apm

Road to Chartered series: paper 9

Joining the dance?
Creating an inclusive profession

THE **CHARTERED BODY** FOR THE
PROJECT PROFESSION

Contents

1. Foreword

APM is on a journey to become a modern, 21st-century chartered body.

As we grow as a professional body, it is vital that we take on the characteristics and attributes of the best professional bodies. Promoting and developing diversity and inclusion in project management – both in terms of culture and practice – is central to achieving this.

But what is the role of a professional body in guiding the profession on diversity and inclusion? Some professional bodies which represent traditional 'gateway' professions like medicine and law (which regulate – or at least control the entry pipeline of the profession) can do this directly. However, professional bodies like APM which do not regulate their profession as such, or which have members across a spectrum of sectors, might take a different approach. Part of our future role could be to act as a catalyst to developing a genuinely diverse profession – in terms of both inclusion and broadening the profession beyond the traditional construction heartland.

This paper aims to develop thinking on diversity and inclusion issues in an innovative way, beyond current approaches through monitoring and reporting, and ask larger questions about how to address the objectives of a Royal Charter.

The challenge for all of us is how to get the project management profession to leverage diversity and inclusion to improve the impact that projects, programmes and portfolios can make on the economy and society as a whole.

This paper is a contribution to this debate, within the profession and beyond, as we develop the chartered standard.

Ranjit Sidhu
APM board member and APM board diversity champion

2. About this series

This paper is the ninth in the series of chartered thought-leadership papers – 'The Road to Chartered' – published by APM to help build its capacity as a chartered body. The series is being published over the year to April 2018. It seeks to provide members with insight into how APM might develop as a chartered body and what this means for them, and crucially how members can be involved in this evolution. It will also signal to the wider public the intent of the project management profession to play its part in the development of the social and economic well-being of the UK – a contribution that, we believe, has for too long been underappreciated.

More details of the other papers in the series can be found on page 30.

We hope you will find the series informative and, whether you are a member, prospective member or interested external stakeholder, that it provides a proper context to this important phase in the development of our profession. We will continue to publish ad hoc discussion papers related to chartered as the need arises.

Note on the author

APM is grateful to Dr Teri Okoro RPP for her help in developing this paper and the ideas within it. Teri is a leading member and Fellow of APM and is former chair of the APM Women in Project Management Specific Interest Group, which this year celebrates its 25th year. She also serves on the Construction Industry Council Diversity and Inclusion Panel for APM. She is the author of a number of papers on diverse talent and inclusive leadership and is a regular speaker at project management conferences globally. Previously a Women in Leadership Scholar at Ashridge Business School, she is a director of TOCA, founder of P3MAfrica and Fellow of RIBA.

3. Introduction

> # "Diversity is being invited to the party; inclusion is being asked to dance"
>
> **Verna Myers**

Chartered status represents a great opportunity to help shape the profession of project management, which has traditionally been drawn strongly from the construction and infrastructure sectors, and has consequently broadly reflected the long-standing poor diversity of these sectors.

Chartered status allows APM the opportunity to do two things. First, to act as a 'driving force' for diversifying the profession in terms of sector coverage to become less construction-focused. Project management is implemented across all sectors and all of society. We need to reflect that reality. Second, as the profession develops with chartered status at its heart, this can allow it to be more inclusive and representative of society as a whole.

One of the big challenges we have to define is the shape, size and composition of the profession. This is difficult enough for professional bodies which represent 'gateway' professions, like medicine, accounting and law, where there is an element of control at the point of entry. It is even more difficult where the boundaries of a developing profession, like project management, remain relatively unclear.

How modern D&I can be at the heart of the development of the chartered profession is now very pertinent. This is an opportunity, as well as a challenge, facing the profession as it develops thinking about inclusiveness in its broadest sense. But the very fact of new chartered status provides us the opportunity to be more imaginative in how we look to address these challenges – we have the opportunity to look beyond recent approaches to diversity. APM can play a role as a Royal Charter body, drawing on the values enshrined in the Charter to promote broader economic and societal ends – to look at how the profession itself can help deliver better outcomes and benefits for society as a whole.

So if that is our radical starting point, what experience can we draw on? Let us turn to the broader challenge of diversity and the progress that has (or has not) been made in recent years across society. Lack of consensus on diversity's significance and benefits still exists, despite recent progress. Diversity is, increasingly, 'a more prominent issue'[1] in the workplace and society for stakeholders and investors alike, with a growing chorus challenging the status quo. This review is, therefore, quite timely.

Adopting a holistic approach, and building on previous debate, this paper explores future options for D&I, professionalism and the practice of project management. The broader perspective of D&I touches on three related elements:

- an underlying approach that could underpin the profession's new wider perspective of D&I;

- a reassessment of project management practice when defined in terms of the Charter being 'for the public benefit'; and

- observations on possible new directions, after briefly reviewing current APM initiatives and varied examples from other organisations and sectors.

