

70's

- 1971 agreement reached at expert seminar in Zurich to set up UK arm of INTERNET
- 1971 INTERNET (UK) formally established at first meeting with 78 members
- 1972 newly elected executive committee holds first meeting at Sheraton Stockholm Hotel
- 1972-73 Dr Martin Barnes creates the Time-Cost-Quality triangle
- 1973 1st INTERNET (UK) seminar
- 1974 1st INTERNET (UK) publication, *Programs for Network Analysis*
- 1975 1st issue of *The Bulletin*, the association's newsletter
- 1975 INTERNET (UK) becomes Association of Project Managers
- 1975 first corporate members join
- 1976 APM takes on first paid, part-time member of staff
- 1976 APM hosts IPMA World Congress in Birmingham
- 1978 1st APM weekend school



80's

- 1983 1st issue of *International Journal of Project Management*
- 1983 3-year objectives set out
- 1985 1st office at Westbourne Road, High Wycombe
- 1985 1st annual dinner, Waldorf Hotel
- 1985 start of Special (Specific) Interest Groups (SIGs)
- 1987 1st branch set up in North West
- 1988 APM chairman features on BBC TV
- 1988 APM hosts IPMA World Congress in Glasgow
- 1989 *The Bulletin* becomes *Project*

90's

- 1990 branch chairman invited to attend council meetings
- 1991 first overseas branch in Hong Kong
- 1991 HQ moves to new offices in Oxford Road, High Wycombe
- 1991 1st edition of *APM Body of Knowledge* published
- 1991 launch of Certificated Project Manager qualification
- 1995 introduction of Continuing Professional Development (CPD) scheme
- 1996 trading arm, APM Group, set up
- 1996 launch of APMP qualification
- 1997 1st edition of *APM PRAM Guide* published
- 1997 APM celebrates 25th anniversary
- 1998 APM appoints its first executive director
- 1998 name changes to Association for Project Management
- 1998 APM HQ moves to West Wycombe Road, High Wycombe

## A History of the **Association for Project Management**

# 2010

2000's

- 2000 APM hosts IPMA World Congress 2000 in London
- 2000 divergence from APM Group
- 2002 APM celebrates 30th anniversary
- 2003 APM Practitioner Qualification launched
- 2003 APM Publishing established
- 2003 Governance Review of APM
- 2004 APM Introductory Certificate launched
- 2004 1st APM Annual Debate
- 2004 *Branch Standards* established
- 2005 *Delivering the Future* strategy manifesto published
- 2005 introduction of Sir Monty Finniston Award for lifetime achievement
- 2007 1st APM Conference
- 2007 work begins on application for Royal Charter
- 2008 move to Ibis House
- 2009 1,000 APM events held over the preceding 4 years
- 2010 launch of 5 Dimensions of Professionalism framework

A History of the **Association  
for Project Management**



**2010**



A History of the **Association  
for Project Management**

1971  
**2010**

We hope you enjoy this first edition of *A History of the Association for Project Management 1972-2010*, this is a living document and so will be constantly updated as our history evolves.

Reprinted 2010 with minor amends

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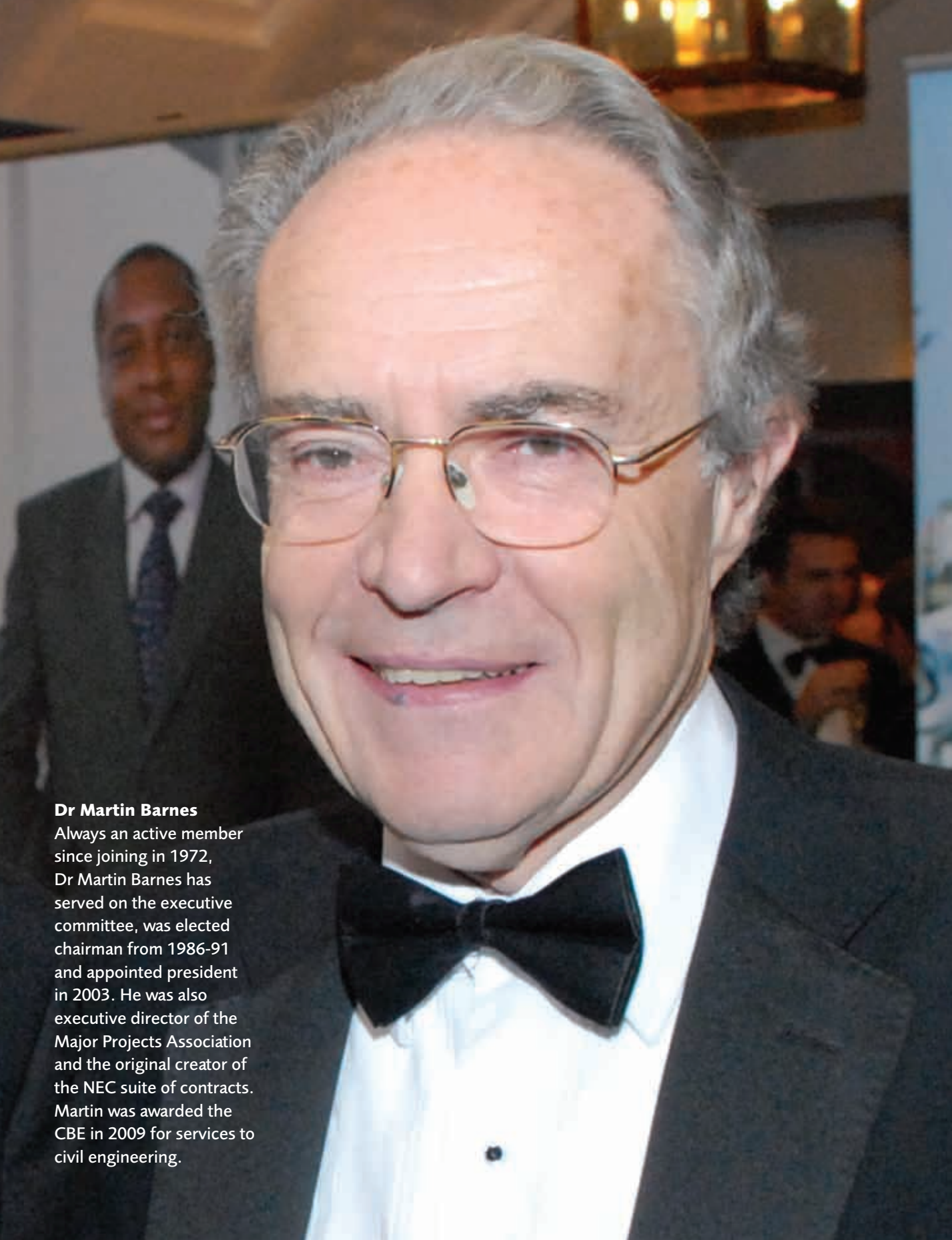
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**Dr Martin Barnes**

Always an active member since joining in 1972, Dr Martin Barnes has served on the executive committee, was elected chairman from 1986-91 and appointed president in 2003. He was also executive director of the Major Projects Association and the original creator of the NEC suite of contracts. Martin was awarded the CBE in 2009 for services to civil engineering.

# Foreword

I am APM member number ten, which proves that I was in at the start. Ever since the early days APM has been an important and rewarding part of my life. So many memories of stimulating activities and events and so many good friendships made and enjoyed.

The history of APM over its first thirty eight years is interesting and worthy of record for lots of reasons. It is an account of how a group of ordinary British people started something new and how it grew to become such an integral part of the community which benefits from it. The APM pioneers did nothing new in the way they organised themselves and their activities. What was new was the evolution of the new activity which brought them together and inspired them – project management.

Members of APM have always been at the forefront of development of the applied science of project management and of pushing back the frontiers of the area of human activity to which it is applied. Perhaps because they were all interested in project management, their ability to identify useful things to be undertaken and to deliver them, as this history shows, was always above average and still is. We have never listened to anybody who said that a good reason for not doing something was that we had never done it before.

Deborah Boyce has gleaned what follows from the records and by collecting the recollections of many of the key people who were there and playing their parts in the story. There is a wider story still to be drawn from the full range of different perspectives. In time we shall build that history too.

Recollections of long past events can be inaccurate in their details but it seems unlikely that the reality was in any way materially different from what you will read here.

This is a history of APM, not the history of project management. Consequently, it is mainly about the people of APM – of what they did together to expand the range, scope and value of APM's activities. It seems to me unlikely that any other profession has developed from non-existence to the size and influence which we have today in a shorter time. Much of the credit for this, as you will also read, goes to Doreen Bevan and all the many who have succeeded her in creative administration of the growing APM with never faltering enthusiasm and competence.

It is clear from the account which follows that the life of APM has been remarkably free from the conflicting ambitions and rivalries which histories of groups of people interacting in any type of activity often reveal. I think this is because, from the start, we have been an evolving group of people who have enjoyed working closely together on the projects we have decided that APM should undertake and we have shared our pride in their successes. I hope you agree that we should hold to this attribute as APM's history marches on.

A handwritten signature in black ink, reading 'Dr Barnes'.

**Dr Martin Barnes CBE**  
**APM President**





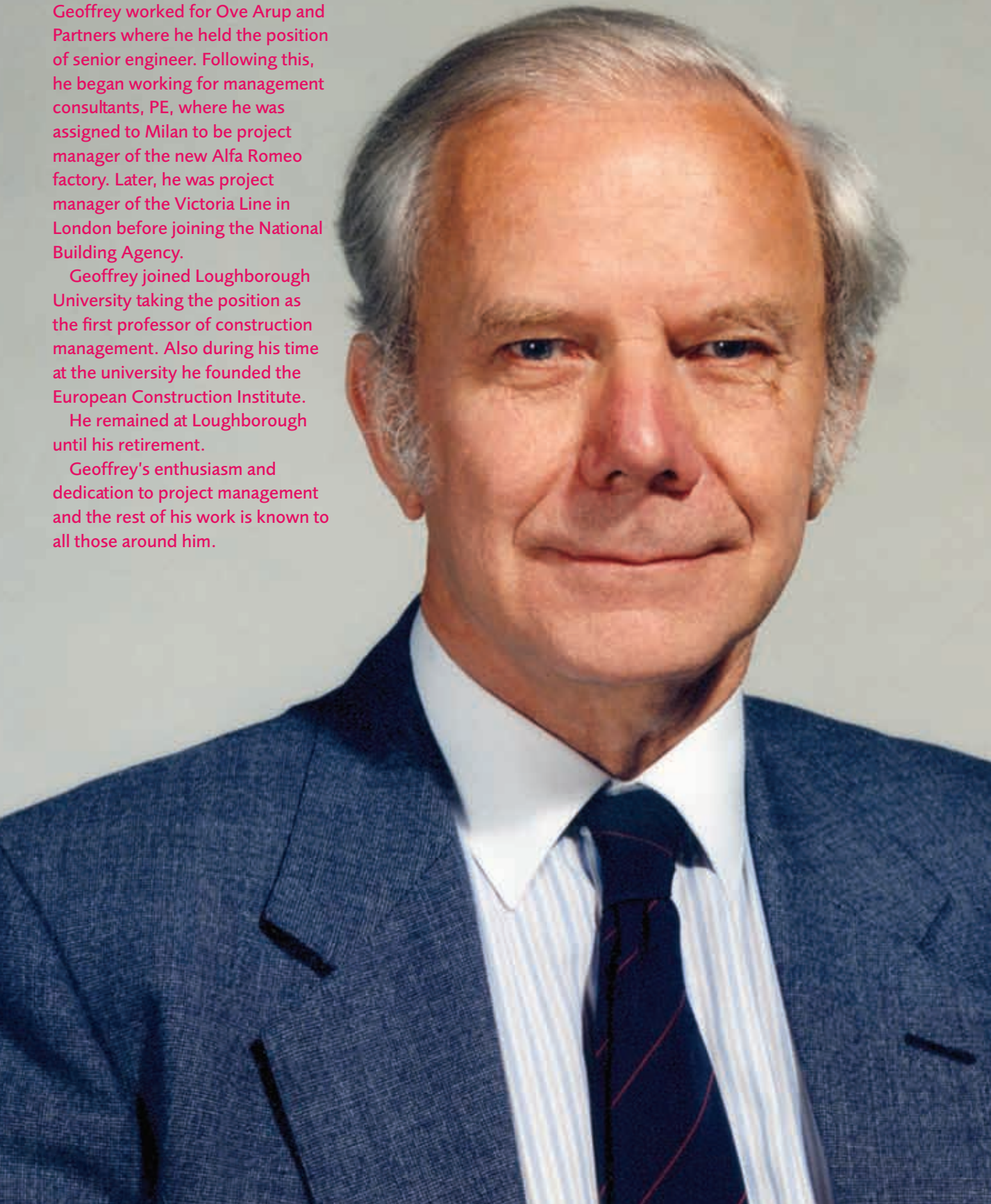
**Professor Geoffrey Trimble**

Geoffrey worked for Ove Arup and Partners where he held the position of senior engineer. Following this, he began working for management consultants, PE, where he was assigned to Milan to be project manager of the new Alfa Romeo factory. Later, he was project manager of the Victoria Line in London before joining the National Building Agency.

Geoffrey joined Loughborough University taking the position as the first professor of construction management. Also during his time at the university he founded the European Construction Institute.

He remained at Loughborough until his retirement.

Geoffrey's enthusiasm and dedication to project management and the rest of his work is known to all those around him.



# APM history 1972-1979

1972 was a year that history will find hard to forget. A state of emergency was declared as the miners' strike plunged the UK into disruption and darkness. Britain entered the Common Market and 13 people died during Bloody Sunday in Northern Ireland.

Overseas, Dictator Idi Amin expelled thousands of Asians from Uganda and terrorists struck at the Munich Olympic Games. The Watergate bugging scandal broke in the US and a picture of a Vietnamese girl running naked in terror after being hit by napalm haunted the world's conscience.

It was also the year that Texas Instruments produced the pocket calculator and the first CT scanner went into use in London. A tiny Belarusian gymnast, Olga Korbut, won hearts and gold medals at the Olympics and the term acid rain entered the dictionary.

On May 13, 1972, a group of British men were also making history under the stairs in the lobby of the Sheraton Stockholm Hotel. They were holding the first executive committee meeting of a newly formed UK chapter of INTERNET, which was holding its third World Congress in Stockholm.

INTERNET brought together those interested in applying Critical Path (or Network) Analysis to project planning, mainly from Europe and the Nordic countries. It went on to become the International Project Management Association (IPMA).

Just 11 days earlier, 78 people – predominantly but not exclusively men – paid their £1 subscription and signed up as members at the inaugural meeting of INTERNET (UK) at the Royal Society of Arts in London. Many came from engineering, construction and IT professions.

They represented organisations ranging from major companies such as British Steel, British Rail, Marconi Space and Defence, Honeywell, Taylor Woodrow, Hawker Siddley, Beechams and Kellogg's, the United Kingdom Atomic Energy Authority (UKAE), utility companies, government departments, hospitals and academia to newly emerging industries such as International Computers Limited (ICL).

The executive committee – the forerunner of council – was elected under the chairmanship of Jack Grimshaw, the constitution was agreed and Professor Geoffrey Trimble of Loughborough University was invited to serve as the first president.

In the US, the Project Management Institute (PMI) was already in existence and other countries were beginning to recognise the need to share and develop knowledge and skills among practitioners.

## From the beginning

Setting up a British arm of INTERNET – later to become the International Project Management Association (IPMA) – was the inspiration of seven pioneers who came together at an INTERNET expert seminar held in Zurich in September 1971.

The seeds had been sown in 1969 through friendships forged at the second INTERNET World Congress in Amsterdam. Dennis Gower, the first honorary secretary, was a project engineer working at UKAE in Harwell on the development of a computer program to include resource scheduling under a multi-project regime. When he spotted an advertisement for the Amsterdam Congress on the topic of project planning by network analysis, he asked for permission to attend.



Early days: **Dennis Gower** back in 1979



#### **Dennis Gower**

Dennis began his career in 1945 as a student apprentice and studied for a degree in electrical engineering at night school. He joined AWRE in Aldermaston in 1957 as a project engineer for new active buildings and in the 1960s worked with a team at Harwell on Capstan, a program for critical path analysis. He served on APM council for 21 years including two stints as honorary secretary and currently serves on the membership panel.

On the plane over, he noticed that the man sitting next to him was reading the papers for the congress.

"We fell into conversation and started a lifelong friendship. He was Herbert Walton from BOC. Unknown to either of us at the time, another passenger was Jack Grimshaw, a project manager with Beechams." (Jack was to become the first chairman of APM from 1972-1977, followed by Herbert from 1977-1979.)



#### **Herbert Walton, APM chairman 1977-1979**

Founding member in 1972 of INTERNET (UK) which later became the Association for Project Management. From the early 1970s, Herbert was a leading force in the formative years of APM. His commitment to project management, coupled with his enormous energy, were instrumental in moving the organisation forward at that time.

