

## 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. Work 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.

To see if you are suitable to complete this qualification, you will need to check that your current role covers all aspects of the Knowledge, Skills and Behaviours/Attitudes by ticking the boxes on the following pages. If you have any gaps you will need to obtain support from your employer, together with support from your Intec tutor.

Knowledge		I know this	I need support
Governance	Understand the different types of organisational structures and responsibilities, functions and project phases on different types of projects.		
	Understand how governance can control and manage the successful delivery of projects.		
	Understand the significance of the Project Management Plan (PMP).		
Stakeholder Management	Understand different stakeholders' perspectives, different interests and levels of influence upon project outcomes.		
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.		
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.		
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.		

# Associate Project Manager Level 4 - Employer Fact Sheet

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.		
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.		
Quality	Understand quality management processes, assurance and improvements.		
	Understand outcomes of a quality management plan metrics for processes and quality standards.		
Context	Understand the different contexts in which projects can be delivered, including health, safety and environment management.		
	Understand the interdependencies between project(s), programme(s) and portfolio management.		
	Understand the different project phases and key review points across project lifecycle.		
<b>Skills</b>		<b>I do this now</b>	<b>I need to improve</b>
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 tracking systems for actual costs, accruals, 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 a project.		
	Monitor progress against the consolidated plan and refine as appropriate, implementing the change control process where relevant.		

# Associate Project Manager Level 4 - Employer Fact Sheet

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 within 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>		<b>I know this</b>	<b>I need support</b>
Collaboration & Team Work	Understand and is effective as part of an integrated team.		
Leadership	Able to communicate direction and support the vision for project delivery.		
Effective & Appropriate Communication	Able to work effectively with and influence others, taking account of diversity and equality.		
	Influence and facilitate effective team performance.		
Drive for Results	Demonstrate clear commitment to achieving results and improving performance		
Integrity, Ethics, Compliance & Professionalism	Promote the wider public good in all actions, acting in a morally, legally and socially appropriate manner.		
	Promote 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 24 months to complete. Plus an additional 3 months to complete the **End Point Assessment**.

## End-Point Assessment Overview

Assessment Method	Area Assessed	Assessed By	Grading	Weighting
Presentation supported by a portfolio of evidence (to be submitted prior to the end point assessment).	To complement assessment of the evidence in the portfolio of evidence.	RoEPAO assessment organisation.	Marked out of 25; 5 points for each of 5 learning areas, counts towards final grade of pass, merit or distinction.	33.3%
Professional discussion supported by a portfolio of evidence (to be submitted prior to the end point assessment).	Evaluation of competence utilising the portfolio of evidence to test actual understanding and maintain a consistent evaluation of the final award.  Competence across 15 out of the 17 learning areas in the trailblazer standard.	RoEPAO assessment organisation.	Marked out of 50; 5 points for each of 10 learning areas, counts towards final grade of pass, merit or distinction.	66.6%

**Qualifications:** During their Apprenticeship, Apprentices are required to achieve a suitable level of knowledge as part of their development such that they achieve an **APM Project Management** Qualification, prior to their EPA.

**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.

### End Point Assessment Grading:

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:  
Scores are out of 75.

- 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

### Entry Requirements:

Organisations will set their own entry criteria and are more likely to select individuals with more advanced interpersonal skills, experience of working with customers in some capacity. You must achieve Level 2 English and maths prior to taking the **End Point Assessment**.