



Specification

Level 4 Associate Project Manager v2.0

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Welcome to Innovate Awarding

Welcome to the Level 4 Associate Project Manager v2.0. Our Innovate Awarding Specifications are designed to ensure the employer, provider and apprentice have the appropriate support and guidance to allow successful completion of an apprenticeship, providing further confidence and assurance having chosen us as an Assessment Organisation.

We are an Ofqual approved Assessment Organisation (AO), experienced in operating within a regulated market. Driven by the employers we work in partnership with, we deliver qualifications and apprenticeships in the Health, Care, Education, Leadership, Management, Leisure, Customer Service, Creative, Hospitality, Retail, Transport and Logistics sectors.

Delivering an apprenticeship is an extremely rewarding role. We recognise the need for a clear specification, resources and support, so more valuable time can be spent delivering to an apprentice.

At Innovate Awarding we stand by our 'no surprises' approach to assessment, making an apprenticeship journey as simple as possible, ensuring the best chance of success for every apprentice who undertakes their assessment with us.

About Innovate Awarding

We are an AO with a collaborative approach to doing business. We work with providers to deliver fit for purpose assessments for a wide range of apprenticeship Standards, certificating thousands of apprentices, continuing to learn and improve with each experience.

We have experienced and responsive teams to ensure the assessment experience is smooth and efficient, working closely with our provider partners.

Please see our website for the range of Standards we are approved to deliver:

<https://innovateawarding.org>

The Apprenticeship Standard and Assessment Plan

An Apprenticeship Standard details the knowledge, skills and behaviours (KSBs) required to be occupationally competent:

- **Knowledge** - the information, technical detail, and 'know-how' that someone needs to have and understand to successfully carry out the duties. Some knowledge will be occupation-specific, whereas some may be more generic.
- **Skills** - the practical application of knowledge needed to successfully undertake the duties. They are learnt through on and/or off-the-job training or experience.
- **Behaviours** - mindsets, attitudes or approaches needed for competence. Whilst these can be innate or instinctive, they can also be learnt. Behaviours tend to be very transferable. They may be more similar across occupations than knowledge and skills. For example, team worker, adaptable and professional. Behaviours will be verified by employers.

Apprenticeships are an invaluable tool for upskilling in areas that matter most to employers. They are a highly effective route to recruit and train future talent, address skills shortages and develop careers across core parts of the business.

The Level 4 Associate Project Manager apprenticeship has been developed by employers working in the sector detailing the knowledge, skills and behaviours required to be occupationally competent and outlining the training and assessment journey for an apprentice.

The apprentice will typically spend 18 months on-programme, working towards the Level 4 Associate Project Manager Standard, combining practical training in a job with study. The extent of the on-programme time should be decided for each apprentice based on their prior learning, skills and experience. If employers are using this Standard for an existing employee, it is important to be aware that the role must represent new learning. Providers should support employers with this.

It is vital the apprentice is prepared and fully ready before they commence their assessments.

Summary of Assessment

An Apprenticeship Standard details the knowledge, skills and behaviours (KSBs) required to be occupationally competent:

Standard name	Associate Project Manager
Level	4
Sector	Business and Administration
Typical duration	18 Months
Minimum time on programme	8 Months
Assessment methods	Project with Questions and Answers Professional Discussion
Grading	Distinction, Pass, Fail

The Apprentice

This occupation is found in small, medium, and large organisations within the public, private and third sectors. Associate project managers work in all sectors such as government, retail, food and drink, infrastructure, education, charities, research, and banking. The working environment can vary from being in an office, on site, at client, and contractor's locations and working remotely.

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 timescale. They monitor the project objectives and milestones and adjust plans in accordance with evolving circumstances.

Associate project managers are key to enabling organisations meet their business goals by successful project delivery. Projects can be large or small and deliver a required product that either creates something new or improves efficiency and effectiveness, such as designing and constructing a new motorway or implementing a new IT system. Projects are diverse in nature and could involve anything from banking through to construction. Many organisations deliver their own projects, using in-house associate project managers to work on scope they might be already

familiar with. Some associate project manager's work on a contract basis or for specialist organisations that deliver outsourced project work on behalf of clients.

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. They also interact with a range of external stakeholders such as members of the public, investors, customers, regulators, suppliers, auditors, and partners. They will typically report to the Project Manager who ensures the delivery of the project scope.

An employee in this occupation will be responsible for identifying, defining, and delivering some or all the aspects of a project's lifecycle within the limits set by the project manager. Associate project managers work on their own and in a range of team settings.

They may contribute to the drafting of business cases that justify why a project is required. They will collaborate with stakeholders to negotiate and allocate project activities to members of the integrated project team.

The Associate project manager will be monitoring progress using relevant project tools and techniques and is also responsible for quality assuring work to completion. They will report on progress and adapt plans as needed.

