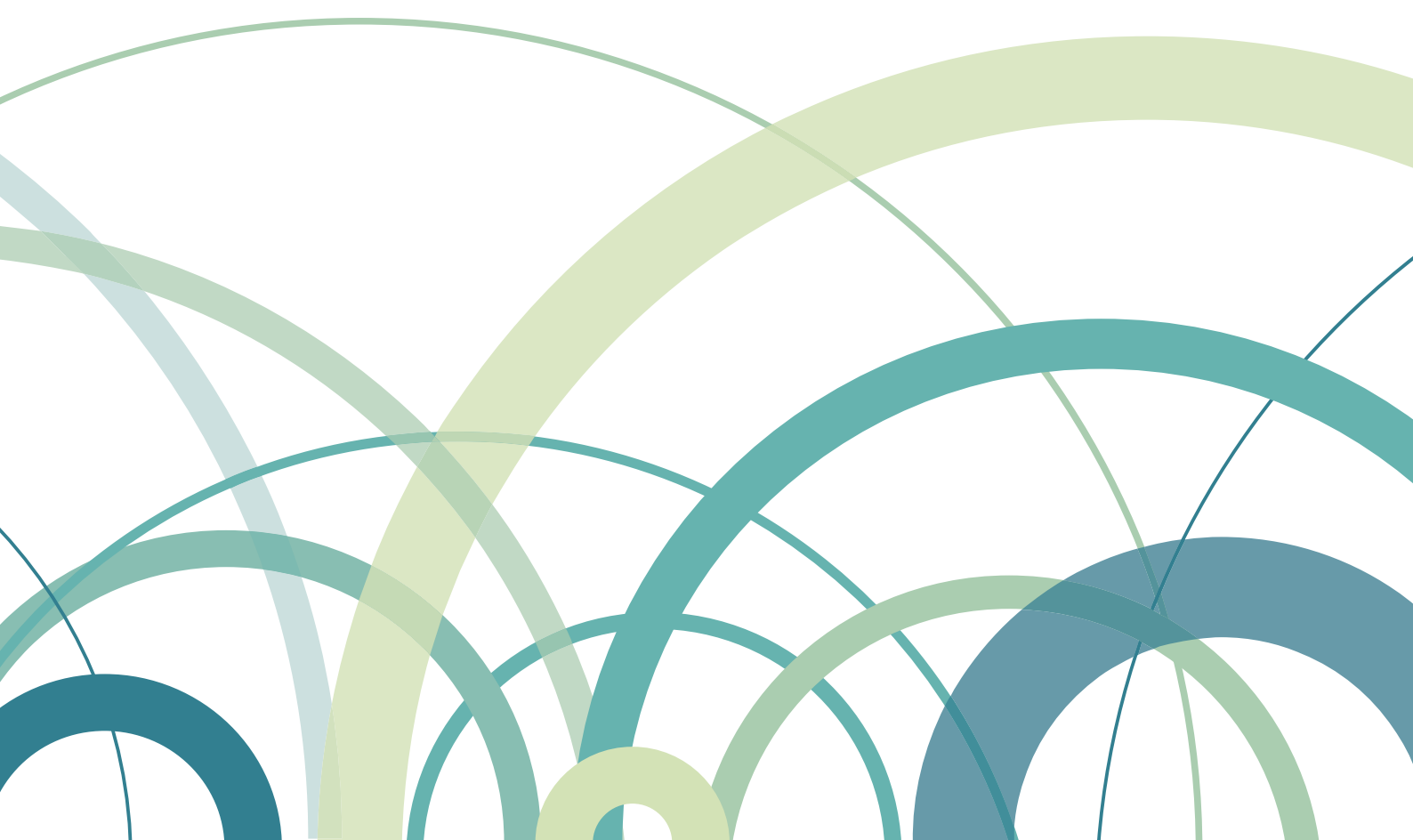


# Continual Professional Development (CPD) in Project, Programme, Portfolio and Change Management

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The purpose of this paper is to set out the broad definitions for continual professional development and how it can be applied to the development of capability in project, programme, portfolio and change management for individuals and the organisations that they work for.

Continuing professional development (CPD) is defined as:

*“any process or activity that provides added value to the capability of the professional through the increase in knowledge, skills and personal qualities necessary for the appropriate execution of professional and technical duties, often termed competence.”*

*Professional Associations Research Network*

CPD is the mechanism by which an individual can demonstrate their commitment to their profession. It is a continuation of what is needed to keep up-to-date, informed and well-trained in order to deliver quality work, and establishes an individual’s personal commitment to self-improvement.

CPD activities are a quick way to assess if an individual is keeping current with what is happening in their profession and can provide a useful filter when reviewing CVs and is a great interview question when you are trying to discover how motivated and interested someone is in the job they do.