This framing requires a significant shift in mindset, behaviours and the practices of individual members and the profession at large; that resonates with APM's new chartered status, and its ambitions to advance the 'practice of project and programme management for the public benefit' and for its membership and the wider profession to reflect the diversity of society.

"Chartered status provides us the opportunity to be more imaginative in how we look to address diversity and inclusion challenges"

"This framing requires a significant shift in mindset, behaviours and the practices of individual members and the profession"

4. A holistic reassessment of diversity and inclusion

'Diversity', a word so widely used yet divergently understood, can appear obvious, but possesses myriad meanings. Diversity is about uniqueness arising from visible and invisible differences. Its definition broadens or narrows in use and context. In this paper, diversity is used quite broadly.

Nine protected characteristics[2] are identified within legislation addressing inequality and diversity in the UK. Nevertheless, standard diversity practice often focuses on only one, two or perhaps three aspects, with gender dominating. In fact, gender and diversity are frequently used interchangeably, suggesting diversity is solely about gender.

Today's global context of projects introduces complexity in the various regulated dimensions of diversity. Even closer to home, some dimensions contributing to inequality, such as socially deprived backgrounds, sit uneasily outside the regulatory framework.

The nine characteristics protected under the UK *Equality Act 2010* are:

- age
- disability
- gender reassignment
- marriage and civil partnership
- pregnancy and maternity
- race
- religion or belief
- sex
- sexual orientation

Moving beyond the legal demographic starting point and its limitations, there is wide recognition[3] that rich diversity of thought and experience arising from the education, culture and backgrounds of socially diverse groups can be hugely beneficial to teams and organisations. An economic boost of four per cent of GDP is associated with gender equality.[4] Similarly, it has been estimated that a boost quantified as £24bn or 1.3 per cent of GDP will arise if disparity in employment is eliminated for black and Asian minority ethnic talent.[5] Individuals, groups and communities also derive benefits from more inclusive practices.

> "Today, the emphasis is on valuing differences, particularly the rich repertoire of experiences and plurality of ideas that can benefit innovation"

The diversity discourse has altered from an initial focus in the 1980s on characteristics and adopting equitable measures for all. Today, the emphasis is on valuing differences, particularly the rich repertoire of experiences and plurality of ideas that can benefit innovation. Diversity is primarily a measure – and inclusion the mechanism to achieve change. Inclusion is a targeted, active process – the ability to embrace distinct groups and enable them to participate. Inversely, it is not merely a statement. Diversity and inclusion, though distinct, are often conflated. The distinction is aptly captured in the quotation:

'Diversity is being invited to the party; inclusion is being asked to dance.'[6]

Nevertheless, debate on diversity often occurs alongside inclusion, with equality often included. The pace of adoption and implementation of inclusive action does not occur in a vacuum, but is informed by wider societal factors, movements and media focus.[7]

Drivers relevant for the profession today are well rehearsed (see below). Two trends anticipated to impact the profession are growing projectification within businesses, and also artificial intelligence (AI) and its likely future impact.[8]

Drivers include:

■ a renewed drive and moral imperative to effectively implement legislation;

■ reporting requirements and reputation;

■ increasing expectation of transparency in practices and processes;

■ dividends for innovation, teams and productivity;

■ attracting millennials and being an employer of choice;

■ an implicit skills gap and retaining talent;

■ recruiting talent to successfully deliver increasingly complex projects; and

■ a massive infrastructure programme.

"D&I is no longer just a 'nice to have', but an imperative for the sustainability of the profession"

Viewed through the above lens, D&I is no longer just a 'nice to have', but an imperative for the sustainability of the profession extending beyond regulatory compliance. Now being embedded routinely into major projects, it is increasingly viewed as a missed opportunity when absent.

A D&I review aligned to business strategy will map the current landscape, take into account implications of historical legacies and use future aspirations to determine refreshed initiatives for an inclusive, forward-looking profession. These initiatives should necessarily extend beyond legislative requirements, with wide engagement to inform and assist in shaping the journey and outcome.

The broader definition of D&I adopted here surpasses legislative categories in the workforce and its implications for project teams and leadership. It extends to under-represented sectors (beyond the profession's traditional core of construction, IT and defence) and stakeholders. Recognition of a wider range of stakeholders in discussing D&I is both pioneering and challenging.

5. A values-driven approach

Benefits management and realisation derived from programmes and project outputs are often linked to measureable value defined in business-case driven decisions. For a considerable period in business, the underlying principle was singular and financially driven – bottom-line shareholder value. Within not-for-profits, it has been minimising expenditure in an era of limited budgets. External stakeholder or end-user perspective are often not a driver on projects.

