A GUIDE TO OUR PORTFOLIO

Professional guidance, training and certification schemes for improved business performance

Cyber Security assessments, standards, training and certification for improved cyber protection and resilience

Project, Programme & Change Management
Cyber Security & Resilience
Service Management & IT Governance
Business & Personal Effectiveness

www.apmg-international.com

LEARN > CERTIFY > IMPROVE

APRIL 2019
Our certification schemes are designed to enable individuals and their organizations to succeed

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

Discover our portfolio of industry-leading cyber security & resilience assessments, standards, training and certifications.

Helping organizations to develop and maintain effective defences against cyber threats and attacks

See pages 32-38 for details

Our Business Books website specializes in recommended reading for our portfolio of professional certifications.

Browse all titles at www.apmg-businessbooks.com

Find out more at www.apmg-international.com
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About APMG International

APMG International is a global accreditation and certification body. We administer a range of professional management qualifications and supporting accreditation schemes designed to support individuals and organizations in key management disciplines, including Project, Programme & Change Management, Service Management & IT Governance, and business & personal effectiveness.

Our broad portfolio of certifications includes globally accepted products such as AgilePM, Change Management, COBIT® 5 and Lean IT.

APMG accredits a global community of Accredited Training Organizations (ATOs) that deliver world class training services in support of our certifications.

APMG Cyber Security

APMG International works in partnership with key industry bodies to offer a market-leading portfolio of cyber security assessments, standards, training and certifications. The portfolio offers individuals and organizations a range of solutions to support them in developing and maintaining an effective cyber security strategy and supporting processes. See pages 31-38.

Professional development: the wise investment

Investing in yourself through professional training and certification is a wise decision. Research shows that people who attend training and gain qualifications can benefit from improved pay and career progression. They also benefit from being more motivated, more engaged and happier in their roles than people who do not continue with formal career development.

Apart from these obvious benefits, feedback from our accredited trainers shows time and again that individuals benefit hugely from learning new skills and facing the motivating challenge of an examination.

Key benefits attributed to professional development include:

- **Improved capability** through acquisition of new skills and techniques
- **Added capability builds confidence**
- **Applying new skills and techniques can lead to improved efficiency**
- **Added credibility** amongst your peers and management
- **Stay current** with your industry best practices

Addressing Key Business Challenges

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

Our portfolio covers a range of key management disciplines, including:

- Portfolio, Programme & Project Management (PPM)
- Service Management & IT Governance
- Benefits Management
- Business Relationship Management
- Change Management
- Process & Performance Improvement

Leading Practice

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

- Are aligned with and relevant to current industry practices;
- Are applicable and beneficial to a broad range of individuals, organizations, and industries in which they operate;
- Equip individuals with highly relevant, current and best practice knowledge, tools and techniques to support key business challenges;
- Add real value to individuals and the organizations they represent;
- Support professional development and adoption of best practice knowledge and skills.

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

This dedication and commitment ensures candidates sitting our examinations have confidence in the exam and certification process, as well as ensuring the quality of training services provided by our global network of Accredited Training Organizations (ATOs).

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

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

Accredited training
Approved training services in support of our certifications are delivered by our global network of Accredited Training Organizations (ATOs). All are subject to our rigorous assessment and surveillance activities designed to maintain the integrity and quality of services offered.

Our ATOs offer a variety of training options to suit different learning styles and budgets. From intensive, classroom-based training courses to fully online, distance learning solutions, you are sure to find an option that suits your individual requirements.

Find our Accredited Training (ATO) and Accredited Consulting (ACO) Organizations at:
www.apmg-international.com/all-atos

Choose carefully!
When choosing your study and training option, do be mindful of the benefits of accredited training, particularly the experience of Approved Trainers employed by our ATOs. If you choose to self-study, you will not benefit from their highly valuable attributes and experience.

Caution:
Pass rates for self-studying candidates are typically lower than those for candidates attending accredited training courses.

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

Taking your exam
Training Courses: As part of their accreditation with APMG, our ATOs can offer official APMG examinations as part of their courses. The majority of courses offered by our ATOs include the associated official exam/s.

Online Exams: APMG has teamed up with providers of specialist technology to facilitate online exams. This enables our candidates (whether self-studying or obtaining training via an APMG ATO) to sit our exams remotely at a time and location of their choice. Just a webcam, stable internet connection and some basic computer features are required.

Public Exam Centres: For self-study candidates, APMG also hosts public exam sessions in key locations around the world.
Our Portfolio of Certifications

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

For Project, Programme and Portfolio Management  
*Take control of your change initiatives*

For Benefits Management  
*Ensure benefits are the driver for investments in change*

For Service Management  
*Optimize the provision of IT and cloud-based services*

For IT Governance & Security  
*Maximize the trust in and value from IT*

For Change Management  
*Lead, implement and embrace change successfully*

For Business Relationship Management  
*Get more value from client & supplier relationships*

For Process and Performance Improvement  
*Drive out waste and inefficiencies to optimize performance*

For Business & Personal Efficiency  
*Empower teams and individuals to operate at the highest level*

Share your success with an APMG Digital Badge

Digital badges are available for the majority of APMG certifications; secure, digital representations of your professional development credentials. Digital badges can be embedded on an email signature, website, social media profile or a digital CV. With just one click employers, clients, customers and other interested parties can easily view and verify your credentials and skills (see below).

Become an APMG Accredited Training Organization (ATO)

If your organization is interested in becoming an accredited training provider for one or more of our professional certification schemes, please visit our website or get in touch for more details.

Further Information

For more information about us, our portfolio of professional certifications, accreditation services and our global network of accredited training and consultancy partners, please visit our website: [www.apmg-international.com](http://www.apmg-international.com)

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Claim your APMG digital badge in 3 EASY steps...

1. Create my badge in the APMG Candidate Portal
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Project, Programme & Change Management

Maximize return on investment from change initiatives

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Master the role of Agile Business Analyst with AgileBA training and certification.

Business Analysts play a crucial role in projects, through analysis of the organization’s needs and the alignment of business projects to those needs.

Introducing an Agile approach has a significant impact on the role of the Business Analyst, on their existing skills and their way of working.

Whilst traditional skills are still valuable, new skills and ways of working need to be adopted to harness the benefits of a new way of working and to appreciate the different relationships with co-workers and stakeholders.

AgileBA guidance offers useful, practical and comprehensive guidance on the role of the Business Analyst working in an Agile way (the Agile Business Analyst).

Based on the Agile Business Consortium’s well-established Agile Project Framework, the guidance gives context to the Business Analyst role beyond the individual project, in relation to organizational mission and strategy, and provides additional depth and guidance for the Business Analyst role.

Training and certification enables business analysis professionals to develop their understanding and proficiency in adopting and applying the AgileBA guidance, providing:

- Knowledge and understanding of the Agile Business Analyst role and responsibilities;
- Context to the role beyond the individual project, in relation to organizational mission and strategy;
- Additional depth, guidance and techniques for the Business Analyst role.

Approved training courses are available globally via APMG’s global network of accredited training providers.

FURTHER INFORMATION

Who is it for?
AgileBA guidance, training and certification are designed to benefit a wide range of roles operating in an agile environment, including Business Analysts, Change Analysts, Project Managers, Scrum Product Owners/Managers, Systems Analysts and Agile Developers.

Find out more online at www.apmg-international.com/AgileBA

Qualifications available:
- FOUNDATION (multiple-choice)
- PRACTITIONER (objective-testing)

You may also be interested in:
- AgilePgM
- AgilePM
- Better Business Cases
- Managing Benefits
- Stakeholder Engagement

IN PARTNERSHIP WITH

www.agilebusiness.org
Adopt an agile approach to programme management with our AgilePgM training and certification.

Agile’s influence on project, programme and change management continues to rise at pace. The practice of programme management supports organizations through significant transformation and business change.

**AgilePgM training and certification is based on the Agile Programme Management (AgilePgM) Handbook, published by the Agile Business Consortium**

The guidance provides programme managers (and others involved with major business change initiatives) with a disciplined but flexible approach to the management of transformational organizational change, allowing for iterative and incremental delivery of outputs and benefits.

AgilePgM does not attempt to redefine the fundamentals of programme management, and assumes some knowledge of a programme management method. It builds on that knowledge to show how those involved in programmes may need to think, act and react differently in an agile environment.

**FURTHER INFORMATION**

**Who is it for?**

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

Find out more online at [www.apmg-international.com/AgilePgM](http://www.apmg-international.com/AgilePgM)

Successful AgilePgM candidates will understand:

- The philosophy and principles of Agile Programme Management
- The nature and structure of the lifecycle of an Agile programme
- Approaches to the governance of a programme to ensure it is Agile
- The essential products required to be in place to deliver an Agile programme
- The structure and content of planning to support Agile programme management
- The management and control of an Agile programme
- How to deliver and monitor the quality of an Agile programme and its associated projects
- The people involved in an Agile programme, how they are organized and what they contribute.
- The communication and stakeholder management within an Agile programme.

**Qualifications available:**

- FOUNDATION (multiple-choice)

**You may also be interested in:**

- AgilePM
- Better Business Cases
- Managing Benefits
- Project Planning & Control
- Stakeholder Engagement

**IN PARTNERSHIP WITH**

[www.agilebusiness.org](http://www.agilebusiness.org)
Accredited training and certification will help individuals to:

- Deliver quicker, cost-effective and low risk change by embracing a tried and tested approach to agile project management.
- Understand the background of agile in project management and the differences compared to traditional / alternative approaches.
- Adopt the core principles, concepts and processes required for successful agile projects.
- Apply the DSDM approach to projects and embrace an evolutionary development approach for more effective solutions.
- Boost communication and stakeholder engagement skills critical for successful projects.
- Understand the different management styles needed for successful agile projects compared to traditional projects.
- Become an informed member of a project team using DSDM and AgilePM practices.

Agile’s influence on the project management industry continues to rise at pace. More organizations and project professionals than ever are embracing Agile tools and frameworks as they aim to increase the success of – and return on investment from – projects and other change initiatives.

Key benefits often attributed to Agile include improved revenue and speed to market, developing the right product/solution (through iterative development and incremental delivery) and increased collaboration and customer satisfaction.

Since its introduction in 2010, AgilePM has fast established itself as the leading framework and certification for agile project management.

Based on the Agile Business Consortium’s Agile Project Framework, AgilePM guidance offers a practical, scalable and repeatable methodology that achieves an ideal balance between the standards, rigour and visibility required for good project management, and the fast-pace, change and empowerment provided by Agile.

FURTHER INFORMATION

Who is it for?

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

Find out more online at www.apmg-international.com/AgilePM

Qualifications available:

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

You may also be interested in:

- AgileBA
- AgilePgM
- Better Business Cases
- Managing Benefits
- Project Planning & Control
- Stakeholder Engagement

IN PARTNERSHIP WITH www.agilebusiness.org
Praxis Framework: The first free framework to integrate projects, programmes and portfolios into a single guide.

Certification and Training

- You would need to take at least three separate project and programme management certifications to learn the breadth of guidance provided by the Praxis Framework courses.
- Framework is available free online, empowering continual professional development after training.

Find out more at www.apmg-international.com/praxisframework
Learn how to develop effective digital services in an Agile way with AgileDS training and certification.

