

# A guide to our portfolio of professional certifications

Find the right qualifications for better business performance



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CERTIFY



IMPROVE

# Our certification schemes are designed to provide professional career development for individuals

Equipping them with the skills, knowledge, tools and techniques to help them and their organizations perform more effectively.



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*See back cover page for international contact details*

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# About APMG International

APMG International is a global accreditation and examination institute. We administer a range of professional management qualifications and supporting accreditation schemes that support individuals and organizations in key management disciplines, including Programme and Project Management, IT Service Management, Cyber Security and Change Management.

Our broad portfolio of schemes includes world-renowned products including AgilePM, COBIT 5, ITIL, PRINCE2 and ISO/IEC 20000.

To support our goal of providing knowledge-based workers with guidance and certification to improve efficiency, performance and results, we work in partnership with key industry partners and experts.



## Professional Qualifications

### The Wise Investment

Investing in yourself by taking a professional course and examination is a wise decision. Research shows that people who attend courses and gain qualifications are better paid and more likely to get the best jobs. They also benefit from being more motivated, more engaged and happier in their roles than people who do not continue with formal career development.

Certifications really are an investment because you are more likely to find employment and earn more money if you hold professional qualifications.

Research commissioned by the Consultative Committee for Professional Management Organizations (CCPMO) indicates that **people who hold professional qualifications and memberships increase the probability of being employed by 9%.**

Apart from these benefits, feedback from our Accredited Trainers shows time and again that people benefit hugely from getting away from their desks, increasing their knowledge, meeting new people working in similar fields and facing the motivating challenge of an examination.

Undergoing training will help you cope better with the pressures of your role because, even if you take a course that is not directly related to your current career, you will have a broader, and possibly more strategic view of your professional world afterwards.

## Addressing Key Business Requirements

All our qualifications are designed to improve the knowledge, skills, capabilities and productivity of knowledge-based workers. As a direct result, we aim to help organizations improve their performance and efficiency.

Our qualifications span a range of key management disciplines:-

- **Portfolio, Programme & Project Management (PPM)**

Examples: AgilePM, Better Business Cases, PRINCE2, MSP and MoP

- **IT Service Management & Security**

Examples: ISO/IEC 20000, ISO/IEC 27001 ITIL, Lean IT and Service Catalogue

- **IT Governance & Cyber Security**

Examples: COBIT 5, BiSL and CDCAT

- **Benefits Management**

Managing Benefits

- **Other key disciplines including:-**

Change Management  
Business Relationship Management  
Contract & Commercial Management  
Facilitation  
IT Asset Management  
Sourcing Governance

Those who hold professional qualifications earn on average 37% more than their peers who are not qualified.



## Leading Practice

We work with strategic partners and recognized industry experts to ensure that our schemes and supporting qualifications:

- Are aligned with and relevant to current industry practices;
- Are applicable to any individual and organization regardless of size or the industry in which they operate;
- Equip individuals with highly relevant, current and best practice knowledge, tools and techniques to support key business challenges;

- Add real value to individuals and the organizations they represent;
- Support professional development and adoption of best practice knowledge and skills.

Key partners include ASL BiSL Foundation, AXELOS, BRMI, CESG, Change Management Institute (CMI), DSDM Consortium, ISACA, itSMF International, Ploughshare, Open Group and Service Desk Institute (SDI).

## Committed to Quality

We are committed to quality in everything we do. Our qualifications and accreditation activities are developed and managed in accordance with a robust quality management system and processes accredited by the United Kingdom Accreditation Service (UKAS – the national accreditation body recognized by the UK government to accredit organizations providing certification services).

This dedication and commitment ensures candidates sitting our examinations have confidence in the exam and certification process, as well as ensuring the quality of training and consultancy services provided by our global network of accredited organizations.

Our partners and clients value the high level of quality assurance we apply to our processes, often citing quality as the key reason for working with us.



Find our Accredited Training Organizations (ATOs) at [APMG-International.com/AccreditedProviders](http://APMG-International.com/AccreditedProviders)

## Preparing for your Exam

For the majority of our certifications, candidates can choose to either attend an accredited training course with one of our ATOs (Accredited Training Organization) or self-study, undertaking study in preparation for their chosen examination at a time and pace to suit, completing the examination when ready.

### Accredited Training

Training services in support of our qualifications are delivered by our global network of ATOs. All are subject to our rigorous assessment and surveillance activities designed to maintain the integrity and quality of services offered.

Our ATOs offer a host of course options to suit different styles, requirements and budgets. From intensive 2-5 day classroom-based training to fully online computer-based / distance learning programmes, you are sure to find an option to suit your needs.

### Choose carefully!

When choosing your option, do be mindful of the validated skills and experience of trainers employed by our ATOs. If you choose to self-study, you will not benefit from these highly valuable attributes.



Pass rates for self-studying candidates are almost always significantly lower than those for candidates attending accredited training courses.



We passionately believe that our qualifications help individuals progress and organizations perform. That is why we want to make them as accessible as possible, regardless of a candidate's location.

## Convenience and flexibility

### Taking your Exam: convenience and flexibility

Our qualifications help individuals progress and organizations perform to the best of their ability. That is why we want to make them as accessible as possible, regardless of a candidate's location.

We have teamed up with providers of specialist technology to enable candidates of our ATOs to sit our exams remotely at a time and location of their choice. Just a webcam, stable internet connection and some basic computer features are required.



#### Alternative options:-

- **Training Courses:** As part of their accreditation, our ATOs offer exam sessions alongside their courses. The vast majority of courses offered by our ATOs include the associated exam/s.
- **Public Exam Centres:** For candidates who choose to self-study in preparation for their exam, we run a number of public exam sessions in key locations. In addition, we have established a partnership with the British Council to benefit from its extensive network of locations across the globe where APMG exams can be administered (paper-based exams only).
- **Pearson Vue:** We have also teamed up with Pearson Vue to administer online exams via their extensive network of locations around the globe. This option is only available to candidates who have attended accredited training.

## Our Portfolio of Qualifications

Our portfolio covers a broad range of important management disciplines, with qualifications and supporting guidance carefully designed to help individuals and their organizations improve efficiency, drive results and maximize return on investments.

- **For Portfolio, Programme and Project Management**  
Take control of your change initiatives
- **For Benefits Management**  
Ensure benefits are the driver for investment
- **For IT Service Management**  
Optimize the provision of IT services
- **For IT Governance**  
Maximize the trust in and value from IT
- **For Cyber Security & Resilience**  
Ensure your organization is protected from cyber threats and attacks
- **For Change Management**  
Increase your capability for managing change
- **For Facilitation**  
Become an effective facilitator
- **For Outsourcing Governance**  
Become an outsourcing/sourcing governance specialist
- **For Contract Management**  
Unlock commercial & contract management capability with IACCM certifications
- **For Business Relationship Management**  
Get more value from professional relationships

**Read on for further details on our full range of qualifications.**

#### Further Information

For more information about us, our broad range of qualification schemes, accreditation services and our global network of ATOs and ACOs, please visit our website: [www.APMG-International.com](http://www.APMG-International.com)

#### Or why not get in touch....

See the back page of this brochure for international contact details.

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# Adopt an agile approach to programme management with our AgilePgM training and certification

The world of project and programme management has been evolving over recent years with agile methods and practices becoming increasingly popular as organizations seek to respond faster and more effectively to ever-increasing change initiatives.



This is particularly true of project management and our AgilePM certifications are proving particularly popular.

**What about programme management? What guidance and certifications are available for programme managers wishing to demonstrate their agile credentials?**

APMG International have partnered with the DSDM Consortium to create **AgilePgM** – new guidance and a supporting certification scheme for agile programme management.

The new guidance – much like the sister project management guidance – draws heavily on the content of DSDM Atern - a long established, internationally recognized framework for agile project delivery.

The new guidance provides programme managers with a disciplined but flexible agile approach to the management of

transformational organizational change, allowing for iterative and incremental delivery of outputs and benefits.

The governance model, contained within the guidance, ensures a programme will capture its vision, whilst empowering teams to work without undue interference. Built on firm foundations, the programme can evolve and react to business change in our increasingly dynamic world.

## FURTHER INFORMATION

### Who is it for?

The AgilePgM guidance and supporting training/certifications are aimed at aspiring and practicing programme managers and team members wishing to adopt a disciplined, flexible and collaborative approach to the management of large-scale business transformation activities (programmes).

### Qualifications available:

- FOUNDATION (multiple-choice)
- PRACTITIONER (COMING SOON)

### You may also be interested in

- AgilePM
- Better Business Cases
- Managing Benefits
- Stakeholder Engagement

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# Combine flexibility with proven process for successful project delivery

Businesses are under intense pressure to be innovative and deliver greater value.

As a result, traditional project management methods that may have worked in more stable and predictable environments are becoming less reliable and applicable.



**Project teams need to be able to keep pace and respond quickly, whilst at the same time demonstrating control and quality.**

Agile Project Management offers a practical and repeatable methodology that combines the discipline of a process covering the whole project lifecycle with the real-life practicality afforded by a flexible and more collaborative approach.

The focus is on **developing solutions incrementally** enabling project teams to react effectively to changing requirements, whilst **empowering project personnel** and encouraging **increased collaboration and ownership**.

Based on the principles of the DSDM Consortium's Atern methodology, the approach achieves an ideal balance between the standards, rigour and visibility required for good project management, and the fast pace, change and empowerment provided by Agile.

Supporting training courses will:

- Explain how to lay the foundations for successful agile projects
- Explain how an agile project is managed
- Clarify the different management styles needed for successful agile projects (compared to “traditional projects”).

## FURTHER INFORMATION

### Who is it for?

Our AgilePM certifications are aimed at aspiring and practising project managers, and at team members wishing to adopt a flexible, collaborative approach to project management whilst maintaining or improving standards, quality and pace of delivery.

### Qualifications available:

- FOUNDATION (multiple-choice)
- PRACTITIONER (objective-testing)

### You may also be interested in

- AgilePgM
- Better Business Cases
- Managing Benefits
- Stakeholder Engagement

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## Give change initiatives the best chance of success with Better Business Cases

**New initiatives often falter at the first hurdle as the business case fails to convince senior management of the return on investment.**

Creating effective business cases and spending proposals is therefore critical to securing funding and management buy-in.



**It is therefore important that individuals have the opportunity to develop their capabilities to create, review and adapt effective business cases.**

Our Better Business Cases qualification is based on the 'Five Case Model' – the UK government's best practice approach to developing spending proposals and enabling effective business decisions. The model provides a step-by-step guide to developing a business case that:

- Establishes a clear need for intervention (a case for change)
- Sets clear objectives in terms of return on investment
- Considers a wide range of potential solutions ensuring an optimal balance of benefits, cost and risks
- Sets out arrangements to ensure successful delivery of the proposal.

Organizations adopting this proven approach can expect a reduction in unnecessary spending and improved decision-making process, whilst project teams have a greater chance of securing necessary funding and support for change initiatives.

