



Specification

Level 4 Associate Project Manager v1.4

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Innovate Awarding

Meet our Managing Director

Welcome to the Level 4 Associate Project Manager Apprenticeship. Our Innovate Awarding EPA Journeys are designed to ensure the employer, provider, assessor 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 End-Point Assessment Organisation.

We are an Ofqual approved End-Point Assessment Organisation (EPAO), experienced in operating within a regulated market. Driven by the employers we work in partnership with, we deliver End-Point Assessment (EPA) 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 EPA with us.

Charlotte Bosworth

About Innovate Awarding

We are an EPAO approved by the Education and Skills Funding Agency (ESFA) with a collaborative approach to doing business. We work with providers to deliver fit for purpose EPA, providing 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 EPA experience is smooth and efficient, working closely with our provider partners ensuring a 'no surprises' approach to EPA for all apprentices.

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

<https://innovateawarding.org/end-point-assessment/apprenticeship-standards/>

Our EPA Journeys

We have created four bespoke EPA Journeys tailored to the individual needs of the employer, provider, assessor and apprentice to enable a cross functional approach to EPA.

The Level 4 Associate Project Manager EPA Journeys are available to download on EPAPro.

The Apprenticeship Standard and Assessment Plan

An Apprenticeship Standard details the knowledge, skills and behaviours 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.

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 EPA period, which is detailed in the Assessment Plan.

The EPA period will last typically five months, consisting of:

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

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 contactor'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 projects 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 learner is completing.

It is an important aspect of apprenticeship training, as it gives the learner time to properly develop knowledge and skills from the programme. At the same time, it can develop a deeper understanding of the wider business, giving a learner insight into the supply chain or different departments.

Off-the-job training allows the learner 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

The minimum volume of off-the-job training is six hours per week, irrespective of the hours worked by the apprentice.

Gateway

Gateway is the entry point to EPA, and it is vital that all parties understand its importance. It is the point at which the apprentice has completed their learning, met the requirements of the Level 4 Associate Project Manager Apprenticeship Standard, and the provider and employer have reviewed the apprentice's knowledge, skills and behaviours to confirm they satisfied the provider and employer that they are competent and ready to enter their EPA.

Employers are ultimately responsible for deciding when their apprentice is competent as a Associate Project Manager and ready to enter EPA. This decision should be taken after conversation with the provider and apprentice. It is vital this decision is based on each individual apprentice's readiness and not because they have reached the end of the initially agreed training period.

Pre-Gateway Checks

Knowing when an apprentice is Gateway-ready is much more than simply checking the apprentice has completed their learning and obtained all the mandatory requirements outlined in the Level 4 Associate Project Manager Assessment Plan. Although this is important, it is about the provider, apprentice and employer being convinced that the apprentice is at the level of competence set out in the Standard and that they are prepared for the EPA, so they can claim that competency.

To pass through Gateway, typically the apprentice will have been training for a minimum of 18 months. They must also have:

- Achieved Level 2 English and Maths
- Satisfied their employer that they are consistently working at, or above, the occupational competence of the Level 4 Associate Project Manager standard
- Compiled, and be ready to submit, a portfolio of 20 discrete pieces of evidence towards the professional discussion
- Completed project scoping document for the written report with presentation and questioning
- A signed declaration
- Declared any reasonable adjustments and special considerations

Readiness for Gateway includes confirming that the apprentice's portfolio meets the requirements of the knowledge, skills and behaviours set out within the Level 4 Associate Project Manager Standard. This will be confirmed at Gateway and documented on EPAPro. This notifies us that the apprentice is ready for their assessment and the EPA planning meeting will be organised.

What happens during Gateway?

For the written project report with presentation and questioning, a project scoping document will be submitted by the apprentice. To ensure the project allows the apprentice to meet the KSBs mapped to this assessment method to the highest available grade, we will sign-off the project's title and scope at the gateway to confirm it is suitable. It should be no more than 500 words. This needs to show that the project report will provide the opportunity for the apprentice to cover the KSBs mapped to this assessment method. It is not assessed.

Assessment Booking

Applications for any reasonable adjustments and/or special considerations should be submitted prior to Gateway, to allow time to review the request before the planning meeting.

Providers can book a planning meeting on epaPRO once gateway documents have been reviewed and approved by Innovate Awarding.

The purpose of the meeting is to allocate an Innovate Awarding Assessor, discuss assessment dates, confirm assessment timings, assessment requirements and assessment preparation. During the meeting we will discuss what happens if assessments are cancelled/rescheduled and how this could impact the EPA period, as well as providing information on certification and appeals.

