



# ASSOCIATE PROJECT MANAGER APPRENTICESHIP STANDARD LEVEL 4

Attract great talent, upskill your teams  
and plan for your future.

Suitable for both new and existing employees.



# PROGRAMME OVERVIEW

## DURATION

The duration of this apprenticeship is typically 18 months (depending on experience)

## STUDY MODE

- Online with tutor led sessions.
- Blended learning with online and face-to-face sessions and support (at the employers premises)
- There is an End-Point-Assessment for this apprenticeship. This is when the learner will demonstrate they have learnt the required knowledge, skills and behaviours.

## QUALIFICATIONS TO BE AWARDED

- Level 4 Associate Project Manager Apprenticeship
- APM Project Management Qualification (PMQ)
- Functional Skills English and maths (if required)

## PROGRESSION OPPORTUNITIES

During their apprenticeship, learners can become student members of the Association for Project Management (APM). On completing the apprenticeship, learners will qualify for associate membership of the APM.

ON-PROGRAMME LEARNING		EPA	
<b>KNOWLEDGE &amp; SKILLS</b> <ul style="list-style-type: none"><li>• Project governance</li><li>• Project stakeholder management</li><li>• Project communication</li><li>• Project leadership</li><li>• Consolidated planning</li><li>• Budgeting and cost control</li><li>• Business case and benefits management</li><li>• Project scope</li><li>• Project schedule</li><li>• Resource management</li><li>• Project risk and issue management</li><li>• Contract management and procurement</li><li>• Project quality</li><li>• Project context</li><li>• Stakeholder and communications management</li><li>• Budgeting and cost control</li><li>• Business case</li><li>• Scope management</li><li>• Consolidated planning</li><li>• Schedule management</li><li>• Risk, and issue management</li><li>• Contract management and procurement</li><li>• Quality management</li><li>• Resource management</li></ul>		<b>BEHAVIOURS</b> <ul style="list-style-type: none"><li>• Collaboration and team work</li><li>• Leadership</li><li>• Effective and appropriate communication</li><li>• Drive for results</li><li>• Integrity, ethics, compliance and professionalism</li></ul>	
0-15 MONTHS		EPA GATEWAY	END-POINT-ASSESSMENT
		3 MONTHS	

# KNOWLEDGE OVERVIEW

AN ASSOCIATE PROJECT MANAGER WILL BE ABLE TO UNDERSTAND AND HAVE KNOWLEDGE OF:

## PROJECT GOVERNANCE

- Different types of organisational structures and responsibilities, functions and project phases on different types of project. How governance can control and manage the successful delivery of projects. The significance of the project management plan (PMP).

## PROJECT STAKEHOLDER MANAGEMENT

- Stakeholders: their perspectives, different interests and levels of influence upon project outcomes.

## PROJECT COMMUNICATION

- Key contexts of a project communication plan, its effectiveness in managing different stakeholders. Factors which can affect communications such as cultural and physical barriers.

## PROJECT LEADERSHIP

- The vision and values of the project and its links to objectives; the ways in which these can be effectively communicated and reinforced to team members and stakeholders. Leadership styles, qualities and the importance of motivation on team performance. Characteristics of the working environment which encourage and sustain high performance.

## CONSOLIDATED PLANNING

- Purpose and formats for consolidated plans to support overall management, taking account of lessons learnt and how the plans balance fundamental components of scope, schedule, resources, budgets, risks and quality requirements.

## BUDGET AND COST CONTROL

- Funding, estimating, overheads; direct costs, indirect costs, fixed costs, variable costs and an overall budget for a project; tracking systems for actual costs, accruals and committed costs; alternative cost breakdowns to provide for graphical representations, and performance management.

## BUSINESS CASE AND BENEFITS MANAGEMENT

- Preparation and/or maintenance of business cases, including benefits management.

## PROJECT SCOPE

- Requirements management, and evaluation of alternative methods to learn from the past to improve delivery. Project scope change control, baseline change management, configuration management.

