

Benefits of the APMP Professional Certification Program to Organizations & Individuals



APMP[®]

ASSOCIATION OF PROPOSAL MANAGEMENT PROFESSIONALS

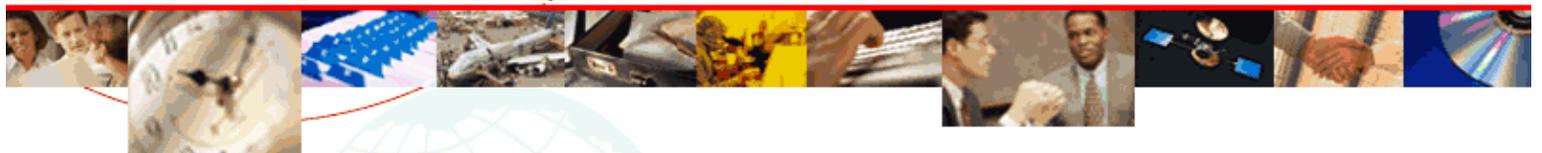


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Introduction

The APMP Certification standards have been defined with industry input. Several “blue chip” organizations, including ATOS Origin, British Telecom and Experian have contributed to their definition.

The APMP has defined the “competencies” that are required of Proposal Management Professionals. The competencies are a means of measuring the:

- Skills & behaviors required to complete a role
- Individual’s capability for each competency
- Development of an individual or team over time

As a result, the APMP has launched the world’s first Professional Certification Program for Proposal Management Professionals.

The Professional Certification Program uses a process of competency-based assessment, designed to be consistent and fair, world-wide. There are three levels of professional Certification:

- APMP-Foundation level
- APMP-Practitioner level
- APMP-Professional level

The diagram below shows the steps involved in becoming certified as an APMP-Professional.

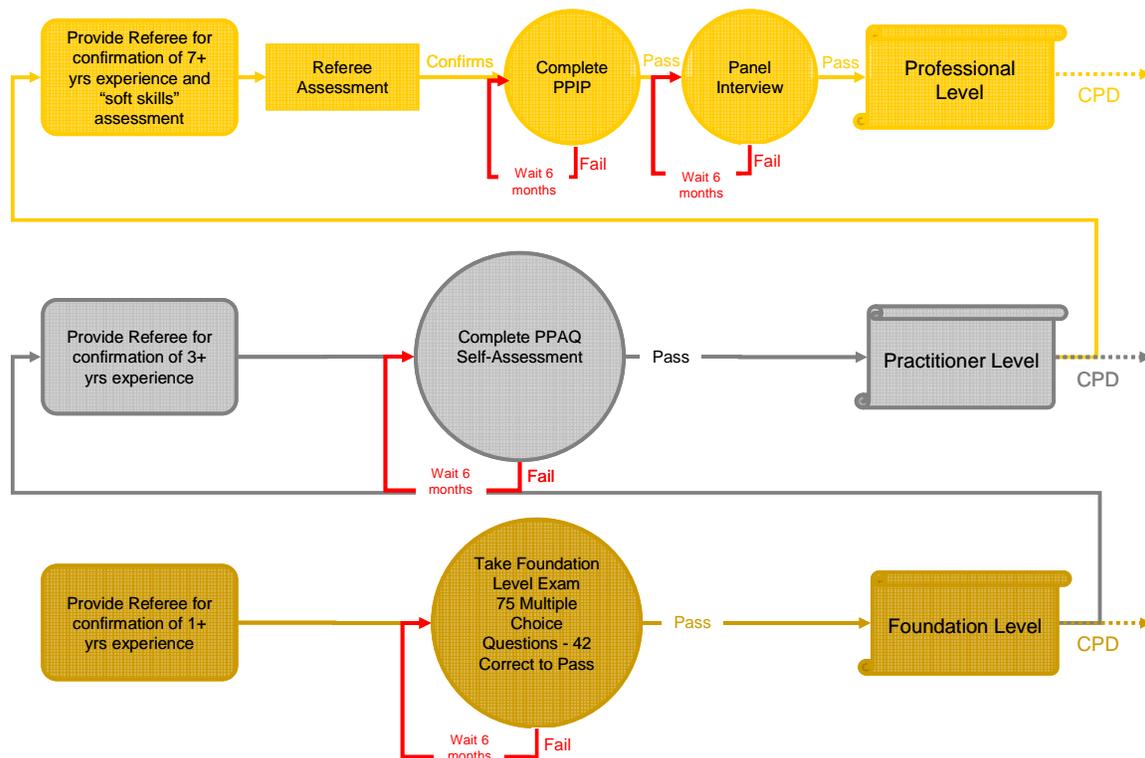


Figure 1: The Professional Certification Process: *Through a formal process of examination, self-assessment and interview, APMP members can demonstrate their mastery of the knowledge, skills and attitudes required of the Proposal Management Professional.*

