

# The Swarm Training Programme

Associate Project Manager

Level 4



An Associate Project Manager Apprenticeship is suitable for people who deliver projects within different contexts and can be from a diverse range of industry sectors. This higher level apprenticeship is designed to develop the skills, knowledge and behaviours of someone who has to manage both small and large projects. The potential opportunities available for organisations are huge as projects can be large or small, defined and delivered within different contexts and across diverse industry sectors.

## The Programme

A Swarm trained project manager will develop a more commercial mindset and use enterprising skills to think creatively in knowing what needs to be achieved, how it will be achieved, how long it will take and how much it will cost, and works with the a team to achieve the required outcomes.

It will typically take up to 16 months+ to complete, although the exact duration will be dependent on the previous experience of the individual.

Projects can be defined and delivered within different contexts, across diverse industry sectors. They can be large or small. Every project needs to be managed to ensure its success, 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, and works with the project team to achieve the required outcomes. Associate project managers need good planning, organisation, leadership, management and communication skills. An associate project manager utilises resources with suitable skills, qualifications, experience and knowledge to work together in a motivated and integrated team, with clearly defined reporting lines, roles, responsibilities and authorities. Dependent upon the size of the organisations and the complexity of projects, associate project managers' job titles will vary, but typically they can include: assistant project manager, junior project manager, project team leader. Some organisations use 'project manager' as a generic job title.

**Level:** Level 4.

**Duration:** 16- 24 Months.

**Entry Requirements:** Employers will set their own criteria, but typically an entrant to this Apprenticeship will have five GCSEs at Grade C or higher.

The learner must have scope to manage and deliver projects that cover the range and depth of the standard.

**Qualifications:** APM Project Management Qualification (PMQ).

Apprentices without level 2 English and Maths will need to achieve this level prior to taking the end-point assessment.

### Delivery Model:

- Workshops/tuition held once per month covering the Knowledge.
- One on One monthly mentoring and tutoring sessions to support in application of skills and develop

## The Standard

Apprenticeship standards are based on occupational standards. An occupational standard is a short and concise document that describes what someone who is competent in the occupation normally does – ‘duties’, and the ‘knowledge, skills and behaviours’ (KSBs) required to carry out these duties competently; along with any qualifications that must be taken and alignment with professional recognition if applicable.

## Knowledge

- **Project Governance:** Different types of organisational structures and responsibilities, functions and project phases on different types of project. How governance can control and manage the successful delivery of projects. The significance of the project management plan (PMP).
- **Project Stakeholder Management:** Stakeholders: their perspectives, different interests and levels of influence upon project outcomes.
- **Project Communication:** Key contexts of a project communication plan, its effectiveness in managing different stakeholders. Factors which can affect communications such as cultural and physical barriers.
- **Project Leadership:** The vision and values of the project and its links to objectives; the ways in which these can be effectively communicated and reinforced to team members and stakeholders. Leadership styles, qualities and the importance of motivation on team performance. Characteristics of the working environment which encourage and sustain high performance.
- **Consolidated Planning:** Purpose 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 and 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 and committed costs; alternative cost breakdowns to provide for graphical representations, and performance management.
- **Business Case and Benefits Management:** Preparation and/or maintenance of business cases, including benefits management.
- **Project Scope:** Requirements management, and evaluation of alternative methods to learn from the past to improve delivery. Project scope change control, baseline change management, configuration management.
- **Project Schedule:** Scheduling and estimating for project activities including how they can be quality assessed. Progress monitoring and metrics to assess work performed against the schedule. Schedule management methods to evaluate and revise activities to improve confidence in delivery.
- **Resource Management:** Resource analysis, resource allocation and resource acceptance.
- **Project Risk and Issue Management:** The need for and implementation of a risk management plan. Risk management methods and techniques to identify and prioritise threats or opportunities. Mitigation actions to minimise risk impacts and to optimise benefits by managing opportunities.

- **Contract Management and Procurement:** The nature of contracts, and their implications for contracting organisations. Procurement processes. Legal and ethical means for managing contracts.
- **Project Quality:** Quality management processes, assurance and improvements. Outcomes of a quality management plan, metrics for processes and quality standards.

