

Associate Project Manager

Apprenticeship Programme



Level 4



24 Months

Occupation Profile

Projects can be defined and delivered within different contexts, across diverse industry sectors. They can be large or small. Every project needs to be managed to ensure its success.

As an associate project manager, you will know what needs to be achieved, how to achieve it, how long it will take and how much it will cost. You will work with the project team to achieve the required outcomes.

You will need good planning, organisation, leadership, management and communication skills. As an Associate Project Manager, you will utilise resources with the suitable skills, qualifications, experience and knowledge to work together as a motivated and integrated team, with clearly defined reporting lines, roles, responsibilities and authorities.

Entry requirements

Employers set their own entry requirements for this apprenticeship. Typically candidates will hold 5 A-C grade GCSE's and hold a minimum of 48 UCAS points or equivalent.

Programme qualifications & requirements



- Level 2 English and maths (if not held)
- Achieve an IPMA Level D qualification, or APM Project Management Qualification
- Collation of a portfolio of evidence
- 20% off the job training
- Working at or above the required level of an Associate Project Manager having acquired the set skills, knowledge and behaviours



KNOWLEDGE

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.
Budgeting 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

Project governance - Project monitoring and reporting cycle to track, assess and interpret performance by use 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.
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

Collaboration and teamwork - 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.





Details of programme

This apprenticeship usually takes 24 months to complete and will be delivered as blended learning. As part of the programme you will participate in training, development and on-going review activities. These typically include:

- Induction which is specific to your workplace
- Study days and training courses
- Mentoring/buddy support
- Completion of a portfolio through which you will gather evidence of your progress
- Structured one to one reviews of your progress with your employer and Dynamic Training

Blended Learning

Your apprenticeship programme will be delivered as blended learning. Blended learning is a combination of both online and face to face delivery. You will need to have good internet access and a suitable device such as a smart phone, laptop, or tablet to work on. Microsoft Teams is used for coaching sessions and ZOOM is currently used for taught sessions. You will need to check with your employer that access to ZOOM and Microsoft Teams is available and permitted. If using a work device to complete your training.

Assessment Gateway

Your employer will make the decision as to when you are ready to undertake the end point assessment

Before going forward for end point assessment, you must have:

- Achieved Level 2 English and maths (if not held)
- Achieved the IPMA Level D qualification, or APM Project Management Qualification
- Collation of a portfolio of evidence
- 20% OTJ
- Working at or above the required level of an Associate Project Manager having acquired the set skills, knowledge and behaviours

End Point Assessment

Following successful completion of the Gateway, you will proceed to end point assessment (EPA). The EPA is undertaken by an independent assessment organisation chosen by your employer.

The End Point assessment components are:

Assessment Method	Grading
Presentation supported by a portfolio of evidence	Pass / Merit / Distinction
Professional discussion supported by a portfolio of evidence	Pass / Merit / Distinction

The final gradings for this apprenticeship are Fail, Pass, Merit and Distinction and the final grade is determined by the End Point Assessment organisation