He was honorary secretary, then chairman of INTERNET (UK) and also vice president of APM. He represented the association on many working parties and had many papers published, including '*Programs for Network Analysis*' (National Computing Centre, 1974).

In his late 50s, Herbert went on a day-release course at Cranfield for 25 weeks to do practical work in mathematics, electronics and control theory. His experience as an elderly education guinea-pig is written up in a paper entitled '*The Senile Student*' (IEE Electronic and Power, 1973). In 1986, he devised and programmed a major computing system for APM to help run the association from High Wycombe.

The congress was a great success and was attended by a number of other people from the UK who would later play an important role in founding what is now APM.

It was decided that the third World Congress would be in Stockholm. As a precursor, an expert seminar was organised for September 1971 in Zurich. Among the moderators were Jack Grimshaw, Dennis Gower and Arthur Tulip.



"Jack and I were also invited to be the UK representatives on the international papers committee for the Stockholm Congress," said Dennis. "This request reached us as a yard long telex, a novelty at the time as the UK was suffering from a postal strike!"

It was in Zurich that the idea of a UK branch was mooted, gathering like-minded people from those at the seminar to form a steering committee. On board were Arthur Tulip from Honeywell, Ray Coker from the British Ship Research Association, Dr Jim Gordon from Birmingham University and the Lucas Institute, John Harvey of K&H and 'Bunny' Austen who was working as a consultant.

"On our return to the UK, we formed a steering committee under Jack Grimshaw's chairmanship", said Dennis. "Ray looked after the drafting of a constitution, I acted as secretary and Arthur Tulip was treasurer – not that we had any money! Jim and John were also on the committee, together with Douglas Dallas from the Western Regional Hospital Board, Glasgow.

"We agreed we should get the association up and running before the Stockholm Congress. We placed notices in several engineering and construction journals and booked the RSA for May 2, 1972. It cost £12.10s to hire the Great Room, which Jack paid.

"Membership was £1 and I took the money. Nobody knew who any of us we were, I could have been anybody making off with their cash!

"Membership numbers were allocated alphabetically at that meeting. Names were recorded on a card index in a computer card box. But within about a month we had got up to 110 and the box was full, so from then on I allocated numbers as people joined."

The card index file was replaced with a computerised file managed by Jim Gordon – very high-tech at the time but nothing short of primitive by 21st century standards.

The steering committee was unanimously elected as the official executive committee, together with Duncan Burr of Lancashire County Council. It was agreed membership should be 'open to all who use, develop or teach network and allied techniques or who have an interest in such techniques, subject to the discretion of the committee'.

The constitution setting out the objectives was also agreed. These were:

- To support the INTERNET organisation in Europe
- To organise and control INTERNET conferences which may from time to time be held in the UK

- To promote and promulgate the efficient use of techniques of network analysis in the United Kingdom
- To encourage the exchange of information relating to education and training facilities available in this field
- To provide, when necessary, a forum for the exchange of views and opinions relating to network analysis and allied techniques.

For the new executive committee, it was then off to the Stockholm Congress and that first meeting under the stairs.

"We wanted to have the association up and running by Stockholm because we knew we could attract more members from the delegates at the congress," recalled Dennis. "We held the meeting under the stairs in the lobby of the Sheraton Hotel because we couldn't afford to hire a room!"

Nobody had any idea that they were at the beginning of what was to become the one of the fastest growing professional organisations in the UK that would have a major influence on the development of project management at home and internationally.

## First members

No record exists of who held the honour of the original membership number 001, but Dennis Gower believes it may have been the late John Allen, then editor of Construction News, who was very interested in and supportive of the fledgling association.

Proud and protective of his membership number is 007, Rod Baker. "I went to that first meeting because I was told to go! I was the international expert on ICL 1900 PERT, which ICL/Dataskil were promoting heavily.

"I initially signed up for purely commercial reasons (as, I believe, did many of the other early members who were interested in promoting their systems). I have continued to play an active part because I believe in the association and what it has achieved and is still trying to achieve."

## Pioneering president

The association chose a true pioneer among pioneers for its first president, Geoffrey Trimble.

He was already a man of 'firsts' – the first Professor of Construction Management in the world, the first vice-president of IPMA and founder of the Science and Engineering Council's research into construction management. He later also became joint founder of the European Construction Institute.



Sheraton Stockholm lobby – then and now.



Picture courtesy of the Sheraton Stockholm Hotel.

A First Class Honours and prize-winning civil engineering graduate, Geoffrey had first come across network analysis at the start of the 1960s while working for UK consultant Production Engineering Ltd as project consultant on a new factory for Alpha Romeo in Milan, Italy.

Realising this was something that would be a huge benefit to the British construction industry he brought it back to the UK – along with the Alpha Romeo bought at staff discount rate!

He applied the idea to the installation of escalators at Tottenham Court Road Tube Station, which led to his groundbreaking work on the construction of London Underground's Victoria Line.

The job included negotiating the assignment and operating a 10,000-activity network. The work was divided between 22 main contractors, 14 departments of London Transport, two civil engineering consultants and 36 centres.

Because network analysis was new to those working on the project, teaching sessions were needed for 140 people to ensure the technique was properly understood and operated. Geoffrey was also working out of hours with IBM, testing out a new network analysis program (PERT cost) and implementing it on the project.

With top-level management support, the project was driven hard and with conviction. Proof that the approach was right came when all three initial end dates were met to the day.

"At that time, without this approach projects like the Victoria Line would typically have taken about 1.5 times longer and the budget would have been about twice as much," said Geoffrey. His success on that project led to a similar role on the electrification of the London to Bournemouth main line and, on the recommendation of London Transport, as consultant on the Hong Kong Mass Transit railway.

He then became deputy chief executive of the National Building Agency, where his achievements included introducing the concept of project coordinator within local authorities and developing Line of Balance for the planning and control of repetitive construction.

In 1967, he was offered the chair of construction at Loughborough University, responsible for postgraduate teaching, research and consulting work. This world-leading course brought project management and civil engineering together and was the first to include project management as a topic in its own right.

"It helped to improve the construction industry," he said. "If you have a civil engineering project, you need to put the constituent bits together, but this was missing before the course was set up at Loughborough."

It wasn't long before other universities followed this lead and Geoffrey acted as adviser and examiner on various other university courses, including Birmingham, Bradford and Heriot-Watt in Edinburgh.

Meanwhile, he had met up with Arthur Tulip, Dennis Gower and Jack Grimshaw who were also working on network analysis.

"We had discussions on how to promote network analysis across the construction profession to lead to better management of projects. Our aim was to make all sections of a project work to one overall integrated plan," he recalled.

There followed meetings and seminars in the UK and Scandinavia. What followed was this history.

He had been corresponding with Albert Lester on network analysis since his Milan days. When Albert published his now classic book, *Project Planning and Control*, in 1982 he invited Geoffrey to write the foreword and personally signed a copy:

"To Geoff, without whose initial introduction and subsequent encouragement and help, this book would never have been written."

The book is now in its fifth edition and, says Geoffrey, is still the best book on the topic.

In 2004, APM sought – and was given – consent to name its new academic award for the best postgraduate dissertation after its illustrious first president, the Geoffrey Trimble Award.

Making the request, the then chairman, Miles Shepherd, wrote: "The association would be most honoured...as we feel your contribution to education in project management would reflect the importance of the award to APM and its students."



**Albert Lester**  
Author of *Project Planning and Control*, 1982

## A simple triangular truth

The early 1970s was an innovative and challenging time. Concorde had completed its first supersonic test flight and was about to start commercial operations. Huge oil and gas fields were being discovered in the North Sea, there were major developments in the nuclear industry and computer technology was striding forward. Projects were becoming more complex with a greater demand for tighter controls on time and costs.

Early tools and techniques to help manage projects had already begun to arrive though few people had heard of 'project management'. But during 1972-73, APM member number 10, a certain Martin Barnes, created a three-cornered concept that became the cornerstone for the profession – the Time-Cost-Quality triangle.

There was no eureka moment. It was the culmination of a process of thought with its roots in work done for his doctorate and on building coke ovens at British Steel in South Wales.

Martin explains:

"In those early years you had planning engineers who did network analysis, programmes of work and planning. You had cost engineers or quantity surveyors who looked after the cost of projects and you had nobody worrying about whether what we built was what we were supposed to build and would work.

"I was considering this while I was doing my PhD in financial control of civil engineering projects. I was called in as consultant for a big contractor that was having problems building coke ovens for British Steel in South Wales. The man we would now call the project manager said: 'Cost engineers are telling me that we can still finish within budget, planning engineers are telling me we can still finish on time, but I don't believe either of them. Will you come and look at it and tell me what the truth is?'

"The cost engineer was saying 'we can finish within budget as long as you don't start throwing money away for materials to be delivered next day or pay overtime'. The planning engineer was saying 'we'll finish on time if you spend money on overtime and urgent delivery of things'!

"What was needed was for somebody in charge of the contract or project to have integration between the control of cost and the control of time, and it was also important that when it was finished, the thing worked – that was the beginning of the triangle.

"WS Atkins, now Atkins Group, asked for me and a colleague at UMIST, Peter Thompson, to run a course on what was then called contract management. It was the need to crystallise my thoughts for this that produced the triangle. It didn't come in a flash or a dream; it came from experience.

"The first expression of this was an overhead projector slide I made of a triangle with the corners marked cost, time and quality. I took a coin out of my pocket and put it on the slide, which appeared as a black spot on the screen and which I could move around the triangle.

"I asked for examples of when time or quality was the most important and the students came up with a lot. But they had hardly any examples of when cost was most important. This was a revelation to me and to them because the management of contracts at that time was dominated by the belief that minimising cost was the dominant objective.

"But when you think about it, how many people want something that is two years late and doesn't work, even if it is within budget?

"That led to the conclusion that a really good way to manage a contract is to decide where the 'black spot' is in the interests of the client and keep it there all the way through. It is a hugely powerful thing, which is why it caught on.

"I realised quite soon after I published my paper on the triangle and people started using it that it was wrong for the third corner to be called 'quality'. From the client's point of view it is the performance that's important – does it do the job?

"That corner should be called 'performance' because what you want from a completed project is that it does what it was supposed to do. I've been trying to tell people this for years but I can't get them to change it!

"I think it's amazing that I coined this simple concept and as soon as it hit, people realised this was what project management was about. It was a huge stimulus to the profession because it showed that it was about managing things by integrating time control, cost control and delivery of performance.





"Once you have established that, you're into project management. It wasn't network analysis, it wasn't cost engineering and it wasn't quality management. It was controlling the project."

Martin Barnes was quickly recognised as a leading figure, trailblazer, author and thinker and his influence on project management and APM has continued through the decades.

## Making a name

By 1975, APM had begun to get organised. Membership was steadily rising, meetings were more regular, seminars were being run and the association had won the bid to host the 5th INTERNET World Congress in the UK.

By the mid-1970s, seminars were being held about every two months, giving members an opportunity to meet, discuss and share knowledge.

"Seminar topics would depend on who we could get to speak," recalled Dennis Gower. "We had established links with several government departments by this time, such as the NHS, and often asked them to present."

Added Arthur Tulip: "The early ones were held in 'free' rooms such as company conference rooms or college lecture rooms. After a while numbers started to fall and so we decided to have lunch included, for which we needed to use a hotel. I eventually found the Waldorf and we met there for several years. After the Waldorf we moved to the Connaught Rooms before moving to the Savoy."

Rod Baker still has what he believes is the first ever seminar agenda, dated April 18th 1973 at the RSA in London. It was free and Rod, Arthur and Jim Gordon gave papers, as did Larry Bennisson of Harvard and PMI.

Said Rod: "We had an hour and a half for lunch – those were the days! The turnout was pretty good but presenting in a lecture theatre with rows of seats rising up before me was very daunting. I used a 35mm slide projector, which was a bit advanced for the time!"

Right from the early days, the fledgling association was starting to get published. With so many software programs around for processing arrow and precedence networks, an INTERNET (UK) working party was set up in December 1972 to carry out an exhaustive survey.

The resulting comprehensive report, *Programs for Network Analysis*, was published by the National Computing Centre in 1974.





**Rod Baker**

"It was the first time such a piece of analysis was done and it took a great deal of effort from us all," said Bob Laslett, a member of the working party which also included Herbert Walton, John Campbell, Jack Grimshaw, David Williams, Alan Bolitho, Ray Croissant and Chris Staffurth.

"I met with Malcolm Willetts at Loughborough University and following a review of a precedence network he had for a civil engineering project I created an exact replica only as an arrow network. At the time arrow networks were more popular than precedence networks, but to reproduce exactly a precedence network in arrow format resulted in an arrow network that was some 50 per cent larger than the same precedence version.

"This was the first time this sort of exercise had been carried out. These two identical networks were then used as the basis for testing all the software programs. The book was the only de facto standard at the time on this fast growing subject."

The first issue of the association's newsletter, *The Bulletin*, was published and circulated to members in 1975. This heralded the start of APM's publishing activities, becoming *The Project Manager* in 1976 and eventually *Project*.



In 1976 Frank Whitehouse and Graham Waller agreed to produce a larger publication entitled *The Project Manager* which not only carried technical papers (usually copies of the papers presented at the one day seminars) but also information on the organisation and much later adverts which helped to cover the cost of production and postage.

It was time to put things on a more formal footing and in July that year the Association of Project Managers registered as a company limited by guarantee, though still trading as INTERNET (UK). This represented an important step forward on the road to becoming an established professional body. (In March 1976, the EEC officials reached out from Brussels and objected to the association's trading name, arguing that no European arm of INTERNET had been registered. APM changed its trading name to comply.)

Before the year was out, APM's growing influence would result in its first corporate members when the Department for Health and Social Security and the Open University joined up.

Of immediate pressing importance for the hard working band of volunteers was that the 1976 INTERNET World Congress was looming and efforts turned to making it a success. The event would also threaten the very future of APM.

## Taking to the world stage

Organising and staging a conference of international status, finding quality speakers, attracting delegates from home and abroad and at least covering costs was the challenge facing APM – and all in people's spare time.

The topic chosen for the 5th World Congress was Bridging the Gap. The aim was to look

at bridging the gap between the plan and carrying it out – the project management – and between also between theory and practice.

A suitable and affordable venue had to be found and booked. The committee set about this with the enterprising flair that was fast becoming its hallmark.

"We got free board and lodging at a number of hotels we looked at because we were checking them out for the conference and they wanted the business," said Dennis. "We had turned down hotels in Blackpool and Stratford-upon-Avon when we heard that the NEC was being built in Birmingham and the Metropole group had the contract for the hotel adjacent to it.

"So we booked the hotel before it was built and got a very good rate as a result! We had every faith it would be finished in time – we were project managers, after all!"

A PR consultant was taken on to help organise and market the event. Dennis' job was to look after the papers and organise the schedule.

By way of entertainment for delegates, APM block booked the Royal Shakespeare Theatre in nearby Stratford-upon-Avon for an evening performance of *Much Ado About Nothing*.

"We didn't get enough takers so we started selling the tickets to pensioners and anyone else who would come," recalled Dennis.

There were other last minute hitches, too. Comedian Tommy Trinder had been booked as the after dinner speaker, but pulled out two days before the event.

"The agency said it was sending a substitute, comedian and actor Cardew Robinson," said Arthur. "I met him when he arrived at 10am on the day of the dinner when he immediately asked about APM and how many nations were represented at congress. He sat and read all the proceedings during the day and at the dinner he spoke for about 30 minutes, telling jokes relevant to and in the style of every nationality."

Bridging the Gap was very well received by the 400 or so delegates who attended, but it was not enough. It made a loss of £300 and it would cost a further £1,400 to print the volume of papers.

Said Dennis: "Financially, it was a disaster. We didn't get people from the Nordic countries that we had anticipated and US delegates were largely absent because the country was just recovering from the downturn. Our president at the time, David Firnberg, director

of the National Computing Centre (NCC), generously agreed to bankroll us after the losses of congress. Without that, we would have packed up because we could not have afforded to continue."

David Firnberg was happy for the NCC to underwrite the event. "We regarded project management as an up and coming profession which needed support and should be encouraged. It was an important activity and I saw it my role as president to increase public awareness of it.

"Project management needed to be recognised as an individual activity rather than just passed to the least competent person in the organisation, which was what was tending to happen."

It was agreed that the NCC would keep the profit of the first 110 sets of papers to be sold to cover costs, and APM would increase its seminar programme to boost its by now flagging funds.



#### **David Firnberg**

At the time he was appointed as president in 1978, David Firnberg was a leading figure in the rapidly emerging world of computers, thanks in part to scouting and a census of wild moose!

As a young man and keen boy scout, he went to St John's in Newfoundland where he worked as a researcher on a local radio station and where he also formed a scout troop, which became involved in the census of the moose on the Upper Humber River. Curious to see what happened to all the details they had collected, he visited the statistician who introduced him to punch cards.

This began a chain of events that led him back to the UK and a job as manager of the data processing unit for the recently established Television Audience Measurement service producing monthly rating reports, moving from punch cards to computers.

