

## Associate Project Manager Apprenticeship Overview



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## Overview of the Associate Project Manager Level 4 Apprenticeship Standard

At Elite Training we're delighted to offer the Associate Project Manager Level 4 apprenticeship standard for organisational cohorts, which require a minimum of 12 apprentices, and open programmes, delivered remotely and/or with other local organisations. Contact us if:

- you're interested in Elite designing and delivering an apprenticeship standard for your organisation
- to express an interest in our next open programmes and we'll reach out when we have provisional dates.

Here we provide an overview and key information about the Associate Project Manager apprenticeship, including who the standard is designed for, duration, maximum apprenticeship funding level, the standard's qualification level and progression. Followed by a summary listing the Knowledge, Skills and Behaviours (KSB) covered. We've also provided information on the wide mix of learning and how this is broken down. Finally a table expands the KSBs required, hence contents, along with initial notes for the employer and Elite to commence planning these standards.

<b>Apprenticeship Standard</b>	<b>Associate Project Manager Level 4</b>
<b>Overview</b>	Managing project work and teams for businesses and other organisations.
<b>Typical responsibilities</b>	Utilising resources to work together in a motivated and integrated team, with clearly defined reporting lines, roles, responsibilities and authorities, to manage projects to ensure their success.
<b>Who</b>	Assistant project manager, junior project manager, project team leader, Project Management Office (PMO) role, others involved in projects.
<b>Planned Duration<sup>^</sup></b>	12 months (typically 24 months).
<b>Max Funding</b>	Your investment for this apprenticeship standard is normally £6,000 per apprentice, paid directly from your apprenticeship levy pot, or if you're a non-levy paying employer (or have insufficient funds in your apprenticeship levy account), the Government would co-invest 95%, hence your organisation would invest just £300 + VAT per apprentice.
<b>Entry Requirements</b>	Decided by each employer, e.g. Five GCSEs at Grade C or higher. Apprentices without level 2 English and Maths will need to achieve this prior to the End Point Assessment (EPA).
<b>Progression</b>	During this standard, apprentices will complete the Association for Project Management (APM) Project Management Qualification (PMQ) or International Project Management Association (IPMA) Level D qualification. On completion apprentices can register as an associate APM member for £138 pa. Those with three years' project practitioner experience can apply for full membership for £175 pa with post-nominals MAPM.

^ Apprenticeships must last a minimum of twelve months and involve at least 20% Off The Job (OTJ) training, e.g. Training courses, coaching, shadowing colleagues, mentor support, managing projects, reading, etc. Given the typical calibre of associate project managers we train and pressures on them, our usual design for this apprenticeship is over a twelve month timeframe.

A wide mix of learning is expected from an apprenticeship standard, e.g. Formal OTJ training, in the workplace and the opportunity to practise new skills in a real work environment. To meet this and ensure Learning and Development (L&D) is relevant to employers and their apprentices, whilst meeting apprenticeship standards' requirements, we apply the principles of:

- 30% Training: Courses and dedicated L&D Events (e.g. Business Games)
- 20% Support: Coaching, line manager, employer mentor, apprentice learning team and buddy
- 50% Experience: Projects and assignments, putting L&D into practice on-the-job, with continuous improvement.

Applying this to the Associate Project Manager standard, the below Knowledge, Skills and Behaviours (KSBs) are:

- delivered in one training day per month across the year
- supported with one hour's coaching per month, weekly half-an-hour line manager one-to-ones and shadowing, monthly half-an-hour employer mentor and 90 minutes learning team and buddy support each month
- further developed, applying this learning in a structured approach, on-the-job, with continuous improvement, totalling 23 days during the year
- the standard would conclude with EPA preparation and the EPA.

To ensure the 50% Experience elements count towards the 20% OTJ training requirement, the employer and Elite plan apprenticeships around apprentices' project cycles and the employer's annual cycles, and utilise opportunities to practise KSBs alongside relevant modules. e.g. Contract procurement training just before annual contract reviews. Additionally, the employer needs to consider opportunities for apprentices to practise KSBs if their current role doesn't facilitate this, e.g. If an apprentice is working in a Quality Assurance (QA) role, provide an opportunity for them to be involved in a business case for a new project following the Business Case and Benefits Management module.

Associate Project Manager Knowledge and Skills:

- Project Governance
- Stakeholder and Communication Management
- Project Leadership

- Consolidated Planning
- Budgeting and Cost Control
- Business Case and Benefits Management
- Scope Management
- Schedule Management
- Risk and Issue Management
- Resource Management
- Contract Management and Procurement
- Quality Management
- Project Context.

Associate Project Manager Behaviours:

- Leadership
- Collaboration and Team Work
- Effective and Appropriate Communication
- Drive for Results
- Integrity, Ethics, Compliance and Professionalism.

The following table expands the required Knowledge, Skills and Behaviours (KSBs), hence contents, along with initial notes for the employer and Elite to commence planning these standards.