The UK is recognized as a world leader in digital government, led by the Government Digital Service (GDS) and its tenacious focus on user needs, common design principles, openness and agility.

Agile is mandated by GDS for many central government digital services, and both the National Health Service and local government are developing their own related digital standards with Agile at their heart.

Despite this, government is struggling to adapt the way it leads and manages change to get the most out of the speed and flexibility that Agile promises, with no Agile method effectively addressing the Agile development of Digital Services within a project or programme structure.

For this reason, the Agile Business Consortium has developed a new version of their widely recognized Agile Project Management (AgilePM) framework, specifically targeted at the design and development of new and improved digital services.

The AgileDS guidance and supporting training courses will explain how its concepts can be easily aligned to the GDS lifecycle and roles, providing a flexible governance structure to use alongside Scrum, Kanban or any other IT development methodology.

This will enable organizations to develop a consistent approach, common language and a skilled workforce for the successful design and delivery of digital services, whether through evolving improvements or step-change transformation.

Training and certification will help candidates to understand:

- Knowledge and understanding of the underpinning philosophy and principles of Agile Digital Services in a project situation.
- The lifecycle of an Agile and Digital Services project.
- The effective application of key Agile techniques.
- The roles and responsibilities within an Agile Digital Services project.
- Mechanisms for planning, control and governance of an Agile Digital Services project.

FURTHER INFORMATION

Who is it for?
AgileDS training and certification is aimed at practising project managers and team members involved in design, development and delivery of digital services.

Find out more online at www.apmg-international.com/AgileDS

Qualifications available:
- FOUNDATION (multiple-choice)
- PRACTITIONER (objective-testing)

You may also be interested in:
- AgileBA
- AgilePM
- DASA DevOps
- Stakeholder Engagement

IN PARTNERSHIP WITH
www.agilebusiness.org
Give your change initiatives the best chance of success with our Better Business Cases certification.

Change initiatives often fail at the first hurdle as the business case fails to convince senior management of the return on investment.

Creating effective business cases and spending proposals is therefore critical to securing funding and management buy-in. It is important therefore that individuals have the opportunity to develop their capabilities to create, review and adapt effective business cases.

Our Better Business Cases qualification is based on the ‘Five Case Model’ – the UK government’s best practice approach to developing spending proposals and enabling effective business decisions.

The model provides a step-by-step guide to developing a business case that:

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

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

Qualifications available:
- FOUNDATION (multiple-choice)
- PRACTITIONER (objective-testing)

You may also be interested in:
- AgilePM
- Managing Benefits
- Project Planning & Control
- Stakeholder Engagement

FURTHER INFORMATION

Who is it for?

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

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

Find out more online at www.apmg-international.com/BBC
Enhance your ability to embrace and successfully manage the impact of change.

Change is inevitable. For many organizations change can become a regular occurrence. Accordingly, dealing with change and, more significantly, the impact of change, is a high priority for organizations.

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

Our Change Management qualifications are designed to help organizations and their people manage the impact of change. Supporting training courses focus on the theories of how change affects, and is affected by, individuals, teams, organizations and change leaders, helping individuals and organizations:
- Unlock resistance to change
- Enable teams to work effectively to deal with and embrace change
- Speed up the implementation of change initiatives.

Who is it for?
Our Change Management qualifications are aimed at all individuals involved in organizational change, including current and aspiring change managers. They are also relevant to individuals involved in the design, development and delivery of change programmes, including change leaders, change ‘agents’ (e.g. Business Change Managers), change implementers (e.g. Programme/Project Managers), change support and operational line managers/staff.

Find out more online at www.apmg-international.com/ChangeManagement

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

FURTHER INFORMATION

Qualifications available:
- FOUNDATION (multiple-choice)
- PRACTITIONER (objective-testing)

You may also be interested in:
- AgilePgM
- Certified Local Change Agent
- Facilitation
- Stakeholder Engagement

Working in partnership with the Change Management Institute (CMI), the syllabus and exams are based on The Effective Change Manager’s Handbook, designed to teach areas of knowledge defined by the CMI's Change Management Body of Knowledge (CMBoK).
Develop the knowledge & skills to successfully implement change at a local level.

Change can be difficult to implement successfully.

When an overall change initiative is managed centrally, it is important to have allies in areas affected by the change, to ensure that the change is understood and embraced at a ‘local’ level.

Certified Local Change Agent is a two-day course that focuses on the wider impacts of organizational change and how to help people adapt and embrace changes to working practices or the operating environment.

Change Agents play a powerful supporting role during organization-wide transformation. They understand the fundamental principles and approaches that encourage people to embrace change.

Change Agents assist organizations in aligning its entire workforce’s activities with the implemented change. Their work is not necessarily a dedicated role; individuals can assume their business-as-usual activities while stepping in as invaluable members of teams delivering organizational change initiatives.

Certified Local Change Agent training and certification will enable you to:

- Develop the knowledge, tools and understanding necessary to help colleagues, managers and teams to embrace and implement change successfully.
- Provide effective support to colleagues during organizational change.
- Support idea-generating activities such as the use of simple process-mapping techniques.
- Develop local change plans which identify specific changes and how best to introduce them.
- Mitigate resistance to organizational change.

FURTHER INFORMATION

Who is it for?

Certified Local Change Agent training and certification is designed for individuals whose work area is facing significant change and who, in addition to their normal work, will be asked to support their work colleagues and their managers in implementing change.

Find out more online at www.apmg-international.com/CLCA

Qualifications available:

- CLCA CERTIFICATE (multiple-choice)

You may also be interested in:

- Change Management
- Facilitation
- Stakeholder Engagement
Adopt a vision-led, benefits-driven approach to successful transformation with CHAMPS2® certification from APMG.

Business change is now perceived as central to organizational sustainability and critical to realizing effectiveness and efficiency. In order to achieve this, organizations often need to embark upon radical change to deliver service transformation.

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

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

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

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

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

FURTHER INFORMATION

Who is it for?

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

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

Find out more online at www.apmg-international.com/CHAMPS2 www.champs2.info

Qualifications available:

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

You may also be interested in:

- Better Business Cases
- Managing Benefits
- PPS

CHAMPS2® is a Registered Trade Mark of Birmingham City Council.
Public-Private Partnerships (PPPs) play a crucial role in helping governments to raise the funds necessary to meet infrastructure demands and stimulate local economic development.

APMG’s Public-Private Partnerships Certification Program® aims to improve the performance of PPPs, strengthen PPP practices and enhance the knowledge of PPP professionals globally.

It has been designed to provide PPP professionals with a global standard of knowledge, common professional language and set of terms, enabling better understanding of how to successfully deliver PPPs globally.

The program is a collaborative innovation between APMG, the World Bank Group and a selection of other multilateral development banks (MDBs), part funded by the Public-Private Infrastructure Advisory Facility (PPIAF).

The PPP Certification Program Guide (PPP Guide) is at the core of the certification program and is a comprehensive Body of Knowledge (BoK) on all aspects of PPPs, compiling a range of good practices and global case studies. The Guide is available to download, for free, from ppp-certification.com.

The Guide is divided into the following chapters:
1. PPP Introduction and Overview
2. Establishing a PPP Framework
3. Project Identification and PPP Screening
4. Appraising PPP Projects
5. Structuring and Drafting the Tender and Contract
6. Tendering and Awarding the Contract
7. Strategy Delivery and Commissioning
8. Operations and Handback

Foundation-level certification is designed primarily to test understanding of the first chapter of the PPP Guide. This knowledge will equip individuals with the skills they need to act as an informed member of a PPP project.

Two higher level exams (Preparation and Execution) are also available. Candidates that are successful in all three exams will be awarded the CP³P® credential.

CP³P is the definitive credential to demonstrate to peers and employers that your abilities are aligned with international PPP good practices.

FURTHER INFORMATION

Who is it for?
- Individuals involved in PPP projects at all levels in both Public and Private Sectors
- PPP Professionals in Emerging Markets and Developing Economies (EMDE)
- Those involved in the development or implementation of PPP frameworks, the initiation, financing, preparation, structuring and tendering of PPP projects, and the management of PPP contracts.

Find out more online at ppp-certification.com

Qualifications available:
- FOUNDATION (multiple-choice)
- PREPARATION (multiple-choice)
- EXECUTION (multiple-choice)

You may also be interested in:
- AgilePM
- PMD Pro
- PM4SD
- Better Business Cases
- Project Planning & Control
- Stakeholder Engagement
Measure project performance and progress objectively and effectively with our Earned Value certification.

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

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

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

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

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

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

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

FURTHER INFORMATION

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

Find out more online at www.apmg-international.com/EarnedValue

Qualifications available:
- FOUNDATION (multiple-choice)
- PRACTITIONER (objective-testing)

You may also be interested in:
- AgilePM
- Better Business Cases
- Managing Benefits
- Project Planning & Control
Improve the performance of projects and programs with the Integrated Program Performance Management certification.

**Earned Value Management (EVM), Technical Performance Measurement & Benefits Realization Management (TBM) and Schedule & Resource Management (SRM) form the basis of modern project and program management (PPM).**

The Integrated Program Performance Management (IPPM™) certification and supporting training courses are designed to equip PPM professionals with knowledge and expertise to improve these critical aspects of projects and programs.

The IPPM certification is unique as it offers comprehensive coverage of the cost, schedule and technical performance management in projects & programs. The curriculum is built in four theme areas that represent the four principles inherent to Earned Value Management:

- **Structures**: Plan & structure work so that responsibility and accountability can be devolved according to functional specialty and span of management control.
- **Baselines**: Implement formally planned and maintained baselines to establish direct relationship between detailed planning & performance and overall program objectives.
- **Measurement**: Measure status based on verifiable data, ensuring all elements of the project / program report performance consistently for universal visibility.
- **Analysis**: Implement principles of exception-based variance analysis and corrective action for assessment and forecasting to help mitigate emerging risks.

**FURTHER INFORMATION**

**Who is it for?**

IPPM training & certification is aimed at aspiring and practicing project and program managers working in both public and private sector environments. It will also benefit a range of other PPM roles including cost engineer and project support team members.

Find out more online at www.apmg-international.com/IPPM.

**Qualifications available:**

- **FOUNDATION (multiple-choice)**

**You may also be interested in:**

- AgilePM
- Better Business Cases
- Earned Value
- Managing Benefits
- Project Planning & Control
- Stakeholder Engagement

The IPPM certification was developed in partnership with the College of Performance Management (CPM). CPM is an international, non-profit professional organization dedicated to the disciplines of project management and performance measurement.

Find out more at www.mycpm.org

IPPM certification will provide professionals with the skills to be able to better manage projects and programs to a successful completion, within budget and delivering the promised benefits to the client.
Ensure benefits are the focus of investments with our Managing Benefits certification.

The reason organizations invest in change is to realize benefits.

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

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

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

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

Managing Benefits provides:

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

FURTHER INFORMATION

Who is it for?

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

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

Find out more online at www.apmg-international.com/ManagingBenefits

Qualifications available:

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

You may also be interested in:

- AgilePM
- Better Business Cases
- Project Planning & Control
- Stakeholder Engagement
Embedding sustainability into tourism projects and initiatives.