He was appointed director of the National Computing Centre in 1974 and also went on to serve as chief executive of the Strategic Planning Society and president of the British Computing Society.

## Secretariat support

Growing membership and activity meant increasing demands on the volunteers' time. Advertisements in the trade press and other professional journals had also started to bring in more members, so in 1976 APM decided its honorary secretary needed some part-time, paid secretarial help. They found it in the form of Doreen Bevan, sister of one of the founders, Arthur Tulip. Doreen had a portable typewriter and could work from home near High Wycombe, Bucks.

APM was now an employer, the secretariat was born and Doreen became an essential and integral part of the association for nearly 30 years until she retired as director of secretariat and made an Honorary Fellow. As a former chairman Tim Carter put it: "She was the real motor behind everything that APM achieved while she headed the secretariat." Back then, Doreen had no idea where it would lead.

"I remember that warm Sunday afternoon in May 1976 when Arthur took me to 'have a chat' with Herbert Walton at his home in Surrey. Herbert was a gentle gentleman with rods of steel coursing through his veins and a passion for life. He and his wife Mary were charming.

"I was treated with a tour of their immaculate garden, where the flowers all grew in straight lines (they too were in awe of Herbert) and the grass was totally weed free, before going in for a cup of tea where I discovered another of Herbert's passions – music. In the lounge was the largest organ you could ever imagine and he didn't take much encouragement to give an impromptu recital.

"The conversation for the next few hours ranged from hobbies, family commitments, forthcoming holidays, past career experience to gardening and so on. It was all very relaxing and enjoyable and as we were taking our leave, Herbert said he thought I would do very well for the position of secretary, assuming of course that I had a typewriter.

"He thought he could safely say I would need to set aside four hours a year for this position and of course stationery, stamps and committee members' details would be provided."

Those four hours a year were based on Doreen typing up the honorary secretary's handwritten report of four committee meetings and circulating it to committee members. After two meetings, it was suggested she attended in future and took the minutes, too.

"At the first meeting I attended, it was agreed that the honorary secretary should write to all the members to keep them informed of decisions taken by the committee and also inform them of proposed forthcoming seminars. My heart sank at the thought of having to type out all those envelopes, but help was at hand in the shape of Jim Gordon.



"Jim suggested he could supply me with the appropriate address labels, what bliss! All I had to do was to give him a couple of days' notice and, thanks to the wonders of this thing called a computer, he could produce labels for the membership.

"I would sometimes seek the assistance of our girls (with a bribe of sweeties and being allowed to watch extra TV) with the mailing. I remember one particular mailing when the information had come in late, the photocopying shop had a problem with the machine and that clock was ticking for the last post.

"My husband, Ernie, drove the girls and me – all still frantically licking stamps and putting them on the envelopes – to High Wycombe. Fortunately the girls could run faster than me and they were able to keep the postman there while Ernie and I gathered up the bags of letters, but at least they had been posted on time and, thankfully, the members never knew of the panic.

"The honorary secretary's letter was hailed a great success, as indeed were the seminars. By the end of the year, I was invited to attend one of these seminars, much to my horror, for what did I know about project managers?

"Silly me, I wasn't there to learn about the skills successful project managers required, my task was to book in attendees, take their money and liaise with the banqueting staff about refreshments. I couldn't believe how relaxed the arrangements were with the hotel – we didn't know how many people would attend, but always assumed there would be 30 for coffee and would give a definite figure for lunch by 11am."

"I had no idea how the four speakers were booked, but they always seemed to turn up and deliver their papers and there were always lively debates after each presentation, which often gave the chairman of the day a real headache as he tried to maintain a timetable. By 11am I had 'counted heads', duly notified the head of banqueting of numbers and a menu for lunch was agreed. Each time, as the clock struck 1pm, the delegates sat down to a hot three-course lunch – how was that for project management?

"As the seminars began to gain in popularity, so the honorary secretary's letter got longer. Not only did it cover the committee meeting but it also had a review of the last seminar and details of the next. It was agreed to separate the letter and the review of the last seminar from the details of the forthcoming one.

"Poor Jim, suddenly he had to produce double the labels and my portable typewriter was made to work overtime on the dining room table. The first notice of a forthcoming seminar carried a booking slip which carried our home address and telephone number – the secretariat had been born.

To ease the volunteers' workload further, it was suggested that Doreen take on the necessary correspondence and produce the programme for the seminars. Now she doubled as events secretary and more was to come. By 1978, Chris Staffurth was finding the membership side of the treasury role very time consuming, so it was suggested that perhaps Doreen could take over this task, too.

From then on, everything that APM did until the end of the 20th century involved Doreen. Her role became full-time and her story is inextricably linked to the association's history throughout the first three decades.

"But over all the years I was associated with APM, the most difficult question I ever had to try to answer was at my farewell lunch, when I was asked: 'What was your job description?' I leave the question with you, what do you call someone who:

- Assisted the honorary secretary, the honorary treasurer, the committee/council/executive board members
- Assisted the *International Journal's* editorial board, edited and produced the house journal, typed up the first edition of the *Body of Knowledge* (and numerous updates)
- Experienced stuffer, mailer and lick of stamps and eventually, worker of a franking machine and mechanical folder/stuffer
- Organised events including seminars, evening meetings, weekend schools, annual dinners, awards ceremonies, exhibitions, plus helping to erect exhibition stands and man APM's stand
- Cooked and served refreshments for international meetings in London
- Implemented the Certification and APMP programme
- Organised the day-to-day running of the secretariat including buying the groceries, making the tea and coffee, washing up and washing the towels?

No wonder I never did a four-hour year!"

## Schools for thought

By the end of the decade and with membership approaching 500, residential weekend schools had been added to the regular seminar events. The first was at Moreton-in-Marsh in February 1978 and was so well received that it was repeated in October and British Aerospace requested it to be run for its project teams in November.

"It got the people who were actually doing project management together and taking back to the workplace the knowledge and the way people were thinking, the way it was going," said Dennis Gower. "It was mostly junior project planners attending and topics covered fairly basic things such as critical path analysis, work breakdown structure and controlling costs.

"Nobody was qualified to teach, so it was more about sharing knowledge. The schools were fun, too, it wasn't all work. We had them at various hotels to start with and then at the Japanese Friendship Society in Lane End near High Wycombe for a few years. That was very good, it had a nice swimming pool!"

APM was also branching out into expert seminars. These seminars offered more experienced project managers an opportunity to share knowledge and hear from leading exponents of the day.

The venue for the 1979 expert seminar was The Grand Hotel in Jersey, chosen because Arthur Tulip had a friend who lived there with useful links – yet another example of APM's entrepreneurial spirit.

That expert seminar was not without incident. "One of the German speakers didn't turn up for his plenary session," recalled Arthur. "We later found out he had defected to Russia the day before!"

The event was to have a bigger impact on Arthur than he could have imagined, as it was there he met his wife, Sara. "Part of the remit was to find a translator because so many nationalities would be attending. Having booked the Grand Hotel, I was relaxing with my friend in his flat when Sara arrived and he said 'let me introduce you to your translator'. We married two years later."

The groundwork for the future had been well and truly laid, thanks to the enthusiasm, commitment and hard work of all the volunteers. The 1980s would build on this and continue to pave the way to a more professional future.



Sir Monty Finniston  
(left) takes his  
presidential role at  
the AGM in 1984,  
with chairman  
Eric Gabriel  
and treasurer  
Chris Staffurth.



# APM history 1980-1989

The 1980s was an era of technological, scientific and cultural change. Britain went to war over the Falklands, Iraq invaded Iran and the US Air Force unveiled its new Stealth bomber, the Lockheed F-117a Nighthawk, designed to be invisible to radar.

NASA's space shuttle Columbia successfully made its maiden flight, but five years later the Challenger exploded seconds after take-off, killing its crew of seven and focusing future attention more closely on risk and quality management.

Lessons in disaster management were also being learned from catastrophes such as the nuclear plant explosion in Chernobyl, the Lockerbie bombing, the sinking of the *Herald of Free Enterprise* car ferry near Zebbugge and the famine in Ethiopia which prompted the Live Aid concert.

Telecommunications were revolutionised with the arrival of brick-sized mobile phones. IBM, Amstrad, Sinclair and Commodore all entered the home computer market to rival Apple's early dominance. Apple hit back with its first Macintosh.

The *Mary Rose* was raised from the seabed after 437 years in a project that saw technical innovation and collaboration. The Queen opened the Thames Barrier and the new, automatically run Docklands Light Railway.

Clive Sinclair unveiled his 'green' but ill-fated battery operated C5 vehicle. British scientist Dr Joe Farman announced there was a hole in the ozone layer over Antarctica and DNA was first used to convict criminals.

A gradual lifting of the Iron Curtain saw the rise of Lech Walesa's Solidarity movement in Poland and as the decade came to a close, emotional and jubilant scenes flashed across the world as the Berlin Wall came down.

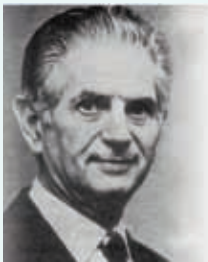
For APM, the 1980s was a period of consolidation, change and growth as professional project management became increasingly recognised and required.

A professional standards group was formed under the leadership of Eric Gabriel and set out the standards and codes of practice, together with a glossary of terms and definitions. APM was starting to attract national publicity, membership rose to more

than 2,000, it formed a proper plan and set of objectives, established its first headquarters and began to branch out beyond London and the Home Counties.

The Annual Dinners were started, the first awards were presented and APM even had its own tie.

It scored a major and rather bold coup when one of the most respected and well-known businessmen of the time – chairman of the British Steel Corporation, Sir Monty Finniston – agreed to lead the association as its new president.



**Sir Monty Finniston, APM president 1984-1991**

Born in Glasgow in 1912, Monty Finniston was the most famous UK industrialist of his day and renowned for being a 'great character' (Dr Martin Barnes CBE, 2008). He was vice-president of the Royal Society between 1971-2 and he became chairman of British Steel in 1973 and was knighted in the same year.

In 1977, he set up a committee of enquiry into British engineering. In 1979, the committee delivered the 'Finniston Report' which addressed the concerns that engineering was of relatively low status in the UK. This led to the establishment of engineering degrees (BEng and MEng) rather than just science degrees (MSc). This resulted in the establishment of the Engineering Council in 1982, and WISE (Women Into Science and Engineering) in 1984.

He is remembered for being a very hands-on APM president and attended all council meetings, which were held in his office in London.

## Programs, publishing and people

As membership of APM climbed towards 1,000 at the start of the 1980s, keeping track of members and updating them on what was happening both within the association and the project management world at large became a more substantial affair.

Technology and professional printing began to enter the picture to help cope, but the dedicated input of hard work, skills, knowledge and creative flair from the members and Doreen Bevan's one-woman secretariat remained at the core.

## International status

*The Project Manager* had become a well-received quarterly publication and in 1983, led by APM, INTERNET (later IPMA) published the first issue of *The International Journal of*

*Project Management*, printed in the UK under the control of an international board and edited by a succession of APM members, the last of whom, Professor Rodney Turner, is still the editor today.

"*The International Journal* was instigated by APM," explained Dr Martin Barnes CBE. "We had the idea for it, we planned it, we chose the editor and we set up funding arrangements for it. Originally we owned half of it and still own a quarter today. I even had a paper in the first edition!

"It was a joint venture between APM, publishers Butterworth Science and INTERNET. It was part of our pursuit of professionalism. If you want to be a profession, you have to have a very high quality research and developing technology style journal."

As editor, Rodney Turner's ambitions have always been to make it a world-class, top-flight academic journal. "I am slowly getting there," he said. "While IJPM is not of great interest to the majority of APM or IPMA members, it is important to achieving the aim of advancing the discipline of project management, for those members who are academics and in gaining Chartered status for APM."

Being admitted to ISI (Thomson World of Science) in 2009 was a significant step. "Listed in ISI has a high impact factor, so contributing to the recognition of project management as an academic field," explained Rodney.

The *International Journal* also led to the creation of APM council. The working group for the journal was known as the executive committee, which APM believed would lead to confusion with its own executive committee. In March 1982, it was agreed that the term council should be used instead and remained in use until the early 2000s.

## **'In-house' publishing!**

This sudden promotion to international status would leave the UK association with a somewhat reduced domestic voice, so in 1980 it was decided to revive the old *The Bulletin* to appear between issues of *The Project Manager*, ready to fill the void. Another job and skills learning curve for Doreen Bevan!

"Frank Whitehouse convinced everyone that with a little bit of help I could be responsible for producing this publication and decided that a printer in nearby Amersham was the best, as they could hold my hand and guide my steps in the world of print!

"Frank then introduced me to cutting boards, guillotines, mock layouts and Cow Gum.

I used to type up the contents in columns, cut them to suit the page and then paste them in before sending off to the printer. (By this time my faithful portable had given up the ghost and I was the proud owner of a Golf-ball typewriter.)

"This was usually done in the kitchen after our girls had gone to bed and for days the fumes of Cow Gum filled the house. Called *The Project Manager Supplement*, it was published until 1982 when it changed its name back to *The Bulletin*. In 1989 it was handed over to an external agency and eventually became *Project*.

"Not only was the production of this publication demanding and time consuming so was the posting. I would seek assistance with the 'stuffing' from any source, even on one occasion when the then chairman, Len Connor, and his wife called in. Many a would-be boyfriend of our girls was either welcomed or rejected by mum depending on their willingness to help. By the time the girls were thinking of leaving home, the bribe of sweets and TV had changed to wine, nibbles and their choice of music for the evening."

At the suggestion of the Post Office, Doreen sorted the mailings into postal areas and countries with the publication in unsealed envelopes to keep the postage as low as possible. The system worked well until one mailing when, having left the filled and sorted boxes at the central sorting office, she received a call saying the mailing could not be accepted because the envelopes were unsealed.

"Someone had changed the rules and forgotten to tell me! When I arrived at the sorting office there were all the boxes I'd taken down the night before piled behind a cordon that read 'Do not touch – BLACKED'. I suddenly felt very protective of the magazine and after the longest hour of my life, it was agreed by the union that if I sealed the envelopes they would accept them."

## From typewriters and technology

In the early 1980s, APM invested in its first computer, an Alan Sugar Amstrad. Former chairman Herbert Walton had discovered another passion in life, computer program writing, and created one in APL programming language that put the mailing labels into line format that could be sorted alphabetically and later into membership grades. The membership database had arrived.

A suggestion to compile a book of all the members in alphabetical order led to the creation of the *Annual Membership Book*, a forerunner of the *APM Yearbook* – and again Doreen Bevan's typing and stapling skills were required.



"I sorted the record cards from numerical into alphabetical order and typed the lists up. I took the originals to a photocopying shop in High Wycombe before bringing them home to sort, staple and circulate to the members. This annual membership book was well received for a number of years until it was abused by some commercial companies and so publication ceased," she said.

In 1988 the association decided to invest in a better computer. Herbert Walton loaded his membership program at High Wycombe for Doreen to use.

"His program was finally to be tested by a novice but in true Herbert fashion he continued to shadow me from his machine, so for many years two membership systems were run in sequence. It was just as well, for shortly after taking delivery I suddenly had a black screen and when asked by Herbert which key had I pressed, I confessed I had no idea as the shelf above my desk (so carefully put there by the then hon secretary) had collapsed, spilling the files all over my desk.

"Herbert learnt that day that when writing programs, he had to make them idiot proof and Bevan proof! That system lasted right up until he died in 1996."

## Presidential coup

In 1984, president David Firnberg was stepping down and committee discussion turned to who could take his place.

Martin Barnes, then responsible for PR for the association, believed that what was needed was a national figure, a really famous businessman. The name of Sir Monty Finniston, chairman of the British Steel Corporation, was put forward but there were grave doubts that somebody of his standing would agree.

"I, like a fool, said why not? I think we need somebody like that to put us on the map," said Martin. "We don't know until we try – so I'll try!

"It was agreed I would approach Sir Monty – whom none of us had ever met – to try to persuade him to become our president, so I wrote to him. His secretary wrote back and said Sir Monty would be happy to meet me for a short time, where could I meet him?

"I said anywhere, preferably in the British Isles. I was living in Manchester at the time and, after quite a while, she wrote to say Sir Monty was attending three meetings on 24th October 1983 and if I was willing to pick him up at the end of the third meeting and take him to Manchester airport, he would be very happy to talk to me in my car. Of course I agreed.

"I turned up at this factory, he came out, we shook hands, he got into my car and I drove him to Manchester Airport. It was only a 15-minute journey but fortunately, after he'd checked in, the plane was delayed so I took him into the buffet and bought him a cup of coffee and a bun. I actually had 40 minutes' conversation with him and at the end he said:

"I will become your president but only for three years and only if I think your objectives for those three years are sensible. What are they?"

"We didn't have any! I got on the phone to Eric Gabriel that night and told him Sir Monty would become our president if he agreed to our three-year objectives – we're going to write them now. I went back to Sir Monty with these objectives and he agreed.

