APMP Professional Level Certification
Candidate Behaviour & Attitude Key Competencies Reference Questionnaire

The APMP Professional Candidate should nominate a reference to complete this form. Once completed the Candidate should upload the form to the APMG candidate portal.

Candidate Name:

Reference Name:
Relationship:
Tel No:
Email:

Reference Signature:

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Signature

As a nominate reference for a candidate applying for APMP Professional Certification, there are nine key competency areas which you are asked to complete with a rating based on your experience and observation.

Please score your answers using the following marking scheme.

- **Score 1-2** where you believe that that the candidate has appropriate knowledge but has had few or no opportunities to demonstrate their skills in this competency element

- **Score 3-4** where you believe that the candidate has appropriate knowledge and has had opportunities to demonstrate some of their skills in this competency element

- **Score 5-6** where you believe that the candidate has appropriate knowledge and has had opportunities to demonstrate all of their skills in this competency element

You may add in additional text information at the end of each Key Competency Area, to provide examples of what and how the candidate has demonstrated the required individual competencies.

No	Key Competency	Assessment Score 1 - 6
1	**Persuasiveness** The candidate demonstrates appropriate interpersonal styles and communication methods to gain acceptance of a product, service, or idea from prospects and clients.	
	Question and probe - seeks information to understand situations, needs and desired potential benefits.	
	Establish strategy - develops approaches that best position products, services or ideas; leverages supportive factors, overcomes or minimises barriers and addresses unique needs and preferences of key decision makers.	
	Build rapport - makes favourable impressions by interacting with prospects/clients in a manner that builds effective relationships.	
	Demonstrate capability - presents products, services, or ideas in a manner that clearly shows how they would meet needs and provide benefits; builds confidence in the products, services, or ideas.	
	Gain commitment - uses appropriate techniques to move others to action or to gain agreement.	

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No	Key Competency	Assessment Score 1 - 6
	Additional Comments	

2	**Communication** The candidate clearly conveys information and ideas through a variety of media to individuals or groups in a manner that engages the audience and helps them understand and retain the message.	
	Organises the communication - clarifies purpose and importance; stresses major points; follows a logical sequence.	
	Maintains audience attention - keeps the audience engaged through use of techniques such as analogies, illustrations, body language, and voice inflection.	
	Adjusts to the audience - frames message in line with audience experience, background, and expectations; uses terms, examples, and analogies that are meaningful to the audience.	
	Ensures understanding - seeks input from audience; checks understanding; presents message in different ways to enhance understanding.	
	Comprehends communication from others - correctly interprets messages and responds appropriately.	
	Additional Comments	

3	**Quality Orientation** The candidate accomplishes tasks by considering all areas involved, no matter how small; showing concern for all aspects of the job; accurately checking processes and tasks and being watchful over a period of time.	
	Follows Procedures - Accurately and carefully follows established procedures for completing tasks	I
	Ensures high quality output - Vigilantly watches job processes, tasks, and work products to ensure freedom from errors, omissions, or defects.	
	Takes Action - Initiates action to correct quality problems or notifies others of quality issues	
	Additional Comments	

4	**Stress Tolerance and Energy** The candidate maintains performance under pressure or opposition (such as time pressure or job ambiguity); handles stress in a manner that is acceptable to others and to the organisation.	
	Maintains focus - Stays focused on tasks and productively uses time and energy when under stress	
	Maintains relationships - Presents a positive disposition and maintains constructive interpersonal relationships when under stress.	
	Copes Effectively - Develops appropriate strategies as needed to alter conditions that create stress and to sustain physical and mental health.	
	Meets Deadlines - Effectively deals with deadlines and / or emergencies	
	Additional Comments	