### FURTHER INFORMATION

#### Who is it for?

Our Better Business Cases certification is aimed at individuals involved with, or overseeing, projects including:

- Project/programme sponsors/directors and other directors with responsibility for the successful delivery of programmes and projects
- Project managers and team members tasked with developing a business case for investment
- Officers and managers involved in the scrutiny and review of investment proposals.

#### Qualifications available:

- FOUNDATION (multiple-choice)
- PRACTITIONER (objective-testing)

#### You may also be interested in

- AgilePM
- Managing Benefits
- PRINCE2®
- Stakeholder Engagement

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## Measure project performance and progress objectively and effectively with our Earned Value certification

How many times have executives asked, “What did we get for all the money we spent?”

This question can be answered by applying the techniques of Earned Value Management (EVM).



**Earned Value Management (EVM) is a project control process based on a structured approach to planning, cost collection and performance measurement.**

EVM has become widely accepted in the public and private sectors as a tool used by project managers to both measure actual project performance as well as to predict future performance.

EVM achieves this by facilitating the seamless integration of project scope, time and cost objectives and the establishment of a baseline plan for performance measurement. It enables the creation of accurate forecasts and reports to satisfy even the most stringent governance requirements.

Our Earned Value certification is based on best practices of project management professionals who have applied this discipline to projects of all sizes across a wide range of industries.

Supporting training courses and certification provide the knowledge and skills needed to perform in today’s cost and value conscious environment and identify the holder as a difference maker to project success.

### FURTHER INFORMATION

#### Who is it for?

Our Earned Value certification is designed for people who need to deploy, understand and work with EVM project controls. Courses help to identify and explain key concepts in EV, allowing candidates to fully understand how to implement and use EVM in their organizations.

#### Qualifications available:

- FOUNDATION (multiple-choice)
- PRACTITIONER (objective-testing)

#### You may also be interested in

- AgilePM
- Better Business Cases
- PRINCE2® / MSP® / MoP® / MoV®

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## Ensuring you prioritize the right change initiatives with MoP®

**Management of Portfolios (MoP) approaches the management of change projects and programmes from a strategic viewpoint.**



**Designed to help ensure the best return from an organization's total change management investment, MoP provides an overview of all change activities.**

This includes what is in the portfolio, what it is costing, what risks are faced, what progress is being made, and what the impact is on business as usual and the organization's strategic objectives.

Successful application of MoP guidance ensures that:-

- Programmes and projects undertaken are prioritized in terms of their contribution to strategic objectives and overall level of risk;
- Programmes and projects are managed consistently to ensure efficient and effective delivery;

- Benefits realization is maximized to provide the greatest return (in terms of strategic contribution and efficiency savings) from the investment made.

**MoP provides invaluable advice to senior managers and portfolio management professionals in understanding, prioritizing and planning their portfolio or change initiatives.**

### FURTHER INFORMATION

#### Who is it for?

MoP is aimed at formal and informal portfolio management roles encompassing investment decision making, project and programme delivery, and benefits realization.

It is relevant to those involved in the selection and delivery of business change initiatives (e.g. board members, change directors and programme/project sponsors), portfolio, programme, project, business change and benefits managers, and business case writers and investment appraisers.

#### Qualifications available:

- FOUNDATION (multiple-choice)
- PRACTITIONER (objective-testing)

#### You may also be interested in

- Better Business Cases
- Managing Benefits
- MoV® / MSP® / P3O® / PRINCE2®
- Stakeholder Engagement

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## Maximize value from investments with MoV<sup>®</sup>



**With organizations under increasing pressure to deliver more for less, obtaining value for money is crucial.**

**However, maximizing value is rarely successful.**

**The challenge is compounded by the fact that value is subjective and dependent on the needs of the customer.**

Management of Value (MoV) proposes a definition of value that addresses both monetary and non-monetary benefits and has been designed to provide a method and techniques for allocating scarce resources effectively.

The guidance is structured around principles, themes and processes:

- The principles are based on tried-and-tested practices, and successful value management is unlikely to be achieved if these are not adopted
- The themes are continuous activities that need to be carried out to ensure the application of the principle delivers the promised value

- The set of processes define the structure of the approach and use specialist techniques to supplement the business case and provide a practical approach to getting results.

The guidance is intended to help organizations use a successful, proven methodology to supplement their current management practices, so that they can increase the value they deliver and make better use of resources.

### FURTHER INFORMATION

#### Who is it for?

- Management and staff in an organization wishing to acquire an understanding of MoV, whether MoV is embedded in their organization or not.
- Individuals involved in directing, managing, supporting and delivering portfolios, programmes and projects.

#### Qualifications available:

- FOUNDATION (multiple-choice)
- PRACTITIONER (objective-testing)

#### You may also be interested in

- Better Business Cases
- Managing Benefits
- MoP<sup>®</sup> / MSP<sup>®</sup> / P3O<sup>®</sup> / PRINCE2<sup>®</sup>
- Stakeholder Engagement

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## Enhance your programme management expertise with MSP® certification

**Managing Successful Programmes (MSP) offers a best-practice framework for delivering complex programmes in accordance with long-term strategies and objectives.**

MSP is a pragmatic approach to programme management which ensures that a strong leadership and governance structure is established and maintained.



**It comprises a set of principles and processes for use when managing a programme.**

**Founded on international best practice, it is designed to be flexible and adapted to a range of circumstances.**

**The emphasis is on stakeholder engagement and benefits realization management.**

MSP has been implemented in the public and private sectors because it provides a number of benefits to the organizations undertaking programmes, including:

- A common framework for all key parties (client, contractors and stakeholders) within which to work
- Strong emphasis on the identification and realization of measurable benefits
- Strong stakeholder engagement focus ensuring that stakeholders have the opportunity to participate at key stages throughout the life of the programme
- Clear communication links between governance, the delivery team and the operational teams
- Good governance throughout the lifecycle of the programme.

### FURTHER INFORMATION

#### Who is it for?

MSP certification is aimed at current and aspiring programme managers. It is also highly relevant to those who require an understanding of the terminology, principles and themes of MSP, including project managers, business change managers, senior responsible owners and portfolio/programme office personnel.

#### Qualifications available:

- FOUNDATION (multiple-choice)
- PRACTITIONER (objective-testing)
- ADVANCED PRACTITIONER (scenario-based essay)

#### You may also be interested in

- Better Business Cases
- Managing Benefits
- MoP® / MoV® / P3O® / PRINCE2®
- Stakeholder Engagement

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## Develop your project and programme support skills with P30® certification

Around the world, organizations in both public and private sectors recognize that their portfolio, programme and project management activities are best supported through a delivery support office.



**P30 (Portfolio, Programme and Project Offices)** brings together a set of principles, processes and techniques to facilitate effective portfolio, programme and project management through enablement, challenge and support structures.

These structures can bridge the gap between the strategy/policy makers and the delivery arm of the organization.

The purpose of P30 is to provide universally applicable guidance that enables individuals and organizations to successfully establish, develop and maintain appropriate business support structures that allow:

- Informed senior management decision-making on such things as strategic alignment, prioritization, risk management and optimization of resource to successfully deliver their business objectives
- Identification and realization of business outcomes and benefits via programmes
- Successful delivery of project outputs that enable benefits within time, cost and quality restraints.

### FURTHER INFORMATION

#### Who is it for?

P30 certification is aimed at individuals fulfilling management, functional or generic roles within a portfolio/programme/project support office environment aligned to P30. Naturally, it also applies to those aiming to establish a new support office environment based on the P30 framework.

#### Qualifications available:

- FOUNDATION (multiple-choice)
- PRACTITIONER (objective-testing)

#### You may also be interested in

- Change Management
- Managing Benefits
- MoP® / MoV® / MSP® / PRINCE2®
- Stakeholder Engagement

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## Embedding sustainability into tourism projects and initiatives

**The contribution of tourism to economic activity worldwide is estimated at some 5%, while it is estimated it generates 10% of European Union (EU) GDP.**

**It is therefore critical that projects and initiatives undertaken in this vital sector are managed effectively and are sympathetic to conditions specific to the sector.**

To support various government objectives to stimulate competitiveness in the tourism sector and support environmental sustainability, a new framework was launched to support practitioners involved in key tourism projects and initiatives.

**Enter PM4SD (*Project Management for Sustainable Development*). PM4SD has been designed as a methodology to be used by local, regional and national governments, companies and stakeholders operating in the tourism and cultural sectors.**

Based on the world-renowned PRINCE2® project management methodology, and tailored specifically to the tourism and cultural sectors, PM4SD addresses the need for a project management approach specific to the tourism sector that supports global objectives for sustainable tourism.

Sustainability is a key underpinning to the PM4SD guidance, aiming to ensure the protection and safeguarding of European territories, their environments and related economic development impact when undertaking projects in the sector.



PM4SD aims to ensure sustainable tourism projects and initiatives that:-

- Make optimal use of environmental resources;
- Respect the socio-cultural authenticity of host communities;
- Ensure viable, long-term economic operations, providing fairly distributed socio-economic benefits to all stakeholders; and
- Support tourism policies at all levels that are competitive, sustainable, modern, socially responsible and accessible to all citizens.

PM4SD was developed in conjunction with and is supported by **FEST - The Foundation for European Sustainable Tourism**. FEST is a not-for-profit organization that supports governments, organizations and academies to plan, deliver and manage tourism projects and programmes with sustainability. Further information on FEST is available via their website: [www.festfoundation.eu](http://www.festfoundation.eu)

### FURTHER INFORMATION

#### Who is it for?

PM4SD is tailored to suit the needs of everyone involved and interested in the management of projects that develop sustainable tourism. This includes:-

- Professionals involved in the day-to-day management of tourism initiatives (projects, programmes, strategies) for sustainable development: project/programme managers and executives, project officers and stakeholders, and tourist operators.
- Professionals involved in decision making at a local, regional, national or international level in the fields of sustainable development policy, tourism and cultural heritage management.

#### Qualifications available:

- FOUNDATION (multiple-choice)
- PRACTITIONER (objective-testing)

#### You may also be interested in

- Change Management
- Facilitation
- Managing Benefits
- Stakeholder Engagement

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## Specialized, cost-effective, professional project management certification for the development sector

**The purpose of organizations in the international development sector is almost exclusively to deliver projects.**



Until now, project managers working for NGOs (non-governmental organizations) had limited opportunities to affordably acquire skills similar to those required by other sectors to undertake project management activities effectively and in line with recognized best practices.

Additionally, there are several unique factors which impact the way NGO projects are planned, implemented and how their success is measured.

**PMD Pro is a specialized certification scheme for project managers working in the development sector.**

**The scheme is aligned with internationally recognized project management standards and includes components specific to the NGO sector.**

Developed in partnership with PM4NGOs (an organization dedicated to optimizing international project investments and improving professional project management skills in the development

sector), the scheme benefits from valuable knowledge and experience donated by experts from several of the world's highly regarded non-governmental organizations (e.g. Oxfam).