"I must have made him believe over the coffee and bun that we were doing something important. He was a hugely energetic business manager, bringing in beneficial change for the companies for which he worked, he was managing projects all the time.

"When I went to the next committee meeting, I was crowing because they didn't think we were yet big enough and important enough to get a man like that as president and they certainly didn't think they could land him."

Sir Monty allowed committee meetings to be held in his London office, which he chaired and was adamant that he would always get through the agenda in an hour. "And we did," recalled Martin. "Sometimes we would sit back afterwards a bit shell-shocked about all the things we had decided in that hour!

"He would turn up to big events although we never pushed him to do that, and it raised people's perception of us. He was an intuitive project manager – a great man."

Doreen Bevan also has fond memories of Sir Monty, and in particular remembers an AGM when the then hon secretary, David Worthington, gave impressive figures of just how many envelopes she had filled, stamps she had licked and so on.

"I held my breath for he was obviously going to surprise me and say that it had been decided to buy a franking machine. Sir Monty listened intently before saying to David 'for goodness sake, buy the lassie a sponge!' Even after that I still liked and had a soft spot for Sir Monty!"

That list of objectives for the next three years requested by Sir Monty were:

- Increase membership to 2,000 (it stood at 700 at the time)
- Establish and expand a full-time secretariat

- Establish a range of accredited courses in professional project management to provide development for practising and aspiring project managers
- Establish effective 'cells of activity' outside London
- Increase the proportion of active members participating in meetings or contributing to the development of the association.

All these objectives were achieved.

## Dining out

APM was now a recognisable professional organisation so, like all such bodies, it decided it must have an Annual Dinner.

The first one was at the Waldorf Hotel, London, in 1985. The dinners were very successful and eventually found a permanent home at the Savoy Hotel, continuing as an annual fixture in APM's calendar until 2007.

Through Arthur Tulip's company, Honeywell, the association had access to some top names at reasonable fees through an agency run by husband and wife TV stars Bernard Braden and Barbara Kelly.

"A variety of different after dinner speakers entertained us, from clerics to sporting personalities, but the one that remains in my mind was Humphrey Lyttleton," said Doreen.

"After telling us about his upbringing and schooling at Eton he suddenly produced his trumpet and proceeded to entertain us with his music.

"That dinner was the longest on record but our members and guests kept asking for more and even the hotel staff were in no hurry to clear away for they too were enjoying Humph!"

Stockton North Labour MP at that time, Frank Cook, also remembers that dinner. A project manager on major construction schemes before entering the House of Commons, he had been asked to represent APM in Parliament, although the dinner was the one and only time he was called upon.

"I accepted the request to represent APM in Parliament with alacrity because I thought my experience would enable me to speak with clarity and emphasis," he recalled. "I went to the annual dinner at the Savoy as the 'warm-up' speaker for Humphrey Lyttleton. I loved his radio programme and it was an honour to share a platform with him."



After bidding everyone farewell, Frank returned north and didn't hear from APM again. "I can only assume APM was being run so well it didn't need me to represent them!"

Arthur Tulip became more involved than he expected in the last dinner held at the Waldorf.

"All the head waiters were busy with other functions and there wasn't one available for our event, so I became the head waiter. My job was to make sure the waitresses served all the food properly in the right order and cleared the plates away. It wasn't a problem because I had been trained as a waiter at college – I could do silver service in those days. We moved the annual dinner from the Waldorf after that."



#### **Arthur Tulip**

Arthur graduated with a Maths degree from London and worked for some years doing research in navigation and nuclear systems. He spent nearly 40 years with Honeywell/Bull designing, developing, maintaining and implementing modelling systems including project management ones. The consulting covered many industries including UN, local government, broadcasting organisations and various industries in UK, Europe and USA.

## **From home to headquarters**

As the association grew, so did the number of storage boxes, papers and publications until the time came when space became a problem for the secretariat, still based at Doreen Bevan's home.

"I had acquired a number of different publications over the years, such as back issues of the journals and international conference papers, not to mention technical publications that members of the committee and the general membership thought would be of use to the growing association and possibly the start of a library.

"Word got out and I began to get a steady number of enquiries from students to come and 'browse the library'. I'm not sure what they thought as they sat at our dining room table, drinking our coffee doing their research, but after the initial surprise they must have been impressed and I can still see the glee on their faces at having uncovered a real Aladdin's cave of knowledge."

The students passed on their source of information and the trickle of visitors soon became a stream. In October 1985 it was decided the time had come for the association to have its own base.

The secretariat – Doreen – moved into a small office in Westborne Road, High Wycombe and APM also rented a room at the Foundation for Science and Technology at the RSA in London for committee and international editorial board meetings.

## Specifically interesting developments

Arthur Tulip put forward the idea of what initially were the Special Interest Groups, later the Specific Interest Groups (SIGs), in 1985. Up until then, there had been working parties looking at different aspects and areas of project management. These included training and qualifications, computers in project management, project management systems and project management in the public sector but by now only the training and qualifications group was still functioning.

Arthur's report setting out his ideas on how to develop and organise these groups was accepted by council and became the model for all SIGs of the future.

## Widening the scope

From its inception, APM had been a largely London-centred organisation, with occasional meetings and events outside the capital. This effectively prevented members from other areas of the country from taking an active part.

Martin Barnes, for example, was living in Manchester but arranged business meetings with clients in the London area to fit in with dates of APM meetings.

"If you lived anywhere outside the home counties, all you got for your membership was the journal that would tell you about meetings you hadn't been to. You didn't get letters after your name and you didn't meet other people.

"Other professional bodies held meetings all around the country. It was obvious that the important next step was to set up branches immediately."

Council member and future chairman Tim Carter was the driving force. Living in Chester, he too saw the need for a branch structure and led the way in 1987.

"I made the point that we were a London-centred organisation with few participating members outside of London. I had been the Yorkshire branch secretary of another institution and had experience, so Martin Barnes suggested I set up the branch structure. The North West branch was the first.

"Doreen Bevan sent out details to all the members in the north west and around 30 people turned up for the first meeting in the Lord Daresbury Hotel in Warrington. Professor Peter Thompson from UMIST came along with a projector and we had a presentation on the Murchison North Sea oil project.

"We had a good evening, I volunteered to chair the branch, a committee was formed and we all made lifelong friends."

Rodney Turner used existing links with his local panel of the Institution of Mechanical Engineers (IMechE) to set up the first event for the Thames Valley branch, the second branch to get going.

"At one of the IPMA expert seminars, Martin Barnes asked me to become more actively involved. I had been chairman of the IMechE panel in Reading and a member of its Southern branch, so I organised a joint event with the IMechE Reading Panel as the first event for a Thames Valley branch and used it to attract potential members."

Bob Laslett took a very direct approach to forming another of the early branches in Kent.

"I was very keen we should have a branch so I press-ganged my project manager brother, Ivan, into being chairman and a bunch of other people to be on the committee. I wanted to fast track it and the best way to do that was to get keen and enthusiastic people on board straight away."

There was a rapid expansion of branches across the country. "Together with the SIGs, this was the point when people realised there really was some benefit in joining APM. It was clear this was the right thing to do," said Tim.

With rapid growth came a threat of fragmentation, which concerned Arthur Tulip, who headed the Special Projects Group set up to handle matters requiring quick action. He felt more central control was needed and suggested changes to the way things were being run

"Branches and SIGs were all doing their own thing, running their own seminars to their own timescales without any reference to other branches or the central programme," he said. "Each event had a committee repeating the same mistakes and, from my non-partisan position at the centre, I could see what was happening and thought I had better flag it up before it got too far out of hand."

As a result of his report to council, tasks such as booking functions in order to avoid date clashes, registration and mailing were all handled by the secretariat. The membership

committee was also set up to relieve the administration committee of this increasing aspect of its workload.

Tim Carter put forward the idea of a meeting of all the regional groups and SIGs – a meeting which became known as the Beaconsfield Conference – when a five-year plan for the development of the association was put together.

The formation of SIGs and branches had a big impact on membership numbers, which reached the 2,000 target in 1987. Not that it was all plain sailing. As APM extended its reach overseas, it was to fall foul of security in the Far East – but that's a tale for the next decade!

## Reward and recognition

Throughout the 1980s, APM and project management were steadily gaining a higher profile and wider recognition. This was partly driven by developments within the association and its activities at national and international level and partly through a growing wider profile fed by key APM players.

The national press had started to ask questions. When the *Daily Telegraph* invited APM to contribute to an article 'What is a project manager?' the resulting feature generated more new members. The association's swift and emphatic response to a later article in *The Times* claiming that 'project managers were not represented by a professional body' was printed and also brought wider interest and more new members.

## Raising the name

While in charge of publicity for APM, Martin Barnes set out to spread the word and get APM mentioned in as many other professional journals and national publications as possible.

"There were an awful lot of people who called themselves project managers and who were not members of APM. As publicity person, my job was to do something about that. The first thing I did was to ask every member of the committee whenever they saw any reference to project managers in the press to cut it out and send it to me.

"Most of the things they sent in were job adverts. There were a huge number, even then. I kept a 'rogues' gallery' of these. A few said: 'Project manager wanted – no previous experience required'. The phrase had become fashionable and, as today, if you have a phrase that you have never heard before then everyone in the media is using it within a fortnight. It's extraordinary."

On August 8, 1988, APM hit the publicity big time! The BBC had launched a new television series, *Business Matters*, and that night's programme was not just about project management and APM, but was produced by and featured Martin – by now chairman of the association.

"I received a call from Mike Weatherley, a BBC television producer, who said he had been asked to make a programme about project management for *Business Matters*. He didn't know what project management was and could he talk to me about it?

"Of course I said yes because I could see this was a great PR opportunity. I explained that project management was the management of any enterprise where a group of people are given the job of doing something and working together until they have achieved it.

"He said by that definition, he was a project manager! If I was a project manager, did I honestly think I could manage making this television programme? I said yes, so he took me up on it."

With Martin using his project management experience and skills and the broadcasting expertise of the BBC team, the programme was completed to schedule and went out on air.

"The programme was all about us making the programme – a bit complicated but it worked. The BBC made it into a training video after it was broadcast."

A copy of the recording is kept in APM's archives and the programme generated even more inquiries about membership.

## Rewarding success

There was official recognition, too, of best practice, professionalism and contribution to professional project management with the first APM awards.

In May 1980 Herbert Walton generously set up the Walton Prize Fund and it was decided this should be a pen set up to the value of £25. Records indicate that the first winner was M.L.R. Robbins who was presented with the 1981-82 prize at the association's annual general meeting. This was the start of a tradition that continues today – the Herbert Walton Award is presented every year for the best doctoral academic research.

By 1987, *Construction News* had added its backing through sponsorship of the Project Manager of the Year Award, to be presented during the opening ceremony of the 1988 INTERNET World Congress hosted by APM in Glasgow.

## Make a date for '88

APM was again to host an INTERNET Congress and the financial lessons from 1976 had been well and truly learned. The intervening years had also brought a much bigger world community of project managers keen to take part in such events.

This time, the theme for the 9th World Congress was Concept to Completion and the plans were much more organised and ambitious. There was even talk of attracting a member of the royal family to open it, but despite the best efforts of even Sir Monty Finniston, this was not to be – at least until the next time it was APM's turn in 2000.

Anticipating big numbers, the newly opened Scottish Exhibition and Conference Centre in Glasgow was chosen as the venue, professional consultants were brought in to organise it, promote it, attract sponsors and sell exhibition space.

The slogan was Make a Date for '88 and included attractions such as a civic reception hosted by The Lord Provost and specially arranged tours of some of Scotland's historic and most beautiful spots.

It was a resounding success. Although not quite as many delegates attended as had been hoped, it was a financial triumph, according to Dennis Gower who chaired the organising committee. With an estimated 'surplus' of around £80,000, there was more than enough to give INTERNET its £20,000 share.

APM was also branching out into exhibitions, initially entitled IPMX and later simply PMX, which were the first of their kind in the country. What had begun as a few software companies attending seminars to promote their wares grew and the IPMX '89 event was a two-day affair, taking up two halls at the Covent Garden Exhibition Centre.

## World influencer

APM was becoming a recognisable force in the world of project management. By the end of the decade, a test of competency was being devised together with a register of courses to help reach those levels. The volume of work for the secretariat warranted another pair of hands, so Mavis Perfect was recruited to help Doreen Bevan.

## Setting the standards

Members of APM had long been working with the British Standards Institute setting the nationally recognised standards in project management.

Back in 1966 Dr Jim Gordon was among other future APM members involved in a study group of the Operational Research Society, discussing network analysis techniques.

"It became apparent that, because of our different backgrounds and work areas, terms which appeared to have a common interpretation were being used quite differently by many of those attending the meetings," recalled Jim.



### Dr Jim Gordon

Jim worked in the aerospace industry until 1965 when he took a Masters course at University of Birmingham, followed by a research on the application of network techniques for production scheduling. He remained as a lecturer and director and was awarded a PhD in 1974 for his work on resource allocation techniques for project scheduling. He has served as an examiner at Cranfield University, the Management and Business School of the University of Wales and as visiting Professor at NC State University in North Carolina, USA.

"When this was realised by the group it was decided that a glossary of terms in the area of project planning should be set up with agreed definitions of the terms and that when completed it should be submitted to the BSI for publication as a standard.

"However the BSI does not work quite like that! Anything published in its name has to be considered and validated by an appropriate technical committee and no such committee existed in the BSI at that time for the area of the glossary. Since the document had come from a recognised professional society, the BSI gave the document to an existing committee that was working on a glossary of terms for work study.

"The group, when it had calmed down, wisely called on Fred Simms to discuss what it was all about and, as a result, recommended the publication of the glossary and the formation of a new committee to take over all work undertaken by the BSI in the area of projects.

"The glossary was published in 1968 as *BS4335:1968 Glossary of terms used in Project Network Analysis* and a new committee was set up with Fred Simms as chairman."

In 1974 Jim took over the chair of the committee that had started work on a new standard, BS 6046. It was extended and reissued in 1984 and was again revised and reissued as BS 6079 in 1987.

Since the foundation of APM the majority of the BSI committee members have been members of the association, which has the privilege of having two official representatives on the committee unlike any other allowable body.

Jim was the longest serving from 1968 until 2009 and as chairman from 1974 till 2003 when he handed over to Mike Ocock, who in turn handed over in 2006 to Mike Brown. Others APM members actively involved were Arthur Tulip and Miles Shepherd.



**Miles Shepherd** has been involved with project management for more than 30 years, leading projects in the UK, Eastern Europe and Russia. He is an associate lecturer and research supervisor for the Open University, visiting Fellow at Bournemouth University, Adjunct Professor of Project Management at Asia Pacific International College, Sydney, Australia, an honorary senior research fellow at University College, London and an external examiner for a number of UK universities.

Part of Arthur's role was to monitor project management computer programs and software which were also creating interest within APM council. He tested the early release of



Microsoft Project while working at Honeywell's Slough base, just around the corner from Microsoft's office. When the Central Computer and Telecommunications Agency – later the Office of Government Commerce (OGC) – launched PRINCE in 1989, everyone wanted to know more about it.

Said Arthur: "APM and BSI looked to me to give a leaning, so wearing my BSI hat I booked myself on a PRINCE course and got the response that Arthur Tulip was running it!"

There were also early moves to set up a trading company to ensure any profits made by APM did not fall foul of its charitable status. The search was on for a director to head this company as project management moved towards a period of unprecedented professional development.

APM was at the heart of it all and the 1990s would see the work of those dedicated, committed and pioneering volunteers bear fruit, with the introduction of formal qualifications, a definitive *Body of Knowledge* and a gradual shifting away from a 'club' towards a modern professional organisation.

However, a recession was looming and APM was to face its worst ever financial crisis that could have spelled the end.





Peter Morris is professor and head of the School of Construction and Project Management at University College London (UCL). He is the author of over 110 papers and several books on the management of projects. A previous chairman of APM, he was awarded the Project Management Institute's 2005 Research Achievement Award, IPMA's 2009 Research Award and APM's 2008 Sir Monty Finniston lifetime achievement award.

# APM history 1990-1999

The last decade of the 20th century was one of celebrations, commiserations, drama and debt.

Nelson Mandela was freed after 26 years as a prisoner on Robin Island, the Channel Tunnel opened, Nintendo launched its Game Boy, the Hubble telescope went into orbit, hope for cures for serious conditions rose with the start of the Human Genome project in San Diego and the world wide web became accessible to all, which together with the founding of Google, was set to revolutionise just about every area of human activity.

Hong Kong was returned to China, East and West Germany were reunified, the Roslin Institute in Edinburgh cloned Dolly the sheep and the first ever space funeral took place when the ashes of 23 space enthusiasts, including Star Trek's Gene Roddenberry, were sent into orbit. Preparations began to mark the new millennium as the Millennium Dome and London Eye started to rise.

It also saw the death of Diana, Princess of Wales, confirmation of the first cases of 'Mad Cow' disease in the UK, the Omagh bombing in Northern Ireland which killed 29 people and US and British forces led Operation Desert Storm to expel Iraqi troops from Kuwait.