CPD can be used as an indicator of continuing competence to practice, especially when handing over the control of high value and high impact projects, programmes and change initiatives. Do you want someone who thinks they know it all or do you want someone in charge who is constantly looking for more information and new ideas?

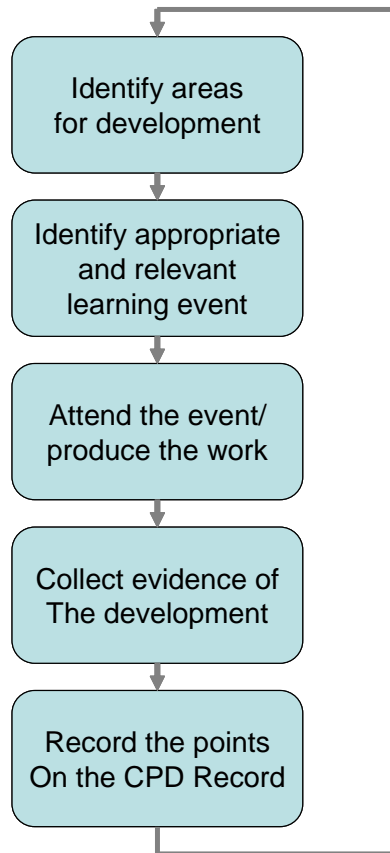
For an organisation, a strategy and supporting structures to implement CPD demonstrates a commitment to lifelong learning in a rapidly changing environment, and a belief in the need for continuous improvement in the capability of the work force.

CPD is most effective if it forms part of an overall commitment to the development of expert project, programme, portfolio and change managers, including the provision of an assessment tool and individual opportunities for formal learning, work experience and self development.

For example:

This can be via an appraisal with a manager or through the use of a Competency Assessment Tool or taking the opportunity to attend an event or presentation relevant to your development

CPD events can be work based experience as well as formal training events and qualifications



To embed the culture of continual professional development, a section indicating the requirements should be added to all job descriptions, and a request to present their portfolio should be made to all staff as part of the appraisal system.

### Defining what constitutes CPD

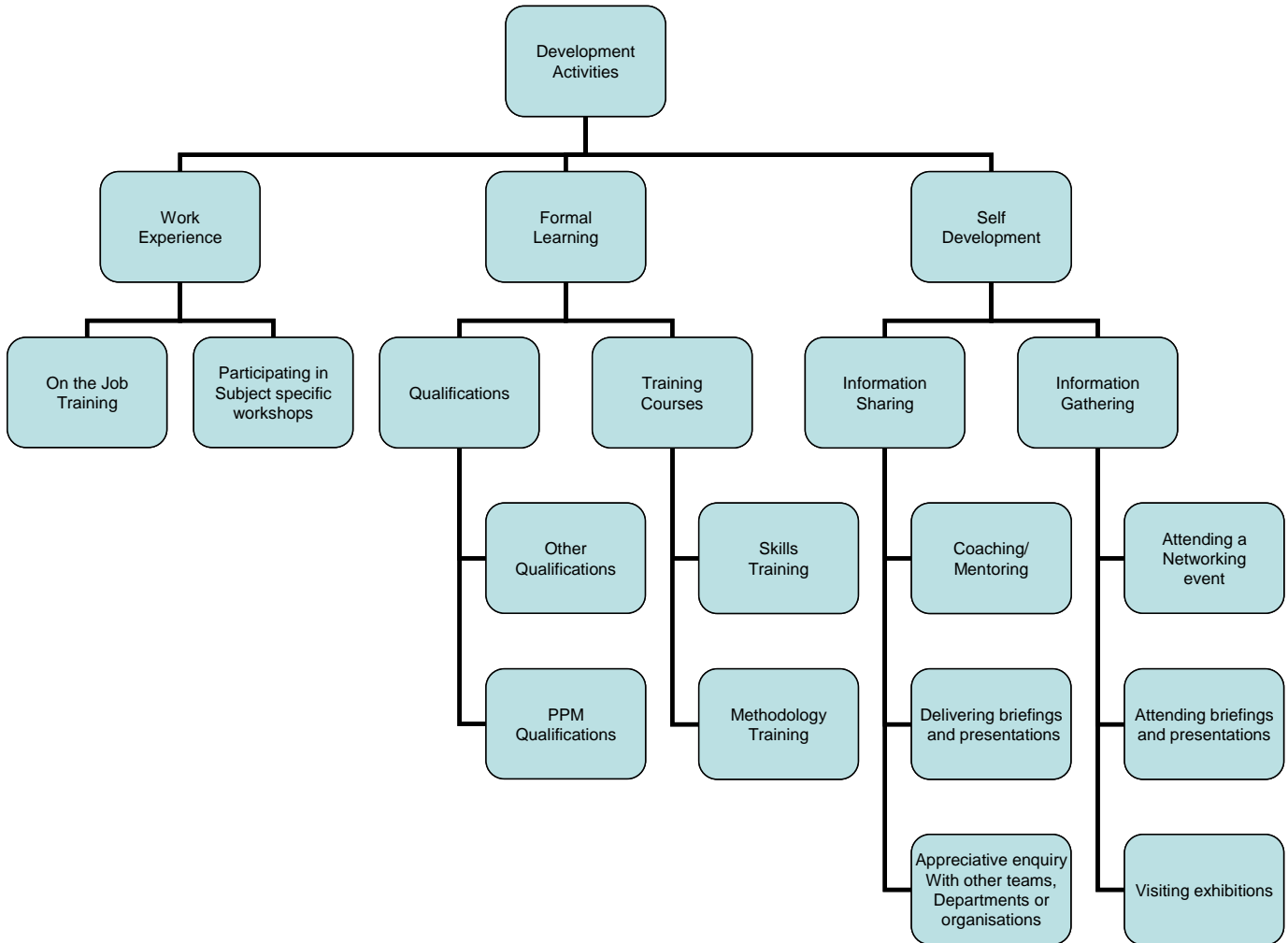
The definition used by the Association for Project Management is that CPD activities must be 'relevant' to project and programme management, which can be translated as supporting the three step model of Planning, Doing and Reflecting.