PMD Pro certification is available exclusively online at [www.apmg-exams.com](http://www.apmg-exams.com). Certification has been priced to make the cost affordable to staff working for NGOs anywhere in the world. Level 1 certification starts at just **US\$20** for staff of NGOs working in the developing world.

### FURTHER INFORMATION

#### Who is it for?

PMD Pro training and certification is designed for project managers, team members and support staff working for NGOs on development and relief projects.

Find out more online at [www.APMG-International.com/PMD-Pro](http://www.APMG-International.com/PMD-Pro)

#### Resources

PMD Pro training and learning resources are available from PM4NGOs ([pm4ngos.org](http://pm4ngos.org)) and LINGOs ([ngolearning.org](http://ngolearning.org)).

#### Qualifications available:

- LEVEL 1 (multiple-choice)
- LEVEL 2 (multiple-choice)

#### You may also be interested in

- AgilePM
- Change Management
- PRINCE2®

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## Provide effective programme and project management leadership with our Programme and Project Sponsorship (PPS) certification

According to a survey\* conducted by Moorhouse Consultancy:

83% of Senior Responsible Owners (SROs) believe that training in understanding the role of the SRO, programme management language, and how to lead in a programme environment would have been useful when they first took on the role.



**Our Programme and Project Sponsorship (PPS) qualification has been developed specifically for SROs and sponsors or executives of programmes and projects.**



The qualification is based on leading PPM best practice guidance and focuses on a combination of leadership ability alongside project and programme management skills.

The PPS syllabus has been split into four separate modules providing flexible training options. The four modules are:

1. The role of the sponsor
2. The sponsor working with people

3. Identifying and establishing a programme/project
4. The delivery journey.

PPS certification demonstrates that sponsors understand both the tools and leadership skills required to successfully lead programmes and projects to completion.

\* Survey entitled "Benchmarking Programme Sponsors' Attitudes", published March/April 2009.

### FURTHER INFORMATION

#### Who is it for?

PPS certification has been specifically designed for senior managers that sponsor programmes and projects; this includes Senior Responsible Owners (SROs) that have been made accountable as individuals for a specific programme or project.

#### Qualifications available:

- ONE EXAM (objective-testing)

#### You may also be interested in

- AgilePgM
- AgilePM
- Managing Benefits
- MoP® / MoV® / MSP® / PRINCE2®

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## Certify in PRINCE2® – the world’s most popular project management methodology – to enhance your chances of project success

**PRINCE2 is a structured, process-based methodology for effective project management.**

**It is based on a wealth of experience drawn from thousands of projects undertaken in organizations around the world.**



**With a strong focus on business justification, PRINCE2 provides a framework covering the wide variety of disciplines and activities required within a project.**

**Adopting PRINCE2 provides your organization’s projects with:**

- A common, consistent approach
- A controlled and organized start, middle and end
- Regular reviews and assurance of progress against the plan and business case
- Flexible decision points and management control of any deviations from the plan

- Involvement of management and stakeholders at the right points during the project
- Good communication channels between the project and relevant business areas
- A means of capturing and sharing lessons learned

**One of PRINCE2’s greatest strengths is that it is truly generic; the method can be applied to all types of projects regardless of scale, industry, sector and geography.**

### FURTHER INFORMATION

#### Who is it for?

PRINCE2 certification is designed for current and aspiring project managers. It is also relevant to other key staff involved in the design, development and delivery of projects, including project board members, team managers, project assurance and support personnel, and operational line managers/staff.

#### Qualifications available:

- FOUNDATION (multiple-choice)
- PRACTITIONER (objective-testing)
- PROFESSIONAL (assessment centre)

#### You may also be interested in

- Better Business Cases
- Managing Benefits
- MoP® / MoV® / MSP® / P3O®
- Stakeholder Engagement

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## Identify, influence and lead key people and groups with our Stakeholder Engagement certification

Effective stakeholder engagement (particularly social skills and the ability to influence others) has long been regarded as crucial in achieving positive outcomes and driving benefits through investment in change.



**Our Stakeholder Engagement scheme treats this area of competence as central to what constitutes a high performer.**

Based on the publication “Practical People Engagement: Leading Change through the Power of Relationships”, this certification helps candidates explore and develop this key competence area.

Supported by accredited training courses, certification will help candidates:-

- Drive results and benefits through effective collaboration
- Improve communication and influencing skills
- Prioritize time and organize resources effectively
- Generate buy-in and cooperation from key stakeholders
- Remove obstacles to progress and success

- Draw on a range of experience and techniques for influencing people
- Develop a reputation as a key player and influencer.

Enabling individuals to identify, influence and lead key people and groups, this certification will be of significant benefit to those tasked with delivering results and benefits from projects, programmes and other change initiatives

### FURTHER INFORMATION

#### Who is it for?

Although primarily aimed at project and programme managers, this certification is relevant to anyone seeking to lead, shape and achieve positive outcomes from change (e.g. change managers and business analysts).

#### Qualifications available:

- FOUNDATION (multiple-choice)

#### You may also be interested in

- AgilePgM / AgilePM
- Better Business Cases
- Managing Benefits
- MoP® / MoV® / MSP® / PRINCE2®

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In this section:

# Professional Qualifications for...

## **Effective Risk Management**

22 M\_o\_R® (Management of Risk)

## **Benefits Management**

23 Managing Benefits

## **Successful Change Management**

24 Change Management

## **Effective Facilitation**

25 Facilitation

## **Business Transformation**

26 CHAMPS2®

## Learn how to effectively manage risk at strategic and operational levels with M\_o\_R<sup>®</sup> certification

**Almost every decision taken within an organization has an upside and a downside and involves some degree of risk.**

**Management of Risk (M\_o\_R) considers risk from different perspectives within an organization: strategic, programme, project and operational.**

**M\_o\_R provides a robust yet flexible framework that allows organizations to assess risk accurately and consistently. Benefits include:**

- A better base for developing strategy
- Greater confidence in decisions once taken
- Greater competitive advantage
- Improved prospects for change initiatives



- Sharper focus on doing the right things properly
- Reduced waste and fraud, bringing better value for money
- Improved management of contingent and maintenance activities.

M\_o\_R provides best practice guidelines for techniques of risk analysis and management, the documents necessary for managing a risk programme and a maturity model.

It also shows people how to embed these practices, review them, and where necessary adapt them to changing circumstances.

**An M\_o\_R 'health check' can be used to establish how well risk management is embedded in an organization and consequently how to improve it.**

### FURTHER INFORMATION

#### Who is it for?

M\_o\_R is aimed at business change managers, programme/project managers, risk management professionals, business and programme/project support staffs, and others with responsibilities for identifying, assessing, planning, or managing risks, or reporting on risk management activities across the organization.

#### Qualifications available:

- FOUNDATION (multiple-choice)
- PRACTITIONER (objective-testing)

#### You may also be interested in

- Managing Benefits
- MoP<sup>®</sup> / MSP<sup>®</sup> / PRINCE2<sup>®</sup>
- P3O<sup>®</sup> / MoV<sup>®</sup>

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## Ensure benefits are the primary focus of investments

The reason organizations invest in new initiatives is to realize benefits.

Despite this, reports from professional bodies, audit agencies and academic research show that organizations in the public, private and third sectors still struggle to demonstrate return on investments.



The significance of this is even greater in a volatile economic climate where the failure to optimize benefits realization may put future initiatives at risk as investors lose confidence in the organization's ability to successfully manage change.

Our Managing Benefits guidance and qualification scheme aims to help address this problem, building on existing best practices in portfolio, programme and project management.

It provides managers and practitioners from multiple disciplines, working in a variety of organizations, with generally applicable guidance encompassing benefits management principles, practices and techniques.

### Managing Benefits provides:

- An overview of benefits management - what it is, the case for doing it, and some common misconceptions that can limit its effectiveness in practice
- Descriptions of the seven principles upon which successful approaches to benefits management are built, and examples of how they can be/have been applied in practice
- Guidance on how to apply benefits management at a portfolio level, as well as at an individual project or programme level.

### FURTHER INFORMATION

#### Who is it for?

Managing Benefits is aimed at anyone with an interest in ensuring the best use of taxpayers' and shareholders' funds by optimizing the benefits realized from change initiatives, including:

- Senior executives responsible for delivering value for money from the organization's investments in change and achieving the organization's strategic objectives
- Programme and project sponsors, project board executives and people in project programme/change management roles responsible for delivering change initiatives
- Portfolio managers and portfolio office staff responsible for managing the organization's portfolio of change initiatives
- Business case writers responsible for delivering reliable cases on which to base investment decisions.

#### Qualifications available:

- FOUNDATION (multiple-choice)
- PRACTITIONER (objective-testing)

#### You may also be interested in

- Agile Project Management
- Better Business Cases
- Change Management
- MoP® / MoV® / MSP® / PRINCE2®
- Stakeholder Engagement

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# Enhance your ability to embrace and successfully manage the impact of change

**Change is inevitable. For many organizations change can become a regular occurrence.**

**Dealing with change and, more significantly, the impact of change, is a high priority for organizations.**

**It is therefore important that individuals have the opportunity to develop their capabilities to deal with change before, during and after it occurs.**



Our Change Management qualifications are designed to help organizations and their people manage the impact of change.

Supporting training courses explore how the dynamics of effective change work and help individuals and organizations:

- Unlock resistance to change
- Enable teams to work effectively to deal with and embrace change
- Speed up the implementation of change initiatives.

These courses focus on the theories of how change affects, and is affected by, individuals, teams, organizations and change leaders.

Training and certification will help candidates better understand change through the implementation of change theories, enabling a higher rate of satisfactory change and staff engagement.



Working in partnership with the Change Management Institute (CMI), the syllabus and exams are based on The Effective Change

Manager's Handbook, designed to teach areas of knowledge defined by the CMI's Change Management Body of Knowledge (CMBok).

## FURTHER INFORMATION

### Who is it for?

Our Change Management qualifications are aimed at all individuals involved in organization change, including current and aspiring change managers.

They are also relevant to individuals involved in the design, development and delivery of change programmes, including change leaders, change 'agents' (e.g. Business Change Managers), change implementers (e.g. Programme/Project Managers), change support and operational line managers/staff.

### Qualifications available:

- FOUNDATION (multiple-choice)
- PRACTITIONER (objective-testing)

### You may also be interested in

- AgilePM
- Facilitation
- Stakeholder Engagement

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# Become an effective facilitator of groups, meetings and events

**Facilitation is often used in a variety of different contexts.**

**However, being a facilitator for groups, meetings and events requires key skills and knowledge of the principles and concepts involved.**



**APMG has partnered with experts in the field to develop a robust methodology and supporting training programme that provides the structure to enable specialists and managers to be able to facilitate effectively.**

The **'Process Iceberg®'** methodology is being applied in a wide variety of organizations and situations and its pragmatic, practical approach has gained a wide range of adopters in the public, private and not-for-profit sectors around the world.