The Level 4 Associate Project Manager 30 minute planning meeting will book assessment timeslots for the:

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

The provider will incur a charge for non-attendance of a planning meeting.

After the planning meeting, the apprentice will receive an email confirming everything discussed in the meeting and a calendar invite for all booked assessments. The apprentice will then prepare for EPA.

Assessment Guidance

Project Guidance

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 to the appropriate laws and legislations.
- Delivering a major infrastructure project by defining customer requirements, determining if they are feasible and develop 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 the apprentice 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.

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

Portfolio of Evidence Guidance

The employer must ensure the apprentice has compiled a portfolio of evidence during the on-programme period of the apprenticeship, which will be submitted at Gateway. It underpins the professional discussion but will not be assessed by us.

The Innovate Awarding Assessor will review the portfolio of evidence in preparation for the professional discussion prior to Gateway. Feedback is not required, although generally if Gateway is rejected due to the portfolio of evidence being inadequate, a courtesy email will be sent with an explanation, including the rejection reason on epaPRO.

Portfolio of evidence content and format are typically Word documents, presentations, video or audio recordings. The provider will upload the portfolio of evidence to epaPRO at Gateway, either by inserting a link to a SharePoint or including a zip file.

Portfolio of evidence requirements:

- The apprentice must compile a portfolio of evidence during the on-programme period of the apprenticeship.
- It should only contain evidence related to the KSBs that will be assessed by the professional discussion.
- It will typically contain **20** discrete pieces of evidence.
- Evidence must be mapped against the KSBs.
- Evidence may be used to demonstrate more than one KSB; a qualitative as opposed to quantitative approach is suggested.

The portfolio of evidence should not include reflective accounts or any methods of self-assessment. Any employer contributions should focus on direct observation of performance, for example, witness statements, rather than opinions. The evidence provided should be valid and attributable to the apprentice. The portfolio of evidence should contain a statement from the employer and apprentice confirming this.

Evidence sources may include:

- Workplace documentation and records, for example:
 - workplace policies and procedures
 - reports
 - presentations
- Witness statements
- Annotated photographs
- Video clips with a maximum total duration 10 minutes; the apprentice must be in view and identifiable
- Other evidence sources are allowed

End-Point Assessment

Assessment Method 1 Written Project Report with Presentation and Questioning

Assessment Method 1 Component 1 Written Project Report

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

This assessment method is being used because:

- The written project report is designed to demonstrate the application of knowledge, skills, and behaviours as they would occur in occupational practice. Producing a written project report reflects normal practice in the workplace for an associate project manager, so this assessment method is appropriate.
- It is a significant and relevant piece of work that thoroughly tests both higher and lower order knowledge, skills, and behaviours.
- It demonstrates the apprentice's understanding of their organisation and public relations and communications function.

The apprentice must start the written project report after the gateway. The employer should ensure that the apprentice has the time and resources, within the written project report period, to plan and complete their written project report. The research and project will be completed before the gateway.

The apprentice may work as part of a team to complete the project, which could include internal colleagues or technical experts. They must however, complete their written project report and presentation unaided. It must be clear what the apprentices' specific contribution to the project was. The apprentice and their employer must confirm this when the written project report and any presentation materials are submitted.

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 mapping of KSBs to the report.

The written project report must have a word count of 3500 words. A tolerance of 10% above or below is allowed. Appendices, references, and diagrams are not included in this total. The apprentice must produce and include a mapping in an appendix, showing how the written project report evidences the KSBs mapped to this assessment method.

The apprentice must complete and submit the written project report and any presentation materials to the Innovate Awarding Assessor by the end of week 12 of the EPA period.

Assessment Method Grading Descriptors and a Project Report Template are available to help the apprentice structure their project.

Assessment Method 1 Component 2 Presentation with Questions and Answers

The presentation with questions must be structured to give the apprentice the opportunity to demonstrate the KSBs mapped to this assessment method to the highest available grade.

The apprentice must prepare and deliver a presentation to the Innovate Awarding Assessor. After the presentation, our Assessor will ask them questions about their written project report and presentation.

The presentation should cover:

- An overview of the project
- The project scope
- How this scope was delivered (including schedule, milestones, and key resources)
- Summary of delivery tasks undertaken by the apprentice
- Project outcomes

The presentation with questions must last 60 minutes. This will typically include a presentation of 20 minutes and questioning lasting 40 minutes. The Innovate Awarding Assessor will must use the full time available for questioning. The Innovate Awarding Assessor can increase the time of the presentation and questioning by up to 10%. This

time is to allow the apprentice to complete their last point or respond to a question if necessary.