They will apply codes of practice, legislation, and regulation in respect of the organisation's areas of operation. This will apply not only to legal and ethical responsibilities but will include the central placement of inclusion and sustainability. Associate project managers manage conflicting project and current political objectives such as net carbon zero, and risk management to influence successful outcomes.

They work within agreed budgets and available resources, and work without high levels of supervision, usually reporting to the project manager. They may occasionally be responsible for decision making, but more often will guide or influence the decisions of others.

They must also escalate project issues beyond the scope of their role or when they identify significant project risks and issues. They analyse and incorporate lessons learned into future project management and to keep their project skills up to date. They contribute to overall project aims in line with customer requirements. They will understand how their role supports the wider organisation and project structure.

Off-the-Job Training

Off-the-job training is a statutory requirement for an English apprenticeship. It is training, which is received by the apprentice during the apprentice's normal working hours, for the purpose of achieving the knowledge, skills and behaviours of the approved apprenticeship the apprentice is completing.

It is an important aspect of apprenticeship training, as it gives the apprentice time to properly develop knowledge and skills from the programme.

Off-the-job training allows the apprentice to take full advantage of the programme, improving the return on investment in training costs for the employer. A developed and upskilled apprentice will lead to an increase in productivity, a clear benefit to the business.

Examples of off-the-job training include:

- Learning new skills at work through shadowing other members of the team, where this activity has been agreed and documented as part of the agreed training plan
- In-house training programmes relevant to the apprenticeship
- Coaching sessions
- Attendance at workshops, training days and webinars relevant to the apprenticeship
- Completion of online learning
- Self-study that includes reading or watching videos
- Training in new working practices or new equipment
- Role-playing or simulation exercises
- Industry visits/conferences relevant to apprenticeships
- Writing assessments, assignments and completing projects or activities
- Practical training or training in the workplace relevant to the apprenticeship

Assessment

The apprentice may choose to end the assessment method early. The apprentice must be confident they have demonstrated competence against the assessment requirements for the assessment method.

The Independent Assessor must ensure the apprentice is fully aware of all assessment requirements.

The Independent Assessor cannot suggest or choose to end the assessment methods early, unless in an emergency.

The Independent Assessor is responsible for ensuring the apprentice understands the implications of ending an assessment early if they choose to do so. The Independent Assessor may suggest the assessment continues. They must document the apprentice's request to end the assessment early.

Assessment Method 1: Project with Questions and Answers

The Project with Questions and Answers could be Innovate Assessed or Centre assessed.

Examples of projects could include:

- Working as part of an integrated project team to produce the design, manufacture, installation, commissioning, and handover of a piece of equipment to be replaced on a nuclear site. Engaging with stakeholders on a regular basis to ensure their requirements are safely met to time and cost, whilst abiding by the appropriate laws and legislation.
- Delivering a major infrastructure project by defining customer requirements, determining if they are feasible and developing a business case to enable the project to commence. Work with subject matter experts to conduct surveys and undertake risk analysis. Produce a health and safety file throughout the stages of project delivery to be handed to the asset owner upon project completion.
- Managing the supply chain to develop a new piece of software, producing, and completing the testing schedule for the software prior to implementing it into the organisation. Evaluate the learning from this project and apply it into the recommendations to ensure continuous improvements are made.
- Planning and delivering a project to improve outcomes in a challenged organisation area based on initial evaluation of performance. Engage with stakeholders to develop buy-in and create working relationships to enable you

to be embedded within the site. Identify appropriate improvement interventions and create schedule for delivery. Keep updated records to enable reporting within governance structure at appropriate level of detail and provide updates to central teams where required.

During this assessment method the apprentice will complete a project that involves completing a significant and defined piece of work that has real business application and benefit. The project must meet the needs of the employer's business and be relevant to the apprentice's occupation and apprenticeship.

The apprentice must complete the project whilst on programme. The employer should ensure the apprentice has the time and resources, within the project period, to plan and complete their project.

The apprentice may work as part of a team to complete the project, which could include internal colleagues or technical experts.

As evidence the apprentice must submit a project report accompanied by a Project Evidence Locator. The evidence must be uploaded to Proficient, by inserting a link.

The written project report must include at least:

- An executive summary (or abstract)
- An introduction
- The scope of the project (including key performance indicators, aims and objectives)
- An outline project delivery schedule
- An estimate of cost
- Learning from "change" outcomes
- Project outcomes, did it deliver the benefits included? Was it completed to time and cost?
- Identification of findings
- Recommendations and conclusions
- References
- Appendix containing a Project Evidence Locator.

The written project report must have a word count of 3500 words. A tolerance of 10% above or below is allowed at the apprentice's discretion. Appendices, references, and diagrams are not included in this total.