Based on the publication **'Facilitation: Develop Your Expertise'** our Facilitation qualifications equip individuals with valuable tools, techniques and skills to become an effective facilitator.

This in turn gives their organization a capability that will help to:-

- enhance productivity and project management delivery;
- enable more effective problem solving and stakeholder engagement; and
- encourage more effective business process improvement activity.

## FURTHER INFORMATION

### Who is it for?

Our Facilitation qualifications are aimed at all individuals (including managers, specialists, project managers, change agents, business analysts, IT professionals and aspiring facilitators) who need to achieve outcomes and address business issues through group collaboration and participation.

### Qualifications available:

- FOUNDATION (multiple-choice)
- PRACTITIONER (objective-testing)

### You may also be interested in

- Change Management
- Stakeholder Engagement

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## Adopt a vision-led, benefits-driven approach to successful transformation with CHAMPS2®

**Business change is now perceived as central to organizational sustainability and critical to realizing effectiveness and efficiency.**

**In order to achieve this, organizations often need to embark upon radical change to deliver service transformation.**



**But how can change be achieved successfully and deliver quantifiable benefits, while managing risk?**

Organizations need to adopt a method that enables an effective, vision-led and benefits-driven approach, focused on delivering holistic change across organization structure, business processes and technology.

CHAMPS2 is a proven approach for successfully delivering transformational change. It provides those involved in change initiatives with the advantage of a best practice and benefits-driven method together with tools and templates, and a supporting quality management framework.

The adoption of CHAMPS2 creates a structured environment that facilitates fundamental change and improves the chances of successful benefits realization. It enables organizations from all sectors to:-

- Manage the entire lifecycle of change
- Measure and deliver significant, tangible benefits
- Mitigate and reduce risks and costs
- Tailor the method to fit any scale of change

### FURTHER INFORMATION

#### Who is it for?

CHAMPS2 certification is aimed at current/aspiring change managers and transformation team members.

It is also relevant to other key staff involved in the design, development and delivery of transformational change programmes, including change leaders, change agents, change implementers (e.g. project/programme managers) and change support/operational personnel.

#### Qualifications available:

- FOUNDATION (multiple-choice)
- PRACTITIONER (objective-testing)

**Online resources:** [www.champs2.info](http://www.champs2.info)

#### You may also be interested in

- Better Business Cases
- Managing Benefits
- PRINCE2® / MSP® / MoP®

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In this section:

# Cyber Security and Resilience



Protect your organization from  
cyber threats and attacks

28 CCP  
*CESG Certified Professional*

29 CCT  
*CESG Certified Training*

30 CDCAT®  
*Cyber Defence Capability  
Assessment Tool*

**APMG have established partnerships with key industry bodies to develop a market-leading portfolio of cyber security certifications, assessments and tools.**

CESG is the UK Government's National Technical Authority for cyber security and has contracted APMG to deliver their Certified Professional (CCP) and Certified Training (CCT) schemes for cyber security professionals.

The Cyber Defence Capability Assessment Tool (CDCAT®) was developed by the Defence Science and Technology Laboratory (Dstl), who are a trading fund of the UK Ministry of Defence. Dstl are dedicated to the defence and security of the UK through the development of innovative science and technology.

Ploughshare Innovations was formed in 2005 to commercialise and exploit Dstl's intellectual property generated from its research. Ploughshare has commercialised more than 110 technologies and launched eleven spin-out companies, principally for civilian applications.



[www.cesg.gov.uk](http://www.cesg.gov.uk)



[www.gov.uk/dstl](http://www.gov.uk/dstl)



[www.ploughshareinnovations.com](http://www.ploughshareinnovations.com)



## CESG Certified Professional: verify your skills and competence in cyber security & information assurance

**Improved Information Assurance and Cyber Security skills, knowledge and professionalism are objectives of the National IA Strategy and the Cyber Security Strategy.**



**Certification aims to improve matching between organizational requirements for cyber security expertise and the competence of those recruited or contracted to provide that expertise.**

CESG has developed a framework for certifying cyber security professionals who meet competency and skill requirements for specified roles. CESG is the UK Government's national technical authority for IA. APMG are working with them to deliver their certification scheme for cyber security professionals.

The independent assessment APMG can provide will help Government and industry recruit people with the right skills at the right level to the right roles. Cyber security professionals will benefit by having a clearly defined career development path.

### FURTHER INFORMATION

#### Who is it for?

The scheme is designed for current and aspiring professionals in the cyber security/resilience field. The purpose of certification is to enable better matching between employer requirements for cyber security specialists and the competencies of the staff or contractors undertaking common cyber security roles.

#### Qualifications available:

You can become qualified in one or more of the following roles, with three levels of certification (Practitioner, Senior Practitioner and Lead Practitioner) available for each:

- IA Accreditor
- IA Auditor
- Communications Security Officer/ Crypto Custodian
- IT Security Officer/Information Security System Manager/ Information Security System Officer
- Security and Information Risk Advisor
- IA Architect

#### Four levels of certification are also available for 'Penetration Tester' roles:

- Practitioner Penetration Tester – SFIA Responsibility Level 3
- Senior Penetration Tester – SFIA Responsibility Level 4
- Principal Penetration Tester – SFIA Responsibility Level 5
- Lead Penetration Tester – SFIA Responsibility Level 6

The certification process is managed online via a CESG approved administration system.

#### You may also be interested in

- CESG Certified Training
- CDCAT
- ISO/IEC 20000
- ISO/IEC 27001

**FIND MORE INFORMATION AND APPLY ONLINE AT**  
[WWW.APMG-INTERNATIONAL.COM/CCP](http://WWW.APMG-INTERNATIONAL.COM/CCP)





## CESG Certified Training: the reassuring cyber security training quality standard

Ensuring high quality training and development in the cyber security community is a fundamental part of the UK Cyber Security Strategy.



One of the strategy's key objectives is to enhance the professionalism of those working in, or those aspiring to, the cyber security profession. High standards of training is at the heart of this.

With training being a significant investment for individuals and organizations alike, identifying the right course is vitally important.

CESG (the Information Security Arm of GCHQ), in partnership with APMG, has developed the rigorous CESG Certified Training (CCT) scheme. The scheme provides a benchmark for Cyber Security training to drive up the skill levels of Cyber Security professionals.

There has never been a better time to invest in Cyber Security training. Our increasing dependence on cyberspace has brought new risks – risks that we need to be aware of and equipped to tackle.

### FURTHER INFORMATION

#### Who is it for?

CCT is for training providers who deliver cyber security/information assurance training and values the endorsement that the CESG support brings.

#### Qualifications available:

- Various (see [www.APMG-International.com/CCT](http://www.APMG-International.com/CCT))

#### You may also be interested in

- CESG Certified Training
- CDCAT
- ISO/IEC 20000
- ISO/IEC 27001

Under the CCT scheme, training courses are assessed against the relevant areas of the Institute of Information Security Professionals (IISP) Skills Framework:

- Section A: Information Security Management
- Section B: Information Risk Management
- Section C: Implementing Secure Systems
- Section D: Information Assurance Methodologies and Testing
- Section E: Operational Security Management
- Section F: Incident Management
- Section G: Audit, Assurance and Review
- Section H: Business Continuity Management

FIND MORE INFORMATION AND APPLY ONLINE AT  
[WWW.APMG-INTERNATIONAL.COM/CCT](http://WWW.APMG-INTERNATIONAL.COM/CCT)



# CDCAT® - Cyber Defence Capability Assessment Tool: Ensure your organization is protected against cyber threats

**With the world more connected than ever, users are relying on organizations to protect their digital lives and cyber criminals are becoming more adaptable than ever.**

Are organizations responding to these trends by covering the basics to form adequate cyber defences? Are organizations achieving this through proactive development of their systems, whilst utilising best practice and security measure deployment?

**Worryingly, in the majority of cases, the answer is no.**



The **Cyber Defence Capability Assessment Tool (CDCAT®)** was developed and proven by the Defence Science and Technology Laboratory (DSTL), a trading fund of the MoD. DSTL are dedicated to the defence and security of the UK through the development of innovative science and technology. It provides impartial scientific and technological advice to the UK Armed Forces and British Government.

CDCAT provides a consistent framework for capturing risk control objectives, supporting the fusion of:

- **PROTECT** (covering Information Assurance)
- **DEFEND** (covering classic 'computer network defence')
- **OPERATE** (covering end to end service management)

The tool is a way for businesses to assess their own cyber defence preparedness, understand where any gaps in defence capability may exist and what mitigations can be applied. CDCAT delivers:

- A common operational framework and taxonomy
- Definition of control objectives and their maturity levels with their use in assessment and audit
- Definition of 'what good looks like' in what controls are more effective based on Computer Emergency Response Team evidence from around the world.

## FURTHER INFORMATION

### How was CDCAT developed?

CDCAT fuses multiple cyber security controls and inputs from commercial, military and intelligence operations around the world including NATO, the ISO/IEC 27000 series and the NIST Cyber Security Framework, together with leading independent bodies such as the Council on Cyber Security.

### You may also be interested in

- C ESG Certified Professional
- C ESG Certified Training
- ISO/IEC 20000
- ISO/IEC 27001

**FIND OUT MORE AT**  
[WWW.APMG-INTERNATIONAL.COM/CDCAT](http://WWW.APMG-INTERNATIONAL.COM/CDCAT)



In this section:

# IT Qualifications

IT Governance, IT Service Management,  
IT Security, IT Asset Management

## **For IT Governance**

32 BiSL®

33 COBIT 5®

## **For IT Service Management and Security**

34 ASL®

35 Change Analyst

36 CMDB

37 ISO/IEC 20000

38 ISO/IEC 27001

39 ITIL®

40 Lean IT

41 Problem Analyst

42 Service Desk Institute (SDI) Qualifications

43 Service Catalogue

44 Service Level Analyst

## **For IT Asset Management**

45 IAITAM® Qualifications

## Enable your business to realize more value from their investments in business information and technology with BiSL®

### Effective management of business information is critically important.

From a business perspective, the need for better demand and use of information related technology has grown significantly as a result of the professionalization of supply of IT services.



The Business Information Services Library (BiSL) framework provides guidance on adopting a professional and systematic approach to the management of business information.

It interfaces with and complements other frameworks and certifications such as ASL®2, BRMP®, COBIT®5, ITIL® and TOGAF®.

While IT ensures that information is stored, processed and readily available, effective business information management ensures that an organization is able to respond to

specific business demands, and to actually realize the value from their investments.

The BiSL framework is a model with operational, managing and strategic processes for setting up and executing business information management. By using BiSL, individuals can help their organizations achieve:-

- Better information for the business processes and more effective use by the end users
- More productive interaction with the IT function

- Better return on their investments in the information provisioning
- Fewer surprises as a result of changes in the user organization, business processes and the organization's environment
- The ability to demonstrate that they are managing their information as a valuable asset.