"A values-driven approach to project design and delivery in the profession refers to one underpinned by ethics, morals and (corporate) social responsibility"

A values-driven approach to programme or project design and execution in the profession refers to one that is underpinned by ethics, concern for moral implications and (corporate) social responsibility – all recognised professional values. This is a significantly more inclusive perspective on process and outcome, targeting the triple bottom line: people and environment, in addition to profits. It requires an enhanced and more balanced consideration of all three elements as drivers in decision-making.

Project professionals with governance or project scrutiny responsibilities – particularly in collaborative settings – have added responsibilities: ensuring scrutiny is not merely a tick-box exercise and maintaining well-formulated outcomes for absent stakeholders.

6. Redefining benefits and the public good

Projects pervade and are transforming all areas of our economy, impacting jobs, healthcare, education, transportation and life experiences. We are all impacted by their change. Who benefits most from our projects? A wider interpretation of benefits is required here – one that encompasses the broader process of delivery and long-term impact, particularly when funded by taxpayers.

The context of project delivery is also altering with greater transparency, greater collaboration and the need to negotiate with stakeholders. Multiple outputs to benefit a range of stakeholders have to be delivered. How do we differentiate between success and real long-term benefits for stakeholders in the community or society? What tools are used to forecast less tangible benefits in a profession where IT and construction projects originally informed processes?

The UK signed up to the UN Sustainable Development Goals in 2015.[9] These goals are: to end poverty, to protect the planet and to ensure prosperity for all. There is a responsibility to deliver on these goals directly or indirectly through projects. To what extent is project delivery aligned to, and explicitly contributing to, these inclusive global sustainability goals? As project professionals, there is an implicit burden on us to be more proactive if our practice is to benefit society and the economy.

The project delivery process itself produces benefits during implementation. How much of our attention is paid to this element, particularly the supply-side procurement? Several state-funded projects and programmes align this to D&I practices, enabling some benefit to accrue to local communities or under-represented sections of diverse communities downstream, such as suppliers. This occurred throughout the London 2012 Olympic Games for tangible outputs, such as buildings, services and supplies, in addition to upskilling through training and employment opportunities. The legacy of the Games is multifaceted and ongoing, with a range of economic, social and environmental benefits.

With only a limited number of clients stipulating D&I process output, huge scope exists for process D&I to be used more routinely to deliver targeted benefits. The recent demise of a mega supplier has caused ripples, and a rethink of the scale of procurement and implications for SME stakeholders at the tail end of the chain. How do processes alienate or include stakeholders within local communities?

A considerable number of projects still do not benefit from having project managers on board. How can the profession make a difference to benefit projects contributing to the public good that are run within local communities or marginalised groups, increase their efficacy and additionally raise awareness of project management?

Advances in AI are inescapable. The full ramifications are still to be established. As we transfer routine elements of project delivery to this new cognitive technology, in what ways will it impact the beneficiaries of our projects? A recent book[10] outlining inequality emerging from automation due to algorithm set-up offers a note of caution in the adoption of AI and data use.

The profession's aspiration to serve the public good can manifest itself not only in outcomes, but also in an alignment with broader goals to achieve more inclusive processes.

"Who benefits most from our projects?"

"How do we differentiate between success and real long-term benefits for stakeholders in the community or society? What tools are used to forecast less tangible benefits in a profession where IT and construction projects originally informed processes?"

"How do processes alienate or include stakeholders within local communities?"

7. Rethinking practices and processes

"Diversity is a key component of APM's strategy and mission, representing a significant shift towards an increasingly outward and inclusive focus for the chartered profession"

Diversity is a key component of APM's strategy and mission, representing a significant shift towards an increasingly outward and inclusive focus for the chartered profession, aligning with its charitable objectives and belief in a more adaptive and diverse profession aligned to delivering societal benefit. This is now being translated into action; a board-level diversity champion has been appointed. The range of existing diversity activities will be reviewed to increase the inclusive focus. A few ongoing initiatives are mentioned below.

APM has a diversity statement: **apm.org.uk/about-us/diversity-and-equality**

Despite being below the statutory size requirement, APM recently carried out an internal gender pay review. It established that there is no gender pay gap. APM has a representative on the Construction Industry Council Diversity and Inclusion Panel, enabling it to work closely with allied professions towards achieving improved inclusion. Looking forward, D&I activities will need to link up with a more holistic framework. The starting point is people – attracting a more diverse range into the profession.

Apprenticeships are an ideal route through which the profession can attract a vibrant young cohort. Apprentices can be great volunteers for engagement with their peers. Although still in its early stages, this appears to be a promising area for diversifying the profession.

It is hoped that the first wave of chartered project professionals (ChPPs) will attract greater diversity in the broadest sense. Early ambassadors should be encouraged to promote applications from a more diverse cohort, in a similar way to the Women in Project Management Specific Interest Group (WiPM SIG), promoting increased applications to existing leadership level accreditations, such as Registered Project Professional. A review of additional ways to engage with and between members and volunteers outside the SIGs and branches is underway.