The Question and Answer Session will last 40 Minutes (+10%) and will focus on grading statements not clear within the Project. The apprentice is allowed access to their project and their Project Evidence Locator during the Question and Answer session.

The Independent Assessor must have at least two weeks to review the project evidence, to allow them to prepare questions.

The apprentice must be given at least two weeks' notice of the Question and Answer session to allow them time to prepare.

The following knowledge and skills statements will be assessed in this assessment:

- K2, K4, K5, K10, K12, K14, K18, K19, K21, K22, K24, K26, K28, K30.
- S1, S6, S7, S9, S11, S12, S14, S16, S17, S21, S25, S26.

Assessment Method 2: Professional Discussion

The Professional Discussion will be Innovate assessed.

The Professional Discussion will be 60 Minutes (+10% to allow the apprentice to finish a response).

The apprentice will be allowed to bring notes into the Professional Discussion.

The following knowledge and skills statements will be assessed in this assessment:

- K1, K3, K6, K7, K8, K9, K11, K13, K15, K16, K17, K20, K23, K25, K27, K29, K31.
- S2, S3, S4, S5, S8, S10, S13, S15, S18, S19, S20, S22, S23, S24.

Assessment Booking

Assessments should be taken at the appropriate time for the apprentice to be able to demonstrate their knowledge and skills fully.

Please refer to the assessment booking process for further details.

Passing the Apprenticeship

For an apprentice to pass their apprenticeship they will need to demonstrate that they can reliably and effectively meet all the requirements in the knowledge, skills and behaviours.

The Project with Questions and Answers will be graded as distinction, pass or fail.

The Professional Discussion will be graded as distinction, pass or fail.

The overall grade for this apprenticeship will be distinction, pass or fail.

The behaviours will be verified by the employer.

Grades from individual assessment methods must be combined in the following way to determine the overall grade.

Project with Questions and Answers	Professional Discussion	Overall Grading
Distinction	Distinction	Distinction
Distinction	Pass	Pass
Pass	Distinction	Pass
Pass	Pass	Pass
Any Grade	Fail	Fail
Fail	Any Grade	Fail

Knowledge

Knowledge	Assessment Method
K1: The differences between projects and business as usual.	Professional Discussion
K2: The importance of alignment between the project and organisational objectives.	Project with Questions and Answers
K3: The interdependencies between project, programme, and portfolio management.	Professional Discussion
K4: 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).	Project with Questions and Answers
K5: The need and benefit of the project governance structure, requirements, and process and the impact on their role.	Project with Questions and Answers
K6: The differences and comparative benefits between functional, matrix and project structures.	Professional Discussion

K7: Different roles and responsibilities within a project environment.	Professional Discussion
K8: The differences and comparative benefits between linear, iterative and hybrid life cycle approaches.	Professional Discussion
K9: Importance, content, and purpose of a business case.	Professional Discussion
K10: 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.	Project with Questions and Answers
K11: The purpose, format, and significance of the project management plan.	Professional Discussion
K12: Methods used to define, record, integrate, deliver, and manage scope.	Project with Questions and Answers
K13: The identification, analysis, and management of stakeholders.	Professional Discussion
K14: Communication techniques and approaches to interact with stakeholders to meet their requirements.	Project with Questions and Answers
K15: The use of information management.	Professional Discussion
K16: Techniques for managing conflict and negotiation.	Professional Discussion
K17: Techniques for working collaboratively within a team and with stakeholders.	Professional Discussion
K18: How and when to apply different estimating methods.	Project with Questions and Answers
K19: Configuration management and change control.	Project with Questions and Answers
K20: The principles of earned value management (EVM) and the interpretation of EVM information.	Professional Discussion
K21: Project scheduling and maintenance, including critical path analysis.	Project with Questions and Answers

K22: Allocation and management of resources throughout the project life cycle.	Project with Questions and Answers
K23: Principles of project risk and issue management.	Professional Discussion
K24: Procurement strategies and processes that are both ethical and sustainable.	Project with Questions and Answers
K25: The role and purpose of quality requirements, planning and control in a project environment.	Professional Discussion
K26: Principles for evaluating project success, including how lessons learned are captured and can impact future project delivery.	Project with Questions and Answers
K27: Relevant regulations and legislation such as data protection, and how they impact on their role.	Professional Discussion
K28: The impact of project objectives and how to respond to challenges around sustainability and the UK Government's policy to achieve net carbon zero.	Project with Questions and Answers
K29: Principles of conducting project management activities which are ethical and inclusive.	Professional Discussion
K30: Technology and software used in the performance of project management activities.	Project with Questions and Answers
K31: Presentation tools and techniques.	Professional Discussion