### FURTHER INFORMATION

#### Who is it for?

- Business roles such as key users, business system administrators, system owners, process owners, product owners, information managers, business analysts, contract managers who deal with demand and use of information and technology
- Customer facing senior ITSM professionals (e.g. Service Managers, BRMs) who want a better understanding of the activities on the 'other side of the fence' in order to collaborate more effectively with their business counterparts
- Auditors and process improvement consultants

#### Qualifications available:

- FOUNDATION (multiple-choice)

#### You may also be interested in

- ASL®
- COBIT® 5
- ISO/IEC 20000
- ITIL®
- Lean IT

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## Learn how to successfully govern and manage enterprise IT with COBIT<sup>®</sup> 5 certification

**Effective governance and management of enterprise IT has never been more critical for organizations aiming to optimize service provision.**

COBIT 5 is the only business framework for the governance and management of enterprise IT.



The latest edition of ISACA's globally accepted framework provides the principles, practices, analytical tools and models to help increase the trust in, and value from, information systems.

COBIT 5 helps business leaders address the needs of all stakeholders across the enterprise and ultimately maximize the value from information technology.

COBIT 5 helps organizations of all sizes:

- Maintain high-quality information to support business decisions
- Achieve strategic goals and realize business benefits through the effective and innovative use of IT

- Achieve operational excellence through reliable, efficient application of technology
- Maintain IT-related risk at an acceptable level and optimize the cost of IT services and technology.

Put simply, COBIT 5 helps organizations create optimal value from IT by maintaining a balance between realizing benefits and optimizing risk levels and resource use.

The scheme includes qualifications for cybersecurity with the aim of addressing skills shortages in this rapidly evolving area, helping organizations deal effectively with potential and actual cyber threats.

### FURTHER INFORMATION

#### Who is it for?

COBIT 5 certification is applicable to a wide range of roles focused on IT governance, including IT/IS practitioners and consultants, business and IT/IS management, CEOs/CIOs and IT/IS auditors.

\*INCS = Implementing NIST Cybersecurity Framework using COBIT 5

#### Qualifications available:

- FOUNDATION
- IMPLEMENTATION
- ASSESSOR

#### For Cybersecurity:

- INCS\*
- ASSESSOR FOR SECURITY

#### You may also be interested in

- ASL<sup>®</sup> & BiSL<sup>®</sup>
- IAITAM
- ISO/IEC 20000
- ISO/IEC 27001
- ITIL
- Lean IT

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## Design, organize and execute effective application management with ASL®2 certification

The discipline of successful application management has become increasingly important as organizations are challenged to keep their complex portfolios of applications up-to-date, up-and-running and under control.



**As applications are released on an increasingly frequent basis, the pressure to keep up has never been greater.**

The Application Services Library (ASL) framework, developed by the ASL BiSL Foundation, provides guidance with supporting best practices for application management in the broadest sense of the term. The ASL framework provides the necessary guidelines for day-to-day support, maintenance and renewal, and application portfolio and lifecycle management.

The Application Services Library comprises:

- A process framework for Application Management
- A dynamic collection of best practices to which industry partners have contributed
- A maturity model with a description of five maturity levels for each key process
- Support to those who wish to professionalize their application management.

ASL is closely aligned to and integrates well with the ITIL framework, with ITIL addressing the technical management requirements of services, and ASL addressing application management requirements. ASL also interfaces with BiSL®, which complements ASL's IT service supply orientation with the business' demand and use perspectives.

By using ASL, individuals can help their organizations improve:-

- The quality of support provided to the user organization
- The speed of response to business change
- Financial management during the whole application lifecycle
- Strategic investments in the application portfolio

### FURTHER INFORMATION

#### Who is it for?

ASL certification is aimed at practitioners, managers, process consultants, and quality managers in the application management domain who want to raise the quality of their application management processes, skills and relationships with the partners in their 'ecosystem'.

#### Qualifications available:

- FOUNDATION (multiple-choice)

#### You may also be interested in

- BiSL®
- COBIT® 5
- ISO/IEC 20000
- ITIL
- Lean IT

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## Demonstrate the knowledge, skills and confidence to successfully manage IT changes

**Service managers are under intense pressure and scrutiny to deliver IT services in a robust, timely and cost effective way.**

**Focusing on keeping negative impacts of change to a minimum while at the same time improving the customer experience, the challenge of understanding how changes impact systems is ever increasing.**



Our Change Analyst qualification helps candidates understand the practical implication of change within an IT service environment, providing the key competencies and practical experience required to fulfil the role of a change analyst.

Developed in partnership with itSMF UK and industry experts, Change Analyst training and certification provides detailed, practical knowledge based on industry good practice, enabling candidates to develop change models and assess the potential benefits, risks, impacts and costs of proposed changes.

The Change Analyst qualification forms part of a series of role-based qualifications developed by APMG International and itSMF UK and is aligned to the Skills Framework for the Information Age (SFIA).

Supporting training courses will help candidates:-

- Understand the implications of change within ITIL service delivery and develop change models
- Assess potential benefits, risks, impacts and costs of proposed changes in order to predict and analyze how change impacts process and people
- Combine structure and application of key change processes with soft skills required to meet every day challenges.

### FURTHER INFORMATION

#### Who is it for?

This qualification is aimed at individuals with a change analyst role within a service management environment and other key staff involved with change management activities such as service asset & configuration analysts and release & deployment analysts.

#### Qualifications available:

- FOUNDATION PLUS (multiple-choice)

#### Pre-requisites:

- ITIL Foundation

#### You may also be interested in

- ITIL®
- Lean IT
- Problem Analyst
- Service Level Analyst

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# Learn how to define and implement an effective Configuration Management Database

**The Configuration Management DataBase is a crucial underpinning source of information for an organization's IT infrastructure, supporting the entire Service Lifecycle in an ITIL® context.**

Without it, understanding, tracking and controlling the key elements of the organization's services and infrastructure can quickly become an exercise in futility.



Understanding the terminology, concepts and best practices associated with a CMDB as expressed in ITIL is the key to its successful implementation and maintenance.

CMDB training and certification provides comprehensive insight into the concepts underlying the Service Asset and Configuration Management process, as well as related concepts in other processes across the Service Lifecycle.

Successful candidates will be able to:

- Understand, track and control key elements of an organization's services and infrastructure
- Implement and maintain a CMDB as expressed in ITIL through understanding the terminology, concepts and best practices

- Provide an organized view of data and a means of examining that data from any perspective
- Plan, deliver, operate, govern and assign priorities to business services
- Combine data from across IT operations into a single, consistent data store.

CMDB has been recommended by IQC, an independent subgroup of itSMF International, as a complementary product to the ITIL® portfolio.

## FURTHER INFORMATION

### Who is it for?

- Individuals who require a detailed understanding of how to create a CMDB and how it may be implemented to enhance the quality of IT service provision within an organization.
- Other IT professionals for whom a better understanding of a CMDB may positively influence their role and activities.

### Qualifications available:

- FOUNDATION PLUS (multiple-choice)

### Pre-requisites:

- ITIL Foundation

### You may also be interested in

- ITIL®
- Lean IT
- Service Catalogue

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# Enable and demonstrate best practice in IT Service Management with ISO/IEC 20000 certification

**ISO/IEC 20000 is an international standard that allows organizations to demonstrate excellence and prove best practice in IT service management.**



**The standard allows IT service provider organizations to achieve conformance to a service management system that requires them to continually improve their delivery of IT services and aligns with the ITIL best practice framework.**

ISO/IEC 20000 includes the design, transition, delivery and improvement of services that fulfil requirements and provide value for both the customer and the service provider.

It promotes the adoption of an integrated process approach to effectively plan, establish, implement, operate, monitor, review, maintain and improve a service management system.

Certified individuals help their organizations to:-

- Adopt and demonstrate compliance with a structured, internationally recognized approach to IT service management
- Enhance service delivery and better fulfil customer requirements
- Achieve a competitive differentiator for tendering and procurement
- Ensure IT service management practices are ready for the scrutiny of internal and external audits
- Establish an ongoing culture of continual improvement and learning.

## FURTHER INFORMATION

### Who is it for?

ISO/IEC 20000 certification is designed for management and support personnel involved in the design, transition, delivery and improvement of IT services, equipping them with an understanding of a best practice, internationally recognized standard.

### Qualifications available:

- FOUNDATION (multiple-choice)
- PRACTITIONER (objective-testing)
- AUDITOR (multiple-choice)

### You may also be interested in

- COBIT® 5
- ISO/IEC 27001
- ITIL®
- Lean IT

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# Demonstrate best practice in Information Security Management with ISO/IEC 27001 certification

**ISO/IEC 27001 is an international standard that provides the basis for effective management of confidential and sensitive information and the application of information security controls.**

**It enables organizations to demonstrate excellence and prove best practice in information security management.**

ISO/IEC 27001 provides a model to establish, implement, maintain and continually improve an effective Information Security Management System (ISMS). The design and implementation of the management system is tailored to the organization’s objectives, information assets, operational processes and governing legal and regulatory security requirements.

Certified individuals help their organizations to:-

- Adopt and demonstrate compliance with a structured, internationally recognized approach to information security management;
- Improve the storage, processing and transfer of business and customer information, protecting confidential and sensitive information;



- Achieve a competitive differentiator for tendering and procurement;
- Ensure information security practices are ready for the scrutiny of internal and external audits.

Conformance with the standard requires commitment to continually improve control of confidential and sensitive information, providing reassurance to sponsors, shareholders and customers alike.

## FURTHER INFORMATION

### Who is it for?

ISO/IEC 27001 certification is designed for management and support personnel involved in the design, delivery, maintenance and improvement of an ISMS and supporting resources, equipping them with an understanding of the application of this best practice, internationally recognized standard.

### Qualifications available:

- FOUNDATION (multiple-choice)
- PRACTITIONER (objective testing)

### You may also be interested in

- COBIT® 5
- ISO/IEC 20000
- ITIL®
- Lean IT

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# Adopt ITIL® - the world's most popular service management framework - for improved IT Services

ITIL is a framework developed in recognition of organizations' growing dependency on IT and embodies best practices for IT Service Management.

ITIL consists of a series of books offering guidance on the provision of quality IT services, and on the accommodation and environmental facilities needed to support IT.

Developed from expertise and experience drawn from IT service management professionals and organizations from around the world and from a variety of sectors/backgrounds, ITIL users benefit from:

- Improved IT services and more efficient delivery of third-party services
- Reduced costs and a boost to productivity
- Increased customer satisfaction
- Comprehensive standards and guidance.