Beyond compliance

The journey from regulatory compliance to transformation is challenging, but not insurmountable.

Gender

APM's *2018 Salary and Market Trends Survey* is broad-based but narrow, relative to the full range of protected characteristics. It nevertheless indicates a promising trend for gender and age representation. After two years of modest growth, there is little movement on gender diversity, which sits at 28 per cent overall, but is higher at entry level. Representation in the general profession is higher than APM's membership (19 per cent female). Reassuringly, among APM's volunteer base, there is higher female representation at nearly a quarter. As in previous surveys, there is a gender wage gap of 30 per cent, reflecting the under-representation of women in senior and leadership roles in this still largely male-dominated profession. At entry level, no significant disparity is evident.

"There is a gender wage gap of 30 per cent, reflecting the under-representation of women in senior and leadership roles in this still largely male-dominated profession"

Gender wage gap – age
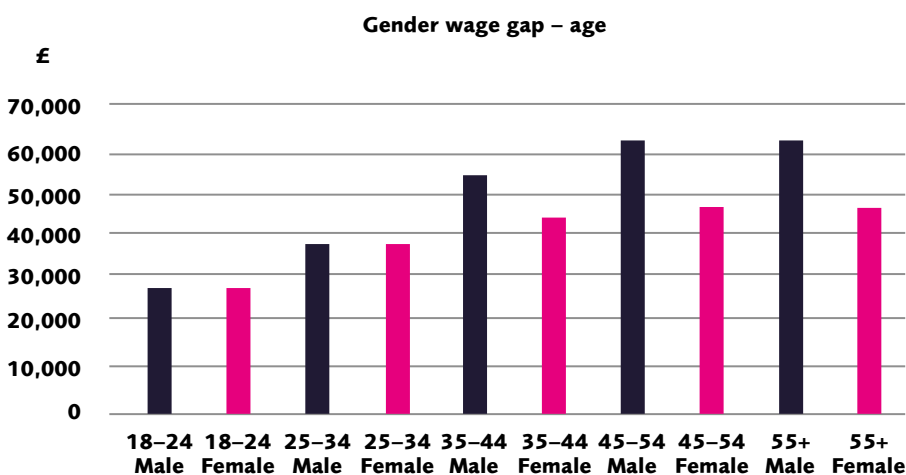
Source: YouGov/APM 2018 Salary and Market Trends Survey

The APM WiPM SIG, celebrating its 25th anniversary this year, is a success story – raising the visibility of outstanding female project professionals. Others are seeking to emulate this model. It provides networking opportunities at learning events, supports the development of women in project professions and has a well-attended annual national conference. It has produced a video[11] for schools and universities to attract new talent and encourages participation in the external 'Inspire the Future' initiative.

What collaborative actions will create the greatest impact in the WiPM SIG's 'push for progress' to tackle gender disparity? How quickly can the pay gap be eliminated? Where has the greatest progress been made? Is the leadership pipeline growing? Should gender be a factor on the supply side within procurement? How do our projects impact or benefit women directly or indirectly?

BAME

Data on project professionals collected in APM's 2016 survey indicate that black and Asian minority ethnic (BAME) individuals constitute 12 per cent of the profession, with Asians the largest group. This correlates with a recent 2017 survey indicating a predominance of Asians in IT project management.[12] BAME individuals represent about 14 per cent (2015 census) of the working population of the UK, and are largely concentrated in conurbations. In London, for instance, BAME individuals constitute 40.6 per cent of the population. How can the current lack of engagement with these groups be addressed, particularly as the BAME population is set to reach 21 per cent in 2050?[13]

What initiatives will assist to increase the visibility of BAME practitioners and their representation in the profession? Does a BAME pay gap or leadership gap exist? How can disproportionate BAME numbers in a few large cities be factored in when assessing representation? How can project management be conveyed as a compelling profession to address BAME under-representation and unemployment? Which BAME groups are least represented? Should ethnicity be a factor on the supply side in procurement? How do our projects impact or benefit BAME individuals directly or indirectly?

Age

The profession is dominated by those aged 35+. Practitioners aged over 65 constitute just one per cent. The increasing demand for talent in the profession requires larger numbers of younger practitioners under 35 – more than the current level of 21 per cent.

"The increasing demand for talent in the profession requires larger numbers of younger practitioners under 35 – more than the current level of 21 per cent"

Attracting millennials from more diverse groups to make up the numbers requires a change in approach, as this group has different drivers and priorities. They are also more likely to desire a role with a greater sense of purpose. A fuller discussion of millennials can be found in 'Road to Chartered' paper six.

What sectors are attracting younger professionals? Are older, more experienced practitioners all obtaining opportunities commensurate with their skills and competence? Should more practitioners aged 65+ be retained to overcome the skills shortage? How can the skills of experienced professionals be passed onto new, more diverse professionals or the wider community?