The Professional Certification Process

Candidates' competencies, at each level are tested by different means. At the Foundation level on-line examination is used. Thereafter, they are tested through a process of self-assessment, third party assessment, presentation and interview.

The table below defines the "Minimum Years" experience required to be considered for Certification at each level as well as "What is Tested" and "How it is Assessed".

The APMP Certification program measures learning and experience – each level is designed to build on the knowledge, and recognize the achievements of, the individual.

Level	Min. Years	What is Tested	How it is Assessed
Foundation	1	Basic Knowledge of Best Practice	Multiple Choice Examination
Practitioner	3	Application of Best Practice	On-line self assessment
Professional	7	Advocacy of Best Practice	Presentation and Interview

Figure 2: The Professional Certification Process: *For those that can achieve it, APMP-Professional is a measure of a truly professional proposal manager. It recognizes proposal managers who have demonstrated the positive impact of their contribution at work and who are actively engaged in improving their performance, knowledge and skills. It is a unique designation exclusively assessed and awarded by the APMP.*

Just as an employee increases their productivity and value through their professional development, your company can improve its marketability, efficiency and profitability by supporting and nurturing it's most valued asset - your staff.

Certification provides formal recognition of a Professional's skills that are recognized outside their organization and by peers in their profession.

The Benefits to Organizations

The BD-Institute conducted an industry benchmarking study, in conjunction with the APMP. The results of the study clearly show that organizations that employ “appropriately competent professionals” in proposal management roles tend to win significantly more business than those who do not².

Furthermore, today's business climate requires you to hire proficient and productive Proposal Managers both from within and without your organization. As this demand intensifies, “Certification” and “Competency Assessment” have evolved to help organizations with their resource decisions.

APMP Certification encourages proposal managers to focus on their competencies in the following areas:

- a. Information research & management
- b. Planning
- c. Development
- d. Management
- e. Sales orientation
- f. Behavior and attitude,

thereby making a difference to the organization by winning more business that fits the customer's needs as well as the business objectives.

APMP Certification assesses the tangible impact made by individual proposal managers. Companies can directly benefit from their employees being certified by the APMP as the Certification Program has been designed to ensure that it:

- Encourages retention of staff
- Supports competency based recruitment and promotion of staff
- Supports organizational initiatives such as IIP (Investors in People)
- Identifies performers
- Improves performance.

Encourages Retention of Staff

There was a time when staff stayed with the same company for the duration of their careers. However, research carried out by the UK Chartered Institute of Personnel Development (CIPD), in 2004, suggests that the majority of staff spend approximately three years in a position, before looking to progress.

The results of a survey carried out by CIPD, showed

- 40% of employees valued career development opportunities when assessing new employers.

² BD-Institute Business Development Capability Maturity Model - http://www.bd-institute.org/bd_cmm/about_main.html

- 55% of employees saw the ability to develop everyone’s potential as something which a ‘responsible’ organization would be particularly good at
- 81% of employees agree that responsible organizations are more likely to be creative and innovative.

Supports Competency-Based Recruitment and Promotion of Staff

HR Professionals can use the APMP competency-based framework to help them:

Externally – with attraction and recruitment

- Provide the business with a higher profile when advertising for staff – attracts a higher caliber of staff.
- Recruit the right people with the right level of skills for both the vacancy and the company.

Internally – with development and retention of key individuals

- Provides a framework for broad training and development programs.
- Provides a framework by which professional development can be aligned with business requirements.

Return on investment (RoI)

In the 2002 the SHRM/EMA³ Staffing Metrics Study, found that the general “rule of thumb” for the cost to replace an employee is 100% – 150% of their annual salary. Organizations that practice competency-based interviewing processes typically charge between 10% – 15% of annual salary – recovering their costs.

