



Associate Project Manager Level 4

Typical **18-month duration** of on programme learning, followed by an **end point assessment**.

Learner focused approach to learning, with a dynamic delivery plan. Workplace mentor needed as the programme is centred around the individual's workplace development.



Profile

The broad purpose of the occupation is to contribute to the successful delivery of a project, ensuring its scope and benefits are achieved as planned. They do this primarily by identifying, resourcing, scheduling, and monitoring the activities that need to happen in a certain sequence and time-scale.

They monitor the project objectives and milestones and adjust plans in accordance with evolving circumstances. An employee in this occupation will be responsible for identifying, defining, and delivering some or all the aspects of a project's life-cycle within the limits set by the project manager.

Associate project managers work on their own and in a range of team settings. In their daily work, an employee in this occupation interacts with a range of internal stakeholders including members of their own team and other departments such as IT, legal, finance, strategy, HR, operations, commercial, marketing, sustainability, senior management, and governing decision-making bodies.

Knowledge

- The differences between projects and business as usual.
- The importance of alignment between the project and organisational objectives.
- The interdependencies between project, programme, and portfolio management.
- Techniques used to understand the project context, such as PESTLE (political, economic, social, technological, legal, and environmental), SWOT (strength, weakness, opportunities, threats) or VUCA (velocity, uncertainty, complexity, ambiguity).
- The need and benefit of the project governance structure, requirements, and process and the impact on their role.
- The differences and comparative benefits between functional, matrix and project structures.
- Different roles and responsibilities within a project environment.
- The differences and comparative benefits between linear, iterative and hybrid life-cycle approaches.
- Importance, content, and purpose of a business case.
- Approaches to the maintenance of a business case and the management of the benefits which will be achieved upon the successful delivery of the project.
- The purpose, format, and significance of the project management plan.
- Methods used to define, record, integrate, deliver, and manage scope.
- The identification, analysis, and management of stakeholders.
- Communication techniques and approaches to interact with stakeholders to meet their requirements.
- The use of information management.
- Techniques for managing conflict and negotiation.
- Techniques for working collaboratively within a team and with stakeholders.
- How and when to apply different estimating methods.
- Configuration management and change control.
- The principles of earned value management (EVM) and the interpretation of EVM information.
- Project scheduling and maintenance, including critical path analysis.
- Allocation and management of resources throughout the project life cycle.
- Principles of project risk and issue management.
- Procurement strategies and processes that are both ethical and sustainable.
- The role and purpose of quality requirements, planning and control in a project environment.
- Principles for evaluating project success, including how lessons learned are captured and can impact future project delivery.
- Relevant regulations and legislation such as data protection, and how they impact on their role.
- The impact of project objectives and how to respond to challenges around sustainability and the UK Government's policy to achieve net carbon zero.
- Principles of conducting project management activities which are ethical and inclusive.
- Technology and software used in the performance of project management activities.
- Presentation tools and techniques.

Skills

- Use project monitoring and reporting techniques to track, interpret and report on performance.
- Manage and engage with stakeholders.
- Influence and negotiate with others to create a positive outcome for the project.
- Resolve conflict as and when required with stakeholders within limits of responsibility.
- Adapt communications to different stakeholders.
- Communicate and support the project vision, to ensure buy in to the project objectives.
- Collate and analyse information and provide input to support negotiations relating to project objectives.
- Monitor and analyse project budgets.
- Review and provide feedback on a project business case to ensure the project remains valid.
- Apply change control processes to support the management of project scope.
- Evaluate an integrated project management plan to provide recommendations on areas for improvement.
- Prepare, monitor, and schedule activities that contribute to the delivery of the overall project schedule and objectives.
- Evaluate and make recommendations on the risk management plan to threats to delivery and recommend solutions.
- Identify and monitor project risks and issues; and plan and implement responses to them.
- Deliver a Quality Management Plan which contributes to quality control processes.
- Use an organisation's continual improvement process including lessons learned to improve performance.
- Support the preparation or maintenance of a resource management plan for project activities.
- Work with stakeholders to deliver the project.
- Use digital tools and software to meet project objectives for example research, collaboration, presentations, and resolution of problems.
- Provide underpinning data to support the written submission to the taken through the governance process.
- Work within the approved project budget.
- Ensure that integrated schedules support critical path analysis, interface management, resource forecasting and risk management.
- Apply relevant legislation, regulations, codes of practice, and ethical guidance where appropriate to their work.
- Use data to inform decisions on actions to take to mitigate risks on project.
- Use configuration management and change control to schedule and maintain projects.
- Manages resources through the project life-cycle.

Behaviours

- Works flexibly and adapts to circumstances.
- Works collaboratively and builds strong relationships with others across the organisation and external stakeholders.
- Has accountability and ownership of their tasks and workload.
- Operates professionally with integrity and confidentiality.
- Seeks learning opportunities and continuous professional development.

Duties

- Support the project team in delivering the life-cycle of a project.
- Review, analyse, and provide feedback on a business case to ensure the project remains valid.
- Contribute to and deliver elements of the stakeholder engagement process to commence and progress project delivery, and collaborate with stakeholders to communicate the project plan.
- Develop, update, and continually review, relevant sections of the project scope document.
- Prepare documents or diagrams which illustrate and deliver the key milestones and stages of a project schedule.
- Plan the resources required to deliver a project or the activities within the project.
- Use quality management systems to ensure that project delivery meets legislative and local requirements.
- Identify and manage risks and opportunities, to drive the successful delivery of the project.
- Contribute to the production and presentation of the key project documents through governance to gain approval.
- Monitor and report on budget forecast, spend and variance.
- Collate, analyse, and report on data relating to project performance.
- Monitor performance trends and process change controls to support the management of project scope.
- Review the project and report on lessons learned which contribute to continuous improvement for future project delivery.
- Contribute to the project objectives and key performance indicators which drive and improve performance and sustainability goals.

Apprentice Journey

Enrolment

- Recruitment support
- Information, advice and guidance
- Health and safety vetting
- Initial assessments
- Application form

Induction

- Full induction with trainer
- Manager/mentor involvement
- Individual learning plan
- Commitment agreed
- Skill scan of prior knowledge

Programme

- Trainer-led learning sessions
- Workplace portfolio development
- Off the job hours to complete programme
- Digital platforms and resources
- Functional skills maths and English where applicable
- 12-week progress reviews
- Mentor support & guidance

End Point Assessment

- Written project report with presentation and questioning
- Professional discussion underpinned by a portfolio of evidence



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