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

It is therefore critical that projects and initiatives undertaken in this vital sector are managed effectively and are sympathetic to conditions specific to the sector. PM4SD (Project Management for Sustainable Development) has been designed as a methodology to be used by local, regional and national governments, companies and stakeholders operating in the tourism and cultural sectors.

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

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

PM4SD aims to ensure sustainable tourism projects and initiatives that:
- Make optimal use of environmental resources;
- Respect the socio-cultural authenticity of host communities;
- Ensure viable, long-term economic operations, providing fairly distributed socio-economic benefits to all stakeholders; and
- Support tourism policies at all levels that are competitive, sustainable, modern, socially responsible and accessible to all citizens.

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

FURTHER INFORMATION

Who is it for?
PM4SD is tailored to suit the needs of everyone involved and interested in the management of projects that develop sustainable tourism. This includes:
- Professionals involved in the day-to-day management of tourism initiatives (projects, programmes, strategies) for sustainable development: project/programme managers and executives, project officers and stakeholders, and tourist operators.
- Professionals involved in decision making at a local, regional, national or international level in the fields of sustainable development policy, tourism and cultural heritage management.

Find out more online at www.apmg-international.com/PM4SD

Qualifications available:
- FOUNDATION (multiple-choice)
- PRACTITIONER (objective-testing)

You may also be interested in:
- Better Business Cases
- Managing Benefits
- Project Planning & Control
- Stakeholder Engagement
Specialized, cost-effective, professional program management certification for the development sector.

A large proportion of initiatives delivered by organizations in the international development sector are delivered by projects and programmes.

For program managers working for NGOs (non-governmental organizations), there are limited opportunities to affordably acquire skills to undertake program management activities effectively and in line with recognized best practice.

Program Management for Development Professionals (PgMD Pro) is a specialized certification for program managers working in the development sector.

PgMD Pro has been developed in partnership with PM4NGOs (an organization dedicated to optimizing international project investments and improving professional project management skills in the development sector) and is supported by the PgMD Guide.

The Program Guide (PgMD) approaches the program lifecycle in a comprehensive manner, incorporating the disciplines, tools and templates needed to deliver successful programs.

PgMD Pro certification is available exclusively online at www.apmg-exams.com. Certification has been priced to make the cost affordable to staff working for NGOs anywhere in the world, with certification available from just US$22 for staff of NGOs working in the developing world.

FURTHER INFORMATION

Who is it for?
PgMD Pro certification is designed for program managers, team members and support staff working for NGOs on development and relief projects.

Find out more online at www.apmg-international.com/PgMD-Pro

RESOURCES
PgMD Pro training and learning resources are available from PM4NGOs (pm4ngos.org).

Qualifications available:
- Level 1 (multiple-choice)

You may also be interested in:
- AgilePM
- PMD Pro
- Praxis
- Project Planning & Control
Specialized, cost-effective, professional project management certification for the development sector.

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

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

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

PMD Pro is a specialized certification scheme for project managers working in the development sector. The scheme is aligned with internationally recognized project management standards and includes components specific to the NGO sector.

Developed in partnership with PM4NGOs (an organization dedicated to optimizing international project investments and improving professional project management skills in the development sector), the scheme benefits from valuable knowledge and experience donated by experts from several of the world’s highly regarded non-governmental organizations (e.g. Oxfam).

PMD Pro certification is available exclusively online via APMG. Certification has been priced to make the cost affordable to staff working for NGOs anywhere in the world. Level 1 certification starts at just US $22 for staff of NGOs working in the developing world.

Further information

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

Find out more online at www.apmg-international.com/PMD-Pro

Resources
PMD Pro training and learning resources are available from PM4NGOs (www.pm4ngos.org) and LINGOs (www.lingos.com).
Specialized, cost-effective financial management certification for project professionals.

A significant portion of funds available to organizations in the development and relief sector is spent on projects. With finite resources and the critical nature of such projects, it’s vital to plan, budget and spend wisely.

Whilst project professionals typically have a good understanding of project finances, it’s important for them to have a broader understanding of prudent financial management, beyond the scope of individual projects and developments.

Financial Management for the Development Professional (FMD Pro) is a specialized certification scheme for project professionals working in the development sector.

FMD Pro aims to improve the impact of development and humanitarian organizations by improving the financial management of the non-financial managers who run their projects.

Developed in partnership with 15 organizations that are leaders of the development and humanitarian relief sector, the FMD Pro benefits from valuable knowledge and experience of experts from across the world.

The certification focuses on several unique factors which impact the way finances in international development and relief projects.

- **Appropriate, contextualized content**: Learning objectives are curated from the best of what has already been developed in the private sector and the development/relief sector.
- **Affordable**: Certifications are priced to make them cost affordable to staff working for NGOs anywhere in the world. Certification starts at just US$22 for staff of NGOs working in the developing world.
- **Portable**: Certified learners will be able to take the FMD Pro credential with them as they move between geographic locations and between development and relief organizations.
- **Impact-oriented**: The content of the FMD Pro is tools-focused and designed to provide actionable learning. Increased consistency and quality in professional development will translate into increased consistency and quality service delivery to communities.

Qualifications available:
- Level 1 (multiple-choice)

You may also be interested in:
- Change Management
- PgMD Pro
- PMD Pro
- Project Planning & Control

FURTHER INFORMATION

Who is it for?
FMD Pro certification is designed for project managers, team members and support staff working on development and relief projects.

Find out more online at [www.apmg-international.com/FMD-Pro](http://www.apmg-international.com/FMD-Pro)

Resources
FMD Pro training and learning resources are available from FMD Pro websites: [www.fmdpro.org](http://www.fmdpro.org) and [www.fmdprostarter.org](http://www.fmdprostarter.org)
Praxis is a free, community driven framework which can help individuals and organizations realise the intended benefits of projects, programmes and portfolios - keeping stakeholders happy.

Enabling Success:

- An entirely free framework. Templates, articles, a 360° capability maturity assessment tool, a glossary of project management terminology and much more is available at www.praxisframework.org.
- Praxis is an integrated framework, encompassing knowledge, method, competency and a capability maturity model. As it uses a common taxonomy and terminology across all elements, there is no need to cross reference or translate between guides.
- The Praxis Framework™ recognises one size does not fit all and can be easily tailored.
- The framework is community driven, practitioners can suggest improvements or extensions to any page and these will be considered for inclusion.

FURTHER INFORMATION

Who is it for?
The certifications are designed for all current and aspiring project and programme managers. If currently using a framework, candidates will find the Bridging course valuable as Praxis builds on existing best practice. Those undertaking their first formal training will gain all the knowledge needed to be a modern-day project or programme manager.

Find out more online at www.apmg-international.com/praxisframework

Qualifications available:

- Foundation (multiple-choice)
- Practitioner (objective-testing)
- Bridging Course (objective-testing)

You may also be interested in:

- AgilePM®
- Better Business Cases
- Managing Benefits
- Project Planning & Control
Learn how to implement effective planning, monitoring & control for increased chances of project success.

Planning, monitoring and control are critical aspects of project management. Implemented effectively, project success rates can increase dramatically. Implemented poorly, project scope, schedule and costs can quickly overrun.

Until now, there has been very little guidance for practicing and aspiring planning and control professionals to gain understanding of best practice, and how to apply it.

Our Project Planning & Control certification scheme has been developed in partnership with The Association for Project Management (APM) and is based on their guide “Planning, Scheduling, Monitoring and Control - The Practical Project Management of Time, Cost and Risk”.

The guide is the APM's first comprehensive set of guidance and best practice for project planning and control and is applicable across all industries and sectors. It is an output of their Planning, Monitoring & Control Specific Interest Group (SIG) and is based on practitioner experience from both customer and supplier perspectives.

Project Planning & Control guidance and training:-
- Offers a step-by-step controls guide from project initiation to execution;
- Provides a holistic overview of the interdependencies between planning and control functions;
- Is a practical and scalable companion to any project control professional;
- Enables effective capability growth for delivery organizations.

Individuals undertaking training will gain an understanding of effective planning & control standards and best practice.

Qualifications available:
- FOUNDATION (multiple-choice)
- PRACTITIONER (objective-testing)

You may also be interested in:
- AgilePM
- Better Business Cases
- Earned Value
- Managing Benefits
- Stakeholder Engagement

FURTHER INFORMATION

Who is it for?
Project Planning & Control guidance, training & certification is aimed at a variety of key project management roles including planning managers & engineers and project control managers & engineers. It will also benefit other roles including cost engineers, project managers and project support team members.

Find out more online at www.apmg-international.com/PPC
Become a certified Scrum Master and learn how to effectively lead a Scrum Team

Scrum is a framework for developing, delivering and sustaining complex products through effective team collaboration.

Training and certification are based on The Scrum Guide. Developed by Scrum creators Ken Schwaber and Jeff Sutherland, it contains the definition of Scrum, consisting of Scrum roles, events, artifacts, and the rules that bind them together.

Courses offer a combination of instruction and team-based exercises. Delegates are challenged to think in terms of the Scrum principles to better understand their application when returning to the workplace.

Delegates will learn the role of Scrum Master, enabling them to lead a Scrum Team and drive adoption of the Scrum framework for more effective product and solution development.

**FURTHER INFORMATION**

**Who is it for?**

Scrum Master course is for anyone involved in product delivery using the Scrum framework. Particularly beneficial for those accountable for getting the most out of Scrum, including Scrum Masters, managers, and Scrum team members.

Find out more online at www.apmg-international.com/Scrum

Qualifications available:

- SCRUM MASTER (multiple-choice)

You may also be interested in:

- AgileBA
- AgileDS
- AgilePgM
- Change Management
- DASA certification
Identify, influence and lead key people and groups with our Stakeholder Engagement certification.

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

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

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

Supported by accredited training courses, certification will help candidates:

- Drive results and benefits through effective collaboration
- Improve communication and influencing skills
- Prioritize time and organize resources effectively
- Generate buy-in and cooperation from key stakeholders
- Remove obstacles to progress and success
- Draw on a range of experience and techniques for influencing people
- Develop a reputation as a key player and influencer.

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

**FURTHER INFORMATION**

**Who is it for?**

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

Find out more online at [www.apmg-international.com/StakeholderEngagement](http://www.apmg-international.com/StakeholderEngagement)

**Qualifications available:**

- FOUNDATION (multiple-choice)

**You may also be interested in:**

- AgilePM
- Facilitation
- Managing Benefits
There is no shortage of frameworks available for project management professionals.

Existing frameworks are great for full-time project management professionals that work on projects in the traditional sense, i.e. projects of varying budgets, complexity and scale.

However, for smaller-scale projects and change initiatives, existing frameworks can appear excessive, and perhaps even unnecessary. Additionally, huge numbers of individuals – whilst not project managers by trade and in addition to their daily role – are involved in running initiatives that can be viewed as small projects.

WISP™ (Working in Small Projects) guidance has been specifically developed as a framework for small and non-complex projects and change initiatives.

Guided by four stages and seven principles, the guidance addresses all key stages of a project and has been written in simple language. This makes it easy to understand and follow, particularly for individuals for whom project management is not their main profession. It will be particularly useful for:

- Individuals for whom project management is a part-time or occasional activity;
- Project professionals that often work on small and/or non-complex projects;
- Students and graduates requiring an entry-level project management framework and understanding;
- Small and medium enterprises, where existing project management frameworks may be deemed unnecessarily complex and unsuited to their typical projects.