LGBT+

The proportion of project professionals who identified as LGBT+ in the 2016 survey was four per cent. APM is now a corporate member of Stonewall and has just established an online LGBT+ group.

How can inclusive practices embrace this group, who can sometimes be invisible? What changes are required to make more individuals feel confident to come out and be their authentic selves? Is the profession attractive to new talent from this group?

Other protected groups

Data from 2016 indicates that approximately eight per cent (of those who declared) of project professionals have a disability. This figure is lower than the 14 per cent of the UK working population classified as having a disability (2015 census).

"Mental health is receiving increased attention in the workplace, with chartered institutes such as the Royal Institute of British Architects running initiatives to highlight it"

Mental health is receiving increased attention in the workplace, with chartered institutes such as the Royal Institute of British Architects (RIBA) running initiatives to highlight it, promoting workplace awareness and the need for more open discussion and support.

Is the profession attractive to individuals with disabilities? What other groups should be reviewed or monitored? Is our profession contributing to social mobility? As a young profession, are we attractive to a truly diverse population?

Despite categories in this section, all individuals are a combination of interrelated characteristics that cannot be neatly separated. The existence and intersection of multiple characteristics or identities can often contribute to enhanced and multi-faceted barriers.

Accurate mapping of the full diversity of the workplace over time will inform inclusion policies designed to increase and cope with an altering profile of diversity in the workplace.

Role models – the face of the profession

APM is making inroads, altering the face of project management. The refreshed website, and more particularly the qualifications options, depict a youthful and more diverse profession. National Apprenticeship Week, International Women's Day and LGBT History Month are recognised and celebrated. APM's revamped quarterly journal *Project* prioritises the contribution of a varied mix of practitioners. APM is seeking speakers of the broadest diversity for its key conferences. In the last round of board elections, D&I was also highlighted.

To what extent do the general public and those considering career changes register these changes? Who is the most visible face of the profession to other professionals, the public, career changers, and schools/university students? Does APM require a 'dedicated' diverse and/or youthful cohort of practitioner 'role models' actively engaging with and telling our story to a wide spectrum of society? To what extent can existing volunteers be harnessed to address this? How can the expertise of the wider profession be more visible to a new audience or used for advocacy? Role models are a well-endorsed strategy for addressing under-representation. APM's forthcoming education engagement strategy can play a part in developing these new linkages.

In 2015, RIBA implemented its Role Model scheme as part of its commitment to making architecture and a career in construction more inclusive.[14] It was informed by RIBA's advisory group Architects for Change and is both inward- and outward-facing. The 12 individuals selected represent a varied spectrum of the profession – students, practitioners both young and experienced, academics and career changers. Their stories 'explain how they have been able to forge careers in architecture. In doing so they send a message to others who may share one or more aspects of their identity – such as gender, background, ethnicity, disability, sexual orientation or education – that this could be a profession where they might thrive.'[15] Building on the success of this, in 2018, RIBA launched its LGBT+ role models.

"APM is seeking speakers of the broadest diversity for its key conferences"

Evidence-based approaches

APM commissioned research into women in the leadership of major projects.[16] The study forms part of a broader action research programme on the leadership and delivery of major projects by a consortium of partner organisations across infrastructure, transport, health, defence, technology, energy, logistics, higher education, policy, audit, and national and local government. Covering sectors in which women are well and poorly represented, the results should provide great insight for the profession in addition to informing practice.
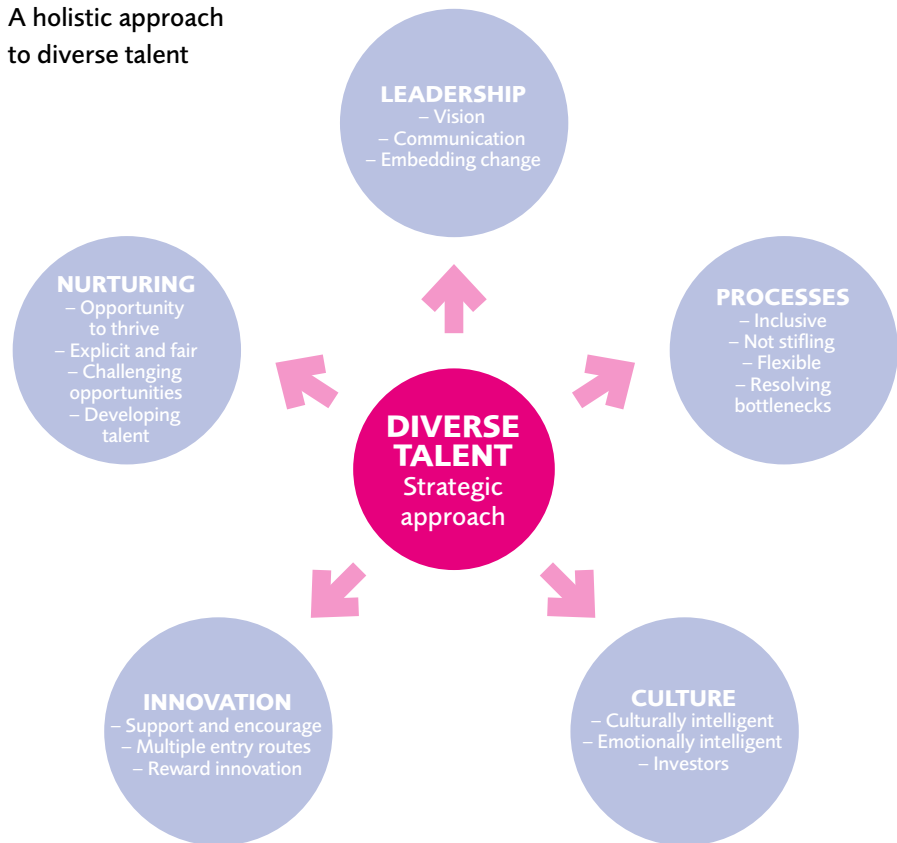
Challenges exist in implementing a broader approach to D&I, particularly embedding it into new practices and processes. A body of evidence will be required to inform the business case and for monitoring and assessing outcomes. Paper eight of APM's 'Road to Chartered' series looks at some examples of best practice in terms of D&I in other chartered bodies.