## PROJECT SCHEDULE

- Scheduling and estimating for project activities including how they can be quality assessed. Progress monitoring and metrics to assess work performed against the schedule. Schedule management methods to evaluate and revise activities to improve confidence in delivery.

## RESOURCE MANAGEMENT

- Resource analysis, resource allocation and resource acceptance.

## PROJECT RISK AND ISSUE MANAGEMENT

- The need for and implementation of a risk management plan. Risk management methods and techniques to identify and prioritise threats or opportunities. Mitigation actions to minimise risk impacts and to optimise benefits by managing opportunities.

## CONTRACT MANAGEMENT AND PROCUREMENT

- The nature of contracts, and their implications for contracting organisations. Procurement processes. Legal and ethical means for managing contracts.

## PROJECT QUALITY

- Quality management processes, assurance and improvements. Outcomes of a quality management plan, metrics for processes and quality standards.

## PROJECT CONTEXT

- The different contexts in which projects can be delivered, including health, safety, and environment management. The interdependencies between project(s), programme(s) and portfolio management. Project phases and key review points, across project life cycles.

# SKILLS OVERVIEW

AN ASSOCIATE PROJECT MANAGER WILL BE ABLE TO DEMONSTRATE THE FOLLOWING SKILLS WITHIN THE CONTEXT OF THE ORGANISATION:

## PROJECT GOVERNANCE

- Project monitoring and reporting cycle to track, assess and interpret performance by the application of monitoring techniques to analyse status and manage information.

## STAKEHOLDER AND COMMUNICATIONS MANAGEMENT

- Manage 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.

## BUDGETING AND COST CONTROL

- Develop and agree project budgets, monitor forecast and actual costs against them and control changes. Support funding submissions. Tracking systems for actual costs, accruals and committed costs; structures for alternative cost breakdowns.

## BUSINESS CASE

- Contribute to the preparation or maintenance of a business case including achieving required outcomes.

## SCOPE MANAGEMENT

- Determine, control and manage changes to the scope of a project, including assumptions, dependencies and constraints.

## CONSOLIDATED PLANNING

- Consolidate and document the fundamental components of projects. Monitor progress against the consolidated plan and refine as appropriate, implementing the change control process where relevant.

## SCHEDULE MANAGEMENT

- Prepare and maintain schedules for activities aligned to project delivery.

## RISK, AND ISSUE MANAGEMENT

- Identify and monitor project risk or opportunity, plan and implement responses to them, contribute to a risk management plan. Respond to and manage issues within a defined governance structure.

## CONTRACT MANAGEMENT AND PROCUREMENT

- Facilitate a procurement process, contribute to the definition of contractual agreements and contribute to managing a contract.

## QUALITY MANAGEMENT

- Develop a quality management plan, manage project assurance, and contribute to peer reviews. Utilise an organisation's continual improvement process including lessons learned.

## RESOURCE MANAGEMENT

- Develop resource management plans for project activities, acquire and manage resources including commitment acceptance, monitor progress against plans.

# BEHAVIOURS OVERVIEW

AN ASSOCIATE PROJECT MANAGER WILL BE ABLE TO DEMONSTRATE THE FOLLOWING BEHAVIOURS:

## BEHAVIOURS

- **Collaboration and team work** - Understands and is effective as part of an integrated team.
- **Leadership** - Communicates direction, and supports the vision for project delivery.
- **Effective and appropriate communication** - Working effectively with and influencing others, taking account of diversity and equality. Influences and facilitates effective team performance.
- **Drive for results** - Demonstrates clear commitment to achieving results, and improving performance.
- **Integrity, ethics, compliance and professionalism** - Promotes the wider public good in all actions, acting in a morally, legally and socially appropriate manner. Promotes and models the highest standards of professional integrity, ethics, trust and continued development.