Training and certification will equip individuals with the knowledge and understanding of the WISP method, enabling them to work effectively with, or as a member of, a project team within an environment support the WISP guidance.

Who is it for?

WISP training and certification is designed for project professionals (including team members, team leaders and project managers) working on small-scale projects, and individuals – although not project professionals by trade – managing or involved in project-type activities.

FURTHER INFORMATION

Qualifications available:
- FOUNDATION (multiple-choice)

You may also be interested in:
- AgilePM
- Change Management
- Praxis
- Stakeholder Engagement
Cyber Defence Capability Assessment Tool (CDCAT®)

Protecting your business with military grade cyber defence

What benefits will CDCAT® bring to my organization?

- Identifies vulnerabilities in all areas of your cyber defences.
- Details how to address gaps in cyber defences.
- Allows for benchmarking and easy comparison across departments, systems or your supply chain.
- Instant, downloadable reporting.

Make informed cyber security decisions:
Visit www.apmg-international.com/CDCAT for more information or email CDCAT@apmg-international.com to arrange a demonstration.
In this section:

Cyber Security & Resilience

Enhance your protection against ever-evolving cyber threats and attacks

32-33 Introduction
34 Cyber Essentials
35 Cyber Defence Capability Assessment Tool (CDCAT®)
36 Certified Cyber Professional
37 GCHQ Certified Training
38 Cloud Industry Forum certification

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

The online and digital age has presented organizations with huge opportunities for growth and innovation, including new & improved services for clients, partners and customers.

However, with these opportunities come very real threats and challenges. It is vitally important that organizations take appropriate steps to ensure that their processes and services adhere to cyber security best practice.

Additionally, organizations stand to lose business if they cannot demonstrate compliance, with certain standards and certifications required for bids and proposals, and mandatory in various supply chains.

The implications of failure to get it right can be, and indeed have been, huge. Media coverage in recent years has highlighted the vast operational, reputational and financial damages that can be caused by a cyber security breach.

Recent, high-profile incidents demonstrate just how real and significant the dangers are:

- In 2017, credit monitoring company Equifax was hit by a data breach that exposed the social security numbers and other data of about 143 million Americans.
- In 2017, NHS hospitals across the UK were hit by ransomware demanding payment, as part of a worldwide attack by the WannaCry cryptoworm.
- In 2016, hackers attacked Uber, exposing names and contact details of 57 million drivers and customers.
- In 2016, passwords and email addresses of 360 million MySpace users, believed to have been stolen several years before, were listed on a hidden internet marketplace on the dark web.
- In 2015, personal details of almost 157,000 TalkTalk customers were leaked including bank account numbers, sort codes and credit card details.
- In 2015, hackers threatened to publish the names of up to 37 million AshleyMadison.com customers - a dating website for adulterous affairs.
- In 2017, an attack on the global carrier firm, FedEx, was quoted as costing the firm approximately $300 million.
- In 2014, details of 500 million Yahoo! user accounts were compromised.
- In 2014, an attack on Sony Pictures Entertainment leaked the private details of 47,000 employees and actors.

“Massive cybersecurity breaches have become almost commonplace, regularly grabbing headlines that alarm consumers and leaders. But for all the attention such incidents have attracted in recent years, many organizations worldwide still struggle to comprehend and manage emerging cyber risks in an increasingly complex digital society. As our reliance on data and interconnectivity swells, developing resilience to withstand cyber shocks — that is, large-scale events with cascading disruptive consequences — has never been more important.”


The government is improving cyber security in its supply chain. All suppliers must be compliant with the new Cyber Essentials controls if bidding for government contracts which involve handling of sensitive and personal information and provision of certain technical products and services.

Source: www.gov.uk
To ensure organizations and the systems & data that they manage remain secure, it’s imperative that they:

- Have an appropriately detailed and planned strategy to deal with existing and emerging threats;
- Ensure staff awareness of (at minimum) basic cyber security threats, precautions and preventative actions, from top to bottom;
- Continuously review processes to manage risk and ensure resilience against new and evolving cyber threats;
- Employ and develop personnel with the required training, experience and certifications to effectively manage and implement their cyber strategy;
- Have access to leading tools and frameworks to support the implementation of an effective strategy.

APMG International works in partnership with key industry bodies to offer a market-leading portfolio of cyber security assessments, standards, training and certifications. The portfolio offers individuals and organizations a range of solutions to support them in developing and maintaining an effective cyber security strategy and supporting processes.

**Our cyber partners include:**

Find out more about products and services within the portfolio over the following pages:

- 34 Cyber Essentials
- 35 Cyber Defence Capability Assessment Tool (CDCAT®)
- 36 Certified Cyber Professional
- 37 GCHQ Certified Training
- 38 Cloud Industry Forum Code of Practice
CYBER ESSENTIALS: Protect your organization against common cyber attacks from as little as £300.

Cyber Essentials is an assurance framework, developed by the UK Government and industry, designed to provide clear controls which enable organizations to mitigate risk from common internet threats.

It was developed to address the need for government and wider industry to ensure that their partners and suppliers are implementing a standard level of cyber security. Certification instils confidence in the organization achieving certification, demonstrating to its customers and stakeholders that their assets and data are resilient against cyber threats.

APMG is an approved accreditation body for the Cyber Essentials scheme, responsible for appointing Certifying Bodies (CBs) to carry out evaluations and certifying organizations which comply with the scheme’s requirements.

Cyber Essentials has numerous benefits for organizations looking to achieve certification:

- It’s cost-effective. Standard cyber essentials certification with APMG is just £300+VAT. Cyber essentials certification can significantly lower your premium for cyber insurance.
- Stand out from your competitors. By displaying the certification badge on your website, you are demonstrating to your clients that your organization has met government standards for cyber security and keeping client information secure.
- Government endorsed. Cyber Essentials is a government endorsed certification scheme, allowing your organization to bid for government contracts. Increasing numbers of organizations are making Cyber Essentials certification mandatory for their supply chain, especially in government sectors such as the Ministry of Defence (MoD) and the Nuclear Decommissioning Authority (NDA).
- Meet EU General Data Protection Regulation (GDPR) requirements. When the new GDPR rules reach the UK, organizations can be fined up to €20m or 4% of their annual turnover in the event of a breach. Cyber Essentials implementation will help organizations meet the requirements.

What levels of Cyber Essentials are available?

- Cyber Essentials certification will provide a basic level of confidence that an organization has implemented cyber security controls effectively.
- Cyber Essentials Plus builds on the standard certification and includes a penetration test to provide a higher level of assurance that the organization’s cyber assets are secure. Certification is valid for 12 months and standard certification must be held to successfully apply for Cyber Essentials Plus.

Find out more online at [www.apmg-international.com/cyber-essentials](http://www.apmg-international.com/cyber-essentials)
CDCAT®: CYBER DEFENCE CAPABILITY ASSESSMENT TOOL
Protecting your business with military grade cyber defence.

Faced with evolving threats and escalating risks, understanding and managing your organization’s cyber defences has become essential to protecting your business.

The Cyber Defence Capability Assessment Tool (CDCAT®) is a comprehensive way for organizations to assess their existing cyber defences, identify vulnerabilities and see what improvements should be made. CDCAT was developed by the Defence Science and Technology Laboratory (Dstl), for the Ministry of Defence. Dstl is a government organization dedicated to ensuring that innovative science and technology contribute to the defence and security of the UK.

Who is CDCAT for?
CDCAT is designed for any organization that wants to confirm the effectiveness of its current cyber security controls, or is unsure on how to go about establishing its cyber defences.

What benefits will CDCAT bring to my organization?
■ Identifies vulnerabilities in all areas of your cyber defences.
■ Details how to address gaps in cyber defences.
■ Allows for benchmarking and easy comparison across departments, systems or your supply chain.
■ Can be used to measure improvements or changes in vulnerability.
■ Supports existing compliance programmes.

You can also be sure the assessment is against current threats as CDCAT is regularly updated to reflect today’s environment and not the distant past.

The CDCAT Approach
To undergo a CDCAT assessment, the scope of the system to be assessed is defined. This could range from a whole organization, to one main information system down to a single laptop. The risk tolerance for the system (i.e. how much business risk is acceptable) is then agreed. This determines the controls and the level of maturity required to be effective against the current threats.

If a control is not in place or is not being implemented effectively, this is viewed as a vulnerability and will adversely affect the capability of the organization to withstand attack.

The easily repeatable assessment, depending on the scope, can take as little as two hours, and produces a report immediately with full explanations. Frequent repetitions enable organizations to be responsive to cyber-criminals’ continuously evolving methods and check any enhancements made to their defences.

FURTHER INFORMATION
For further information about CDCAT, visit our website or get in touch:
www.apmg-international.com/CDCAT
CDCAT@apmg-international.com

ARRANGE A DEMO
To arrange a demonstration of CDCAT and find out how it will improve your cyber defences, email us today:
CDCAT.Support@apmgroup.co.uk

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Certified Cyber Professional (CCP) - the certification framework by NCSC for competent Information Assurance (IA) professionals.

GCHQ's Certified Professional (CCP) scheme, delivered through the NCSC, is a certification framework for competent Information Assurance (IA) professionals.

CCP certification will enable you to demonstrate to an employer that you possess the competencies, knowledge and skills needed to be an IA professional. CCP has been acknowledged as HMG’s standard for cyber security professionals. NCSC is the UK Government’s National Technical Authority for Information Assurance. APMG is working with NCSC to deliver the Certified Professional scheme.

Why was CCP Introduced?
CCP enables improved matching between the public and private sector requirements for IA professionals and the capability and competencies of individuals to perform common IA roles.

Further Information

Who is CCP for?
CCP is aimed at IA professionals working in both the private and public sectors. It allows for knowledge, experience and skills to be demonstrated at several levels of competence. Certified Professional can help organizations when selecting IA professionals for assignments and it can be used to guide professional development of employees.

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

- IA Accreditor
- IA Auditor
- Communications Security Officer/Crypto Custodian
- IT Security Officer/Information Security System Manager/Information Security System Officer
- Security and Information Risk Advisor
- IA Architect
GCHQ CERTIFIED TRAINING (GCT)
Certify your cyber course or find GCHQ-approved training.

GCHQ Certified Training (GCT) helps individuals and organizations quickly identify high quality relevant cyber security training courses.

Why was GCT Introduced?
The UK Government has identified a significant shortage of skilled cyber security professionals and Government Communications Headquarters (GCHQ) is working with other government departments to address this issue. GCHQ - one of the three UK Intelligence and Security Agencies along with MI5 and the Secret Intelligence Service (MI6) - provides assistance on the security of Government communications and electronic data.

With the abundance of cyber security training courses on offer, it can be difficult for customers to identify highly competent trainers and good quality courses. GCT addresses this issue – providing customers with a choice of rigorously assessed training providers, thus they can feel confident they’ll receive training that is consistent with industry best practice.

GCHQ has appointed APMG as the independent Certification Body for GCHQ-approved cyber security training courses, thanks to APMG’s track record for accrediting quality training providers.