An economic chill set the scene for these turbulent times as a deep recession started to bite in 1990. The UK joined the European Exchange Rate Mechanism in a bid to stem rising inflation, only to be forced out after Black Wednesday when the pound dropped dramatically. Unemployment rose to nearly three million, house prices plummeted and it was to be a tough three years before economic growth began to show sustained growth.

APM did not escape the effects of the recession. It too began the 1990s facing a grave financial crisis but turned things around into a phase of phenomenal growth.

It extended its reach, its voice became more influential and its advice sought. It set standards for the modern profession in the UK and further afield with the publication of the *APM Body of Knowledge*, the introduction of structured qualifications and a continuing professional development scheme.

The association contributed to important external developments, such as the Latham Report and national vocational training courses. The *APM Body of Knowledge* and qualifications became hugely influential in establishing standards abroad.

While events such as exhibitions, the annual dinner and, later, fully-fledged awards ceremonies continued to be popular, the association became increasingly more focused on managing and running the burgeoning business of a professional and professionally run organisation.



Doreen Bevan pictured at the 1992 Annual Dinner with all the chairmen of APM she had served with up until that time (l-r) Herbert Walton, Len Connor, Eric Gabriel, Martin Barnes, Tim Carter.

Growth brought change. APM moved offices to accommodate the increasing volume of work, materials and equipment. A trading arm was established, albeit short-lived, and the first full-time, professional members of staff were appointed.

It changed its name again, too, reflecting the broader interest of project management throughout business and industry. In 1996 it became the Association for Project Management, the name it still bears today.

In 1997, the association celebrated its 25th anniversary at the Sackville Street conference centre of the University of Manchester (then UMIST). President Sir Bob Reid addressed and chaired the proceedings and Rodney Turner, then chairman of the association, was the main speaker.

On a more light hearted note, the 'great and the good' of APM starred in a *This is Your Life* style presentation, with Dr Martin Barnes CBE taking the role of presenter Eamonn Andrews.

## Tough start

The 1990s did not have an encouraging start. As the recession bit, APM faced a severe financial crisis.

By November 1991, it was looking at a £75,000 deficit for the year and there were real fears that the association would be unable to remain in business.

The projected growth in membership on which budgets had been largely based was not happening. Many existing members were resigning as they struggled to keep their jobs and reduce their personal spending and there were insufficient new members filling the gaps. Loans and grants were being given to branches and there was also the investment in developing the Certificated Project Manager (CPM) qualification.

The sums were straightforward – APM was spending more than it was earning. Some immediate cost cutting was carried out, but more sustained action was needed. A working party was set up to take a hard look at the situation and when it reported back in April 1992 it made grim reading.

All income had been spent and £36,000 of reserves had been used to remain solvent. There had been 1,000 new members during the year but a further 800 had resigned. If APM could not maintain a positive financial position, the only hope for its future would be to merge with another professional body. The working party suggested a tough course of action, including:

- APM must not spend more than it earns
- Future budgets must be based on minimum guaranteed income
- All APM activity in 1992-93 must make a positive return, except for CPM, which would cost an anticipated £5,000
- Every event or project must be allocated a project manager to champion it
- Setting up a trading company should be top priority
- Halve the capitation allowance for branches; branches and SIGs must become self-financing
- Above all, corporate and individual membership had to substantially increase both for credibility and for funds.

In June 1992, Professor Rodney Turner took over as honorary treasurer. "I knew what I was letting myself in for so it wasn't a surprise. The biggest challenge was to keep APM solvent and persuade the banks to tide us over.

"We took one year's subscriptions early because we were a company limited by guarantee and could treat early subscriptions as income rather than credit. That managed to keep us solvent.

"I also had to cut expenditure, much to the chagrin of the branches! I chased debts and I drew up a month-by-month budget to plan expenditure a year in advance."

Within a few months, the tide began to turn. By November 1992, APM was on course to turn the loss into a break-even situation. Membership fees were increased and APM's subsidy to the International Journal was reduced from £10,000 to £2,000 a year.

By February 1993, new members were joining at the rate of three to four a day with no significant fall off. The position was steadily improving. Chairman Professor Peter Morris reported: "Rodney Turner has steered APM into a healthier financial position."

APM was back on track, exceeding its 1994-95 targets and making a profit of £85,000. Bad as it was, this crisis turned out to be a major driver in the development of the association from a 'club' to the professional, standard setting organisation that entered the 21st century.



#### **Professor Rodney Turner**

Rodney has worked in the process plant and petrochemical industries and as a management consultant in shipbuilding, manufacturing, telecommunications, computing, finance, government and other areas. He is the author of 16 books, lectures on project management worldwide and is professor of project management at the SKEMA Business School, in Lille, France, visiting professor at Henley Business School and the Kemmy Business School, Limerick, and adjunct professor at the University of Technology, Sydney and Educatis University, Zurich.

## **Knowledge, qualifications and competition**

### **Unique Body of Knowledge**

As project management continued to evolve, APM knew that it had to take the lead in establishing professional project management qualifications and establishing the distinct area of knowledge if it aspired to be a truly professional organisation. After all, one of the characteristics of a professional is mastery of a unique body of knowledge.

APM was compiling a guide to project management and related courses, but something much more than a source book was required. The education and training group was given the remit to define a test of competency. This was the start of the standard-setting *APM Body of Knowledge* and the first qualification, Certificated Project Manager.

"It was heady stuff," said Martin Barnes, who was to step down as chairman in the summer of 1991 after five years at the helm.

"In the early days we were perfectly happy to be a society of people who were fascinated by network analysis, enjoying each other's company and interested in spreading what we were doing. Only gradually did the idea take off that we could become a real profession."

The Project Management Institute (PMI) was already a step ahead. It had published its *PMI PMBOK Guide*, which was selling well and as people rushed to take the US-based organisation's qualification, it was attracting a rapidly growing membership.

APM had to move to secure its own position in the UK and offer meaningful qualifications. To do this, it needed to define what project management was, produce a *Body of Knowledge* against which people could be examined and do it better than PMI!

It had just the man to lead this – Peter Morris, an experienced project management practitioner, an academic (though at this time a full-time director of Bovis) and universally regarded as a pioneer and authority in the field.

His work while a research fellow at Templeton College, Oxford University and as executive director of the Major Projects Association, had already led to the milestone book, *The Anatomy of Major Projects* (Wiley 1987).

"I discovered from the data that what makes projects go wrong were not the work breakdown structures or critical path or things like that which normally constitute the bulk of project management textbooks and the *PMI PMBOK Guide*, it was how they were set up, their interaction with stakeholders, the relationship with sponsors' strategy, choice of technology, commercial strategy, selection of people, behaviours, leadership and so on," explained Peter.

"PMI was getting a terrific resonance in the market place and charging ahead. It didn't take a genius to see that APM needed a certification process. The *PMI PMBOK Guide* only focused on the execution end of projects and that wasn't enough. I didn't feel we should write a body of knowledge that was just about the execution – managing projects successfully entails much more than that and therefore, so should the body of knowledge. We needed to take a much more holistic view.



"Up until this point, the education and training committee had focused on telling people where to find courses and where to go for continuing professional development. But that became secondary as Tim Carter, Richard Pharro and I set about writing the *APM Body of Knowledge*.

"The assumption was, and still is, that project management competency is partly knowledge driven and partly about skills and behaviours, sharpened by experience.

"The *APM Body of Knowledge* was something against which people could be examined and certificated. It defined at a high level the curriculum for professional certification. In terms of establishing the profession it wasn't just the right thing to do, it was essential.

"Richard did the frontispiece about what we expected from a professional project manager in terms of ethics and experience, I did the knowledge areas and Tim was the project manager."

The first edition was finished in late 1990, reviewed and published in 1991. It was aimed at the professional manager of projects in any sector, somebody who ought to have knowledge of what it takes to develop and deliver projects and programmes successfully.

The *APM Body of Knowledge* was quickly regarded as an international standard. It was translated into several European languages and adopted by the International Project Management Association as the basis for its own 'competency baseline' certification process in the late 1990s.

It has undergone continual revision ever since, often doing so on the basis of formal research programmes, reflecting the development of the profession.<sup>1</sup>

### **Top mark of professional competence**

Now the association was able to press ahead with offering its first qualification, Certificated Project Manager (CPM), following a model set by other professional organisations.

"Other professions were not doing the training, they just examined people that somebody else had trained and issued a certificate," explained Martin Barnes. "However, we soon realised we had created a problem for ourselves. That top level of qualification required people to be assessed by competent project managers, so how do you assess the potential assessors? That was pretty important.

"Eric Gabriel and I were asked to interview candidates who were already competent project managers. We would have a serious interview with these men – they were all men – who thought they would be able to assess other people.

<sup>1</sup> See for example Morris, P. W. G., Jamieson, H. A. J., and Shepherd, M. M. 'Research updating the *APM Body of Knowledge* 4th edition' *International Journal of Project Management*, Vol. 24 (2006): pp. 461-473

"They had to submit a report on a project that they had done and part of the interview was to ask questions about it, just to make sure the person in front of us had actually managed the project. Some failed that process."

Because CPM was based on the *APM Body of Knowledge*, it encompassed much more than techniques, a fact of which Martin Barnes is extremely proud.

"Qualifications tend to be about techniques because you can examine people in techniques. You can't examine them on the human factors, but project managers need knowledge and the professional ability to interact with other human beings. That is one of the reasons why this highest level of our qualifications includes essays and interviews where you can judge people's grasp of the human factors. We were one of the first professional bodies to do that."

The CPM qualification had a 'measured' soft launch in late 1991, with an official press launch in May 1992.

### **Making an entrance**

With CPM firmly established, in 1994 the association turned its collective attention to an entry-level qualification, particularly as PMI was offering its PMP examination and planning to set up a UK chapter.

The resulting APMP was to prove a major turning point in the association's fortunes.

"The promise was that by joining APM you were joining the professional project management community and would be recognised in your career," said Peter Morris, who by now had taken over as chairman.

"We were doing it by providing something which wasn't necessarily very deep but was certainly of value. We had the magazine, a number of functions, seminars and so on and now we had the certification programme. But we needed something more than just CPM.

"CPM was incredibly hard to get and we had nothing below it. We were shooting ourselves in the foot. What we needed was something that was entry level and easier to get, like the PMP, so I suggested the APMP. This was taken forward by David Shannon and Donald Heath."

Added Donald Heath: "We had to have a qualification to persuade UK people that it would be better remaining with APM than with that 'foreign outfit'. It also started us thinking about qualifications in a more structured way which in turn enabled us to prepare the way to seek Chartered status."

The APMP was launched in June 1996. Originally a multiple-choice examination based on the *APM Body of Knowledge*, there was an enthusiastic take up, particularly from corporate members. It proved popular and profitable and was largely responsible for a massive rise in membership, which reached 10,000 just two years after its introduction.

Like the *APM Body of Knowledge*, it also became a benchmark for qualifications in other countries.

The association was not only looking to define its own qualification standards. Through John Faiers it was also influencing the development of the new NVQ in project management.

John had been quick to realise the necessity for input from the professional body into the NVQ and became deeply involved in advising on the training leading to this vocational qualification.

## Going for growth

Key to generating more revenue was to increase the profile and membership of APM. It was agreed that somebody needed to be taken on to do this and Bob Laslett was appointed as part-time marketing director, the association's first director-level member of staff.



**Bob Laslett** is a Fellow of APM and his company, Chaucer Consulting, is a corporate member. Bob is global CEO of Chaucer Consulting, president of Columbus Oil and Gas and an executive director of Wolverhampton Wanderers Football Club.

"I was based at the offices in High Wycombe with Doreen Bevan and Mavis Perfect. The prime objective, and the reason I took the role on, was to target more corporate members.

"We felt that if APM was to be successful, it needed to attract more corporate members because they would provide a very strong supporting base for the whole organisation.

"I spent a lot of time visiting companies to encourage them to join. APM was in a financial crisis so if we could get corporate support from industry it would be very important to survival.

"I used a lot of contacts I had already built up and also set about cold calling. I explained what

our plans were and sold APM on the basis that it was an inherent benefit for an organisation to be associated with a formal organisation for project management, because project management was both increasingly important and an integral element in all companies.

"APM, as the only formalised body for project management, was attracting individual members and with our magazine, meetings, annual conference and so on, it offered an opportunity for recruiting people who were involved in project management having reached a certain standard mainly through experience. I got quite a few individuals as well as companies to join, it was a good start."

He also visited the branches and other professional bodies to strengthen links with the association before pressure of other work led him to resign.

"I'm very pleased to have been associated with APM in its formative years. Everybody put in a lot of effort and I enjoyed my time being intimately involved – it was fantastic."

## Trading on success

Right from the start of the 1990s and the creation of a five-year plan, APM had wanted to set up a trading company as a priority to handle its profit-making activities without falling foul of its charitable status.

The precarious financial situation had delayed the appointment of a suitable managing director to establish and lead such a company, but with increasing membership and the successful introduction of the Certificated Project Manager and APMP on the horizon, the need was becoming more pressing.

Richard Pharro came up with his proposal for APM Group as a joint partnership with APM, which would retain a 49 per cent share and have representatives on the board. Richard would head it, with Keith Corrie as company secretary.

The plan was agreed and in 1995 APM Group was formally established with a £1,200 loan and a further £10,000 start-up fund, all to be repaid to APM within two years. Its brief was essentially to boost corporate and individual membership and income, market APM, its qualifications and its publications, run the examinations, offer consultancy, organise profit-making events and sell advertising into *Project*.

Michael Dallas and Tony Chater were appointed non-executive directors to represent APM's interests. Later, Alan Harpham became chairman of APM Group and resigned as a member of APM council.

"We ran at a loss for those first two years and I took no salary," said Richard. "But we paid back the loan with interest by the due date.

"These were the days before the internet. We marketed through various channels such as advertising, talking to corporate members and attending exhibitions. When APMP was introduced, Group ran it, including marking what were multiple-choice papers in those days and running training courses.

"We sold APMP into some really big organisations and even took it to Europe, including Germany, as a better alternative for Europe than the US-based PMP.

"We also sold the *Project Risk Analysis and Management (PRAM) Guide* when it was first published in 1997, edited by Dr David Hillson, Peter Simon and Ken Newland. That worked really well – the Risk Specific Interest Group (SIG) was by far the most active and productive of the SIGs at that time."

APM Group saw the potential when the Office of Government Commerce was looking for a company to promote PRINCE2. The original business plan was for more than 500 exams a year but there was a feeling that it just wouldn't 'fly'.

There was growing unease within some areas of APM that the activities of Group were running counter to the interests of the association and some of its members. The launch of a new magazine that could compete for advertisers with *Project*, a perceived conflict of running courses that could also be run by corporate members and the competition posed by PRINCE2 to APM's own qualifications were among the concerns.

Not all agreed and there were some difficult discussions within council, but the decision was finally made in 1999 to make the legal break with APM Group in 2000, leaving it as an independent company with the right to retain the name of APM Group.

"There were a number of members who thought APM Group was taking the bread out of the association's mouth," explained Donald Heath, who was APM chairman when the break came. "I was not one of that number and I was angry at, amongst other things, the potential income that I believed APM was throwing away, but it was a democratic decision by majority vote."

APM Group went on to become a profitable, global business. Much water has passed under bridges since then and the association is currently looking at new ways of working with APM Group for the benefit of the project management profession at large.

## Branch business

Regional branches were now well established, but there was a hint of rebellion in the air! As a result of the Beaconsfield Conference, 1990 saw the first council meetings where branch chairmen were invited to attend, though not to vote.

"Branches were becoming restless," said Donald Heath. "A major problem was a lack of two-way communication between the governing body and the regional centres. Branches still felt left out and complained that they weren't being taken notice of."

"But there were also times that branch representatives hardly uttered a word at council meetings and weren't reporting back to their branches. It made life difficult!"

A framework for the future was agreed at a meeting in Edinburgh, known as the Edinburgh Concordat. It was agreed that APM would provide funding to branches and each branch would have a representative with voting rights on council.

Meanwhile, the spread of branches continued at home and overseas. Tim Carter, who had been the driving force behind the branch movement, had just become the new APM chairman when he received a call in 1991 to visit the Far East.

"I was invited to Jakarta to lecture on the *APM Body of Knowledge*, together with Michael Dallas who was speaking on value management and value engineering. We had a wonderful two weeks visiting Jakarta, Singapore and Hong Kong.



Doreen Bevan and Mavis Perfect leaving Westbourne Road for the last time

"We attended the launch of the Hong Kong branch at the prestigious Hong Kong Jockey Club, which was an absolutely unforgettable evening. There were some 30 people there, all expats working in Hong Kong."

Singapore also wanted to launch a branch, so Tim and Michael went there, too, only to discover that APM was seen as a threat to national security!

"On the day of the proposed launch, we were told that any gathering of more than 12 expatriates that was not licensed as a trading body was considered a potential risk to the ruling authorities and could not meet. We decided to continue with the 'meeting' – but on a purely social basis and vowed that one day, we would launch a branch in Singapore when the authorities were less paranoid."

