# Associate Project Manager Level 4

## Apprenticeship Standard

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# Overview



The Level 4 Associate Project Manager Apprenticeship Standard has been designed to equip apprentices with the essential skills required for job roles such as Junior Project Manager or Project Management Support.

Projects may be defined and delivered within different contexts, across diverse industry sectors, whether they are large or small organisations. As every project needs to be managed to ensure its success, an Associate Project Manager will know what needs to be achieved, how long it will take, budget control, and how to work with the project team to achieve the required outcomes to the highest standard.

## Duration:
18-24 months
+ 3 months for the End Point Assessment

## Entry Guidelines:
English & maths at GCSE grade A*-C /4-9 or Functional Skills Level 2

*NB All apprenticeship standards require apprentices to provide evidence of their English and maths grades before they can progress through the Gateway to their End Point Assessment and achieve the apprenticeship qualification.*

# Associate Project Manager Level 4

## Course Overview

| Pre-programme | On Programme Learning | Gateway | Independent End Point Assessment |
|---|---|---|---|
| Initial assessment English & Maths | On programme learning covering Knowledge, Skills & Behaviours<br><br>International Project Management Association (IPMA) Level D or APM Project Management course<br><br>(Day release, Hamilton Campus) | • English Level 2<br>• Maths Level 2 | • International Project Management Association (IPMA) Level D, or<br>• APM Project Management Qualification |
| Skills Scan | Portfolio of evidence to be built during the programme | • E-portfolio of evidence | Professional discussion |
| Induction with Trainer Assessor | On programme Assessments & Reviews:<br><br>• 6-8 weekly sessions with Trainer Assessor<br>• 8-10 weekly progress reviews with apprentice and employer. | | Presentation with questions and answers |

# Course Details

The key topics that will be covered during the 18-24 months on programme are as follows:

## Unit 1: Leadership, teamwork, professionalism & ethics

- Understand key vision, values and objectives of projects and their links to strategic objectives.
- Explain leadership styles, qualities and the importance of motivation on team performance.
- Communicate direction, and support the vision for project delivery.
- Work effectively with and influence others, taking account of diversity and equality.
- Promote the wider public good in all actions, acting in a morally, legally and socially appropriate manner.
- Promote and model the highest standards of professional conduct, ethics and trust.
- Demonstrate a clear commitment to achieving results, and improving performance.

## Unit 2: Context and governance of projects

- Identify the different contexts in which projects can be delivered, including health, safety and environmental management.
- Explain the interdependencies between project(s), programme(s) and portfolio management.
- Explain key phases within the project and key review points, across project life cycles.
- Outline key policies, regulations, functions, processes, procedures, reporting and responsibilities.
- Understand the different types of organisational structures and responsibilities, functions and project phases on different types of project.
- Understand the process of project monitoring and reporting cycle to track.

## Unit 3 : Business cases, plans, stakeholders and communication

- Explain the requirement of understanding stakeholders, their perspectives, different interests and levels of influence upon project outcomes.
- Outline key contexts of a project communication plan, its effectiveness in managing different stakeholders.
- Application of previous lessons learnt and how these plans balance the fundamental components of scope, schedule, resources, budgets, risks and quality requirements.
- Managing stakeholders, taking account of their levels of influence and particular interests. Manage conflicts and negotiations.
- Communicate to a variety of different audiences. Contribute to negotiations relating to project objectives.
- Contribute to the preparation or maintenance of a business case including achieving required outcomes.

## Unit 4 :
## Scope management and scheduling

- Explain management of baseline changes by applying configuration management.
- Explain scheduling and estimating for project activities including how they can be quality assessed.
- Understand progress monitoring and metrics to assess work performed against the schedules.
- Determine, control and manage changes to the scope of a project, including assumptions, dependencies and constraints.
- Prepare and maintain schedules for project activities aligned to project delivery.

## Unit 5 :
## Resource Management, budgeting and control

- Understand project funding, estimating, overheads; direct costs, indirect costs, fixed costs, variable costs and an overall budget for a project.
- Develop and understand tracking systems for actual costs, accruals and committed costs.
- Identify resources available within teams.
- Understand how to complete resource analysis.
- Develop and agree budgets for projects, monitoring forecast and actual costs against them and controlling changes.
- Develop resource management plans for project activities, acquire and manage resources including commitment acceptance, monitor progress against plan.

## Unit 6 :
## Risk, contracts and quality

- Understand the need for and implementation of a risk management plan.
- Outline key risk management methods and techniques to identify and prioritise threats or opportunities.
- Develop and establish appropriate mitigation actions to minimise risk impacts and optimise opportunities
- Understand the nature of contracts and the implications for the contracting organisations
- Develop a procurement process.
- Contribute to a procurement process, contribute to the definition of contractual agreements and contribute to managing a contract.
- Contribute to the development of a quality management plan, manage project assurance, and contribute to project peer reviews.
- Utilise an organisation's continual improvement process including lessons learned.