APMG certifies the course material, the trainers and administration processes surrounding the course – forming a truly comprehensive assessment process.

Benefits of choosing GCHQ-approved training:
- Individuals and organizations can easily and quickly identify high quality, relevant training
- The course materials have been rigorously assessed against the exacting standards of GCHQ
- The quality of the trainers’ delivery and the course administration has been quality checked
- GCT is based on the industry-respected IISP Skills Framework
- GCT is invaluable for anyone seeking to acquire or improve their cyber security skills, including those seeking the NCSC’s Certified Professional status (CCP).

Benefits of certification for training providers:
- A key market differentiator which sets courses apart from other cyber security training options.
- Demonstrates to organizations and individuals that your course is of a high quality and that it has been assessed against GCHQ’s rigorous standards.
- Ensures your cyber security training meets high standards of both content and delivery.

GET YOUR CYBER TRAINING CERTIFIED
Contact us to discuss and arrange assessment of your course/s.

FIND GCHQ APPROVED TRAINING
Find details of all GCHQ-approved cyber training courses at our website: www.apmg-international.com/GCT
CLOUD INDUSTRY FORUM (CIF) CODE OF PRACTICE
Online, self-assessment certification for Cloud Services Providers.

The purpose of The Cloud Industry Forum Code of Practice (COP) is to bring greater transparency and trust to doing business in the cloud.

Code of Practice certified cloud service providers declare and commit to providing good quality services that adhere to the guidelines and best practices set out in the Code. It is a comprehensive framework that enables service providers to benchmark their operations against standards developed by their peers and in many ways is a checklist for best practice in the provision of cloud services.

There are core elements of focus to the Code that collectively provide relevant, focused information from which an end user should be able to make better-informed decisions about the choices available to them and select a vendor that meets their operational needs.

The Code also includes key components of the General Data Protection Regulation (GDPR), assisting Cloud Service Providers to comply with GDPR and giving potential customers increased confidence in these providers.

Self-Certification Process
Initiating the self-certification process is straightforward. Simply sign up to the Cloud Industry Forum Self-Certification website, submit payment for the certification fee and then follow the on-screen instructions to complete your application.

APMG will provide any assistance you may require during the application process and upon completion your application will be reviewed before a certification is delivered to you in the event your application is successful.

Benefits for Consumers of Cloud Services:
- Increased confidence when using certified service providers
- Additional reference point when selecting service or technology partners
- Continued enhancement and evolution of the COP to ensure relevance and quality

Benefits for Cloud Service Providers:
- Credible and recognised certification declaring operational best practice
- Cloud providers can use the COP as a blueprint for service development
- The certification can help promote your services via COP awareness
- The certification highlights service quality in the market

START YOUR CERTIFICATION
Visit our website or contact us to find out more and start your own journey as a CIF certified Cloud Service Provider:
www.apmg-international.com/CIF

CLOUD INDUSTRY FORUM
Find out more about the Cloud Industry Forum and their Code of Practice at:
www.cloudindustryforum.org
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Service Management & IT Governance

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Design, organize and execute effective application management with asl certification.

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

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

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

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

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

By using ASL, individuals can help their organizations improve:
- The quality of support provided to the user organization
- The speed of response to business change
- Financial management during the whole application lifecycle
- Strategic investments in the application portfolio

FURTHER INFORMATION

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

Find out more online at www.apmg-international.com/asl

Qualifications available:
- FOUNDATION (multiple-choice)

You may also be interested in:
- BiSL® Next
- COBIT® 5
- CWU Business IT
- FitSM
- ISO/IEC 20000
- Lean IT
- Service Automation Framework
- VeriSM
Help your business to realize more value from investments in business information and technology with BiSL® Next.

Effective management of business information is critically important.

While IT ensures that information is stored, processed and readily available, effective business information management focuses on an organization’s ability to respond to specific business demands and realize value from their investments.

BiSL Next describes the framework of the next generation of the Business Information Services Library (BiSL®).

BiSL Next is a public domain standard for business information management with guiding principles, good practices and practical templates. It offers guidance for digitally engaged business leaders and those who collaborate with them, with the ultimate aim of improving business performance through more effective use of information and technology.

Other existing IT frameworks fail to recognise that business information design is crucial to business success, and instead view it simply as infrastructure management or a development method.

Twelve elements – four drivers, four domains and four perspectives – are the basis of the guidance in BiSL Next. It also offers practical guidance on integrating BiSL Next with other service management and IT governance best practices.

BiSL Next guidance, training and certification can help individuals and their organizations to achieve:

- Information services that meet business needs, with emphasis on agility and accuracy
- Management and control of vital information and data
- More productive interaction with the IT function
- Better return on their investments in the information provisioning
- Improved integration of multiple frameworks and best practices.

FURTHER INFORMATION

Who is it for?

The BiSL Next guidance, training and certification is designed for business managers, business information managers, business analysts, CIOs and IT managers, as well as consultants in this field.

Find out more online at www.apmg-international.com

Qualifications available:

- FOUNDATION (multiple-choice)

You may also be interested in:

- ASL®
- COBIT® 5
- CWU Business IT
- FitSM
- ISO/IEC 20000
- Lean IT
- Service Automation Framework
- VeriSM
Demonstrate the knowledge, skills and confidence to successfully manage IT changes.

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

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

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

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

Supporting training courses will help candidates:

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

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

FURTHER INFORMATION

Who is it for?

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

Find out more online at www.apmg-international.com/ChangeAnalyst

Qualifications available:

- FOUNDATION (multiple-choice)

You may also be interested in:

- FitSM
- Lean IT
- Problem Analyst
- Service Level Analyst
- VeriSM
Understand the key concepts, characteristics and benefits of cloud computing and support your organization’s implementation.

Cloud computing has exploded in popularity over recent years as organizations seek to optimize storage and availability of data.

It has also enabled a wide variety of companies to bring products and services to market faster.

Our Cloud Computing certification has drawn together the best sources of material to explain the benefits and challenges of moving your organization’s data to the cloud.

Our offering is the only vendor-neutral certification on the market. Training courses (typically delivered over two days) aim to provide a comprehensive common knowledge base and understanding about cloud computing, focusing on key aspects including:

- Cloud computing overview and benefits
- Security and compliance challenges
- Technical and organizational challenges
- Public, private and hybrid delivery models
- Creating a cloud action plan.

Training and certification will support individuals in effectively implementing a cloud action plan that ensures organization acceptance and success for cloud computing initiatives.

The lead architect and chief examiner for our Cloud Computing training and certification is Bernard Golden. He is an author/co-author of multiple cloud computing publications and was named one of the 10 most influential people in cloud computing (Wired.com 2012).

FURTHER INFORMATION

Who is it for?

Our Cloud Computing certification will benefit a wide range of professionals including developers, system administrators, IT technicians, development managers & executives, enterprise architects, IT executives and project managers.

Find out more online at www.apmg-international.com/CloudComputing

Qualifications available:

- FOUNDATION (multiple-choice)

You may also be interested in:

- FitSM
- ISO/IEC 20000
- ISO/IEC 27001
- Lean IT
- SIAM
- VeriSM
Learn how to define and implement an effective Configuration Management Database with our CMDB certification.

The Configuration Management Data Base (CMDB) is a crucial underpinning source of information for an organization’s IT infrastructure, supporting the entire Service Lifecycle in an ITIL® context.

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

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

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

Successful candidates will be able to:
- Understand, track and control key elements of an organization’s services and infrastructure
- Implement and maintain a CMDB as expressed in ITIL through understanding the terminology, concepts and best practices
- Provide an organized view of data and a means of examining that data from any perspective
- Plan, deliver, operate, govern and assign priorities to business services
- Combine data from across IT operations into a single, consistent data store.

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

FURTHER INFORMATION

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

Find out more online at www.apmg-international.com/CMDB

Qualifications available:
- FOUNDATION (multiple-choice)

You may also be interested in:
- FitSM
- Lean IT
- Service Catalogue
- SIAM
- VeriSM
Learn how to successfully govern and manage enterprise IT with COBIT® 5.

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

COBIT 5 is the only business framework for the governance and management of enterprise IT. The latest edition of ISACA’s globally accepted framework provides the principles, practices, analytical tools and models to help increase the trust in, and value from, information systems.

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

COBIT 5 helps organizations of all sizes:
- Maintain high-quality information to support business decisions
- Achieve strategic goals and realize business benefits through the effective and innovative use of IT
- Achieve operational excellence through reliable, efficient application of technology
- Maintain IT-related risk at an acceptable level and optimize the cost of IT services and technology.

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

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

FURTHER INFORMATION

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

Find out more online at www.apmg-international.com/COBIT5

Qualifications available:
- FOUNDATION
- IMPLEMENTATION
- ASSESSOR
  For Cybersecurity:
- INCS*
- ASSESSOR FOR SECURITY

You may also be interested in:
- ASL® & BiSL®
- FitSM
- ISO/IEC 20000
- ISO/IEC 27001
- Lean IT
- VeriSM

*INCS = Implementing NIST Cybersecurity Framework using COBIT 5
Technology language for business managers. Understand the digital landscape and its opportunities and challenges.

Most projects nowadays either create technology or are technology-based. Today’s most successful companies are either technological or have adapted the organization to thrive in the digital landscape.

Senior management cannot distance itself from these phenomena. Managers need to acquire digital competencies to imagine the future state of the company, complemented by technology.

Computerworld University’s Business IT guidance follows a detailed review of 50 of the top 100 IT MBAs. The review found that too few taught business leaders an essential understanding of digital technology.

With the support of companies such as Google, Dell, Intel and SAP, the Business IT certification was developed for business leaders and senior management to understand the basic language of technology and recognize the associated opportunities, risks and challenges.

The syllabus, training and certification is underpinned by the Computerworld University publication Business IT Fundamentals, addressing 12 key areas of digital age technology:

- Big Data
- Cyber Security
- Cloud Computing
- Internet of Things
- Machine Learning
- Storage
- Digital Transformation
- Legal Compliance
- IT Risk Management
- IT Governance
- Mobility
- Social Business

Business IT certified individuals will have the knowledge to identify digital opportunities and be more confident in making IT business decisions, empowering them to support and/or lead an organization’s digital transformation.

FURTHER INFORMATION

Who is it for?
Computerworld University Business IT certification is designed for a range of professionals in senior positions – those that need to understand the opportunities that technology offers – including board members and senior management, general / department managers and business consultants.

Find out more online at www.apmg-international.com
Become a DevOps Expert: Accelerate and Improve Software Delivery.

DevOps is a set of practices that emphasizes the collaboration and communication of both software developers and other IT professionals while automating the process of software delivery and infrastructure changes. It aims to establish a culture and environment where building, testing and releasing software can happen rapidly, frequently and more reliably.

With faster software deployment, increased deployment frequency, and higher change success rates, organizations such as Netflix, Spotify and Facebook are revolutionizing the IT landscape by successfully implementing DevOps principles for deploying services and products.

The DASA DevOps certifications are delivered in partnership with the DevOps Agile Skills Association (DASA), an open global community for DevOps and Agile Skills development. Find out more at www.devopsagileskills.org.

FURTHER INFORMATION

Who is it for?