5	**Building Strategic Relationships and a Successful Team** The candidate develops and uses collaborative relationships to facilitate the accomplishment of work goals.	
	Seeks opportunities - proactively builds effective working relationships with other people	
	Clarifies situations - Probes for and provides information to clarify situations.	
	Develops ideas - seeks and expands original ideas, enhances others' ideas, and contributes own ideas.	
	Supports personal goals -places higher priority on team or organization goals than on own goals.	
	Facilitates agreement - gains agreement from partners to support ideas or take partnership oriented action; uses sound rationale to explain value of actions.	
	Uses key principles - establishes good interpersonal relationships by helping people feel valued, appreciated, and included in discussions through enhancing self esteem in team members, empathy, involvement, disclosure and support.	
	Develops direction - ensures that the purpose and importance of the team are clarified (e.g., team has a clear charter or mission statement); guides the setting of specific and measurable team goals and objectives.	
	Develops structure - helps to clarify roles and responsibilities of team members; helps ensure that necessary steering, review, or support functions are in place.	
	Involves and informs others - Listens to and fully involves others in decisions and actions; values and uses individual differences and talents. Shares important or relevant information.	
	Models commitment - Adheres to the team's expectations and guidelines; fulfils team responsibilities; demonstrates personal commitment to the team.	
	Additional Comments	

6	**Decision Making and Delegating Responsibility**	
	The candidate allocates appropriate decision making authority and/or task responsibility, to maximise the organisation's and individuals' effectiveness. Identifies and understands issues, problems, and opportunities; compares data from different sources to draw conclusions; uses effective approaches for choosing a course of action or developing appropriate solutions; takes action that is consistent with available facts, constraints, and probable consequences.	
	Shares appropriate responsibilities - allocates decision making authority and/or task responsibility appropriately (considers potential positive and negative impact, organisational values and structures, and the enhancement of the individual's knowledge/skills).	
	Defines parameters - clearly communicate the parameters of the responsibility, including decision making authority and required actions, constraints, or deadlines.	
	Provides support without removing responsibility - suggests resources and provides assistance or coaching as needed; expresses confidence in the individual	
	Stays informed - establishes appropriate procedures to keep informed of issues and results in areas of shared responsibility.	
	Interprets information - integrates information from a variety of sources; detects trends, associations, and cause effect relationships.	
	Generates alternatives - creates relevant options for addressing problems/opportunities and achieving desired outcomes.	
	Chooses appropriate action - formulates clear decision criteria; evaluates options by considering implications and consequences; chooses an effective option.	
	Commits to action - implements decisions or initiates action within a reasonable time.	
	Additional Comments	

7	**Continuous Learning** The candidate actively identifies new areas for learning; regularly creates and takes advantage of learning opportunities; uses newly gained knowledge and skills on the job and learns through their application.	
	Targets learning needs - seeks and uses feedback and other sources of information to identify appropriate areas for learning.	
	Seeks learning activities - identifies and participates in appropriate learning activities (e.g., courses, reading, self study, coaching, experiential learning) that help fulfill learning needs.	
	Maximises learning - actively participates and makes the most of in learning activities and experiences	
	Applies knowledge or skill - puts new knowledge, understanding, or skill to practical use, furthers learning through trial and error.	
	Takes risks in learning - puts self in unfamiliar or uncomfortable situations in order to learn; asks questions at the risk of appearing foolish; takes on challenging or unfamiliar assignments.	
	Makes efforts to improve managerial/supervisory/team leadership skill.	
	Stays informed of industry trends, competition, and changing technology.	
	Additional Comments	

8	**Innovation** The candidate generates innovative solutions in work situations; tries different and novel ways to deal with work problems and opportunities.	
	Challenges paradigms - identifies implicit assumptions and sees alternative ways to view or define problems; is not constrained by the thoughts or approaches of others.	
	Thinks expansively - combines ideas in unique ways or makes connections between disparate ideas; explores different lines of thought; views situations from multiple perspectives; brainstorms multiple approaches/solutions.	
	Evaluates multiple solutions - examines numerous solutions and evaluates each before accepting any.	
	Ensures relevance - targets important areas for innovation and develops solutions that address work issues.	
	Additional Comments	

9	**Meeting Leadership**	
	The candidate ensures that a meeting serves its business objectives whilst using appropriate interpersonal styles and methods and considers the needs and potential contributions of others:	
	Opens discussions effectively - helps to establish the purpose and importance of the meeting.	
	Clarifies the current situation - seeks, gives, and summarizes information; checks for understanding.	
	Develops ideas - seeks, makes, and develops suggestions; makes procedural suggestions.	
	Facilitates agreement - tries to build agreement on outcomes and actions.	
	Close discussions with clear summaries - helps to summarise meeting outcomes and establish follow up.	
	Additional Comments	