The Association of Chartered Certified Accountants (ACCA) commissioned research in 2010 into the limitations of diversity management practices, and 'the role of the finance function' in helping gather relevant financial and non-financial data and developing and implementing diversity strategies, policies and procedures. ACCA was keen that those undertaking the financial function were not mere recipients of diversity management policies, but active participants assisting in collating the evidence base and shaping it and ensuring it is embedded. The report advises that the business case arguments should engage with the existing projects in an organisation and stretch the imagination and understanding of the project managers.[17]

"A body of evidence will be required to inform the business case and for monitoring and assessing outcomes"

A holistic approach
to diverse talent

LEADERSHIP
– Vision
– Communication
– Embedding change

PROCESSES
– Inclusive
– Not stifling
– Flexible
– Resolving
bottlenecks

NURTURING
– Opportunity
to thrive
– Explicit and fair
– Challenging
opportunities
– Developing
talent

DIVERSE TALENT
Strategic
approach

INNOVATION
– Support and encourage
– Multiple entry routes
– Reward innovation

CULTURE
– Culturally intelligent
– Emotionally intelligent
– Investors

Okoro (2016) model: adapted from IPMA presentation

Talent and teams

Making project management attractive to a more diverse group necessarily has to occur alongside more inclusive practices and change. Communication will be a key factor. Detailed guidance and various diverse talent and change models (such as Kotter, WISE)[18] exist. The majority are likely to require some alteration to become truly bespoke for each organisation. A single model[19] is outlined above and several good practice elements associated with building sustainable diverse talent and teams are discussed below.

■ Bias training – this is essential to acquire awareness of the unconscious ways best intentions can be thwarted, and to promote considered decision-making. We all have biases and all require training, as it improves awareness and decision-making.

■ Inclusion nudges[20] – acknowledging that awareness is not automatically translated to action due to our System 1 and System 2 brain functioning; 'nudges' in all relevant processes and policies assist greatly in achieving inclusion. An example is omitting names or gender from application forms prior to shortlisting recruitment.

> "Making project management attractive to a more diverse group necessarily has to occur alongside more inclusive practices and change"

"A joint vision, transparency, reviews and the culmination effect of various key 'nudge' actions will contribute to a more inclusive culture within organisations"

- Cumulative action – not all processes or existing culture can be altered at the outset. A joint vision, transparency, reviews and the culmination effect of various key 'nudge' actions will contribute to a more inclusive culture within organisations.

- Sponsors and mentors – sponsorship has been proven to be powerful in career progression for diverse talent. It should be considered as a critical aspect of a diversity strategy. It extends beyond mentoring and assists in creating visibility.

- Reverse mentoring – this can be an insightful way to engage with diverse talent and its perspective. Often associated with intergenerational contexts, it is equally beneficial for engaging with other diverse or protected characteristics groups.

- Returners[21] – support exists from external agencies for those attempting to re-enter the profession after a career-break. Current programmes are geared towards women. Increasingly diverse family patterns and caring responsibilities across generations indicate that consideration should also be given to the needs of male returners – the 2016 APM salary survey identified a small number who had taken a career break.