DASA DevOps courses and certifications are designed for individuals involved in IT development, operations and service management, and others affected by DevOps and continuous delivery. Typical roles include DevOps Engineers, Integration Specialists, System / Network Administrators, Automation Architects, Application Developers / Software Programmers, Software Testers / QA and Business (Requirements) Analysts. Find out more online at www.apmg-international.com/DASA

There are currently two courses and exams for DASA DevOps:

- **Fundamentals**: provides the core education necessary to build DevOps vocabulary and to understand its principles and practices.
- **Practitioner**: designed to provide the education necessary to put DevOps into practice, with the help of DevOps theory, pragmatic examples and exercises, and interactive group discussions.

Successful candidates will be able to:

- Explain the drivers responsible for the emergence of DevOps.
- Define and discuss the key concepts, principles and benefits of DevOps and continuous delivery.
- Explain the concepts of test, infrastructure, and build/deployment automation.
- Describe how DevOps relates to Lean and Agile methodologies.
- Explain the importance of DevOps culture and the aspects that can influence it.
- Discuss the critical success factors for DevOps implementation.

Qualifications available:

- **FUNDAMENTALS** (multiple-choice)
- **PRACTITIONER** (multiple-choice)
- **PRODUCT OWNER** (multiple-choice)

You may also be interested in:

- AgilePM
- Cloud Computing
- FitSM
- Lean IT
- SIAM
- VeriSM
VeriSM™ Service Management for the Digital Age

VeriSM™ is an enterprise approach to Service Management, specifically tailored to help organizations succeed in a digitally transformed world.

VeriSM™ helps businesses define an overarching service management model to use all of their organizational capabilities, from IT to marketing and finance to customer service, to deliver value.

TRAINING AND CERTIFICATION AVAILABLE GLOBALLY
SEE PAGE 62 FOR FURTHER INFORMATION
Find out more at www.apmg-international.com/verism

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No matter your role in IS/IT—audit, security, cybersecurity, risk, privacy or governance—these credentials, designed for forward thinking professionals across a variety of industries, can take you farther. ISACA® certifications are not just any certification, they are the ones that can get you ahead!

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apmg-international.com/ISACA
Adopt a lightweight service management approach with FitSM training and certification.

**FitSM is a free and lightweight standards family aimed at facilitating service management in IT service provision.**

The FitSM standard and associated certification scheme are maintained by the ITEMO (IT Education Management Organisation) FitSM working group. The FitSM standard was initially developed through the FedSM Project, funded by the European Commission. The main goals of FitSM are to:

- Create a clear, pragmatic, lightweight and achievable standard that allows for effective IT service management (ITSM).
- Offer a version of ITSM that can cope with federated environments, which often lack the hierarchy and level of control seen in other situations.
- Provide a baseline level of ITSM than can act to support ‘management interoperability’ in federated environments where disparate or competing organisations must cooperate to manage services.

**FURTHER INFORMATION**

*Who is it for?*

FitSM training and certification is designed for all professionals involved in the provision and delivery of IT services.

Find out more online at apmg-international.com/FitSM and fitsm.itemo.org.

**Qualifications available:**

- FOUNDATION (multiple-choice)
- ADVANCED – SPD (multiple-choice)
- ADVANCED – SOC (multiple-choice)
- EXPERT (available Q1 2019)
Protect your organization against the threat of data loss and prosecution.

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

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

The International Association of Information Technology Asset Managers (IAITAM®) has the only documented ITAM architecture along with the only established certification program recognized worldwide.

IAITAM certifications offer individuals and their organizations the following benefits:

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

IAITAM has appointed APMG International to manage the accreditation of training organizations wishing to offer training in support of IAITAM’s professional certifications.

**FURTHER INFORMATION**

**Who is it for?**

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

Find out more online at www.apmg-international.com/ITAM

**Qualifications available:**

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

**You may also be interested in:**

- COBIT® 5
- ISO/IEC 20000
- ISO/IEC 27001
- Service Catalogue
- SIAM
- VeriSM

**About IAITAM**

The International Association of Information Technology Asset Managers, Inc. (“IAITAM”) is the professional association for individuals and organizations involved in any aspect of IT, software and hardware asset management.

Find out more at www.iaitam.org
Enable and demonstrate best practice in IT Service Management with ISO/IEC 20000 certification.

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

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

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

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

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

FURTHER INFORMATION

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

Find out more online at www.apmg-international.com/ISO20000

Qualifications available:
- FOUNDATION (multiple-choice)
- PRACTITIONER (objective-testing)
- AUDITOR (multiple-choice)

You may also be interested in:
- COBIT® 5
- CWU Business IT
- FitSM
- ISO/IEC 27001
- ITWNET Digital Transformation
- Lean IT
- SIAM
- VeriSM
Demonstrate best practice in information security management with ISO/IEC 27001 certification.

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

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

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

Certified individuals help their organizations to:-
- Adopt and demonstrate compliance with a structured, internationally recognized approach to information security management;
- Improve the storage, processing and transfer of business and customer information, protecting confidential and sensitive information;
- Achieve a competitive differentiator for tendering and procurement;
- Ensure information security practices are ready for the scrutiny of internal and external audits.

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

**FURTHER INFORMATION**

**Who is it for?**

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

Find out more online at [www.apmg-international.com/ISO27001](http://www.apmg-international.com/ISO27001)

**Qualifications available:**

- FOUNDATION (multiple-choice)
- PRACTITIONER - INFORMATION SECURITY OFFICER (objective-testing)

**You may also be interested in:**

- COBIT® 5
- FitSM
- ISO/IEC 20000
- Lean IT
- SIAM
- VeriSM
Preparing business professionals for the digital age with ITWNET Digital Transformation training and certification.

In today's digital age, it is vital for organizations to understand the digital landscape and respond effectively to the need for change and innovation.

The ITWNET Digital Transformation Certification aims to provide participants with the latest knowledge and capability to aid digital transformation initiatives within their organization. This two-day course equips mid-to-senior-level managers with the ability to support an organization’s progress by preparing them to move to a digital business model.

The ITWNET Digital Transformation certification is primarily based on the Innovation Value Institute's IT Capability Maturity Framework (IT-CMF) and the publication “Collaborative Business Design: Improving and innovating the design of IT-driven business services” (published by IT Governance).

Training and certification focus on three key areas:
- Digital readiness (based on the IT-CMF)
- Skillsets for the digital transformation leader
- Business service design for digital transformation

It aims to provide candidates with the knowledge and understanding required to support, manage and lead digital transformation initiatives.

Who is it for?
ITWNET training and certification is aimed at individuals who recognize the need for and promote Digital Transformation Initiatives as part of wider change initiatives within their organization, including Managers & Consultants working to deliver strategic objectives, Project & Programme Managers, Product Managers and Service Managers.

Find out more online at www.apmg-international.com

FURTHER INFORMATION

Qualifications available:
- FOUNDATION (multiple-choice)

You may also be interested in:
- AgilePM
- Cloud Computing
- CWU Business IT
- DASA DevOps
- FitSM
- Lean IT
- Service Automation Framework (SAF)
- VeriSM

ABOUT ITWNET
ITWNET is a global network of IT professionals. ITWNET develops innovative ideas based on inputs from its global community to create the best, most complete corporate service experience.

Find out more at www.itwnet.com

ABOUT THE INNOVATION VALUE INSTITUTE
IVI’s mission is to research, develop and disseminate empirically proven and industry validated IT best practice through a unique open innovation and collaboration between leading academic and industry practitioners.

Find out more at www.ivi.ie

IT CAPABILITY MATURITY FRAMEWORK™
The IT Capability Maturity Framework is a framework specifically created to derive real, measurable business value from IT. It helps organisations devise more robust strategies, make better-informed decisions, and perform more effectively, efficiently and consistently.

Find out more at www.ivi.ie

ABOUT ITWNET
ITWNET is a global network of IT professionals. ITWNET develops innovative ideas based on inputs from its global community to create the best, most complete corporate service experience.

Find out more at www.itwnet.com

ABOUT THE INNOVATION VALUE INSTITUTE
IVI’s mission is to research, develop and disseminate empirically proven and industry validated IT best practice through a unique open innovation and collaboration between leading academic and industry practitioners.

Find out more at www.ivi.ie

IT CAPABILITY MATURITY FRAMEWORK™
The IT Capability Maturity Framework is a framework specifically created to derive real, measurable business value from IT. It helps organisations devise more robust strategies, make better-informed decisions, and perform more effectively, efficiently and consistently.

Find out more at www.ivi.ie

FURTHER INFORMATION
Who is it for?
ITWNET training and certification is aimed at individuals who recognize the need for and promote Digital Transformation Initiatives as part of wider change initiatives within their organization, including Managers & Consultants working to deliver strategic objectives, Project & Programme Managers, Product Managers and Service Managers.

Find out more online at www.apmg-international.com

Qualifications available:
- FOUNDATION (multiple-choice)

You may also be interested in:
- AgilePM
- Cloud Computing
- CWU Business IT
- DASA DevOps
- FitSM
- Lean IT
- Service Automation Framework (SAF)
- VeriSM
Banish wasteful practices for more effective IT services with our Lean IT certification.

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

Lean IT’s core concern is the elimination of waste, where waste is work that adds no value to a product or service. Consultants and evangelists for Lean IT identify an abundance of waste across the business service “production line”, including legacy infrastructure and fractured processes.

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

Lean IT certification helps individuals to:-

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

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

FURTHER INFORMATION

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

Find out more online at www.apmg-international.com/LeanIT

Qualifications available:
■ FOUNDATION (multiple-choice)
■ KAIZEN (multiple-choice)
■ LEADERSHIP (multiple-choice)

You may also be interested in:
■ COBIT® 5
■ FitSM
■ ISO/IEC 20000
■ Lean Six Sigma
■ SIAM
■ VeriSM

APMG is a founding member of The Lean IT Association (LITA) whose goal is to establish a global standard for Lean IT education and certification, providing a valuable reference for Lean practitioners. Find out more at www.leanitassociation.com
Demonstrate the knowledge, skills and confidence to successfully manage IT problems with our Problem Analyst certification.

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

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

Developed in partnership with itSMF-UK and industry experts, Problem Analyst training and certification provides detailed, practical knowledge based on industry good practice. This enables candidates to speed up incident (problem) resolution times and identify permanent solutions, leading to less downtime and reduced disruption to business critical systems.

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

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

FURTHER INFORMATION

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

Find out more online at www.apmg-international.com/ProblemAnalyst

Qualifications available:
- FOUNDATION PLUS (multiple-choice)

You may also be interested in:
- Change Analyst
- Service Level Analyst
- Lean IT
Learn how to effectively control, publish and track IT services with our Service Catalogue certification.

A “Service Catalogue”, as defined in the ITIL® Service Delivery guidance, is a list of services that an organization provides, often to its employees or customers. It provides a clear view of what services IT provides and how IT adds value for the money allocated. Service Catalogue offers a method to request or order published services, enabling an organization to better plan, deliver and support services.

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

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

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

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

FURTHER INFORMATION

Who is it for?