## Skills

- **Project 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 and Communications Management:** Manage stakeholders, taking account of their levels of influence and interests. Manage conflicts and negotiations. Communicate to a variety of different audiences. Contribute to negotiations relating to project objectives.
- **Budgeting and Cost Control:** Develop and agree project budgets, monitor forecast and actual costs against them and control changes. Support funding submissions. Tracking systems for actual costs, accruals and 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 projects. Monitor progress against the consolidated plan and refine as appropriate, implementing the change control process where relevant.

- **Schedule Management:** Prepare and maintain schedules for activities aligned to project delivery.
- **Risk and 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 and 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.
- **Collaboration and Team Work:** Understands and is effective as part of an integrated team.

## Behaviours

- **Leadership:** Communicates direction, and supports the vision for project delivery.
- **Effective and Appropriate Communication:** Working effectively with and influencing others, taking account of diversity and equality. Influences and facilitates effective team performance.
- **Drive for Results:** Demonstrates clear commitment to achieving results, and improving performance.

## Delivery Timeline

The Apprenticeship is split into Four phases which represent the key milestones in achieving the Apprenticeship Standard.

### Phase 1: Knowledge and Project Development

The Associate project Manager knowledge training based around 12 Learning Outcomes:

- Structure of Organisations and Projects
- Project Life Cycle
- Project Contexts and Environments
- Governance and Structured Methodologies
- Communication
- Leadership and Teamwork
- Planning for Success
- Scope Management
- Schedule and Resource Management
- Procurement
- Project Risk Management and Issue Management
- Project Quality Management

### Phase 2: Apprenticeship Portfolio of Evidence

Evidence to demonstrate the performance of knowledge, skills and behaviours will be supported via regular 121 tuition and mentoring with evidence collected via our E portfolio system.

The development of the skills aims will be delivered throughout the programme and learner supported to develop a project or a process improvement. The evidence of performance will be gathered to create a showcase portfolio required by the End Point Assessment.

### Phase 3: Project Management Qualification (PMQ)

Once the learner has developed their showcase portfolio and have demonstrated the application of the knowledge the APM PMQ test can be taken.

- The PMQ Test: Three hour paper where candidates must answer ten from sixteen questions.

### Phase 4: Gateway and End Point Assessment

Once the APM PMQ has been achieved and the showcase portfolio finalised we conduct a final review called a Gateway review. This review is a three-way review between learner, employer and the tutor who agree if the learner is ready for submission to End Assessment.

The End Point Assessment (EPA) is assessed by a third party organisation of your choice.

EPA consists of three elements:

1. **Portfolio of Evidence:** The portfolio of evidence is a substantial written submission completed by the apprentice. It is an opportunity for the apprentice to demonstrate the skills, knowledge and behaviours required of them in their day-to-day work. When planning the apprentice's work their employer should ensure that they are involved in projects with a broad enough scope to address the chosen learning areas, and that they will be able to evidence the relevant skills, knowledge and behaviours expected.
2. **Presentation:** The presentation and professional discussion will take a minimum of at least one hour. The portfolio of evidence will have been evaluated prior to the presentation and professional discussion, with questions developed to test the apprentices understanding.
3. **Professional Discussion:** This will be an opportunity to explore specific learning areas, including evaluating the currency of the learning area, enable them to demonstrate skills retention, and will also provide a means of ensuring that the work completed by the apprentice is their own.

## Employer Support:

- Dedicated Senior Account Manager
- Quarterly Cohort Reviews with Senior Account Manager
- Employer Showcase in Swarm media and news
- Access to view Learners progress via our E-portfolio

## Costs:

Full Apprenticeship Cost Per Learner: £6000  
(Maximum Funding Band)

If the employer is a non levy paying employer then there will be a 5% contribution requirement

**Additional Costs:** Employer agrees to pay 50% of APM PMQ Exam retake Fees should the learner fail after completing two successful practise exams.

For more information please don't hesitate to contact us.

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