Skills

Skills	Assessment Method
S1: Use project monitoring and reporting techniques to track, interpret and report on performance	Project with Questions and Answers
S2: Manage and engage with stakeholders	Professional Discussion
S3: Influence and negotiate with others to create a positive outcome for the project	Professional Discussion

S4: Resolve conflict as and when required with stakeholders within limits of responsibility	Professional Discussion
S5: Adapt communications to different stakeholders	Professional Discussion
S6: Communicate and support the project vision, to ensure buy in to the project objectives	Project with Questions and Answers
S7: Collate and analyse information and provide input to support negotiations relating to project objectives	Project with Questions and Answers
S8: Monitor and analyse project budgets	Professional Discussion
S9: Review and provide feedback on a project business case to ensure the project remains valid	Project with Questions and Answers
S10: Apply change control processes to support the management of project scope	Professional Discussion
S11: Evaluate an integrated project management plan to provide recommendations on areas for improvement	Project with Questions and Answers
S12: Prepare, monitor, and schedule activities that contribute to the delivery of the overall project schedule and objectives	Project with Questions and Answers
S13: Evaluate and make recommendations on the risk management plan to threats to delivery and recommend solutions	Professional Discussion
S14: Identify and monitor project risks and issues; and plan and implement responses to them	Project with Questions and Answers
S15: Deliver a Quality Management Plan which contributes to quality control processes	Professional Discussion
S16: Use an organisation's continual improvement process including lessons learned to improve performance	Project with Questions and Answers
S17: Support the preparation or maintenance of a resource management plan for project activities	Project with Questions and Answers
S18: Work with stakeholders to deliver the project	Professional Discussion

S19: Use digital tools and software to meet project objectives for example research, collaboration, presentations, and resolution of problems	Professional Discussion
S20: Provide underpinning data to support the written submission through the governance process	Professional Discussion
S21: Work within the approved project budget	Project with Questions and Answers
S22: Ensure that integrated schedules support critical path analysis, interface management, resource forecasting and risk management	Professional Discussion
S23: Apply relevant legislation, regulations, codes of practice, and ethical guidance where appropriate to their work	Professional Discussion
S24: Use data to inform decisions on actions to take to mitigate risks on project	Professional Discussion
S25: Use configuration management and change control to schedule and maintain projects	Project with Questions and Answers
S26: Manages resources through the project lifecycle	Project with Questions and Answers

Behaviours

Behaviours
B1: Works flexibly and adapts to circumstances
B2: Works collaboratively and builds strong relationships with others across the organisation and external stakeholders
B3: Has accountability and ownership of their tasks and workload
B4: Operates professionally with integrity and confidentiality
B5: Seeks learning opportunities and continuous professional development

Annex 1: Apprenticeship Details and Assessment Plan

The apprenticeship details and assessment plan can be accessed by following this link:

<https://skillsengland.education.gov.uk/apprenticeships/st0310-in-revision>

Level 4 Associate Project Manager Apprenticeship

ST310

Version 2.0

Business and Administration

EQA Organisation: Ofqual

Annex 2: Additional Information

Results and Certifications

All final assessment component results are published on Proficient within **ten working days** of the assessment taking place.

We will submit a certificate claim with the DfE within 15 working days after the final result has been uploaded to Proficient. The DfE will send the certificate directly to the employer.

For replacement certificates a request must be emailed to epa@innovateawarding.org. Within two days of receiving the email, a replacement certificate will be requested from the DfE.

Re-sits

An apprentice who fails an assessment method, will be required to re-sit the failed assessment method only.

Apprentices should have a supportive action plan to prepare for the re-sit.

Grades will not be capped as a result of a resit.

Reasonable Adjustments, Special Considerations and Appeals

Information on reasonable adjustments, special considerations and the appeals process can be accessed by using this link:

[Policies Procedures](#)

Support Materials

All the support materials for this apprenticeship can be found on Proficient.

Use of Artificial Intelligence (AI) and Referencing

Apprentice submissions as part of their portfolio of evidence must be produced by themselves. Correctly cited quotes can be used to enhance and support the document, but the document itself must be the apprentice's own work and not generated by AI. If you are using AI to amend your own words, then these are no longer your own words and this becomes plagiarism.

Innovate Awarding expects all forms of plagiarism to be treated very seriously by staff at centres, and centres should have in place their own plagiarism policy and process for handling suspected cases of plagiarism.

English and Maths Qualifications

Apprentices must follow the English and Maths formal qualification requirements as set out in the Department for Education Apprenticeship funding rules.

Annex 3: Version Record

Innovate Awarding continuously review all support material to ensure its accuracy. All amendments will be recorded in the Version Record.

Version Number	Effective From	Reason for Change	Location

Please ensure that you use the current version.

All enquiries relating to the version change of the document should be directed to epa@innovateawarding.org