Recruitment costs can be cut by as much as 90%

Supports Organizational Initiatives such as IIP (Investors in People)

Provision of career development has proved a valuable retention tool, enabling the creation of a matrix of careers across differing parts of an organization. This helps to keep talented staff members moving within the company, rather than losing them and their knowledge elsewhere.

Good professional development policies within companies also provide the most cost effective means of providing training, particularly if carried out in partnership with recognized professional bodies and institutions. APMP Certification highlights development opportunities, is flexible enough to complement development and succession planning and supports employee retention. It provides a framework to:

- Help managers set specific individual career path targets.
- Identify and priorities competences or particular skills for development.

³ the Society for Human Resource Management/Employment Management Association

- Identify learning opportunities to maintain and enhance appropriate skills and competences.
- Link professional development into existing appraisal systems.
- Encourage individuals to keep personal portfolios containing a development action plan and evidence of professional development.
- Provide mentoring support within the organization through designated individuals, peer groups or through networking opportunities.

Return on Investment (RoI)

Whilst it is difficult to quantify the cost savings that can be achieved by individual organizations, the APMP would expect RoI in the following areas:

- Benchmarking of current and future training provision across departments and organizations to ensure they are receiving “Value for Money”.
- Reduction in unnecessary training providing cost savings through supporting targeted training needs analysis.
- Accounting within an organization where training can be treated as a capital item.

Training can be treated as a capital item if it is linked to the business objectives and the ROI is linked to the business ROI. To be capitalized, it has to be part of appraisal and career development, as well as part of the HR strategy - linked to the HR strategy recruitment and attrition level.

Identifies Performers

APMP Certification assesses and identifies those Proposal Managers who really make a significant difference to their organizations, through independent assessment of the tangible impact made by them, going beyond a performance appraisal system.

- Individuals will have the skills to react more readily to a changing profession.
- Staff will be more adaptable, adding value to diversification opportunities.
- Improved motivation and retention of employees by the provision of professional development opportunities by the employer.

Return on Investment (RoI)

Whilst it is difficult to quantify the cost savings that can be achieved by individual companies, the APMP would expect RoI in the following areas:

- Absenteeism
- Attrition

Certification is one of the most important ways of promoting and recognizing a highly skilled workforce.

With professional Certification, companies achieve greater recognition for themselves as a reputable employer with a business agenda for excellence.

Improves Performance

The benefits of professional development can be as great for the employer as they are to the individual, and to achieve performance improvements, it is vital that businesses play an active role in the development of their workforce.

The Certification program supports companies in winning better business by:

- Helping to ensure that they have a skilled and more efficient Proposal Managers.
- Helping to “grow” a flexible and adaptable workforce across the business.
- Providing a common set of standards across the business for business acquisition, that are recognized as best practice.
- Attracting high caliber staff to the benefits of a professional development program.

Return on Investment (RoI)

Whilst it is difficult to quantify the cost savings that can be achieved by individual companies, the APMP would expect ROI or the ability to track increased performance in the following areas:

- Business development processes.
- Standards of bidding.
- Market perception of organization.
- Win Rate.

The professional Certification program provides a solid basis for individuals to progress their careers.

The APMP Certification process follows assessment principles, recognized by international Certification bodies.

The Benefits to Individuals

The benefits for individuals of being recognized under the Professional Certification Program are:

Career Progress

Individuals will become more valuable to employers because an APMP Certification:

- Proves ability as a proposal manager.
- Proves impact as a proposal manager.
- Provides a “mark of quality”.
- Identifies Proposal Managers for recruitment, promotion and succession planning.

Stand Out From the Crowd

Not everyone has what it takes to achieve an APMP Certification – achieving this differentiates you from other proposal managers.

- APMP certified proposal managers are still a small percentage of the proposal management population.
- Those achieving APMP Certification have a current, proven and independently assessed record of proposal management.
- No other scheme offers such tangible proof of impact.

Gain Professional Respect and Credibility

APMP certified proposal managers have equal standing with professionals in other professions. They:

- Demonstrate their commitment to reviewing and improving their skills and performance.
- Move internally - throughout organizations, and externally - throughout industries