## On the move again

All this activity generated a lot more work for the secretariat of Doreen Bevan and Mavis Perfect.

"Of course the inevitable happened, we began to run out of space for all the boxes that we had accumulated. At the start of 1991, the secretariat moved home once again, still in High Wycombe but this time on the Oxford Road," said Doreen.

"Mavis had taken over the day-to-day responsibility of the membership but as the numbers grew so did the size of our mailings. We now had the post delivered and



APM offices in Oxford Road



collected from the office and of course when it was renewal time for the subscriptions the postmen looked like Santa.

"In 1992 it was agreed that I could take on a temporary part-time person just to help us over the subscription renewals period and Ann Wood joined our team. What a difference another pair of hands made and gradually Ann took over the branch and SIG mailings as well as numerous other jobs. We all worked well together and everybody helped each other, they certainly were very busy but happy times."

It was not long before APM was to outgrow itself again. "Our three room office began to get too small and once again the boxes began to take over. In 1998, with John Faiers' help, we found new premises at West Wycombe Road. Our staff had now grown to six full-time and one part-time, qualifications had been introduced and APM was indeed most firmly on the map."

## Presidential paths

When Sir Monty Finniston announced he would be standing down as president after seven years, Bob Laslett proposed Admiral Sir Lyndsay Bryson as a worthy successor.

"I felt we needed a figurehead as president and Sir Lyndsay was just such a name," recalled Bob.

Sir Lyndsay had enlisted as a rating and rose to Controller of the Royal Navy from 1981-85, a period that included the Falklands War. His reforms of the naval procurement process – The New Look – were widely acclaimed and their principles were adopted across Whitehall. After retiring from the Navy, he served as deputy chairman of GEC Marconi from 1987-1990 and was chairman of the Marine Directorate from 1986-1992.

As with Sir Monty, it was the direct approach that proved successful in getting Admiral Sir Lyndsay on board. Bob had arranged to meet him at his home to discuss the matter.

"I went with my brother, Ivan, but as Sir Lyndsay had not yet arrived, we were met by Lady Bryson and she was absolutely charming. She plied us with tea and cakes and I think she saw we were good lads! Sir Lyndsay eventually arrived and he agreed to be our president.

"He brought a huge amount of credibility, which was what we needed. He was not only a figurehead, he was an extremely nice person. It was a coup for us to get him on board."

Sir Monty died a month before his term as president was due to end, so Admiral Sir Lyndsay took on the role earlier than expected. Representatives of APM attended a memorial service for Sir Monty.



When Admiral Sir Lyndsay Bryson announced his intention to stand down, the search began again for a new president. Keith Corrie, hon secretary of the day, had just the person in mind, chairman of British Rail, Sir Bob Reid.

Another big hitter, Sir Bob had spent more than 30 years in the oil business until his appointment to the top job with British Rail.



Sir Bob Reid

He joined Shell in 1956 and spent much of his career overseas, including posts in Brunei, Nigeria, Thailand and Australia. Sir Bob was chairman and chief executive of Shell UK from 1985 until he retired in 1990.

He was chairman of British Railways Board from 1990-1995, a challenging time when the railways were being re-shaped under the privatisation programme.

After retiring from the board, he went on to become a deputy governor of the Bank of Scotland and has been a director of IntercontinentalExchange (NYSE: ICE) since June 2001. He is also chairman of ICE Futures Europe, ICE's London-based regulated energy exchange subsidiary, as well as chairman of ICE Clear Europe.

Sir Bob is also a director of Diligenta Limited, Jubilant Energy and EEA Helicopter Operations and serves as chairman of the Foundation for Young Musicians, Conservatoire for Dance and Drama and Learning Through Landscapes.

Keith Corrie asked Donald Heath to make the approach as he worked for British Rail. " So I asked Sir Bob and he said yes - he was quite tickled to be approached. He was a very good president, took a lot of interest and really kept his eye on what was going on."

## Setting the future agenda

When Rodney Turner was elected chairman in July 1996, he presented his view of APM's strengths and weaknesses. Its strengths were that it was multi-industry, vigorous, flexible

and international. He saw its weaknesses as lacking executive infrastructure to follow through and deliver in some areas and that project management was still seen as too vague or as a secondary discipline.

His strategy for the year ahead was to:

- introduce and promote internationally recognised qualifications
- encourage and support the project management profession at home and abroad
- provide resources and support in members' career development and the development of the profession.

"APM doubled its membership during my tenure, we introduced APMP and we became part of the IPMA certification programme. The branches became firmly established and I felt we achieved all the objectives we set ourselves," said Rodney.

As APM continued its upward climb, it became clear that it needed to find permanent people to run it all.

"These were exciting times, but they brought increasing demands on our time," said Donald Heath, who followed Rodney as chairman.

"There were three distinct groups of people on council – those who worked for themselves and who made significant income sacrifices to work for APM; those whose employers had very little time for APM so they frequently took leave for APM business; and those who had very supportive employers who recognised APM was a good thing and gave us time. I was lucky enough to be one of those, my employer, British Railways, was fully supportive provided it didn't get in the way of the job.

"We were a passionate bunch of well-meaning amateurs, but by the mid-1990s, it was very clear we needed to have full-time employees to run the association and do the job properly because we simply didn't have enough time in the day."

APM member Mike Hougham had been part-time executive officer from 1996 and in August 1998 the association appointed its first executive director, John Nicholas.

As the new millennium approached, APM's accounts were showing a healthy surplus and with the 10,000 members mark about to be reached, it had become what is still believed to be one of the fastest growing professional body ever.



The Brewery, London – the venue for the annual APM Project Management Conference and Awards (2007 – present).

# APM history 2000-2010

The world celebrated and hopes were high as a new millennium dawned. There certainly were great achievements and events waiting ahead.

Sir Steve Redgrave became Britain's greatest Olympian ever when he won his fifth consecutive gold medal at the Sydney Olympic Games. The Queen marked her Golden Jubilee and a young British woman, Ellen McArthur, set the world record for sailing solo around the world – and won an APM award!

But the first 10 years of the 21st century also saw war, disease, disaster and the deepest worldwide recession in living memory. British farming was hit by a severe outbreak of foot and mouth disease in 2001.

Operation Iraqi Freedom saw the start of the second Gulf War in 2003. A huge tsunami swamped coastlines along the Indian Ocean on Boxing Day 2004, killing thousands and sparking a massive international relief effort. Shock waves of another kind followed the collapse of the sub-prime mortgage business in the US, plunging the world into financial crisis.

Across these areas of human endeavour, project management played a vital role, from building equipment for the military campaigns in Iraq and later Afghanistan, the relief effort in the Indian Ocean and other major disasters, to organising great events for the Queen's Jubilee and even fixing the famous wobbly Millennium Bridge over the Thames. It all demonstrated just how far the profession had come and how far its influence reached.

By 2000, APM had a new president in Professor Tony Ridley, a man with international practitioner and academic project management credentials.

Held in high regard across the world, particularly in the transport sector, Tony Ridley has held board positions at the Tyne and Wear Passenger Transport Executive, Hong Kong Mass Transit Railway Corporation, London Transport, London Underground, Docklands Light Railway and Eurotunnel.

In 1988 he was the first recipient of the Highways Award of the Institution of Highways and Transportation and went on to become Emeritus Professor of Transport Engineering

at Imperial College London, a position he still holds. In 2004-2005 he was senior transport adviser to the London 2012 Olympic bid.

As an active president, he knew that APM had to change if it was to move forward and urged the association to 'fix our processes'.

Council responded and The Change Project (TCP) was born, under the leadership of the association's first woman chairperson, Margaret Greenwood.

The aim was to re-shape APM, and so dawned a new era for the association.

In 2004, Dr Martin Barnes CBE, Tony Ridley's successor as president, added even further momentum for change when he issued the Barnes Challenge – for APM to become 'the model of a successful, modern professional organisation, pre-eminent in the fields of project and programme management'.



**Professor Tony Ridley**

By 2010, it had gone through a root and branch review. Modern effective governance processes were in place, the brand had a new look and feel and a professional staff of 50 was working in impressive headquarters to support over 18,000 individual and 500 corporate members.

Turnover had risen to over £5 million, new qualifications, publications and professional development initiatives had been added to the professional suite – and after decades of talking about it, Chartered status was finally on the way.

## **Right royal start**

The century began with royal recognition for project management and APM when the Princess Royal, Princess Anne, opened Congress 2000 at the Royal Lancaster Hotel in London.

This was the third occasion that APM had hosted an IPMA World Congress and although this time the event was outsourced to a professional company, it was still the remarkable network of project management contacts that secured the royal services.

It was the final assignment contracted by APM from APM Group – the legal disassociation was completed after the congress. Congress director, Alan Harpham had close links with Cranfield Trust – Cranfield University's alumni charity founded with Princess Anne as a 'time and talents' charity to enhance the performance of other charities. The trust had arrangements to call on Princess Anne, its patron, in return for a fee to the charity. A number of APM members also signed on as volunteers for the trust during the congress.

"We agreed we needed a high profile person to open it, preferably a member of the royal family that had a good understanding of the business world," said Donald Heath, then APM chairman. "We also wanted a high ranking member of the government and were able to secure the Minister for Construction, Nick Raynsford, to give the keynote address.

"It was a hugely successful conference. It didn't make quite the profit that we hoped, but it didn't make a loss, either. Those who attended said that the quality of the papers was very good and the prestige of hosting this type of event is also important.



**Donald Heath**  
**Former APM chairman**

"It demonstrates that APM is seen to be a very successful national body and keeps our name in the forefront. It is also a very good way of displaying to the world that we are at the cutting edge of advancing the science and practice."

Added Miles Shepherd, vice chairman at the time: "Socially, the congress got off to an excellent start with a reception at the Royal Overseas Club overlooking Green Park. I was host to Adesh Jain, president of PMA India, and David Curling, who founded PMForum – a global project management news and information site."

## Age of change

APM's 30th anniversary in 2002 marked more than just a milestone date in its history, it reflected the coming of age of the profession and the association.

As Stan Hornagold, then head of consultancy Hornagold and Hills, noted in that year's celebratory edition of the APM Yearbook: "No serious project now takes place without a project manager and we are clearly identified as a separate profession.

"The profession of project management is continuing to develop at a rapid rate and is keen to make ever-increasing progress – a mature attitude and a sign that project management really has come of age."

As ever, this was reflected in parallel progress and change within APM. "It was not a sudden change, it was and continues to be evolution," said Martin Barnes. "The technology and professionalism have been developed and advanced by practitioners and academics. APM has codified, stimulated and disseminated this."

An early task under TCP was to consider – again – changing the name of APM. This time, the suggestion was the Institute of Project and Programme Management.

"I recall feelings that Institute sounded posher and might at some point be preceded by Royal or Chartered," said Tom Taylor, then London branch representative on council. "The word Programme was added at the last moment, as I remember, because somebody said if we don't take it, another body will."

A ballot was held among members, with overwhelming support for the name change. A group was set up to implement it and Tom recalls the problems. Quite apart from practical transfer issues, it was discovered that two other companies had already registered the initials IPPM.

"The team that was working on it was incredibly conscientious and wanted to deliver this mandate but we were paralysed, we couldn't see how it could be done. We agreed we should go back to council and tell them they couldn't have it – it wouldn't work.

"This was also at the very point where APM was achieving greater recognition and a much higher profile. To change the name was ironic, unnecessary and unhelpful at that time. So a new initiative was proposed and agreed – to retain and refresh APM.

"That opened the way to looking at the whole APM brand. Until then, we didn't know what branding was. It made us look closely at the constitution and the values, which was a really good exercise."



This was an early manifestation of the inclusive change process. APM members became involved in defining the new APM brand through workshops and surveys. This work was not just about the look, it also embraced the whole direction and values of APM as an organisation.

The new logo of the distinctive red, purple and grey ibis was chosen because in many countries, the ibis is a symbolic bird that represents resilience and courage, being the last creature to take shelter during a storm and the first to return – it signifies qualities of a good project manager. The first APM document to carry the logo was the strategic manifesto, *Delivering the Future*, launched in 2005.



#### The new APM identity

### A model of modern governance

By 2003 it was recognised that the governance model of a council of up to 29 members, made up of members elected by the membership, representatives from the branches, vice presidents and co-opted members and supplemented by an executive board meeting quarterly, was an unwieldy and cumbersome vehicle for the determination of strategy and policy for the association.

By now, APM had a new chief executive, retired Royal Navy nuclear submarine commander Dick Strange, who had replaced John Nicholas, and a new chairman in Miles Shepherd.

Miles had taken on the role rather sooner than he had anticipated when Margaret Greenwood stood down after only a year in office. He soon realised that TCP was not the way ahead.

"So I commissioned the Professional Associations Research Network (PARN) to review our governance and to recommend a revised management structure," said Miles. "I lead the development workshops and launched the project, handing over to Tom Taylor when I retired as chairman."

As part of the bid to 'fix our processes' the PARN working party was set up to take an independent look at what needed fixing and how it could be done.

The aims included:

- Improve performance internally through governance
- Improve performance externally
- Improve time to market
- Improve decision making
- Deal with risks to the association
- Deal with 'growing pains' in terms of changes to the structure to take into account a larger membership.

After investigation, analysis, interviews and consultation, PARN report author Professor Andrew Friedman concluded:

"The fundamental problems have been expressed in general that something is wrong, but there is also a feeling of powerlessness to do anything about it and more specifically there is the need to change the way the association is governed from a club-like, loose and relatively informal way of operating to having a more transparent and strategic approach."

Tom Taylor inherited the PARN report and its recommendations when he took over as chairman.

"All the recommendations were pertinent, perceptive and helpful," said Tom. "Some were easier to adopt and implement than others. We did some of the quick fixes and over a period of time we worked out how to bring all the other tasks and recommendations on line.

"The suggestions on engagement being undertaken by a range of forums were particularly satisfying and effective. The introduction of branch and SIG Steering Groups were also significant improvements."

A major change was in the governing structure of APM. A new board of just 12 trustees meeting bi-monthly replaced both the executive board and council. The wheel had now turned full circle, as this had been similar to the governance model in operation 30 years earlier.

The *Memorandum and Articles of Association* were replaced in their entirety and a new set of rules and regulations replaced the previous by-laws. In addition a number of new

committees, including nominations, remuneration, audit and risk management, with delegated responsibilities and comprising a mixture of board members, volunteers and executive staff, were established.

## Rules of engagement

The 'them and us' problem wouldn't go away and one of the issues highlighted in the PARN review process was the need to re-examine and re-engage the members through the branches and SIGs.

The first chairmen's forum at Dunchurch had gone part of the way to improve communication and relationships with the branches. Organised by Robin Wilkin, then deputy chairman and branch coordinator, with help from other members, it went on to become an annual event held in different venues around the country. Each branch sent its chairman and one other, usually the council representative or branch secretary.

The format was taken on board and further forums for SIGs and corporate members followed.

"There was a huge feeling that other professional organisations such as the Royal Institution of Chartered Surveyors (RICS) and PMI were in competition with us," recalled Robin.

"APM needed to raise its game to stay in the forefront as the leading project management organisation in the UK and one way to do that was through the branches and SIGs.

"Other organisations like these also had regional branches with full time staff and, at that time, we didn't. We had to get things moving in the regions – if APM was to mean more to people we had to do more work locally.

"The forums really boosted the branches and reinvigorated their activities, especially those which had been somewhat moribund," said Robin. "We saw a huge increase in the number of events and I suspect a significant proportion of new members joined because their colleagues invited them along."

A full-time member of staff was dedicated to working with the branches but more was still needed. Tom Taylor, a branch chairman at the time, refers to that era as 'The Days of the Barons'.

"It was like after the Norman Conquest when the barons were out in the provinces and the king would issue an order for them to do something and the barons would say we're not going to do it.

"They were a pretty unruly lot, these barons (the branches) and the royalty (HQ) could be rather dictatorial and arrogant at times. It was interesting and fun, but not always cooperative or constructive. Some friction and confrontation is good – but it is handled better these days by all sides."

"In any membership organisation there is always creative tension between the keen, active volunteers and the centre. APM was no different." It was decided to create a standard for all branches by sharing information and good practice. Robin Wilkin was the sponsor for setting the Branch Standards and Tom was the project manager.

Branches also had to submit a budget to the board for funding for their activities and present a proper business case. SIG and branch steering groups aligned the goals more closely to those of APM's corporate plans and activities. Joint branch and SIG events were held and full-time, professional members of staff were appointed to work for the branches and SIGs.



**Robin Wilkin** is a Fellow of APM and a Certificated Project Manager. He has an honours degree in surveying and a masters degree in project management. He has worked in the construction industry for 30 years on a diverse range of projects, including museums and Sydney Airport. He is currently operations director for Management Process Systems.

## A catalogue of knowledge

APM's catalogue of publications had been steadily growing, thanks to the dedication, knowledge and work of individual members and SIGs.