As a general rule, any event or activity that is to be regarded as earning CPD points for the Association for Project Management should meet the following criteria:

- Formal learning events must have specifically defined learning objectives that state what participants can expect to learn
- Where a course does not lead to an award or qualification, course providers are required to provide details of how a participant could demonstrate positive learning experiences
- The course must be developed and delivered by a suitably qualified and experienced professionals
- Work experience events must demand a core competency in project and programme management, and must not be more than 50% related to the demonstration of a specialist skill or expertise
- Information sharing events similarly must be primarily about the application of project and programme management skills

Many other professional bodies have similar guidelines including Project Management Institute and Chartered Management Institute.

Example events might include:



To meet the requirements of these professional associations there is usually a requirement to undertake a certain number of hours per year. Many associations and chartered bodies calculate the value of CPD based on the hours that an individual spends undertaking the activity. Therefore, as a general rule the following will apply (activities are examples only and should not be regarded as a definitive list):

<b>Activity</b>	<b>Duration</b>	<b>CPD points</b>
Book review for a project or programme related text	30 minutes to one hour	½ point
Attendance at a briefing, presentation or networking event	One to two hours	1 point
A formal one day training event	One day	7 points
A formal Foundation examination based course	Three days	21-25 points
A formal Foundation and Practitioner examination based course	Five days	35-40 points
On the job training, workshops or formal learning events	Up to four hours	3 points
	Up to eight hours	7 points
Attendance at or provision of a series of coaching sessions	Up to 3 hours	3 points

For examples of CPD events happening in your area, please refer to the following web pages:

[www.apm.org.uk](http://www.apm.org.uk)

[www.cipd.co.uk](http://www.cipd.co.uk)

[www.maventraining.co.uk/courses/](http://www.maventraining.co.uk/courses/)

[www.pmi.org.uk](http://www.pmi.org.uk)

[www.usergroup.org.uk](http://www.usergroup.org.uk)

Maven is a leading provider of accredited and non-accredited training and learning consultancy in the closely interrelated disciplines of Programme, Project, Risk and Change Management. Our focus has led us to become recognised as a centre of excellence in our field with the best people, skills and experience to deliver what our clients need. We deliver our services through experienced practitioners who can advise our clients on implementation as well as deliver training to the highest standard.

Maven provides a first class training experience which forms the beginning of the learning journey for our delegates. By ensuring that each event is associated as closely as possible to each individual's real world environment, we are able to ensure practical and measurable benefits. We work with business leaders to help structure supportive learning programmes. We supplement delivery of training with skills and competence assessments which ensure that delegates learn what they really need to know.

All of our areas of expertise are rigorously governed by recognised professional bodies which ensure that best practice in training is adhered to – the APM Group, APM and the Project Management Institute. Our trainers, courses, materials and processes are subject to regular auditing to ensure consistent standards and control in delivery and logistics, and appropriate, accurate content which is relevant to examination syllabi.

We guarantee that our products and services meet the highest standards in helping delegates acquire skills and knowledge they require and, where relevant, achieve prestigious professional qualifications.

For further information about Maven Training and its capability building services please contact:

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