

## Associate Project Manager Apprenticeship Level 4

An Associate Project Manager knows what needs to be achieved, how it will be achieved, how long it will take and how much it will cost, working with the project team to achieve the required outcomes. With good planning, organisation, leadership and communication skills, an Associate Project Manager utilises resources and the knowledge and experience of their team, to reach clearly defined outcomes.

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

The knowledge, skills and behaviours that the learner will develop as part of this programme are detailed below.

Knowledge	
Project Governance	Understands the different types of organisational structures and responsibilities, functions and project phases on different types of project.
	Understand how governance can control and manage the successful delivery of projects.
	Understand the significance of the Project Management Plan (PMP).
Project Stakeholder Management	Understand different stakeholders perspectives, different and sometimes conflicting interests and levels of influence upon project outcomes.
Project Communication	Understand key contexts of a Project Communication Plan and its effectiveness in managing different stakeholders
	Have knowledge of and understand the various factors which can affect communication such as cultural and physical barriers.
Project Leadership	Understand the vision and values of projects and its links to objectives; the ways in which these can be effectively communicated and reinforced to team members and stakeholders.
	Understands the different leadership styles & qualities and the importance of motivation on team performance.
	Understand the characteristics of the working environment which encourage and sustain high performance.
Consolidated Planning	Understand the purpose of 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 & Cost Control	Understand funding, estimating, overheads, including; direct costs, indirect costs, fixed costs, variable costs and an overall budget for a project.
	Understand tracking systems for actual costs, accruals and committed costs; alternative cost breakdowns to provide for graphical representations and performance management.
Business Case & Benefit Management	Understand what is involved in the preparation and/or maintenance of business cases, including benefit management.
Project Scope	Understand requirements management, and evaluation of alternative methods to learn from the past to improve delivery.
	Understand project scope change control, baseline change management and configuration management.
Project Schedule	Understand scheduling and estimating for project activities including how they can be quality assessed.
	Understand progress monitoring and metrics to assess work performed against the schedule.
	Understand the various schedule management methods to evaluate and revise activities, improving confidence in delivery.

Resource Management	Understand resource analysis, resource allocation and resource acceptance.
Project Risk & Issue Management	Understand the need for and implementation of a Risk Management Plan.
	Understand risk management methods and techniques to identify and prioritise threats or opportunities. Understand mitigation actions that are able to minimise risk impacts and optimise benefits by managing opportunities.
Contract Management & Procurement	Understand the nature of contracts, and their implications for contracting organisations.
	Understand procurement processes.
	Understand the legal and ethical means for managing contracts.
Project Quality	Understand quality management processes, assurance and improvements.
	Understand outcomes of a quality management plan metrics for processes and quality standards.
Project Context	Understand the different contexts in which projects can be delivered, including health, safety and environment management.
	Understand the interdependencies between projects, programmes and portfolio management.
	Understand the different project phases and are able to identify key review points across project lifecycle.
<b>Skills</b>	
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 & Communications Management	Manage stakeholders, taking account of their levels of influence and particular interests.
	Manage any conflicts and negotiations relating to stakeholders.
	Able to communicate to a variety of different audiences.
	Contribute to negotiations relating to project objectives.
Budgeting & Cost Control	Develop and agree project budgets, monitor forecasts and actual costs against them and control changes.
	Support funding submissions.
	Demonstrate the use of a tracking system for actual costs, accruals, committed costs and 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 a 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 & 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 with a defined governance structure.
Contract Management & 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.
<b>Behaviours/ Attitudes</b>	
Team working & collaboration	Understands and is effective as part of an integrated team.
Leadership	Able to communicate direction and support the vision for project delivery.
Communication	Able to work effectively with and influencing others, taking account of diversity and equality.
	Influences and facilitates effective team performance.
Productivity	Demonstrates clear commitment to achieving results and improving performance
Ethics & Integrity	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.

Once the programme of learning is complete and the learner, employer and Intec agree the necessary **Knowledge, Skills and Behaviours/Attitude** have been met, learners will be put forward to the **Assessment Gateway** and this will trigger the **End Point Assessment**. This Assessment will be carried out with an independent body to ensure the Apprentice can demonstrate they have achieved the required standard.

**Duration:** The Apprenticeship will take a minimum of 18 months to complete. Plus an additional 3 months to complete the **End Point Assessment**.

**Entry Requirements:** Apprentices will be required to have or achieve level 2 English and maths tests prior to completion of their Apprenticeship.

**Link to professional registration:** Upon commencement of the Apprenticeship the learner may become student members **Association for Project Management (APM)**, once successfully completed the Apprentice will be eligible for associate membership. Full membership may be gained through further experience and professional development.

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