The *APM Body of Knowledge* went through its fourth and fifth revisions during the 2000s and is still regarded as the definitive source book for the profession. The *Project Risk Analysis and Management (PRAM) Assessment Guide* remained popular. By 2003, they had been joined by a range of other authoritative works.

These included *Pathways* – a collection of articles on project management linked to topics in the *Body of Knowledge*, coordinated and edited by Martin Stevens. Other publications included: *Earned Value Management Guidelines*, *Contracts Strategy for Successful Project Management*, *Interfacing Risk* and *Earned Value Management* and *Standard Terms for the Appointment of Project Managers*.



*APM Body of Knowledge, 5th edition*

With more publications and CDs in the pipeline, in 2003 the association set up a wholly-owned subsidiary publishing business, APM Publishing Ltd. Its goal was to market this increasing offering and to break-even within a year. By the end of the 2006-07 financial year it was returning a profit.

The SIGs have continued to be particularly prolific in setting national and international good practice through timely publications on specialist topics, such as risk and earned value management, project planning and benefits management. In recent years, the Governance of Project Management SIG has produced three best-sellers in *Sponsoring Change* – a guide to the governance aspects of project sponsorship, *Co-Directing Change* – a guide to the governance of multi-owned projects and its original hugely successful guide to governance in project management, *Directing Change* – a guide to governance of project management.

*Sponsoring Change, Co-Directing Change and Directing Change*



Other successful titles include the study guide for the APM Introductory Certificate, *Starting Out in Project Management* by Ruth Murray Webster and Peter Simon, *Prioritising Project Risks*, *Introduction to Project Planning*, *Introduction to Programme Management* and *Models to Improve the Management of Projects*.

## Showcasing with style

The new century saw a fresh impetus for APM events, as the association continued on its upward path as the leading body for project and programme management professionalism.

The presentation of its awards had grown both in the number and quality of awards and the stature of the ceremony, reflecting the importance of recognising excellence in project management practice and academic work.

What had begun with a low-key presentation with two main practitioner awards for project and project manager of the year began to develop into something much bigger, thanks to the efforts of volunteer members Richard Hickman on the event organisation and Graham Woodward on the judging panel, together with specialist event organisers working closely with the professional HQ team.

In 2004, it really came into its own with an expertly staged, glitzy dinner with a celebrity host at a top London hotel and new trophies, affectionately termed the 'Nigels' after the man who designed them, Nigel Cripps.



A 'Nigel' – APM awards trophy

By 2009, the list of 'Nigels' had grown to nine practitioner awards and three academic awards, reflecting the breadth and scope of project and programme management in the 21st century.





The APM Project Management Awards



And as with all the best award ceremonies, a lifetime achievement award had been introduced to recognise individuals who have contributed significantly to the development of the project and programme profession. Named after one of its most illustrious presidents, Sir Monty Finniston, five men have so far received this accolade – Professor Stephen Wearne, Dr Terry Cooke-Davies, Tim Carter, Professor Peter Morris and Tom Taylor.

The APM President's Medal was also introduced in 2007 to recognise individuals who have made an extraordinary contribution to the development of APM or project management. The first recipient of the APM President's Medal was Tom Taylor.

APM also held its first annual debate in 2005, chaired by TV presenter Lynn Faulds Wood at Millennium Hotel, London Mayfair. In October 2007, the association hosted its inaugural APM Project Management Conference featuring high profile speakers and offering an interactive forum on the development of effective project professionals.

In addition, between 2005 and 2009, there were more than 1,000 events put on through branches and SIGs – equivalent to one APM event every working day for those four years – a massively significant statistic evidencing the commitment and expertise of APM's volunteer community.



Chiltern chapter event – Bloodhound SSC (Super Sonic Car), 2010





Professor Stephen Wearne, 2005



Dr Terry Cooke-Davies, 2006



Tim Carter, 2007



Professor Peter Morris, 2008



Tom Taylor, 2009

# Sir Monty Finniston award winners

## Two chairmen and a chief executive

Changes had been happening at HQ, too. Dick Strange had left in 2002 and APM member Chris Seabury acted as chief executive until Andrew Bragg took up the permanent post in August 2004.



Andrew Bragg

Andrew's priority was to bring the change programme through. "APM at the time was rather like the story of the cobbler's children – it didn't necessarily itself practice the business-like disciplines which it preached," he suggested.

He regards what followed as two distinct phases marked by two charismatic chairmen, Tom Taylor and Mike Nichols.

"Tom did a huge amount of work, going back to basics and helping get the entire organisation ready to meet the Barnes Challenge," he said. "During his chairmanship, he got APM internally focused on achieving it.

"When Mike took over as chairman, he was able to turn the focus outward, driving the organisation towards achieving Chartered status."

Tom summed up the task he faced as changing from a club to a membership association and an efficient business.



**Tom Taylor**

Tom was a project management practitioner working mainly in UK construction with experience at Arup Associates and Laing before jointly setting up BuroFour. He came through the ranks of APM from branch committee member to branch chairman, council member, executive board member, chairman and currently a vice-president.

"A few weeks after Andrew joined, he and I met with Martin Barnes. Over a bottle of Pinot Grigio, discussion turned to what organisation APM should aspire to be like, who should we benchmark ourselves against?"

"Martin said 'Oh, we don't need to do that, they have to worry about us! We are a model of a modern membership organisation'. That was it, that became the Barnes Challenge."

A strategic direction was formed, grouping activities that could change the organisation into five themes – knowledge, professional development, membership, the international perspective and governance and administration. The vision was encapsulated in three words, Delivering the Future, a platform to enable APM to provide the best possible support for the profession.

"We tried to get everybody to buy in," said Andrew. "We took a structured professional approach to consultation and we communicated in every way possible – whether through membership events, focus groups, formal committee structures, on-line surveys or through conventional print means".

Added Tom: "In any sort of change you need to carry people with you. One of the things I have learned in my project life is that 25 per cent of people will always go with you no matter what, 20 per cent will say 'over my dead body' and 50-60 per cent are in the middle, just watching. To effect any change, you need these majority votes to support change, but there were – and still are – plenty of people with strong ideas.

"For example, the first time I attended an Honorary Fellows' lunch, my lapels were in tatters from people grabbing my jacket and saying 'you have to sort this out'. I kept a piece of paper in my pocket to write down who they were and what it was I was being asked to sort out.

"I wanted to give the feeling we were positive about things. The organisation could be self-critical, in fact it could be its own worst critic, and I wasn't going to do that. If there was a problem we were going to fix it. That's why I had that piece of paper in my pocket – sometimes two pieces!

"There was a 'them and us' tendency. I wanted it to be an all-inclusive 'us'. We were not giving enough scope for people to air their views, so we started to engage with them for them to become ambassadors for change and it worked. We changed."

Within a year of the Barnes Challenge being issued, a project support office had been set up under consultant Mala Murton and APM member Guy Hindley. They identified over 300 projects in APM apparently in flight and, using a vigorous criteria-driven prioritisation process, slimmed this list down to 83.

"That process of clearing some of the backlog issues and prioritisation just didn't exist before then, leading to frustration in many areas," said Tom. "Staff were not clear what it was they were supposed to be doing or they were being asked to do too much. This review was the right thing because it could be seen to provide a more sensible approach and stability. It was a project management organisation, and project management was happening."

With a new governance model in place and a more streamlined and efficient structure to the organisation, APM was able to turn its attention outward and upward. The man chosen to lead it through this next phase as chairman was Mike Nichols.

He arranged an away day where APM's board, president and executive team could concentrate on deciding what actions from the long-term strategy should be given priority.

"I homed in on the pursuit of a Royal Charter, not simply to achieve it but more importantly to give us a focus to move forward into becoming an effective, modern organisation that could match any other professional body in terms of quality, efficiency and ultimately, in size.

**Mike Nichols**

A career project manager, Mike is currently chairman and chief executive of The Nichols Group, specialising in large and complex infrastructure projects and major business change initiatives. He is a board member of the Major Projects Association, a member of BSI Standards Policy and Strategy Committee, the Department for Transport's Governance Panel for Crossrail, chairman of STRATrisk Steering Group and has recently undertaken a strategic review of the Highways Agency's major roads programme on behalf of the Secretary of State for Transport.

"The Charter wasn't an end in itself. It was a way of focusing everybody on getting our act together. If we hadn't had the Charter to aim for, we would have had to invent something else! It gave us the momentum, which we have maintained while waiting on a decision from the Privy Council.

"We have continued to develop our professional standards and the register of project professionals. We have transformed the executive team into a vastly better and stronger unit and we have got rid of the ambiguity by delineating the role of the board and the executive."

A major element of the bid for Chartered status was gaining the support of other organisations – whether government departments, blue-chip companies or other professional bodies with an interest in project management – which in turn gave APM's profile a massive boost.

"The Chartered process was the banner, but as soon as we started talking to organisations they began to interact with us in other ways. I think some were surprised at how professional we were, some didn't understand what APM was, but certainly there is now a much wider understanding of APM and much greater respect.

"APM is moving rapidly to the top level of respected professional organisations. I think we will get to the very top of that and will attract even more people because we are regarded as a quality organisation."

## **A proper professional place**

One of the key messages from all the reviews, research and consultation was the need to build up the professional staff to run this modern, professional body, together with the essential zeal, enthusiasm and knowledge of the volunteer members with access to appropriate consultants, contractors and advisers.

Recruitment of good people continued until the headquarters in West Wycombe Road was once again bursting at the seams. It was time to move again.

"We were running a professional body operating out of an Edwardian house that was suitable for two adults, three children and a maid," said Andrew Bragg. "It just was not suitable for a staff of 30 – and growing. APM deserved better."

Smarter, larger new premises were found in nearby Princes Risborough and in 2008 APM moved to Ibis House – a proper professional place for proper professional staff working for a proper professional body.





Ibis House and Ibis House reception





"It has allowed us to open up HQ to the membership and visitors, regularly host branch and SIG meetings and events such as Honorary Fellows' lunches," said Andrew. "It also allowed us to put in state-of-the-art IT systems to communicate much more effectively with the outside world as well internally.

"Ibis House made a statement about where the profession was headed and where we wanted to be as an organisation representing that profession. It also made tangible our respect for our staff."

## Developing the true professional

Right from the very earliest years, there had been much debate in APM about the desirability of achieving a Royal Charter. To be in a position to even apply, it had to satisfy the guidance criteria set out by the Privy Council.

Over the last few years, and alongside the development of the profession overall, APM had matured into an organisation worthy of applying for Chartered status, able to demonstrate that:

- It comprised members of a unique profession, having as members most of the eligible field for membership without significant overlap with other bodies
- 75 per cent of its institution normally qualified to at least first degree level or equivalent in a relevant discipline
- It was financially sound and able to demonstrate a track record of achievement over a number of years
- It was of a substantial size, with 5,000 members or more
- It was able to offer a convincing case that it would be in the public interest to regulate the body in this way.

All the positive indicators were now in place. Individual membership stood at over 17,500 at the time of initial application in April 2008. Development of APM's progressive four-level qualification structure had been supplemented by the launch of the competence framework, recognised as a cornerstone of professional development by the decision of the Office of Government Commerce to embed the framework within the government-wide Competence Assessment Tool, launched in January 2010.

Together with the changes that had been made to the governance structure, the creation of a code of professional conduct, the introduction of robust complaints and disciplinary procedures and a clear commitment to raising professional standards, all the hallmarks of a professional organisation, were in place.

Crucially, APM was confident that it more than satisfied the public benefit test that the profession in general and the users and beneficiaries of effective project management in particular would benefit from Chartered status being granted to the profession.

The time was right to make that application to become a Chartered body which would lead to recognising the very first Chartered Project Professionals.

## **Destination Royal Charter**

Work began in early 2007 to identify the processes and procedures needed in order to submit an application to the Privy Council that stood every chance of success.

The Chartered and Beyond programme was under way, with APM chairman Mike Nichols as sponsor. A route map was drawn up, the business case established and APM set about obtaining the required influential support.

The response was better than anyone had dared to hope resulting in 50 letters of support, the most ever received by the Privy Council in the history of Chartered status. They came from top names across the spectrum, from government departments, academia, blue chip companies and other professional bodies with an interest in project management.

"It proved that we are taken seriously as an organisation and as a profession," said Andrew Bragg. "But even if we had not been going for Chartered status, all the things we needed to do for that we would have done anyway, including engaging with the outside world and gaining support for us and the profession."

As this publication went to press, the entire project management community was waiting for the completion of the due processes of the Privy Council. When the decision came, it would mark the next phase in a history that had begun with a handful of people with a shared interest to what can now truly be called the model of a modern professional organisation.

Said president Martin Barnes: "Back in 1972, we couldn't have foreseen where APM would go. I like to think that if we get our Royal Charter we will have been the fastest growing profession that Great Britain has ever known. No other activity has gone from nothing to Royal Charter within the career span of an individual."

## 2010 and Beyond

*"APM and project management deserve an even greater voice in the board rooms of Britain."*  
*Dr Neville Bain, Chairman, Institute of Directors*

Where now for APM? The consensus view is more of the same only even better quality. Certainly there are many who support Neville Bain's belief that project management has a bigger role to play in the future of business, commerce, industry and government.

Tom Taylor takes pride in British project management and in what APM has achieved. "We're good, we're still leaders, we're on the case in every sector of society. We've got courses, we've got education, we've got qualifications, we've got magazines, we've got events and conferences. We are a living, breathing, active community."

Added Andrew Bragg: "To date, we have been focused on raising the profile and standards of project management professionals. The next stage is to increase awareness and acknowledgement of the essential strategic need for effective project management among those who deploy project managers."

"We need to be talking at the highest level of government and companies, highlighting the importance of project management and the need to establish the correct environment in which project management can flourish. Even the most expert project manager in the wrong environment will fail."

Significant inroads have already been made towards these goals. The expertise within and emanating from APM is already sought and respected by many organisations. As well as the high take-up of its qualifications, there is tangible support through sponsorship of awards and events and collaboration with other professional bodies. Government is working ever more closely with the association, aligning its own project management standards to those of APM.

"It gives high visibility of what we do and makes it quite clear that APM is the acknowledged custodian of project management in the UK," added Andrew.

Mike Nichols goes further.

"The Chartered campaign has created a huge momentum for raising professionalism within project management and we are determined that nothing whatsoever will slow this momentum."

"Everybody stands to gain from this campaign – project professionals, employers, beneficiaries of project management, universities and training providers, other professional bodies with an interest in project management ... the list is endless. But the single underlying truth is succinct: a rising tide lifts all ships."

He believes that APM is well placed to assist a significant proportion of those UK practitioners who need to be more qualified and more professional.

"We know roughly what the size of the market is in the UK because, although there are no statistics provided by the government, we decided to focus on it ourselves. We took what we knew was the level of investment in projects and programmes in government and the main industrial sectors and calculated the requirement for project managers on those, together with any available statistics from companies that were not corporate members of APM.

"We arrived at a total UK project management community, including all levels of involvement and skill, at 250,000. That doesn't mean they are qualified, but they are working as project managers or in project teams. It's about the same critical mass of professionals as accountants and lawyers."

Clearly project management is a profession that transcends borders and Mike is keen that at the appropriate time, APM should build on the international influence it already exercises, both in its own right and through IPMA

But that is another chapter yet to be written. Today, APM is utterly focused on the immediate task in hand, that of delivering on APM's unswerving commitment to raise standards in the UK project management community.

"Project management has already gone through enormous change and has a completely different complexion from those very early days and in 10 years from now it will look different again – this is not so true of some other professions.

"It has been a long voyage and we will never be at the end of it, but APM is now in a far stronger place than it has ever been before."

## INTERNET (UK).

Sec:- J. Harvey,  
Flat 9, 43, Carlton Drive,  
Putney, London, SW15.  
(01-222-4776) day  
(01-788-5726) eve.

Time. April 18th., '73  
10.00 to 17.15

Place. Royal Society of Arts hall, 8, John Adam Street,  
London, WC2. (by Charing X station).

### Seminar.

- 10.00 Introduction. J.J.Grimshaw.
- 10.15 R.Baker, ICL/Dataskil - Where do we go from  
1900-PERT?
- 11.30 coffee.
- 11.45 A. Tulip, Honeywell - Why use Manpower scheduling?
- 12.30 break for lunch.
- 14.00 L. Bennigson, Harvard. - TREND.
- 15.00 tea.
- 15.15 J. Gordon. - Univ. of Birmingham. - Current status  
of International standardisation of terms &  
symbols.
- 16.00 A. G. M.

Fee. There will be no fee.

.....

- Items.
1. The seminar on 'project planning and control in the public sector' will be held on 21st June 73.
  2. Notice is hereby given of an extraordinary meeting of the committee to consider increasing the committee by three members. Meeting at RSA, 18th April 73 9.45 a.m.
  3. Agenda for A.G.M.
    - To consider increasing the annual subscription to £3.
    - To consider nominations to the committee.
    - Information regarding Zurich, July 73
    - " " Internet 74 Paris.

J.H. 28 March 73.



# APM history – international influence

## A global contribution

APM's members have a long and distinguished record within the international project management community, dating back to before the association was even born.

