

KSBs – Level 4 Associate Project Manager Apprenticeship Standard

Knowledge

- K1:** The differences between projects and business as usual.
- K2:** The importance of alignment between the project and organisational objectives.
- K3:** The interdependencies between project, programme, and portfolio management.
- 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).
- K5:** The need and benefit of the project governance structure, requirements, and process and the impact on their role.
- K6:** The differences and comparative benefits between functional, matrix and project structures.
- K7:** Different roles and responsibilities within a project environment.
- K8:** The differences and comparative benefits between linear, iterative and hybrid life cycle approaches.
- K9:** Importance, content, and purpose of a business case.
- 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.
- K11:** The purpose, format, and significance of the project management plan.
- K12:** Methods used to define, record, integrate, deliver, and manage scope.
- K13:** The identification, analysis, and management of stakeholders.
- K14:** Communication techniques and approaches to interact with stakeholders to meet their requirements.
- K15:** The use of information management.
- K16:** Techniques for managing conflict and negotiation.
- K17:** Techniques for working collaboratively within a team and with stakeholders.
- K18:** How and when to apply different estimating methods.
- K19:** Configuration management and change control.
- K20:** The principles of earned value management (EVM) and the interpretation of EVM information.
- K21:** Project scheduling and maintenance, including critical path analysis.
- K22:** Allocation and management of resources throughout the project life cycle.
- K23:** Principles of project risk and issue management.
- K24:** Procurement strategies and processes that are both ethical and sustainable.
- K25:** The role and purpose of quality requirements, planning and control in a project environment.
- K26:** Principles for evaluating project success, including how lessons learned are captured and can impact future project delivery.
- K27:** Relevant regulations and legislation such as data protection, and how they impact on their role.
- 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.
- K29:** Principles of conducting project management activities which are ethical and inclusive.
- K30:** Technology and software used in the performance of project management activities.
- K31:** Presentation tools and techniques.

Skills

- S1:** Use project monitoring and reporting techniques to track, interpret and report on performance.
- S2:** Manage and engage with stakeholders.
- S3:** Influence and negotiate with others to create a positive outcome for the project.
- S4:** Resolve conflict as and when required with stakeholders within limits of responsibility.
- S5:** Adapt communications to different stakeholders.
- S6:** Communicate and support the project vision, to ensure buy in to the project objectives.
- S7:** Collate and analyse information and provide input to support negotiations relating to project objectives.
- S8:** Monitor and analyse project budgets.
- S9:** Review and provide feedback on a project business case to ensure the project remains valid.
- S10:** Apply change control processes to support the management of project scope.
- S11:** Evaluate an integrated project management plan to provide recommendations on areas for improvement.
- S12:** Prepare, monitor, and schedule activities that contribute to the delivery of the overall project schedule and objectives.
- S13:** Evaluate and make recommendations on the risk management plan to threats to delivery and recommend solutions.
- S14:** Identify and monitor project risks and issues; and plan and implement responses to them.
- S15:** Deliver a Quality Management Plan which contributes to quality control processes.
- S16:** Use an organisation's continual improvement process including lessons learned to improve performance.
- S17:** Support the preparation or maintenance of a resource management plan for project activities.
- S18:** Work with stakeholders to deliver the project.
- S19:** Use digital tools and software to meet project objectives for example research, collaboration, presentations, and resolution of problems.
- S20:** Provide underpinning data to support the written submission through the governance process.
- S21:** Work within the approved project budget.
- S22:** Ensure that integrated schedules support critical path analysis, interface management, resource forecasting and risk management.
- S23:** Apply relevant legislation, regulations, codes of practice, and ethical guidance where appropriate to their work.
- S24:** Use data to inform decisions on actions to take to mitigate risks on project.
- S25:** Use configuration management and change control to schedule and maintain projects.
- S26:** Manages resources through the project lifecycle.

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.