# Skills & Behaviours

The Competency or Skills & Behaviours element of the apprenticeship is to be completed with support from a Trainer Assessor making periodic visits to the apprentice in the workplace. The Trainer Assessor will support and guide the apprentice to ensure that they are developing the skills and competency required in accordance with the apprenticeship standard. The apprentice will use the e-portfolio system called OneFile to build a portfolio of work throughout the development stage, which is a key component of End Point Assessment and demonstrates their occupational competency.

# English & Maths

English and maths will be naturally embedded within this apprenticeship, a summary of which as follows:
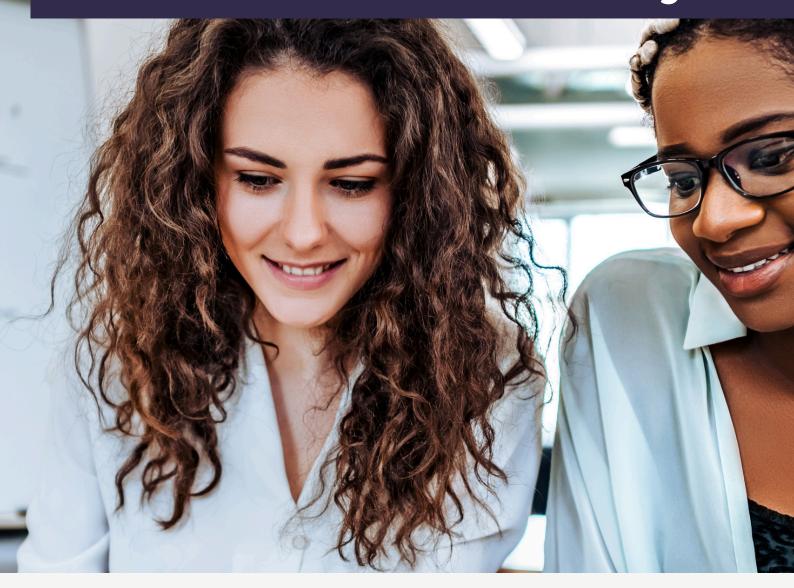
## English

- Presentations in front of group, developing awareness of audience and the ability to balance questioning whilst ensuring key points and message comes across.
- Written assignments
- Reading articles, research findings, key information.
- Actively listening to others and highlighting key points made.
- Communicating with a variety of individuals from a diverse range of backgrounds.

## Maths

- Key statistics
- Time management
- Budget control
- External factors that may have a cost impact
- Data management that may be relevant to a variety of projects.

Once the apprentice has completed all the required elements of the apprenticeship and their manager and Trainer / Assessor agree that the apprentice is ready for the end point assessment, they will progress through the Gateway to undertake their End Point Assessment.

A completed portfolio of evidence is a compulsory End Point Assessment (EPA) gateway requirement that supports the EPA Professional Discussion component.

The apprentice's employer must sign-off the portfolio of evidence, that has been completed by the apprentice during their programme to confirm the apprentice has demonstrated the knowledge, skills and behaviours assigned to this apprenticeship standard.

# End Point Assessment

The End Point Assessment must only start once the employer is satisfied that the apprentice is consistently working at or above the level set out in the occupational standard, that means they have achieved occupational competence.

**End Point Assessment (EPA) normally takes 3 months to complete and consists of:**

## Assessment Method 1: Presentation and Questions

- The presentation must highlight 5 key learning areas to demonstrate competence as a project manager, and explore the apprentice's competence and understanding of project management best practice.

## Assessment Method 2: Professional Discussion

The professional discussion will:

- confirm contemporary project management knowledge, understanding and experience.
- be based on the 10 outstanding learning areas that were not covered within the presentation.

The purpose of the professional discussion is to determine the extent to which the apprentice understands the requirements of his/her role as defined by the apprenticeship standard and to explore them through discussion. The professional discussion (supported by a portfolio of evidence) shall be a face-to-face session involving the apprentice and the end-point assessor.

The portfolio of evidence (that has been completed by the apprentice during their programme) will be used as a source of evidence by which apprentices can exemplify their responses to questions asked by the assessor. The portfolio itself will not be assessed, but will be used by the assessor to prepare the questioning for the professional discussion.

# Grading & Progression



## Apprenticeship grading

The available grades for this apprenticeship programme are **Distinction, Pass or Fail.**

## Where can apprentices progress to?

On completion of their apprenticeship the apprentice will be to progress their career in management, and may choose to progress on to higher level apprenticeships in Operations or Departmental Management at level 5.