- Teams – benefits such as innovation, better decisions and increased performance derived from diverse teams require different management and decision-making methods alongside inclusive leadership. Teams are increasingly global and across varied organisational cultures. Different skills are required for managing diverse teams – nothing can be taken for granted and positions have to be justified. The unique mix of insights, experience and backgrounds adequately harnessed into high-functioning teams accelerates solutions and innovation. Diverse teams are also more likely to reflect and provide useful insight into the client or end-user base.

- Engagement – in courting new diverse talent, it is essential to engage with and not marginalise existing staff or team members, who may feel threatened by the change. They are key stakeholders whose 'buy-in' is essential.

- Inclusive leadership – this drives the D&I vision, ensuring it is holistic and well embedded in processes, resulting in a truly inclusive culture that creates the desired sustainable change and impact. Leadership is not by leaders alone, but a possibility for all within their sphere of influence.

A broader base – sectors and organisations

One element of the refreshed strategy is accelerating the growth, diversity and global reach of APM's membership by engaging with new sectors and communities. The close relationship with corporate members was refreshed recently. New alliances are being formed.

Over 85 per cent of respondents to the 2018 APM salary survey work in companies with more than 250 employees. This is a bias in relation to the wider economy,[22] where most business are small or medium-sized. Greater engagement with project managers in SMEs should assist to rebalance this.

Also noticeable in the survey is the low representation within the health, legal and retail sectors relative to their size in the economy. It is widespread knowledge that a large transformation programme is underway in the health sector. Greater engagement with project managers in similarly under-represented sectors needs to be forged. These new diverse sectors could challenge existing practices and processes that have originated in sectors with a specific output type. This could also contribute to altering the current diversity profile of the profession. It was revealing to discover in 2012 that nearly two-thirds of project managers at British Airways were female (Hubbard 2012).

Building on the first role model initiative's success, in 2017, RIBA extended the scheme to include a diverse range of nine role model practices. What could role model organisations look like in the project profession?

"What could role model organisations look like in the project profession?"

With more than 80 per cent of project professionals employed in organisations with 250 or more employees, how can APM encourage a wider range of smaller organisations in project delivery to join and become active? Their perspectives will be an asset to the profession.

Assessing diversity maturity

Where do the chartered body and its membership stand in the maturity curve of D&I? Within D&I management practice, some sectors, such as publicly funded bodies, have a regulatory public-duty framework requiring them to monitor and assess progress against set standards or criteria and their peers. Others adopt benchmarking voluntarily as a standalone endeavour or alongside a similar cohort. Gender pay disclosure is, however, mandated for firms with over 250 employees. Transparent charting of progress and assessment within the public domain indicates a link to strategy and assists to focus minds and activities.

For APM, this will necessitate measurements of several elements, such as leadership, volunteers and those impacted by outreach work or projects. Meticulous diversity information collection can be a challenge, particularly for a profession which is not itself fully defined! Some of the data is already collected now.

Are stricter, more explicit D&I guidelines required, informing everything from the timing of events to avoid religious holidays or key school holidays, through to the make-up of speakers and event panels? Is awareness training to be delivered to some or all staff, and should this extend to some volunteers? If monitoring is extended to processes and output, what D&I metrics will be collated? Suppliers? Beneficiaries? Should these be linked back to other assessments, such as social return on investment (SROI)?

"Some firms already sign up to a scheme or code, including such elements as paying staff no less than the higher national living wage, as opposed to the minimum wage"

Some firms already sign up to a scheme or code, including such elements as paying staff no less than the higher national living wage, as opposed to the minimum wage. Should gender gap targets be voluntarily reported by all organisations? Where is the line drawn for APM, its members and member organisations?

Some organisations already implementing developmental D&I benchmarking schemes are the NHS,[23] BAE,[24] Aviva and the Royal Academy of Engineering (RAE).[25] The RAE scheme requires further examination, as it is also a chartered institute and a leader in D&I. It has undertaken extensive research and manages the benchmarking for a consortium of professional bodies. Similar to other frameworks, it relies on an evidence-based four-level scoring system.

Scoring system graphic of three examples used by others

	LOW						HIGH
RAE (D&I) =	Initiating	—	Developing	—	Engaging	—	Evolving
NHS (EDS) =	Underdeveloped	—	Developing	—	Achieving	—	Excelling
BAE (D&I Matrix) =	Basic awareness	—	Understanding and application	—	Integrated	—	Sustainable

8. Conclusion

As the profession commences its chartered journey, what different lenses or approaches can be applied to the D&I discourse in project management to enable it to contribute effectively to the greater good and wider society?

Is reliance on anecdotes or verifiable data providing a reliable picture of our true baseline in order to inform inclusion initiatives and programmes, assisting to bridge gaps, minimise barriers and make progress to fully harness diverse talent?

What elements of workplace and project management practice should be altered? Should change be voluntary, set in guidance, benchmarked and progressive? Could more agile approaches be used successfully on projects to assist with quick wins and refining initiatives on this lengthy journey of improving D&I in the workplace, project delivery and outcomes?