## CERTIFICATION AVAILABLE

**Foundation:** Entry-level ITIL certification. **Intermediate qualifications:** Modular structure; each module with a more specialist focus. Two streams with a total of nine modules:

<i>Service Lifecycle Stream</i>	<i>Service Capability Stream</i>
Service Strategy (SS)	Operational Support and Analysis (OS&A)
Service Design (SD)	Service Offerings and Agreements (SOA)
Service Transition (ST)	Release, Control and Validation (RC&V)
Service Operation (SO)	Planning, Protection and Optimization (PP&O)
Continual Service Improvement (CSI)	

**Managing Across the Lifecycle (MALC):** Consolidates knowledge gained across the scheme.

**ITIL Expert:** Awarded to candidates who achieve 22 applicable qualification credits.

**ITIL Master:** Achieved through written submissions and interview.

## FURTHER INFORMATION

### Who is it for?

ITIL certifications are tailored for all levels of individuals working in an IT service management environment, and those involved in establishing and managing IT operations.

### You may also be interested in

- ASL® & BiSL®
- COBIT® 5
- IAITAM®
- ISO/IEC 20000
- ISO/IEC 27001
- IT Analyst Series
- Lean IT
- Service Catalogue

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# Lean IT certification: banish wasteful practices for more effective IT services

**Lean IT is the extension of lean manufacturing and lean services principles applied to the development and management of information technology (IT) products and services.**



**Lean IT's core concern is the elimination of waste, where waste is work that adds no value to a product or service.**

Many organizations have adopted Lean IT in order to increase customer satisfaction and to achieve greater strategic and financial value.

Consultants and evangelists for Lean IT identify an abundance of waste across the business service "production line", including legacy infrastructure and fractured processes.

By reducing waste through application of lean strategies, CIOs and CTOs from companies around the world are driving IT from the confines of a back-office support function to a central role in delivering customer value.

Lean IT certification helps individuals to:-

- Be familiar with and have knowledge of the basic concepts of Lean and its core principles;
- Be familiar with the use of several Lean IT analysis tools;
- Have an insight into what Lean IT can mean for an organization;
- Have an understanding of the application of the Lean philosophy in an IT environment;
- Be able to apply the principles of Lean IT practices under the guidance of a Lean expert.

## FURTHER INFORMATION

### Who is it for?

Our Lean IT certification is designed for any manager or specialist working in an IT organization that could benefit from the principles and insights of the guidance.

### Qualifications available:

- FOUNDATION (multiple-choice)

### You may also be interested in

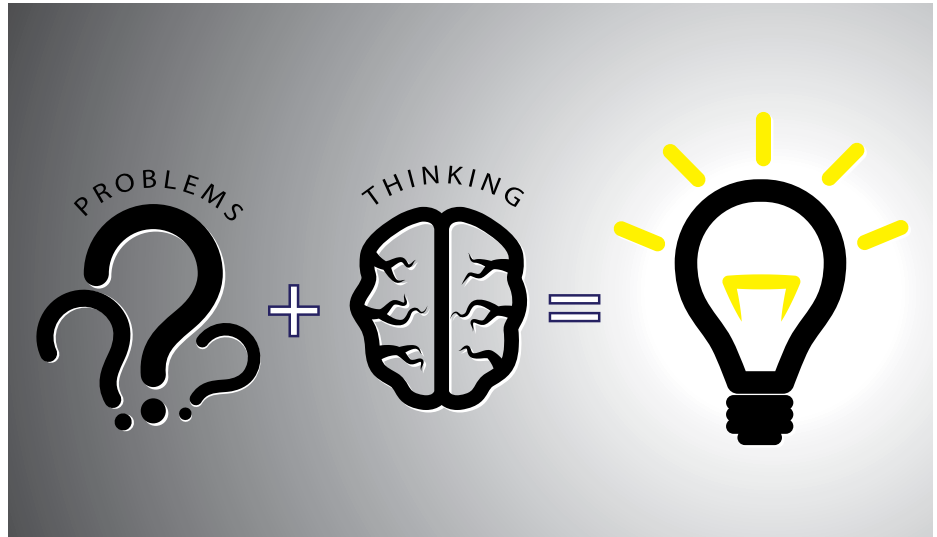
- COBIT® 5
- ISO/IEC 20000
- ITIL®
- Lean Six Sigma

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## Demonstrate the knowledge, skills and confidence to successfully identify and manage IT problems

**Service managers are under growing pressure and scrutiny to respond quickly and effectively to problems with IT services.**



**Our Problem Analyst qualification provides candidates with the key competencies and practical experience required to fulfil the role of a problem analyst within an IT service environment.**

Developed in partnership with itSMF UK and industry experts, Problem Analyst training and certification provides detailed, practical knowledge based on industry good practice.

This enables candidates to speed up incident (problem) resolution times and identify permanent solutions, leading to less downtime and reduced disruption to business critical systems.

After completing the course, candidates will be able to manage, prioritize, review and action problems in line with defined ITIL® processes.

The Problem Analyst qualification forms part of a series of role-based qualifications developed by APMG International and itSMF UK and is aligned to the Skills Framework for the Information Age (SFIA).

### FURTHER INFORMATION

#### Who is it for?

This qualification is aimed at people with the role of problem analyst within a service management environment. It is also relevant to other key staff involved with problem management activities (e.g. service desk & incident analysts, change analysts and IT technical support staff).

#### Qualifications available:

- FOUNDATION PLUS (multiple-choice)

#### Pre-requisites:

- ITIL Foundation

#### You may also be interested in

- Change Analyst
- Service Level Analyst
- ITIL
- Lean IT

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## Are you a service desk operator, specialist or manager seeking professional development and recognition of your skills?



### Then the Service Desk Institute (SDI) qualifications are for you.

Administered by APMG International on behalf of SDI, these industry-proven and internationally recognized qualifications can help you get ahead throughout your IT support career.

The qualifications are based on the SDI Professional Standards. These are reviewed and updated every 3 years by a committee of industry experts, service management professionals and practitioners to reflect the latest industry developments and best practices.

These professional standards set out clear definitions for key service desk roles and provide the basis of all SDI training and exams, while the qualifications provide candidates with a structured IT service and support career path.

By achieving an SDI qualification you will:-

- Demonstrate to an employer that you understand the best practice standards for your role;
- Have the knowledge, skills and competences to apply your understanding on a day-to-day basis;
- Positively impact the efficient running of a service desk.

#### FURTHER INFORMATION

##### Who is it for?

###### Foundation:

New analysts and customer service staff with less than 9 months experience in a customer support environment.

###### Analyst:

Service desk and support analysts with at least 9 months experience in an IT service and support environment.

###### Manager:

New and experienced service desk managers, team leaders and supervisors with 3-5 years' experience of the service desk environment.

##### Qualifications available:

- FOUNDATION (multiple-choice)
- ANALYST (multiple-choice)
- MANAGER (multiple-choice)

##### You may also be interested in

- ITIL®
- Service Catalogue
- Service Level Analyst

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## Learn how to effectively control, publish and track IT services with our Service Catalogue certification

**A “Service Catalogue”, as defined in the ITIL Service Delivery guidance, is a list of services that an organization provides, often to its employees or customers.**

**It provides a clear view of what services IT provides and how IT adds value for the money allocated.**



Our Service Catalogue scheme offers a method to request or order published services enabling an organization to better plan, deliver and support IT services.

A well implemented service catalogue enables good governance in that the key terms, conditions, and controls defined in the service catalogue are integrated into the service delivery processes of the organization.

Our Service Catalogue certification and supporting training courses help individuals who require a detailed understanding of how to create a service catalogue and how it may be implemented to enhance the quality of IT service provision within an organization.

Successful candidates will be able to help their organization better:

- control demand;
- publish and track service pricing and cost; and
- automate service request management and fulfilment.

Service Catalogue has been recommended by IQC, an independent subgroup of itSMF International, as a complementary product to the ITIL® portfolio.

### FURTHER INFORMATION

#### Who is it for?

- Individuals who require a detailed understanding of how to create and implement a service catalogue to enhance the quality of IT service provision within an organization.
- Other IT professionals whose role requires an understanding of the service catalogue function and its interaction with other processes or areas within IT.

#### Qualifications available:

- FOUNDATION PLUS (multiple-choice)

#### Qualifications available:

- PRACTITIONER (objective-testing)

#### You may also be interested in

- CMDB
- ITIL®
- Lean IT

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## Enhance perceptions and satisfaction with IT services with our Service Level Analyst certification

**Individuals involved in and responsible for delivering IT services must ensure those services continue to meet client and user requirements.**



**Our Service Level Analyst qualification provides candidates with the key competencies and practical experience required to fulfil the role of a service level analyst within an IT service environment.**

Developed in partnership with itSMF UK and industry experts, Service Level Analyst training and certification provides detailed, practical knowledge based on industry good practice, with guidance on working with customers and users to manage their expectations, perceptions and satisfaction with IT services.

Courses will help candidates better understand customer service requirements to effectively:-

- Define, negotiate, document and agree service levels and service level agreements (SLAs)
- Reflect these in operational level agreements (OLAs) and underpinning contracts
- Measure, report on and review services on a regular, ongoing basis.

The Service Level Analyst qualification forms part of a series of role-based qualifications developed by APMG International and itSMF UK and is aligned to the Skills Framework for the Information Age (SFIA).

### FURTHER INFORMATION

#### Who is it for?

This qualification is aimed at people with the role of service level analyst within a service management environment. It is also relevant to other key staff involved with service level management activities (e.g. business relationship managers, supplier management personnel and IT/technical support staff).

#### Qualifications available:

- FOUNDATION PLUS (multiple-choice)

#### Pre-requisites:

- ITIL Foundation

#### You may also be interested in

- Change Analyst
- Problem Analyst
- ITIL®
- Lean IT

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## Protect your organization against the threat of data loss and prosecution

**IT Asset Management (ITAM) is gaining widespread adoption around the globe.**

**As IT expenditures continue to grow along with core IT functions becoming available as a service and as regulatory and licensing pressures continue to increase, individuals involved in IT Asset Management need to become more specialized and more skilled.**



The International Association of Information Technology Asset Managers (IAITAM®) has the only documented ITAM architecture along with the only established certification program recognized worldwide. IAITAM has appointed APMG International to manage the accreditation of training organizations wishing to offer training in support of IAITAM's professional certifications.

IAITAM certifications offer individuals and their organizations the following benefits:-

- Significant reduction of compliance risks and penalties associated with software audits
- Significant cost savings and improved management of IT assets - the second largest expenditure of most organizations
- Reduction of risks inherent with the growth of "Bring Your Own Device" (BYOD)
- Practices to ensure proper disposal of retired IT assets to address increased regulatory requirements
- Establishes the optimum level of maintenance/software license agreements and supports negotiations for better pricing and terms.

### About IAITAM

The International Association of Information Technology Asset Managers, Inc. ("IAITAM") the professional association for individuals and organizations involved in any aspect of IT Asset Management ("ITAM"), Software Asset Management ("SAM"), Hardware Asset Management, and the lifecycle processes supporting IT Asset Management in organizations of every size and industry across the globe.