# EPA GATEWAY

## END-POINT-ASSESSMENT GATEWAY READINESS

The EPA will be triggered by the following events:

- the minimum time duration allocated to the Standard has been met;
- judgement of readiness to go beyond the gateway is the decision of the Employer based on completion of all on-programme requirements.
- the apprentice believes they are ready to submit, to the EPAO, a selection of exemplary evidence, in their portfolio, which fulfil the knowledge, skills and behavioural practice in relation to the Standard.
- the employer to confirm that the portfolio is ready to submit to the EPAO
- the EPAO confirms that the portfolio has been received
- successful completion of English and maths: a minimum Level 2 qualification in English and mathematics are required for this apprenticeship and must be achieved prior to the End-point Assessment (EPA), and confirmed by the employer.

# END-POINT-ASSESSMENT

## END-POINT-ASSESSMENT METHODS

The end-point-assessment consists of two assessment methods:

1. Presentation supported by portfolio of evidence
2. Professional Discussion supported by portfolio of evidence

### PRESENTATION

The apprentice will deliver a presentation on a project they have completed or a process they have improved.

Weighting: 33.3% of the EPA

### PROFESSIONAL DISCUSSION

The PD session will last for a maximum of 60 minutes.

Weighting: 66.6% of the EPA

### GRADING & DETERMINATION

The gradings are Fail, Pass, Merit or Distinction, in each of the two methodologies.

The overall EPA grading will be determined by the total points for both assessment methods.



## PRESENTATION & PROFESSIONAL DISCUSSION

The portfolio of evidence is a substantial written submission completed by the apprentice. It is an opportunity for the apprentice to demonstrate the skills, knowledge and behaviours required of them in their day-to-day work.

Before beginning work on the portfolio, the apprentice should agree, in a meeting with their employer and mentor, the 15 learning areas (from 17) that will provide a focus for the portfolio of evidence and agree which 5 out of the 15 learning areas from the portfolio will be the focus of the presentation and which of the other 10 out of the 15 learning areas from the portfolio will be the focus of the professional discussion. This enables flexibility for on programme development and assessment while still meeting the minimum requirements of Level 4 and recognises that apprentices may not be equally proficient in all learning areas.

When planning the apprentice's work their employer should ensure that they are involved in projects with a broad enough scope to address the chosen learning areas, and that they will be able to evidence the relevant skills, knowledge and behaviours expected. It is the responsibility of the employer and the apprentice's mentor (where appropriate) to help guide the apprentice in choosing appropriate evidence for the portfolio. The training provider will provide a framework for the portfolio and provide initial guidance on how to assemble evidence. The portfolio of evidence will need to include self-assessments and achievement logs completed by the apprentice as part of regular performance management with their line manager, as well as any relevant supporting documents.

To allow for panel review, the apprentice must submit the portfolio of evidence a month in advance of the expected date prior to their presentation and professional discussion. Panel members will review the portfolio of evidence during this period, to prepare for the professional discussion through questioning that will explore the apprentices' understanding of the chosen competence areas.

The presentation and professional discussion will take a minimum of at least one hour. The portfolio of evidence will have been evaluated prior to the presentation and professional discussion, with questions developed to test the apprentices understanding.

The apprentice's presentation will be based on their portfolio of evidence, for each learning area, enable them to demonstrate skills retention, and will also provide a means of ensuring that the work completed by the apprentice is their own.



## GRADING AND DETERMINATION

The final judgement about whether the apprentice has passed, and with what grade, will be made by the assessment organisation taking into account recommendations by the independent assessor.

For an apprentice to fully meet the standard they must achieve a minimum score of 45 out of 75 (60%)

The apprentice's final grade will be determined according to the following:

- Pass: total of the scores from all components in the range 45 to 55
- Merit: total of the scores from all components in the range from 56 to 65
- Distinction: total of the scores from all components in the range 66 to 75

## COSTS

This programme costs £6,000 and is covered through a companies Apprenticeship Levy.

If the employer does not pay into the levy they will only pay £300 if they have more than 50 employees or if the apprentice is aged 19+. Employers with less than 50 employees receive full funding if the apprentice is aged 16-18.





# MORE INFORMATION

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