Ever since those early overseas seminars and conferences on network analysis back in the late 1960s that led to the formation of INTERNET – later to become the International Project Management Association (IPMA) – APM has played a constant and frequently influential role.

If it had not been for the events organised by INTERNET for like-minded practitioners to meet and share knowledge and experiences and build friendships, a professional organisation representing UK project managers may not have been set up until many years in the future, if at all.

As detailed at the beginning of this history, those pioneering Brits who met through INTERNET set up the UK branch, INTERNET UK, and the two bodies have continued to evolve side by side to this day.

## Spreading the science

IPMA began life in 1965 as the International Management Systems Association (IMSA) when a group of Europeans met to discuss the benefits of the Critical Path Method (CPM) as a management approach. IMSA was independent from companies and officially located in politically neutral Switzerland in those days of the Cold War.

People from other countries were also showing interest and in 1967, the first International World Congress took place in Vienna and INTERNET (from INTERNational NETwork) became the official name. It was renamed IPMA in 1994 to avoid confusion with its new namesake, a certain international telecommunication system.

IPMA's aim has always been to spread the science of project management through the various national member associations. Today, there are nearly 50 countries represented on IPMA, with APM and the Australian Institute of Project Management being the two largest organisations.





## Distinguished service

APM has a distinguished record of service on IPMA, with members elected to the top positions, serving on the council of delegates, adding significant input to the IPMA qualifications and editing the jointly owned *International Journal of Project Management*.

The APM/IPMA roll of honour includes:

**Professor Geoffrey Trimble** – vice president

**Eric Gabriel** – vice president, president, chairman of council

**Dr Martin Barnes CBE** – chairman of council

**Professor Peter Morris** – deputy chairman of council

**Professor Rodney Turner** – chairman of council and president

**John Pyman** – vice president

**Chris Seabury** – vice-president and general manager

**Miles Shepherd** – deputy chairman of council, chairman of council, president and currently chairman of council for a second term; research board founder and standards board founder

**Mary McKinlay** – vice president

*In IPMA, the president is equivalent to APM's chairman and the chairman of council is equivalent to president.*

APM has provided all three successive editors for the International Journal, starting with G Walker, then Brian Curtis helped by Gerry Gilbert and Rodney Turner. Many other APM members have done sterling service on the council of delegates and contributed to many aspects of IPMA's work and the governance structure.

"IPMA is important to APM as it provides a truly international forum to connect with like-minded professionals," said Miles Shepherd. "Our role as one of the significantly larger societies in IPMA brings us into a broader arena where we can show ourselves off as an effective leader in the project management world. IPMA is also effective at running certification and a number of other aspects such as research."

Another past president and editor of the International Journal since 1992, Rodney Turner, says not only has he gained personally and APM has gained, the association's membership has also helped IPMA.





"As an academic back in the 1980s I found the IPMA expert seminars very valuable, and the World Congress is good for networking. APM's membership is also a way for the association and the UK to provide aid to the rest of the world to help them develop project management. Countries such as China have gained much from IPMA membership, and IPMA couldn't survive if APM didn't help to keep it afloat!"

APM has also made significant contributions to IPMA's qualification structure, particularly through Professor Peter Morris. APM had developed the Certificated Project Manager and IPMA were looking to do something similar.

"Gilles Caupin from France, Klaus Pannenbäcker from Germany and I met in a hotel at Charles de Gaulle airport. IPMA had its Annual Congresses and expert seminars, but it had no money and no infrastructure. We thought we could be doing something more useful and business-like through this certification issue. We decided rather than just have the single level of certification, we should have a framework of four levels."

Olaf Pannenbäcker led the development of this four-level model working with Gilles, Hans Möetzel from Germany and Peter. Later APM's qualifications were aligned to them, thereby giving UK project managers a qualification that had an international recognition.

Added Rodney: "Many people wanted APM to stay separate from the IPMA scheme. But I thought we should join, so I had a meeting with Klaus and Gilles to negotiate APM's qualifications joining in with IPMA, which it did."

In more recent years, APM has led the way in a major review of IPMA's governance. Explained Miles: "We forced IPMA to review its governance and brought in David Shannon to lead a task force to review and report. Mary McKinlay led the implementation team and I have worked over the years to build standards, mainly through development of the current codes of conduct and through my unofficial role as 'father of the house'."



**David Shannon**



Miles also instigated the formation of the IPMA Research Management Board and has been a member of it since his first stint as chairman.

IPMA has also taken a leading role in encouraging and bringing together young talent from across the nations under the banner of Young Crew. Mary McKinlay, who has been closely involved with Young Crew for several years, takes particular pride in what has been achieved.

"Young people are now coming to conferences and congress from as far as Australia and they find the sponsors themselves to fund these trips. They encourage each other, they have come up with their own rules and regulations, they learn and work together internationally without cultural barriers, which is just what the world needs.

"They are our future, they're the people who are prepared to kick down the barriers and move forward. Young Crew is one of the best things that IPMA has achieved.

"Being active in IPMA and attending congress and seminar events has always involved a lot of travelling, meeting practitioners from other nations and being part of that international project management community. It can be fun, too!"

Said Martin Barnes. "IPMA has been hugely powerful, I don't think a lot of people in the UK realise just how powerful. In the early days of the international congresses, we could compare notes with how other national bodies were getting on, what was working to bring in new members and what wasn't, that kind of thing. It led to the establishment of national bodies and each time there was a new congress there were new nations joining.

"I believe it led the way in integrating the nations of the world because we were interacting with people on the other side of the iron curtain before the iron curtain came down. When the Russians first came, we discovered that Russians were really nice people and project managers just like us!"

Martin quite literally stepped onto the international stage when he decided the opening programme for the 1992 congress in Florence was in danger of becoming seriously tedious.

"I suggested to the committee that we should start off with a bang, perhaps a play about project management could be stimulating. The committee decided to risk it. There were no plays about project management, so I ended up writing and producing this play about the history of project management from the start to the future."

Based very tenuously on a mix of the main characters in *The Tempest* with the structure of *A Christmas Carol* featuring the two main characters of Prospero and Ariel, the play



was entitled *What Boundaries?* It began with the building of the great pyramid of Cheops, which took 50 years, on to Lorenzo the Magnificent's political and artistic revolution in Florence in 1492, through to Boris Yeltsin's Russia and into a futuristic scene set in 2092.

The play was intended to make people think more widely about the possible range of application of project management than they may have done before and conclude that it has no geographical or time boundaries and that there are few areas of human activity into which it cannot be taken.

Martin wrote, produced and starred in the play as Prospero, with fellow partners in Coopers & Lybrand Sally Aylard and David Hadfield who were also attending the congress. The script still exists and a copy can be found in APM's archive.



#### **Mary McKinlay**

Mary qualified as a systems engineer and has worked in project management for more than 30 years as a practitioner, researcher and trainer. Her specialist interests are in aerospace and defence, the principles and theories of programme and project management and in developing a closer relationship between industry and academia. She is a member of the board of the International Centre for Complex Project Management, Adjunct Professor of Project Management at ESC Lille and teaches in Australia for the Queensland University of Technology Executive MBA Course.

## **International quality**

Members of APM have been deeply involved in setting the international standard for quality management of projects, ISO 10006.

Jim Gordon as convenor, and other UK representatives including Reg Sutcliffe, were among those working on this standard from 1988 following a formal request from the French. The BSI was asked to provide the convenor and put forward Jim, who held the post until 2009.

It was as a result of the work on ISO 10006 that he requested BSI to urge the International Organisation for Standardization to prepare an international standard on project management using BS 6079-1 as a model. A project committee was set up in 2007 and the first meeting was held at the BSI Headquarters in Chiswick in November of that year with 27 national groups and over 100 delegates. APM supported the meeting with a reception held on a London river cruise.



"During the course of the work on ISO 10006 we found that what we were producing was a standard on project management, not one concentrating on quality in project management. After two years' work we virtually started again, concentrating on a process approach the result of which we are all rather proud. It has been adopted by many other standards," recalled Jim, who has recently been succeeded by Miles Shepherd.

The growing international community, manifested through organisations such as IPMA and the development of the new ISO standard on project management, highlights how the profession has grown and matured. This is a response to the ever changing needs of a world that is increasingly integrated and interconnected.

APM and its members' continued involvement and leadership within the international community, demonstrate how UK project management has gained influence beyond its domestic boundaries. It is a role of which APM can be rightly proud of and one it will continue to play vigorously in the future.



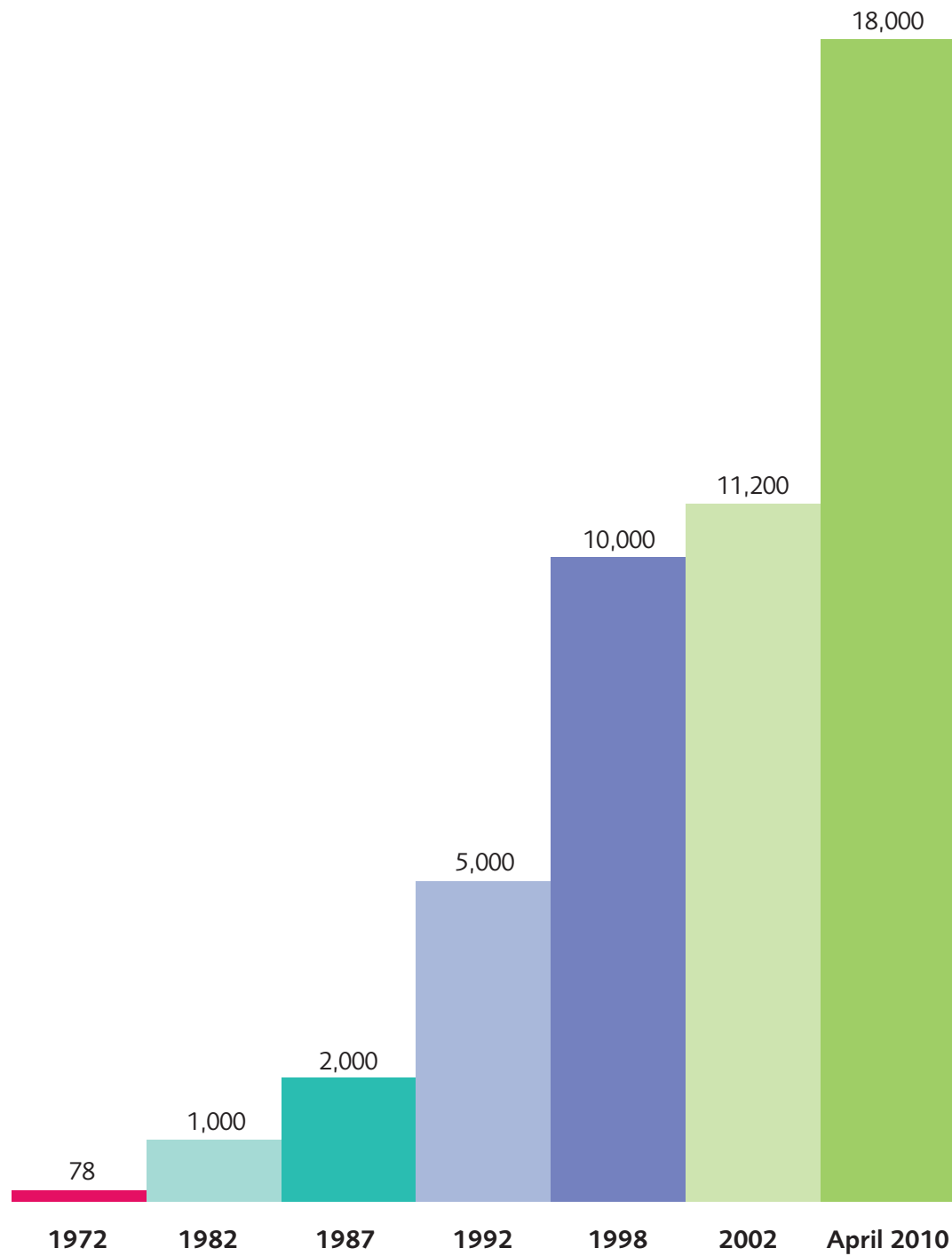
The story of APM, of which this recollected history is just one version, is an account of people prepared to challenge themselves, their perceptions and their own ways of working; people who are prepared to look beyond their own immediate needs to those of their peers, profession and people they don't know and never will. It is the story of how people can benefit from those who drive a need for change and improvement.

That the association's influence has been so rapid in its growth and so far reaching in its impact is, in itself, a testimony to the profession that its founders have created. And these founders should be enormously proud that a new army of equally committed, expert and enlightened volunteers stands ready to carry forward the profession which they had the vision to bring into being.

Celebrating 18,000 individual  
APM members.



## Membership growth





## Milestones

### 70's

- |                |   |
|----------------|---|
| <b>1971</b>    | agreement reached at expert seminar in Zurich to set up UK arm of INTERNET        |
| <b>1972</b>    | INTERNET (UK) formally established at first meeting with 78 members               |
| <b>1972</b>    | newly elected executive committee holds first meeting at Sheraton Stockholm Hotel |
| <b>1972-73</b> | Dr Martin Barnes creates the Time-Cost-Quality triangle                           |
| <b>1973</b>    | 1st INTERNET (UK) seminar   |
| <b>1974</b>    | 1st INTERNET (UK) publication, <i>Programs for Network Analysis</i>               |
| <b>1975</b>    | 1st issue of <i>The Bulletin</i> , the association's newsletter                   |
| <b>1975</b>    | INTERNET (UK) becomes Association of Project Managers                             |
| <b>1975</b>    | first corporate members join  |
| <b>1976</b>    | APM takes on first paid, part-time member of staff                                |
| <b>1976</b>    | APM hosts IPMA World Congress in Birmingham                                       |
| <b>1978</b>    | 1st APM weekend school  |

## 80's

- |      |   |
|------|---|
| 1983 | 1st issue of <i>International Journal of Project Management</i> |
| 1983 | 3-year objectives set out                                       |
| 1985 | 1st office at Westbourne Road, High Wycombe                     |
| 1985 | 1st annual dinner, Waldorf Hotel                                |
| 1985 | start of Special (Specific) Interest Groups (SIGs)              |
| 1987 | 1st branch set up in North West                                 |
| 1988 | APM chairman features on BBC TV                                 |
| 1988 | APM hosts IPMA World Congress in Glasgow                        |
| 1989 | <i>The Bulletin</i> becomes <i>Project</i>                      |

## 90's

1990	branch chairmen invited to attend council meetings
1991	first overseas branch in Hong Kong
1991	HQ moves to new offices in Oxford Road, High Wycombe
1991	1st edition of <i>APM Body of Knowledge</i> published
1991	launch of Certificated Project Manager qualification
1995	introduction of Continuing Professional Development (CPD) scheme
1996	trading arm, APM Group, set up
1996	launch of APMP qualification
1997	1st edition of <i>APM PRAM Guide</i> published
1997	APM celebrates 25th anniversary
1998	APM appoints its first executive director
1998	name changes to Association for Project Management
1998	APM HQ moves to West Wycombe Road, High Wycombe

## 2000's

2000	APM hosts IPMA World Congress 2000 in London
2000	divergence from APM Group
2002	APM celebrates 30th anniversary
2003	APM Practitioner Qualification launched
2003	APM Publishing established
2003	Governance Review of APM
2004	APM Introductory Certificate launched
2004	1st APM Annual Debate
2004	<i>Branch Standards</i> established
2005	<i>Delivering the Future</i> strategy manifesto published
2005	introduction of Sir Monty Finniston Award for lifetime achievement
2007	1st APM Conference
2007	work begins on application for Royal Charter
2008	move to Ibis House
2009	1,000 APM events held over the preceding 4 years
2010	launch of 5 Dimensions of Professionalism framework



# Honorary Fellows

D Firnberg  
 P J Young  
 L J Connor OBE  
 D N Gower  
 D A Worthington  
 Dr J H Gordon  
 Professor P A Thompson  
 Dr B Curtis  
 G P Gilbert  
 C Staffurth  
 J D Allen  
 D Bevan  
 A Tulip  
 Admiral Sir Lindsay Bryson KCB  
 P Watson  
 Sir Frank Lampl  
 Professor T M Ridley CBE  
 R Assirati  
 R K Corrie  
 Sir Bob Reid  
 Sir John Rose  
 Dr R Levene  
 P Lord  
 Dr N M L Barnes CBE  
 E Gabriel

Professor E G Trimble  
 Sir Reginald Harland  
 Professor P W G Morris  
 Professor J R Turner  
 B Mellitt  
 J Weston CBE  
 R D Archibald  
 J F Pyman  
 D L Heath OBE  
 Sir Peter Gershon CBE  
 J M Glanville  
 P Fielder  
 M M Shepherd  
 J Faiers  
 Sir Howard Bernstein  
 Dr D A Hillson  
 A Lester  
 G A Reiss  
 D W T Shannon  
 J Armitt  
 Dr T J Cooke-Davies  
 Professor S H Wearne  
 T G Carter  
 T I Taylor

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