Find out more about IAITAM at [www.iaitam.org](http://www.iaitam.org)

### FURTHER INFORMATION

#### Who is it for?

IAITAM certifications will offer value to those responsible for any aspect of IT Asset Management and others within an organization involved in the management of IT services.

#### Qualifications available:

- Certified Hardware Asset Management Professional (CHAMP)
- Certified Software Asset Management (CSAM)
- Certification in IT Asset Disposition (CITAD)
- Certified Mobile Asset Manager (CMAM)
- Certified IT Asset Manager (CITAM)

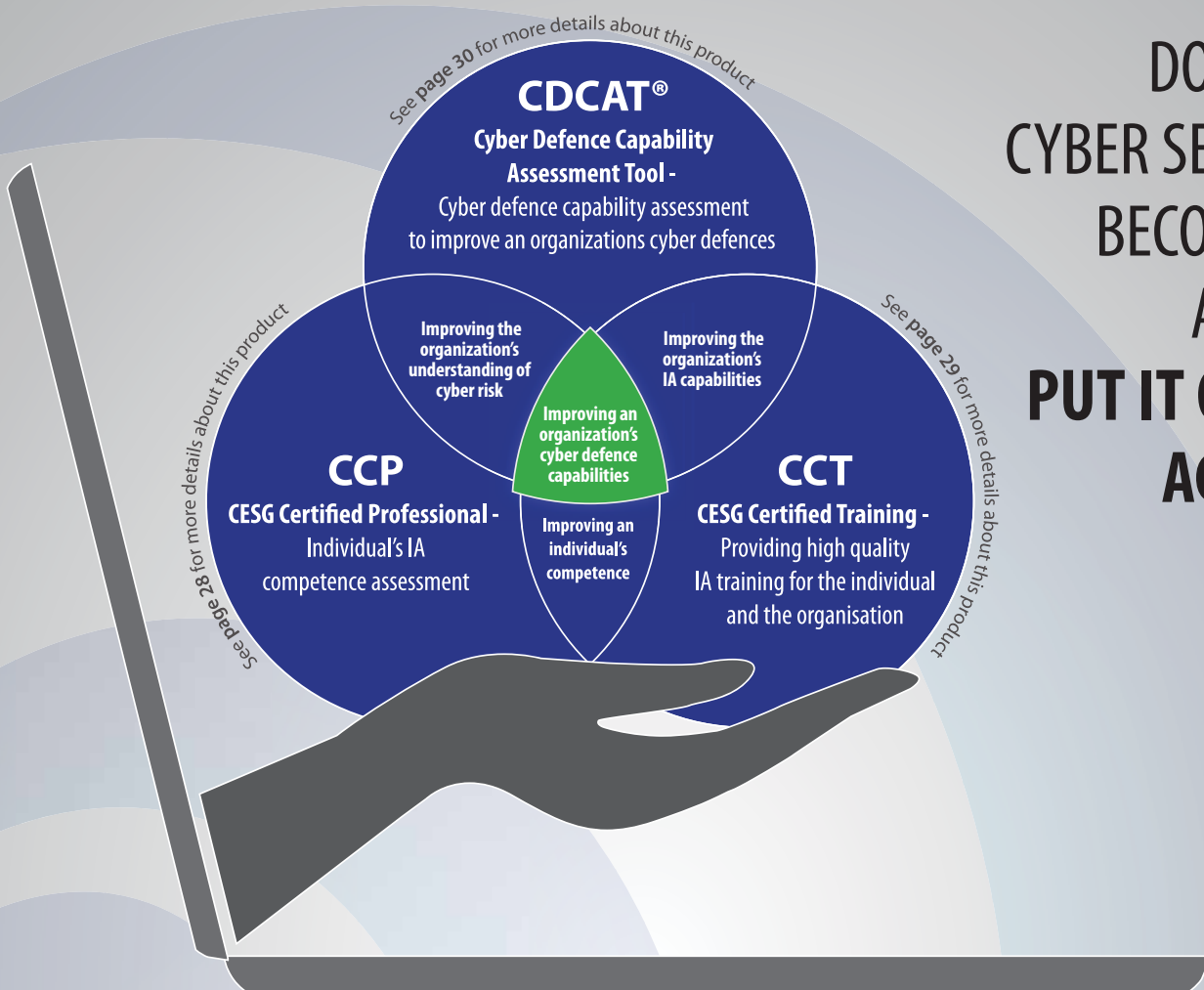
#### You may also be interested in

- COBIT® 5
- ISO/IEC 20000
- ISO/IEC 27001
- ITIL®
- Service Catalogue

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# DON'T LET CYBER SECURITY BECOME THE AGENDA PUT IT ON THE AGENDA



APMG has established partnerships with key industry bodies to develop a market-leading portfolio of cyber security certifications, assessments and tools.



**"Under the National Cyber Security Programme, the Government is committed to improving the nation's cyber security skills. Developing the cadre of professional cyber security experts is central to achieving this goal. The CESG Certified Training scheme will enable cyber security specialists to identify training courses that meet their needs and have been independently assessed for content and quality."**

- Chris Ensor, Deputy Director  
National Technical Authority for Information Assurance GCHQ



**"CDCAT uses multiple cyber security controls and inputs from commercial, military and government organisations around the world, including ISO 27000, NATO, the UK Ministry of Defence (MOD) and the National Institute of Standards and Technology (NIST), together with those from leading independent bodies such as the Council on Cyber Security. These are used to create a list of key cyber defence controls against which an organisation's capabilities can be measured alongside the protection strategies it has in place to show where there might be gaps and what mitigations can be implemented. The tool and its scoring system can be used on an ongoing basis if business risk demands, or when a company is looking to reassess its cyber defence strategy."**

- Martin Huddleston, Principal Cyber Solutions Architect  
Dstl on secondment to Ploughshare Innovations Ltd and APMG



**....CESG the information arm of GCHQ, launched a new certified training scheme in partnership with APMG. It will also help individuals and businesses quickly identify the courses most relevant to their needs**

- Rt Hon Francis Maude MP  
At Govnet Cyber Security Summit 2014

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## **Winning Bids & Proposals**

54 APMP Certification



## Build long-lasting, collaborative business relationships for more productive partnerships

**Business Relationship Management (BRM) embodies a set of competencies (knowledge, skills, and behaviours) to foster an effective business value-producing relationship between a service provider and its business partners.**



**The BRM role is a crucial link acting as a connector, orchestrator, and navigator between the service provider and one or more business units.**

BRM implementation rates in IT services have risen significantly since the BRM role and corresponding processes were formalized as an ITIL best practice and ISO/IEC 20000 international service management standard requirement.

In partnership with the Business Relationship Management Institute (BRMI), APMG administers the Business Relationship Management Professional (BRMP®) certification. The certification and supporting training courses are designed to provide a solid, foundation-level knowledge of BRM, and also acts as a pre-requisite to the upcoming Certified Business Relationship Manager (CBRM®) course and certification.

### About BRMI



Business Relationship Management Institute (BRMI) is a leading non-profit corporation that serves the Business Relationship Management professional community by providing membership, certification and professional development to help maximize Business Relationship Management capability in organizations. BRMI is the go-to source of up-to-date BRM knowledge and leading practices and the forum to exchange ideas with other practitioners in the field.

### FURTHER INFORMATION

#### Who is it for?

BRMP training and certification is aimed at aspiring to intermediate-level Business Relationship Managers. It is ideally suited to project managers, business analysts, architects, external service providers, representatives of shared services organizations business partners and anyone else interested in business value maximization.

#### Qualifications available:

- Business Relationship Management Professional - BRMP® (multiple-choice)

#### You may also be interested in

- BiSL®
- Change Management
- Facilitation
- ISO/IEC 20000

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## Unlock your commercial and contract management capability with IACCM training and certification

**Effective contract and commercial management is vital to a successful business. In the news, we often hear about losses incurred in big-budget contracts.**

By ensuring that contracts are managed properly, an organization is more likely to achieve its targets, improve efficiency and ensure final outcomes meet original expectations.



But we don't always get it right. Research conducted by The International Association for Contract & Commercial Management (IACCM) has highlighted the key contract and commercial issues organizations need to address, including:

- 9.2% of annual revenue is lost from the bottom line as a result of weaknesses in contract management / commercial assurance
- 77% of respondents note that contract leakage has caused project delay or cost over-runs
- 70% of troubled projects fail due to commercial issues
- 52% claimed contract leakage has resulting in claims or dispute settlements.

**An overwhelming 89% of IACCM members believe their contract management processes should improve.**

APMG has partnered with IACCM to provide a series of training courses that provide leading-edge knowledge in contracting and commercial skills, policies and procedures. Training and certification will enable individuals to achieve world-class standards in contracting and relationship management.

### FURTHER INFORMATION

#### Who is it for?

IACCM courses benefit those who want to improve their knowledge of contracting best practice. The Fundamentals level is for non-practitioners requiring basic knowledge of contract management, whilst the Associate level is for contract and commercial managers.

#### ABOUT IACCM

The **International Association for Contract & Commercial Management (IACCM)** is a not-for-profit membership organization that supports innovation and collaboration in meeting the demands of today's global trading relationships and practices.

#### Qualifications available:

- Fundamentals (multiple-choice)
- ASSOCIATE (multiple-choice)
- PRACTITIONER (via IACCM only)
- EXPERT (via IACCM only)

#### You may also be interested in

- Better Business Cases
- Managing Benefits
- PRINCE2®
- Stakeholder Engagement

IACCM is the leading global provider of knowledge and expertise in this area and is highly respected for its insightful advice and training to some of the world's largest international companies.

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# Enhance business processes and improve performance with Lean Six Sigma certification

**Business process and performance improvement is a key objective in modern business with organizations aiming to improve efficiency and banish wasteful practices.**

Lean Six Sigma is a management approach to business performance improvement that has blended the two individual specialisms of Lean and Six Sigma together. This blend is designed to enable organizations to achieve the qualitative benefits of Six Sigma but at faster pace by applying Lean principles at the same time.

Lean Six Sigma certification offers the following benefits for organizations and individuals:-

- An improved understanding and awareness of Lean Six Sigma practices
- The ability to analyse and adapt/refine processes to improve efficiency and remove waste
- The tools and practices to reduce process variation and improve quality and consistency
- To become equipped with principles and techniques to improve existing processes and develop effective new ones
- Added value for customers, employees and shareholders through reduced process variation and waste.



The focus of Lean is speed, efficiency and eliminating waste from processes. Six Sigma focuses on effectiveness and removal of errors.

When implemented properly, this combination can prove a powerful management tool that can significantly improve an organization's performance by providing a structured approach to resolving problems and enabling rapid improvements, whether in a manufacturing or service-based environment.

IN PARTNERSHIP WITH



## FURTHER INFORMATION

### Who is it for?

Lean Six Sigma is aimed at managers, aspiring managers and other key personnel or subject matter experts involved in improving the performance of business processes.