"Bringing diversity to life and accruing the full benefits of inclusion will rely on visionary leadership"

Bringing diversity to life and accruing the full benefits of inclusion will rely on visionary leadership – leading by example – and engaged individuals in diverse teams who respect and tap into differences. It will rely also on new, more purposeful and flexible ways of working, alongside a shift or nudge to alter mindsets and behaviours.

One option for APM as it develops its chartered profile is to look at the lessons from the model of D&I benchmarking developed by the professional engineering institutions and replicate the model where appropriate.

An additional option is to measure the new intake of ChPPs as the register opens this year, and see how this develops from scratch.

We should consider the following strategic action going forward:

■ assess the current situation and engage widely;

■ define change that addresses gaps, reflects our values, aligns with a new vision and is sustainable;

■ prepare adequately for change;

■ implement change; and

■ review and continually monitor progress as well as process.

D&I is everyone's responsibility and relevant to everything we do – an imperative for a future-fit profession navigating disruption and change. What first steps can you or your organisations take to initiate and participate in this dance?

9. CPD reflective questions

■ How can I make a difference in enhancing D&I in the profession and at my workplace?

■ Can I be a more positive role model, or sponsor/mentor a colleague?

■ In what ways can workplace behaviours in our organisations be altered to foster a more inclusive workplace environment?

■ How do we ensure the number of diverse employees in our talent pool increases?

■ How can our leadership drive D&I and additionally be held accountable?

■ Should the Register of Chartered Project Professionals have a set of specific diversity metrics?

■ What additional resources, good practice or data etc. does our organisation require to inform and drive our D&I strategy and progression?

■ What processes need to be altered to make my project and programme processes more inclusive and benefit a broader section of society?

■ How can our project or programme objectives be more inclusive or contribute to the UN Sustainable Development Goals?

■ As APM reviews the current *Body of Knowledge* what elements relating to diversity should be considered?

APM – Continuing professional development

Continuing professional development (CPD) is part of the APM FIVE Dimensions of Professionalism and fundamental to today's business environment. It ensures that you have the breadth of knowledge to illustrate your commitment to lifelong learning in a rapidly changing environment.

APM expects professionals to undertake 35 hours of formal and informal professional development every year. This is a professional obligation to clients and employers. As a committed project management professional, you are responsible for your own CPD activities, and you are expected to complete the required hours every year.

This publication counts towards up to an hour of CPD using the reflective questions.

A list of what APM classifies as CPD can be found at **apm.org.uk/qualifications-and-training/continuing-professional-development**

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10. APM as a chartered body: Thought leadership – the 'Road to Chartered' series

As part of the launch year of chartered status, APM is publishing a series of thought-leadership papers for the benefit of members, as well as interested stakeholders. The papers examine and debate the key components of chartered and the contribution we believe it will make to advancing the professionalism, and the profession, of project management.

"The award of chartered status to APM is tremendous recognition for a relatively new profession that now makes such a significant contribution to social and economic well-being. I hope you enjoy and contribute to the debate through this and subsequent papers we publish, and help to set the direction of travel for our new chartered body," commented APM chair John McGlynn.

A number of themes are explored in the 'Road to Chartered' papers, including the role of volunteering, ethics and behaviours, diversity issues, the role of technology, and the importance of CPD.

The papers in the series published are:

21st-century professionalism: The importance of being chartered

In this introductory paper, the history of chartered and the step change to a chartered body are set out in more detail, including, importantly, the obligations of a modern project professional.

For the public good? Volunteering in the chartered profession

The second in the series focuses on a theme that APM has always had at its heart: volunteering.

The importance of ethics in professional life

Created in collaboration with the Institute of Business Ethics, the third paper explores different aspects of ethical behaviour and seeks to engage individuals across the profession to gain a better understanding of the increasing importance of ethics and integrity.

The growing significance of CPD: Ensuring professionalism in a dynamic and changing workplace

The fourth in the series addresses CPD, which plays a key part in the journey of a professional. Arguably, in this era of constant change and the increasing public expectation that professionals are updating their skills, CPD becomes ever more important. This paper is published in cooperation with the Professional Associations Research Network (PARN).

The robot professional: The role of project professionals in the digital future

This fifth paper looks at the impact of technology on professionals and sets out some principles for guidance.

Professional responsibilities and obligations: the case of millennials

The sixth paper looks at the influence of millennial values and behaviours in the development of the profession.

Building influence as a chartered body: Promoting APM thought leadership

Paper seven examines APM 's research strategy and the development of various thought-leadership activities to support wider engagement as a chartered profession.

Driving innovation in a chartered body: Building a sustainable professional body for the 21st century

This eighth paper sets out a series of best practice case studies from other chartered bodies on key themes.

Explore the 'Road to Chartered' series at apm.org.uk/resources/find-a-resource/road-to-chartered-series