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

Find out more online at www.apmg-international.com/ServiceCatalogue

Qualifications available:

- FOUNDATION (multiple-choice)

You may also be interested in:

- CMDB
- FitSM
- Lean IT
- Service Automation Framework
- VeriSM
Enhance perceptions and satisfaction with IT services with our Service Level Analyst certification.

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

Our Service Level Analyst qualification provides candidates with the key competencies and practical experience required to fulfill the role of a service level analyst within an IT service environment. Developed in partnership with itSMF UK and industry experts, Service Level Analyst training and certification provides detailed, practical knowledge based on industry good practice, with guidance on working with customers and users to manage their expectations, perceptions and satisfaction with IT services.

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

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

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

FURTHER INFORMATION

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

Find out more online at www.apmg-international.com/ServiceLevelAnalyst
Learn how to apply the service integration and management (SIAM) methodology for more effective supplier & vendor management.

Why use SIAM?
Many organizations outsource part of their IT services. Whether it is scaling to meet business needs, lowering costs, or driving innovation, managing multiple suppliers is complex and challenging and many of today’s multi-vendor outsource models have failed to deliver against expectations.

The increasing complexity of the IT value chain and the rise of multi-vendor supplier eco-systems has driven the need for a new approach: Service Integration and Management (SIAM)

Service integration and management (SIAM) is an advanced method explicitly designed to help you manage multiple service providers effectively and efficiently. SIAM gives you the tools you need to get everyone aligned with your organization’s service management goals.

SIAM provides governance, management, integration, assurance, and coordination to ensure that the customer organization gets maximum value. Whether you only use external service providers, or a combination of both internal and external resources, SIAM delivers.

SIAM supports cross-functional, cross-process, and cross-provider integration. It creates an environment where all parties:

■ Know their role, responsibilities and context in the ecosystem.
■ Are empowered to deliver.
■ Are held accountable for the outcomes they are required to deliver.

SIAM Foundation certification aims to validate a professional’s knowledge about bringing together multiple service providers to support the client organization’s agreed objectives for service delivery, and help them contribute to the implementation and use of SIAM within their organization.

FURTHER INFORMATION

Who is it for?
This certification is designed for those involved in service management that manage any combination of internal and external service providers. This includes consultants, service managers, project and programme managers as well as business relationship, change and commercial managers. Solution Architects may also benefit.

Find out more at www.apmg-international.com/SIAM

Download the SIAM Foundation Body of Knowledge at www.scopism.com/free-downloads

Qualifications available:
■ FOUNDATION (multiple-choice)
■ PROFESSIONAL (multiple-choice)

You may also be interested in:
■ CWU Business IT
■ FitSM
■ ISO/IEC 20000
■ Lean IT
■ Sourcing
■ VeriSM
Understand the key concepts of Outsourcing and Sourcing Governance with our IAOP-supported certification.

The rising trend for outsourcing IT has changed how organizations receive and manage their IT services. A plethora of service offerings, competitive pricing options and contractual conditions means lots of choice – some of it bewildering.

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

Undertaking the course and successfully passing the examination qualifies an individual for COS-FP (Certified Outsourcing Specialist™ - Foundation Principles) certification from the International Association of Outsourcing Professionals® (IAOP®). Certification earns the following credits towards continual professional development:-

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

ABOUT IAOP®
The International Association of Outsourcing Professionals (IAOP) – with more than 110,000 members and affiliates worldwide – is the global standard-setting organization and advocate for the outsourcing profession.

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

Find out more online at www.apmg-international.com/Sourcing

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

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

Qualifications available:
- FOUNDATION (multiple-choice)

You may also be interested in:
- ISO/IEC 20000
- ISO/IEC 27001
- Lean IT
- Service Automation Framework
- SIAM
- VeriSM
Adopt a tailored service management approach designed for the digital age with VeriSM™ certification.

Why VeriSM™?
Digital Transformation is revolutionizing Service Management. Old style Service Management practice has become rapidly outdated as the democratisation of IT takes hold, Bring Your Own Device (BYOD) and the rise of smart products in the Internet of Things (IoT) challenge management practices to keep up.

As a result, IT and business operations are no longer separate. Organizations of every size and background require a flexible service management method to further enhance their capability to innovate and get ahead of their competition, without losing control.

To meet these changing demands, the International Foundation for Digital Competences (IFDC) has developed VeriSM™ - a service management approach specifically tailored to support organizations to help them succeed in the world of digital services.

FURTHER INFORMATION

Who is it for?
VeriSM training and certification is designed for those working in the service management arena such as IT professionals, service owners and service managers.

Find out more at www.apmg-international.com/VeriSM

VeriSM™ is an evolution of service management thinking offering a holistic, business-oriented approach. VeriSM™ helps you make sense of the growing landscape of best practices and understand how you can best integrate them to add value to your business.

The VeriSM™ model has received excellent reviews from the community worldwide. It shows organizations how they can adopt a range of management practices in a tailored and flexible way to deliver the right product or service at the right time to their digital consumers.

Supported by the official publication “VeriSM: Service Management for the digital age”, VeriSM™ describes a service management approach which is:

- Value-driven
- Evolving
- Responsive
- Integrated
- Service
- Management

Training and certification will help service management professionals to develop an understanding of the VeriSM™ approach, allowing them to tailor it for the effective provision and management of products and services.

Qualifications available:
- FOUNDATION (multiple-choice)
- PROFESSIONAL (multiple-choice)
- LEADER (coming soon)

You may also be interested in:
- COBIT 5
- DASA DevOps
- FitSM
- ISO/IEC 20000
- Lean IT
The APMG Public-Private Partnerships (PPP) Certification Program

Building APMG certified PPP Professionals to tackle infrastructure challenges

Find out more on page 17 and at ppp-certification.com
In this section:

Business & Personal Effectiveness

For Process & Performance Improvement
63  Lean Six Sigma

For Effective Facilitation
64  Facilitation

For the Consultant of Tomorrow
65  PS Professional™

For Client & Supplier Relations
66  BRMP® (Business Relationship Management Professional)
    CBRM® (Certified Business Relationship Manager)

For Big Data Proficiency
67  Big Data Framework

For Data Protection and Privacy
68  GDPR Awareness

For more Efficient Human Resources
69  AQRO®

For Business & IT Management
70  OBASHI®

For Effective Technical Communication
71  Certified Professional Technical Communicator (CPTC™)

For Winning Bids & Proposals
72  APMP® certification

Supporting Agroforestry
73  Forest Garden Trainer Certification
Enhance business processes and improve performance with Lean Six Sigma certification.

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

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

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

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

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

- **Who is it for?**
  Lean Six Sigma is designed for individuals at all levels involved in quality improvement and business performance management. Find out more online at [www.apmg-international.com/LeanSixSigma](http://www.apmg-international.com/LeanSixSigma)

- **Qualifications (belts) available:**
  - YELLOW BELT (multiple choice)
  - ORANGE BELT (multiple choice)
  - GREEN BELT (multiple-choice + practical assessment)
  - BLACK BELT (multiple-choice + practical assessment)

- **You may also be interested in:**
  - AgilePM
  - Lean IT
  - OBASHI

- **IN PARTNERSHIP WITH**
  - LSSA

Our LSSA syllabi are based on the ‘Continuous Improvement Maturity Model’ (CIMM). This is a framework that guides an evolutionary staged approach for process improvement from an early stage. CIMM incorporates the best practice methods and techniques of process improvement, quality management and new product development.

- **FURTHER INFORMATION**
  - An improved understanding and awareness of Lean Six Sigma practices
  - The ability to analyse and adapt/refine processes to improve efficiency and remove waste
  - The tools and practices to reduce process variation and improve quality and consistency
  - The principles and techniques to improve existing processes and develop effective new ones
  - Added value for customers, employees and shareholders through reduced process variation and waste
Become an effective facilitator of groups, meetings and events.

Facilitation is often used in a variety of different contexts.

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

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

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

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

This in turn gives their organization a capability that will help to:-
- enhance productivity and project management delivery;
- enable more effective problem solving and stakeholder engagement; and
- encourage more effective business process improvement activity.

FURTHER INFORMATION

Who is it for?

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

Find out more online at www.apmg-international.com/Facilitation

Qualifications available:
- FOUNDATION (multiple-choice)
- PRACTITIONER (objective-testing)

You may also be interested in:
- Change Management
- PS Professional
- Stakeholder Engagement
Maximise your true value, stretch your development and stand out from the crowd with Professional Services Professional certification.

Employers, customers and partners have increasingly significant expectations of their Professional Services (PS) teams and the days of being able to purely rely on technical expertise are fast disappearing.

The PS Professional is the world’s only non-vendor certification that recognizes technical, commercial and personal strengths.

Developed by respected industry authorities, PS Professional is a set of highly relevant certifications created for professional services professionals in the IT and telecom industries.

Professionals operating in these fields typically have a number of both vendor (CCIE, Microsoft Professional) and/or non-vendor (ITIL®, PRINCE2®) certifications and are always anxious to find new, relevant certifications that will help them stand out in their highly competitive field.

Whilst recognizing such existing certifications, PS Professional addresses this development gap with a practical and respected certification that has received a very positive response from the target industry.

The certification scheme is based upon the five core characteristics that make up a Professional Services Professional:-

- **RAINMAKER** (Commercial)
- **ATHLETE** (Personal Effectiveness)
- **EXECUTIVE** (Business)
- **CATALYST** (Operational)
- **AUTHORITY** (Technical)

Foundation level certification for each characteristic will be available initially, with Practitioner and Professional levels to follow.

### FURTHER INFORMATION

**Who is it for?**

PS Professional certification is aimed at a wide range of roles operating in professional services including – but not limited to – professional services directors and heads of departments, business solutions consultants and project/service managers.

Find out more online at [www.apmg-international.com/PSProfessional](http://www.apmg-international.com/PSProfessional) [www.psprofessional.com](http://www.psprofessional.com)

### Qualifications available (CS) = coming soon:

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The PS Professional identity and programme structure is a registered trademark of the PS Professional LLP. All rights reserved.
Build long-lasting, collaborative business relationships for more productive partnerships.

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

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

BRM implementation rates in IT services have risen significantly since the BRM role was formalized. Corresponding processes are now established as ITIL best practice and ISO/IEC 20000 international service management standard requirements.

In partnership with the Business Relationship Management Institute, APMG administers the Business Relationship Management Professional (BRMP®) and Certified Business Relationship Manager (CBRM®) certifications.

**FURTHER INFORMATION**

**Who is it for?**

BRMP training and certification is aimed at aspiring to intermediate-level BRMs, providing a solid, foundation-level knowledge of effective business relationship management.

CBRM training and certification is intended for the intermediate to advanced Business Relationship Manager, focusing on application of effective concepts & techniques and advancing to the role of strategic BRM.

Find out more online at [www.apmg-international.com/BRMI](http://www.apmg-international.com/BRMI)

**Qualifications available:**

- Business Relationship Management Professional BRMP® (multiple-choice)
- Certified Business Relationship Manager CBRM® (objective-testing)

**You may also be interested in:**

- Change Management
- Facilitation
- ISO/IEC 20000
Learn how to master Big Data and unlock the huge potential benefits for your organization.

Every day, we create 2.5 quintillion bytes of data – so much that 90% of the data in the world today has been created in the last two years alone.