### Qualifications available:

- YELLOW BELT
- ORANGE BELT
- GREEN BELT
- BLACK BELT

### You may also be interested in

- AgilePM
- Lean IT
- OBASHI

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# Understand exactly how your business works with OBASHI certification

**“Seeing the big picture” is vital to making the right strategic decisions.**

**Being able to “join the dots” and understand how your assets interact in order to get more out of them is key for operational decision-makers.**



**OBASHI provides a framework and method for capturing, illustrating and modelling the relationships, interdependencies and data flows between business and IT assets and resources in a business context.**

Understanding data flow allows a better understanding of how your business works, no matter what your specific objectives and responsibilities may be.

OBASHI identifies business assets and interdependencies, providing an intuitive, visual map of the business to enhance understanding, enable better decision making and improve communication.

**OBASHI is sequential and consists of 6 layers:**

- Ownership**
- Business Process**
- Application System**
- Hardware Infrastructure**

These layers are mapped out in a Business and IT diagram (B&IT) which provides the framework to store information usefully. Elements are placed in these layers that represent the people, process and technology in a business.

The OBASHI B&IT diagram is a universally useful tool as it helps everyone see and understand how the business works, making it clear how activities, processes and the supporting technical infrastructure are linked to deliver required business outputs.

Certification demonstrates an understanding of the principles and terminology of the method and how OBASHI supports business strategy.

Further information is available via the official OBASHI website: [www.obashi.co.uk](http://www.obashi.co.uk)

## FURTHER INFORMATION

### Who is it for?

OBASHI is aimed at management professionals working in a variety of key business areas, including IT service management, project/programme management, data quality management, enterprise architecture and operations.

### Qualifications available:

- Foundation (multiple-choice)

### You may also be interested in

- COBIT® 5
- ISO/IEC 20000
- ISO/IEC 27001
- Lean IT

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# Understand the key concepts of Outsourcing and Sourcing Governance with our IAOP-supported certification

## The rising trend for outsourcing IT has changed how organizations receive and manage their IT services.

A plethora of service offerings, competitive pricing options and contractual conditions means there is lots of choice – some of it bewildering.

Operational control is now more about developing relationships, managing contracts and coordinating suppliers than it is about technical know-how.

Our Sourcing Governance Foundation qualification aims to provide individuals with knowledge of the key concepts of Outsourcing and Sourcing Governance, and how they can be applied.

Successful candidates can expect to be able to:-

- Recognize and understand the key concepts of outsourcing and sourcing Governance
- Understand the changing role of the IT organization when outsourcing
- Understand the challenges of implementing and operating a sourcing governance function
- Learn the terminology and definitions related to outsourcing and sourcing governance.

**Undertaking the course and successfully passing the examination qualifies an individual for COS-FP (Certified Outsourcing Specialist™ - Foundation Principles) certification from the International Association of Outsourcing Professionals® (IAOP®)**



Certification earns the following credits towards continual professional development:

- 14 PMI PDUs
- 25 COP points towards IAOP COP certification
- 15 CEH points towards IAOP COP re-certification

### About IAOP



The International Association of Outsourcing Professionals (IAOP) – with more than 110,000 members and affiliates worldwide – is the global standard-setting organization and advocate for the outsourcing profession. Find out more at [www.iaop.org](http://www.iaop.org)

### FURTHER INFORMATION

#### Who is it for?

Our Sourcing certification is designed for all professionals with a role (or aspiring to a role) in managing IT services.

#### Qualifications available:

- Sourcing Governance Foundation (multiple-choice)

#### You may also be interested in

- COBIT 5
- ISO/IEC 27001
- ISO/IEC 20000
- ITIL

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## Managers: do you understand the key concepts of prudent financial management?

**Every manager needs to understand finance if they are to play an active role in helping their organization achieve its objectives.**

**However, not every manager needs the same level of skills and understanding as specialist financial managers.**



**A good knowledge of the key concepts of prudent financial management and modern financial accounting should equip all managers with the knowledge they require.**

Almost every business decision made by managers across all functions has a financial impact. This qualification will help businesses to verify that their managers are competent in their understanding of practical and effective financial practices.

Our Finance for Non Financial Managers certification, supported by accredited training courses, offers the following benefits:-

- Enables all managers to understand finance, allowing them to play a more active and informed role in helping their organization achieve its objectives
- Demonstrates a manager's understanding of financial management and accounting processes
- Enables better understanding and communication with finance specialists.

**Don't be confused by financial jargon and take the opportunity to improve your knowledge as well as your overall performance as a manager!**

### FURTHER INFORMATION

#### Who is it for?

This certification is designed for any managers requiring an understanding of good financial practices to support decision making, risk management, planning and other key management activities.

#### Qualifications available:

- SINGLE EXAM (multiple-choice)

#### You may also be interested in

- Better Business Cases
- Managing Benefits

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## Demonstrate proficiency in effective bid and proposal management techniques with APMP certification

**Knowledge of the key concepts and techniques of effective bid and proposal management can help you retain and win business.**

**The Association for Proposal Management Professionals (APMP) has defined the competencies required of proposal management professionals and has developed a leading professional accreditation programme for such professionals.**

In partnership with The APMP, APMG International is proud to administer the entry-level certification for this industry leading programme. Whilst training courses are offered by APMP's network of Accredited Training Organizations (ATOs), APMG offer an online exam option for candidates wishing to self-study.

Achieving APMP Foundation certification demonstrates to your peers, clients and organization that:

- You are knowledgeable of the best practices for proposal and bid management
- You are committed to your own professional development in the industry
- You are prepared for additional responsibility and more complex assignments
- You are positioned for the next level of Accreditation - APMP-Practitioner Level.



### About APMP



The Association for Proposal Management Professionals (APMP) is an internationally recognized association promoting best practice through a diverse range of disciplines within proposal and bid management. Their mission statement is:

*"APMP is the worldwide authority for professionals dedicated to the process of winning business through proposals, bids, tenders, and presentations."*

Find out more at [www.apmp.org](http://www.apmp.org)

### FURTHER INFORMATION

#### Who is it for?

APMP certification is designed for all managers and practitioners that need to demonstrate knowledge of the best practices for effective proposal and bid management.

#### Qualifications available:

- Foundation (multiple-choice)
- Practitioner (written self-assessment; available via APMP)
- Professional (written peer-assessment; available via APMP)

#### You may also be interested in

- Better Business Cases
- Finance for Non Financial Managers
- Managing Benefits

**FIND ACCREDITED TRAINING ORGANIZATIONS (ATOs) ONLINE AT**  
[WWW.APMG-INTERNATIONAL.COM/ACCREDITEDPROVIDERS](http://WWW.APMG-INTERNATIONAL.COM/ACCREDITEDPROVIDERS)

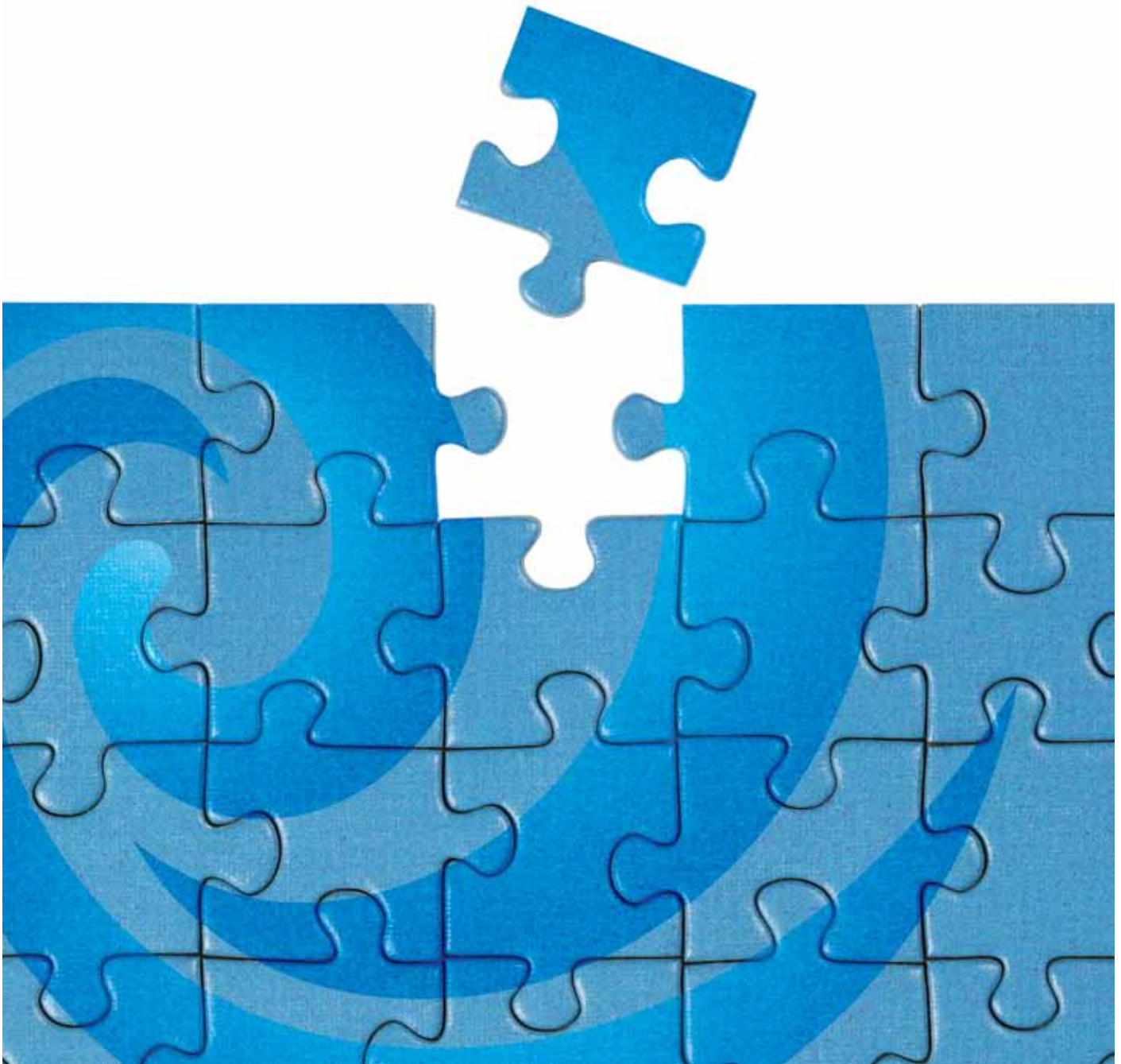




# Missing that last piece?

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See the bigger picture with professional management qualifications and certification



Find our Accredited Training Organizations (ATOs) at  
[www.APMG-International.com/AccreditedProviders](http://www.APMG-International.com/AccreditedProviders)

More information on all our qualification and certification schemes can be found on our website:

[www.APMG-International.com](http://www.APMG-International.com)



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## KEEPING IN TOUCH



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