests of the Association for that individual to participate (or continue to participate) in the election process and/or stand as a candidate. The circumstances where this will be applicable will include, but will not be limited to, where an individual's good standing may be called into question, and/or an individual has received a sanction and/or an individual is subject to an ongoing process under the APM Code of Professional Conduct. The board's decision as to whether or not an individual is considered suitable to be a trustee and/or stand as a candidate shall be final.
23. The Returning Officer is required to consider if candidates are in good standing and whether or not they need to be referred to the board in accordance with paragraph 22 above. In any event, s/he is required to escalate the matter if the candidate is the subject of an ongoing process under the Code of Professional Conduct or if a Code of Professional Conduct sanction is in place.
24. The Returning Officer shall notify the candidate of any decision taken in accordance with paragraphs 21 and 22.

Election Conduct

25. Individual canvassing by candidates is permitted but only after the names of all candidates have been announced by the Association. The board may determine separate rules on canvassing conduct from time to time.
26. No canvassing support will be provided by the Association unless all candidates are able to participate. The Association will not provide support for individuals and candidates may not use the resources of the Association (for example mailing lists, branch and SIG events) to support their candidacy.
27. Candidates are required to follow the reasonable instructions of the Association and the Returning Officer in all matters related to the election.
28. Candidates are required to conduct themselves in a courteous and professional manner during the election and to ensure they do nothing to bring the Association into disrepute. A failure to do so, or a failure to comply with any of these provisions, may constitute a breach of the Association's Code of Professional Conduct.