



ASSOCIATE PROJECT MANAGER

Level 4

An Associate Project Manager Apprenticeship is suitable for candidates who deliver projects within different contexts, across a diverse range of industry sectors.

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, and works with the project team to achieve the required outcomes. The ideal candidate needs good planning, organisation, leadership, management and communication skills. They will know how to utilise resources with suitable skills, qualifications, experience and knowledge to work together in a motivated and integrated team.

Dependent upon the size of organisations and the complexity of projects, Associate Project Managers' job titles will vary, but typically they can include: Assistant Project Manager, Junior Project Manager, Project Team Leader, with some organisations using 'project manager' as a generic job title.

Upon commencement, Apprentices may become student members of the Association for Project Management (APM). Apprentices will be eligible for progression to associate membership upon successful completion of the Apprenticeship. Full membership can be attained through further experience and professional development.

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ASSOCIATE PROJECT MANAGERS DEMONSTRATE THE FOLLOWING, WITHIN THE CONTEXT OF YOUR ORGANISATION...

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 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

- **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.

SPECIFIC TECHNIQUES

- Procurement in projects, procurement strategy, contracts and contractual relationships, provider selection and management
- Risk and issues, risk management and issue management processes, delegation and escalation
- Quality Management, quality planning, quality control, quality assurance, continual improvement, quality reviews

Recommended study period for this video based learning is approximately 35 hours

DURATION

Typical duration 18 months for new entrants.

ENTRY REQUIREMENTS

Employers will set their own criteria, but typically an entrant to this Apprenticeship will have five GCSEs at Grade C or higher.

ENGLISH AND MATHS

During each session with their tutor, Apprentices without level 2 English and Maths will work towards achieving this. Level 2 English and Maths is required prior to taking the End-Point Assessment for this Apprenticeship.

FUNCTIONAL SKILLS

These will be completed by taking in to account prior attainment and in conjunction with the initial assessments and diagnostics achieved through SkillsBuilder software. Tutors will identify suitable opportunities to embed Functional Skills throughout the duration of the programme. Additional support should be arranged where a need or requirement is identified.

GATEWAY

Prior to undertaking the End-Point Assessment (EPA):

- the Apprentice must have completed training ensuring they can consistently demonstrate competence against all elements of the Apprenticeship Standard.
- Apprentices without English and Maths at level 2 must achieve this level.
- an appropriate workplace project for the EPA must be agreed for the Apprentice, based on their current job role.
- Apprentices must have examples of work that they can use for reference in the professional dialogue and interview covering the knowledge, skills and behaviours being assessed.
- The employer will judge whether the Apprentice is ready for the EPA; they may wish to take advice from the training provider.

END-POINT ASSESSMENT

The End-Point Assessment (EPA) will assess the Apprentices full range of knowledge, skills and behaviours utilising a presentation, and a portfolio of evidence combined with a 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, Skills Tutor and Employer should agree 15 learning areas that will provide a focus for the EPA.

To allow for panel review, the Apprentice must submit the portfolio of evidence a month in advance of the expected presentation and professional discussion date. The presentation and professional discussion will take a minimum of at least one hour.

APMP: THE APM PROJECT MANAGEMENT QUALIFICATION EXAMINATION

The APMP examination is normally scheduled for 13:00

This Video Based product includes a classroom based examination:

The APMP examination will be booked at a QA Centre most convenient to you.

Exam Details:

- 3 hours duration
- Closed-book
- 10 essay-based questions to be selected from a total of 16. Each worth 50 marks
- Candidates are required to achieve a minimum of 275 marks out of 500 (55%) to pass

By successfully passing the APMP examination candidates can choose to further develop their knowledge and understanding by preparing for the APMPQ Assessment Centre (IPMA Level C)

APMP EXAMINATION FUNDING

The first instance of the APMP exam is included in the cost of the Apprenticeship. Should the student fail the exam and require a retest, subsequent exams must be covered by the Employer or Student at a cost of approximately £400.

MILESTONE MEETINGS

Qube will ensure quarterly milestone meetings are held with the employer and Apprentice to check progress against the standard and for everyone to give feedback.

The milestone meetings could take the form of an interview or professional conversation to help develop the Apprentice's communication and employability skills.

GRADE BOUNDARIES

Assessment and Marks	Weighting
Presentation supported by portfolio. <i>Marked out of 25. 5 points for each of the 5 agreed learning areas, counts towards final grade.</i>	33.3%
Professional discussion supported by portfolio. <i>Marked out of 50. 5 points for each of 10 agreed learning areas, counts towards final grade.,</i>	66.6%

The marks, which already include the weighting for each component, will then be combined to give the final grading:

Distinction: 66-75

Merit: 56-65

Pass: 45-55

Fail: 0-44

EXPECTATIONS

Student

- Preparation and planning
- Mandatory attendance for sessions
- Completion of tasks in an agreed timeframe
- 20% off-the-job learning
- Functional Skills (where needed)
- Taking responsibility for own development
- Communicating support needs
- Coordinating development checks
- Creating a learning record

Manager

- Facilitate time for learning
- Monthly 1-2-1 reviews with students to discuss progress, provide feedback and guide development
- Create and provide opportunities for student to participate in relevant workplace tasks
- Keep open communication lines with the student and employer
- Provide learning opportunities
- Provide 20% off-the-job learning opportunities

Tutor

- Teaching
- Monitoring progress
- Coaching
- Feedback
- Online support
- Marking and assessment
- Preparation for final assessment
- Communicating with student and employer

20% OFF-THE-JOB TRAINING

Each Apprenticeship Standard requires the Apprentice to undertake a minimum of 20% of learning off-the-job.

This can include training that is delivered at the normal place of work, within normal working hours, but must not be delivered as part of normal working duties.

There are numerous activities which count towards this training, for example, listening to podcasts, self-study, completing assignments and observing senior colleagues.



Introduction to Programme

Eligibility checks and initial assessments will be undertaken. The Apprentice will be introduced to learning methods of the programme.



Structure of organisations and projects



Project contexts and environments



Communication



Governance and structured methodologies



Project life cycle



Enrolment onto APM Qualification

During the Apprenticeship, Apprentices will be required to gain a APM Project Management Qualification. This is an on-programme assessment which needs to be passed prior to EPA.



Leadership and teamwork



Planning for success



Project risk management and issue management



Schedule and resource management and Procurement



Scope management



Project quality management



Gateway Review

Review of learning and development of knowledge, skills and behaviours within the standards and preparation for EPA.



APM Qualification Exam

During the Apprenticeship, Apprentices will be required to gain a APM Project Management Qualification. This is an on-programme assessment which needs to be passed prior to EPA..



End-Point Assessment (EPA)

Completed by an End-Point Assessment Organisation (EPAO) selected by Employer. Please see EPAO Assessment Plan Guidance and EPA Assessment Plan for detailed guidance on assessment activities.