Data growth, speed and complexity are being driven by the deployment of billions of intelligent sensors, devices and platforms that are transmitting data (popularly called the Internet of Things). The data generated is known as Big Data.

Big data is more than a simply large data collection and storage management challenge. Enterprises that can make sense of it will be the big winners in this information economy. As the saying goes, “information is power”.

The Big Data Framework® was developed by the Big Data Framework Alliance to provide a uniform industry-leading and vendor-neutral standard for big data proficiency in enterprise organizations. It provides the basis for the supporting training and certification scheme from APMG.

The framework supports organization with the development of their Big Data capabilities. It provides a standardised approach to analytics, machine learning and big data best practices.

FURTHER INFORMATION

Who is it for?

Big Data Framework training and certification are designed organizations and individuals that want to become proficient in enterprise analytics, machine learning and big data.

The framework is specifically designed for enterprise organizations that store massive quantities of data and are looking to enhance their big data capabilities.

Find out more online at www.apmg-international.com/BigData

Big Data Framework training and certification provides delegates with a strong foundation of the fundamental concepts and theories of big data, supporting them and their organization in leveraging the potential benefits, which include:

- Discovery of new patterns and data relationships impacting the business
- A greater understanding of customers to more precisely target products and services
- Enhanced decision-making by collecting more exact and detailed information
- Greater ability to accurately predict business outcomes and trends
- Accelerate the identification and correction of operational problems
- Improve the development of new and existing products and services

The Big Data Framework Alliance

The Big Data Framework Alliance is an independent body for the development and advancement of Big Data best practices. Find out more at www.bigdataframework.org.

Qualifications available:
- Enterprise Big Data PROFESSIONAL

Coming soon:
- Enterprise Big Data ANALYST
- Enterprise Big Data SCIENTIST
- Enterprise Big Data ENGINEER

You may also be interested in:
- GDPR Awareness
Support your organization’s responsible use of personal data and realize value from GDPR.

The EU General Data Protection Regulation (GDPR) becomes effective in May 2018 with the aim of giving control of personal data back to citizens of the European Union.

Whilst many see it as another compliance matter, growth in the digital economy and changing public expectations present an opportunity to build a data privacy culture within organizations.

An organization’s workforce represents a significant risk of a data breach. Encouraging individuals to think about GDPR in the context of their own data will help them to support data protection and privacy practices in their organization.

The GDPR Making Data Privacy Matter course aims to promote an individual’s engagement in data privacy matters. It focuses on the key aspects of GDPR that affect an organization and the associated risks and opportunities. There is a strong emphasis on interactive sessions to engage participants in taking personal responsibility for making a difference.

The course recognizes that understanding and interpretation of the regulation will continue to evolve, and organizations will be at different stages of their compliance journey. Real-life examples are used extensively, as well as latest guidance from the UK Information Commissioners Office.

The course will help candidates to:

■ Understand the reasons for the new regulation and its scope of application
■ Identify associated risks and opportunities
■ Understand the key principles and conditions that determine the lawful basis for data processing and protection
■ Identify next steps for achieving compliance
■ Develop a data privacy mind-set

The implications of non-compliance are severe: an organization can be fined up to 4% of annual global turnover or €20 million (whichever is higher) for breaching GDPR.

FURTHER INFORMATION

Who is it for?

The GDPR Making Data Privacy Matter course and certification are designed for any individuals that need to be familiar with the GDPR regulation.

It will enable them to identify next steps for responsible data management, helping to ensure compliance within their organization.

Find out more online at www.apmg-international.com/GDPR

Qualifications available:

■ GDPR AWARENESS

“Staff are your best defence and greatest potential weakness – regular and refresher training is a must.”

UK, Information Commissioner, December 2017 (www.ico.org.uk)
Optimize human resource management and efficiency with AQRO®.

How many times, on a daily basis, are you interrupted by emails, phone calls, colleagues and clients?

Do you find that at the end of the day your to-do list is just as long as it was in the morning?

As the pace of communication gets faster organizations, teams and individuals struggle to keep up with priorities. Fortunately help is at hand.

AQRO® HRM Stress-Free Efficiency reduces unplanned interruptions – the main cause of working inefficiently. By intelligently structuring a department’s activities, organizations can foster stress-free and efficient human resource management.

AQRO equips your organization with a key competitive advantage - providing managers, team leaders and staff with substantial benefits during their daily business activities.

Implementation of AQRO delivers the following advantages:

- **For the company and senior management:**
  EFFICIENCY (saving up to 1.5 hours per day, per worker)

- **For managers and team leaders:**
  FACTS (transparency; know the workers’ workload; make clear plans)

- **For the worker:**
  WORK WITHOUT DISTRACTIONS (clear responsibilities, reduce stress, less overtime)

AQRO provides managers with a disciplined but flexible approach to resource management, allowing for greater visibility and control of resources. This in turn leads to increased productivity and cost savings.

**FURTHER INFORMATION**

**Who is it for?**

AQRO will benefit all employees regardless of their position. It will be of particular interest to HR professionals, department/team managers, resource managers, change managers and project managers.

Find out more online at [www.apmg-international.com/AQRO](http://www.apmg-international.com/AQRO)

**Qualifications available:**

- FOUNDATION (multiple-choice)

**You may also be interested in:**

- Change Management
- Facilitation
- Lean Six Sigma
Understand exactly how data flows between your people, processes and technology with OBASHI certification.

“Seeing the big picture” is vital to making the right strategic decisions. Being able to “join the dots” and understand how your assets interact in order to get more out of them is key for operational decision-makers.

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

The OBASHI methodology enables businesses to document and model how people, processes and technology interact to make a business work.

OBASHI simplifies business complexity by identifying business assets, analysing their interdependencies, and creating a visual map of the business to enhance understanding, enable better decision making and improved communication.

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

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

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

FURTHER INFORMATION

Who is it for?

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

Find out more online at

www.apmg-international.com/OBASHI

www.OBASHI.co.uk

Qualifications available:

■ FOUNDATION (multiple-choice)

You may also be interested in:

■ COBIT® 5
■ ISO/IEC 20000
■ ISO/IEC 27001
■ Lean IT
■ Lean Six Sigma
Certifying technical communication professionals to ensure information is more useable and accessible.

Technical communicators are present in a wide range of organizations but are often not identifiable as a profession. The Certified Professional Technical Communicator (CPTC) scheme aims to address this by creating a recognized profession with its own distinct skillset.

Technical communication is a broad field and includes any form of communication that exhibits one or more of the following characteristics:

- Communicating about technical or specialized topics, such as computer applications, medical procedures, or environmental regulations.
- Communicating by using technology, such as web pages, help files, or social media sites.
- Providing instructions about how to do something, regardless of how technical the task is or even if technology is used to create or distribute that communication.

FURTHER INFORMATION

Who is it for?

Technical communicators work in every industry and CPTC certification is designed for those who require a working knowledge of the key principles, theory and terminology of effective technical communication.

Find out more online at www.apmg-international.com/CPTC

The Certified Professional Technical Communicator (CPTC™) certification scheme is designed to validate the skills, knowledge, and competences of technical communicators as they advance in their professional careers.

The scheme covers nine core areas of technical communication:

- Project Planning
- Project Analysis
- Content Development
- Organizational Design
- Written Communication
- Visual Communication
- Reviewing and Editing
- Content Management
- Production and Delivery

The scheme is based on the 5th edition of Technical Communication Today by Richard Johnson-Sheehan, published by Pearson Education.

The Certified Professional Technical Communicator certification is delivered in partnership with the Society for Technical Communication (STC).

STC is the world’s largest and oldest professional association dedicated to the advancement of the field of technical communication. Through a growing global community, the Society and its members set the global standards for technical communication. (www.stc.org)

Qualifications available:

- FOUNDATION (multiple-choice)
- PRACTITIONER (coming soon)
- EXPERT (coming soon)
Demonstrate proficiency in effective bid and proposal management techniques with APMP® certification.

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

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

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

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

Find out more online at www.apmg-international.com/APMP

FURTHER INFORMATION

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

You may also be interested in:
- Better Business Cases
- Finance for Non-Financial Managers
- Managing Benefits

Achieving APMP Foundation certification demonstrates to your peers, clients and organization that:
- You are knowledgeable of the best practices for proposal and bid management
- You are committed to your own professional development in the industry
- You are prepared for additional responsibility and more complex assignments
- You are positioned for the next level of Accreditation - APMP-Practitioner.

About APMP
The Association of Record for Bid, Proposal, Business Development, Capture and Graphics Professionals. APMP is the worldwide authority for professionals dedicated to the process of winning business through proposals, bids, tenders, and presentations. Find out more at www.apmp.org
Tackling hunger, poverty and deforestation to improve lives across the developing world.

In response to global pressure to combat poverty, hunger, drought and the migration crisis across Africa, Trees for the Future has launched a new trainer certification and agroforestry resource centre designed to increase income and promote better nutrition among millions of chronically hungry people through planting trees.

The Forest Garden Training Center (FGTC) is an on-demand, online trainer certification and resource centre that helps practitioners to plant trees, change lives and end deforestation across the developing world.

“In just about every community across the developing world, farming and livestock are the top reasons for deforestation,” explains John Leary, Executive Director of Trees for the Future and author of the book, “One Shot: Trees as Our Last Chance for Survival”. “With the Forest Garden Approach, we are able to take the world’s worst environmental offenders and turn them into forces for good.”

The Forest Garden Training Center provides practitioners working in the agriculture, livelihoods and health sectors throughout the developing world (e.g. community and project leaders, development agents, extension personnel, missionaries, volunteers) with an easily deployable and replicable solution to end hunger, poverty and deforestation by planting Forest Gardens.

Project and community leaders around the world can now become a Certified Forest Garden Trainer.

Forest Garden Trainer Certification is available online at www.apmg-exams.com. Certification has been priced to make the cost affordable to staff working for NGOs anywhere in the world. Certification starts at just US$20 for staff of NGOs working in the developing world.

During the past three decades, Trees for the Future has been a leader in agroforestry and tree planting across the developing world. Their goal is to support millions of farmers through the Forest Garden Approach. Find out more at www.trees.org.

The Forest Garden Training Center is available online at training.trees.org.

FURTHER INFORMATION

Who is it for?
Forest Garden Trainer Certification is designed for project and community leaders and other development and relief workers. It is also appropriate for project managers, team members and support staff working for NGOs on development and relief projects.

TREES FOR THE FUTURE
During the past three decades, Trees for the Future has been a leader in agroforestry and tree planting across the developing world. Their goal is to support millions of farmers through the Forest Garden Approach. Find out more at www.trees.org.
Project, Programme & Change Management
Service Management & IT Governance
Cyber Security & Resilience
Business & Personal Effectiveness

TRAINING FROM THE EXPERTS

Accredited to the highest industry standards, our global network of Accredited Training Organizations (ATOs) offer a comprehensive range of training services aligned to internationally recognized frameworks and methodologies.

Find them all online at:
www.apmg-international.com/all-atos
Professional certifications designed to help individuals and their organizations perform more effectively.

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Discover our complete portfolio online: [www.apmg-international.com](http://www.apmg-international.com)

A global network of accredited training and consulting providers at: [www.apmg-international.com/all-atos](http://www.apmg-international.com/all-atos)