<b>K / S</b>	<b>Knowledge: What is Required</b>	<b>Skills: What is Required</b>	<b>Key Notes &amp; Next Steps</b>
Project Governance	Different types of organisational structures & responsibilities, functions & project phases on different types of project. How governance can control & manage the successful delivery of projects. The significance of the project management plan (PMP).	Project monitoring & reporting cycle to track, assess & interpret performance by the application of monitoring techniques to analyse status & manage information.	The employer to share any project governance, monitoring & reporting tools/templates used.
Stakeholder & Communication Management	Project stakeholders' perspectives, different interests & levels of influence upon project outcomes. Key contexts of a project communication plan, its effectiveness in managing different stakeholders. Factors which can affect communications such as cultural & physical barriers	Manage stakeholders, taking account of their levels of influence & particular interests. Manage conflicts & negotiations. Communicate to a variety of different audiences. Contribute to negotiations relating to project objectives.	The employer to share any project stakeholder & communication tools/templates used.
Project Leadership	The vision & values of the project & its links to objectives; the ways in which these can be effectively communicated & reinforced to team members & stakeholders. Leadership styles, qualities & the importance of motivation on team performance. Characteristics of the working environment which encourage & sustain high performance.		The employer to provide examples of projects, including their vision, values & objectives.
Business Case & Benefits Management	Preparation &/or maintenance of business cases, including benefits management.	Contribute to the preparation or maintenance of a business case including achieving required outcomes.	The employer to share any project business case templates/guidance used, including for Cost Benefit Analysis (CBA).

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Consolidated Planning	Purpose & formats for consolidated plans to support overall management, taking account of lessons learnt & how the plans balance fundamental components of scope, schedule, resources, budgets, risks & quality requirements.	Consolidate & document the fundamental components of projects. Monitor progress against the consolidated plan & refine as appropriate, implementing the change control process where relevant.	The employer to advise project planning systems used & provide examples of project plans, plus share any change control process/templates.
Schedule Management	Scheduling & estimating for project activities including how they can be quality assessed. Progress monitoring & metrics to assess work performed against the schedule. Schedule management methods to evaluate & revise activities to improve confidence in delivery.	Prepare & maintain schedules for activities aligned to project delivery.	The employer to advise project scheduling, resource management & Quality Assurance (QA) tools/templates/metrics used.
Resource Management	Resource analysis, resource allocation & resource acceptance.	Develop resource management plans for project activities, acquire & manage resources including commitment acceptance, monitor progress against plans.	
Contract Management & Procurement	The nature of contracts, & their implications for contracting organisations. Procurement processes. Legal & ethical means for managing contracts.	Facilitate a procurement process, contribute to the definition of contractual agreements & contribute to managing a contract.	The employer to provide examples of project contracts & share any procurement processes used.
Budgeting & Cost Control	Funding, estimating, overheads; direct costs, indirect costs, fixed costs, variable costs & an overall budget for a project; tracking systems for actual costs, accruals & committed costs; alternative cost breakdowns to provide for graphical representations, & performance management.	Develop & agree project budgets, monitor forecast & actual costs against them & control changes. Support funding submissions. Tracking systems for actual costs, accruals & committed costs; structures for alternative cost breakdowns.	The employer to share any project budget & cost control tools/templates used.

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Scope Management	Requirements management, & evaluation of alternative methods to learn from the past to improve delivery. Project scope change control, baseline change management, configuration management.	Determine, control & manage changes to the scope of a project, including assumptions, dependencies & constraints.	The employer to share any requirements & project evaluation tools/templates used. See above for change control.
Risk & Issue Management	The need for & implementation of a risk management plan. Risk management methods & techniques to identify & prioritise threats or opportunities. Mitigation actions to minimise risk impacts & to optimise benefits by managing opportunities.	Identify & monitor project risk or opportunity, plan & implement responses to them, contribute to a risk management plan. Respond to & manage issues within a defined governance structure.	The employer to share any risk management tools/templates & risk/issue logs used.
Quality Management	Quality management processes, assurance & improvements. Outcomes of a quality management plan, metrics for processes & quality standards.	Develop a quality management plan, manage project assurance, & contribute to peer reviews. Utilise an organisation's continual improvement process including lessons learned.	The employer to share any quality management tools/templates/metrics used, including continual improvement processes. See above for QA.
Project Context	The different contexts in which projects can be delivered, including health, safety, & environment management. The interdependencies between project(s), programme(s) & portfolio management. Project phases & key review points, across project life cycles.		The employer to provide examples of projects in different contexts (e.g. Technology, operations, service, people initiatives).

Behaviours	What is Required	Key Notes & Next Steps
Leadership	Communicates direction, & supports the vision for project delivery.	Cover behaviours in first training session, then continuously throughout apprenticeship. This standard has the opportunity to include 360 degree appraisals & apply learnings during the apprenticeship.
Collaboration & Team Work	Understands & is effective as part of an integrated team.	
Effective & Appropriate Communication	Working effectively with & influencing others, taking account of diversity & equality. Influences & facilitates effective team performance.	
Drive for Results	Demonstrates clear commitment to achieving results, & improving performance.	
Integrity, Ethics, Compliance & Professionalism	Promotes the wider public good in all actions, acting in a morally, legally & socially appropriate manner. Promotes & models the highest standards of professional integrity, ethics, trust & continued development.	

For more information on any of our apprenticeship standards visit our website [www.elitetraining.co.uk](http://www.elitetraining.co.uk) or contact, [apprenticeships@elitetraining.co.uk](mailto:apprenticeships@elitetraining.co.uk)

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