The Innovate Awarding Assessor must ask at least six questions. They must use the questions from our EPA question bank or create their own questions in line with their training. Follow up questions are allowed where clarification is required.

The purpose of the Innovate Awarding Assessor's questions is:

- To verify that the activity was completed by the apprentice
- To seek clarification where required
- To assess those KSBs that the apprentice did not have the opportunity to demonstrate with the report, although these should be kept to a minimum
- To assess level of competence against the grading descriptors

The apprentice must submit any presentation materials to the Innovate Awarding Assessor at the same time as their project report - by the end of week 12 of the EPA period. The apprentice must notify the Innovate Awarding Assessor, at that point, of any technical requirements for the presentation.

During the presentation, the apprentice must have access to:

- Audio-visual presentation equipment
- Flip chart and writing and drawing materials
- Computer

The Innovate Awarding Assessor must have at least two weeks to review the written project report and any presentation materials, to allow them to prepare questions. The apprentice must be given at least two weeks' notice of the presentation with questions and answers.

Assessment Method 2 Professional Discussion Underpinned by a Portfolio of Evidence

The professional discussion will be appropriately structured to draw out the best of the apprentice's competence and give them the opportunity to make detailed and proactive contributions to confirm their competency across the KSBs mapped to this method.

This assessment method is being used because it allows:

- The apprentice to show case their depth of understanding relating to the KSBs.
- The Innovate Awarding Assessor to consider the context and sector that the apprentice operates within, giving flexibility to ensure that all the KSBs can be assessed appropriately.
- Scope for the apprentice to demonstrate the depth and breadth of KSBs.

The professional discussion will be structured to give the apprentice the opportunity to demonstrate the KSBs mapped to this assessment method to the highest available grade.

The Innovate Awarding Assessor must conduct and assess the professional discussion which includes:

- Business requirements and objectives
- Regulations and legislation
- Project management tools and techniques
- Managing information
- Managing stakeholders
- Research and analysis
- Evaluation

The Innovate Awarding Assessor will give an apprentice two weeks' notice of the professional discussion.

The Innovate Awarding Assessor must have at least two weeks to review the supporting documentation.

The apprentice must have access to their portfolio of evidence during the professional discussion. The apprentice can refer to and illustrate their answers with evidence from their portfolio of evidence however, the portfolio of evidence is not directly assessed.

The professional discussion must last for 60 minutes. The Innovate Awarding Assessor can increase the time of the professional discussion by up to 10%. This time is to allow the apprentice to respond to a question if necessary. The Innovate Awarding Assessor will ask at least 6 questions. Follow up questions are allowed where clarification is required.

The Assessment Method Grading Descriptors are available on epaPRO.

Annex 1

Assessment Plan and Occupational Standard

The Level 4 Associate Project Manager Occupational Standard and the latest version of the Assessment Plan can be accessed by following this link:

[Associate project manager / Institute for Apprenticeships and Technical Education](#)

Level 4 Associate Project Manager ST0310

Version 1.4

Sector: Business and administration

EQA Organisation: Ofqual

Annex 2

Additional Information

Results and Certifications

All final assessment component results are published on EPAPro within **7 working days** of the assessment taking place.

We will submit a certificate claim with the ESFA within 15 working days after the final result has been uploaded to EPAPro. The ESFA 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 ESFA.

Re-sits and Re-takes

Apprentices who fail one or more assessment method will be offered the opportunity to take a re-sit or a re-take. A re-sit does not require further learning, whereas a re-take does.

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

The employer and Innovate Awarding will agree the timescale for a re-sit or re-take. A re-sit is typically taken within 2 months of Innovate Awarding's outcome notification. The timescale for a re-take is dependent on how much re-training is required and is typically taken within 3 months of Innovate Awarding's outcome notification.

If the apprentice fails the written project report assessment method, they must amend the written project report output in line with Innovate Awarding's Assessor feedback. The apprentice will be given 4 weeks to rework and submit the amended written project report.

Failed assessment methods must be re-sat or re-taken within a 6-month period from Innovate Awarding outcome notification, otherwise the entire EPA will need to be re-sat or re-taken in full.

Re-sits and re-takes are not offered to an apprentice wishing to move from pass to a higher grade.

The apprentice will get a maximum EPA grade of pass if they need to re-sit or re-take one or more assessment methods, unless Innovate Awarding determines there are exceptional circumstances.

Reasonable Adjustments, Special Considerations and Appeals

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

<https://innovateawarding.org/end-point-assessment/apprentice-information>

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



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