



APM (Associate Project Manager) Apprenticeship Programme

Guide for nominees and line managers

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Introduction

UCL 2034 sets out an ambitious agenda for the University, much of which will be delivered through programmes and projects. These include major projects such as UCL East or the relocation of the Institute of Neurology and establishment of the Dementia Research Institute; institution-wide transformational change; or projects within specific faculties and departments.

UCL will require significant capacity and capability in Programme & Project Management for the foreseeable future, and the new, pilot APM (Associate Project Manager) Apprenticeship Programme is one of a range of initiatives to expand and develop the University's community of PPM professionals.

The pilot programme, starting in 2019-20, will provide opportunities for up to 12 UCL staff to undertake an accredited Associate Project Manager Apprenticeship alongside their existing roles, which will include the completion of the Association of Project Management Project Management Qualification (PMQ).

What is the APM Apprenticeship?

The government's national apprenticeships programme aims to provide employees access to structured on- and off-the-job training, leading to industry-recognised qualifications or achievement of standards as part of accredited apprenticeships. Apprenticeships are now available at different levels, from Level 2 (intermediate) to Levels 6 and 7 (degree or masters apprenticeships).

UCL's APM Apprenticeship Programme will enable a group of staff to undertake a Higher Apprenticeship (Level 4) as an Associate Project Manager. Alongside their work at UCL, apprentices will complete a structured training programme offered by a partner provider, Capital City College Training, with commitment equivalent to approximately one day per week (20% off-the-job training) for approximately 18 months.

In the future, the APM Apprenticeship may be a way to recruit and train new staff to join the community of programme and project professionals across the institution. The pilot programme is open to the following permanent staff at UCL who have successfully passed their probationary period:

- Staff currently in PPM roles who are members of the PPM Community of Practice (CoP)
- Other professional services staff with some element of PPM in their jobs and an interest in developing their skills further.

The training programme will incorporate preparation for the APM Project Management Qualification (PMQ) examination as well as an end-point assessment of a portfolio of evidence detailing the knowledge, skills and behaviours set out in the occupational standard for Associate Project Manager¹. Both the occupational standard and associated syllabus were developed by a pan-sector, employer-led group including large companies, small-medium sized enterprises (SMEs) and training providers.

Staff interested in undertaking an apprenticeship do not have to be working in a project management role, but will ideally be closely involved in a project or programme throughout the duration of the apprenticeship in order to be able to apply the learning throughout the programme and provide the evidence required for end-point assessment.

Anyone interested in undertaking an apprenticeship who does not have the opportunity to be involved in an ongoing project will need to manage a project in some capacity; small projects will provide sufficient experience for the apprentice. They may be able to work on a project identified through the PPM CoP, although this route is not guaranteed.

Anticipated benefits

For individuals, the APM apprenticeship provides the opportunity to develop and consolidate knowledge and skills around programme and project management through structured training alongside reflection on current and past experiences. The opportunity to obtain an externally recognised qualification further enhances career development potential, and the intention is to deliver the apprenticeships in a 'cohort' provides networking opportunities with colleagues in different roles across UCL.

For managers and teams, the apprenticeship provides the opportunity for people to extend and enhance their contribution to existing or planned projects, bringing insights and techniques from the training back to UCL.

For UCL more broadly, the APM apprenticeship provides a further route to develop internal capability in project and programme management and create career development opportunities for individuals who want to build their PPM career at UCL.

Timeframe and commitment

The PPM Apprenticeships programme will now start in January 2020, following a selection process as follows:

Closing date for applications	Friday 8 November 2019
Interviews	TBC – week commencing 25 November 2019 and/or week commencing 2 December 2019
Apprenticeships attend enrolment with provider/ induction/skill scan gap combined session (Apprenticeship programme commences)	20 January 2020 (Duration 10am-3pm)
Anticipated end-point assessment	October 2021
Anticipated end of the apprenticeship	November 2021

¹ Occupational Standard for Associate Project Manager: <https://www.instituteforapprenticeships.org/apprenticeshipstandards/associate-project-manager/>

An apprenticeship typically lasts for a maximum of 24 months, although it may be possible to complete the qualification and end-point assessment before then (it is envisaged that UCL apprentices would typically complete within 18 months maximum).

For the duration of the programme the apprentice will typically spend **one day per week in training**, plus any additional personal study that may be required (which would be done outside of standard working hours). Apprentices and their line managers would be expected to agree an approach to their work to ensure that core responsibilities continue to be covered and that the apprentice is able to balance work and study commitments.

Apprentices will be required to undertake learning at Capital City College's Regents Park Campus (NW1 3HB) every fortnight, from 9:30 – 4:30pm (two workshops per month), typically on a Wednesday (TBC) throughout a 42 week per annum period.

Progress reviews will take place at UCL every 8-10 weeks between the line-manager/tutor/learner 'apprentice'.

Apprenticeship structure and content

The apprenticeship involves working through a structured training programme that should complement, and draw upon, real projects that each apprentice is involved in at UCL.

The programme will cover the essentials of project management within different project and organisational contexts. The syllabus includes core aspects of a project management lifecycle as well as consideration of the wider context for managing projects, including communications, team dynamics and leadership, and organisational governance.

You will cover each topic through a mixture of trainer-led workshops and personal study, building towards the submission of a portfolio of evidence of the knowledge, skills and behaviour required to meet the occupational standard for Associate Project Manager.

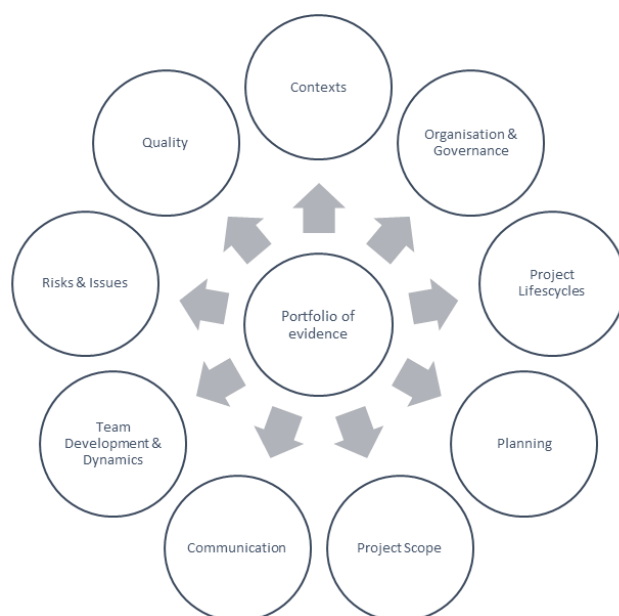


Figure 1. Core components of the PPM apprenticeship syllabus

Selection process and eligibility criteria

Professional services staff interested in becoming an apprentice will be asked to submit a short application form with their line-manager's expressed approval. Shortlisted applicants will then be invited to an interview with a panel of UCL staff.

Core eligibility criteria for the apprenticeship are as follows:

- ✓ Permanent residency of the UK (or having resided in the EU for the last 3 years with a UK, EU Passport, Indefinite Leave to Remain or Spouse Visa).
- ✓ Maths & English GCSE Grade A-C or equivalent (Functional Skills, Key Skills, O-Levels, CSEs & A Levels).

- ✓ Support from line manager to undertake the apprenticeship, including the structured training programme.
- ✓ Involvement in at least one project of sufficient complexity throughout the duration of the apprenticeship (maximum two years).
- ✓ Successful completion of probationary period.

FAQs

How long does an apprenticeship last?

The apprenticeship would typically last for 24 months maximum, during which time you would complete a project Management Qualification accredited by the Association of Project Management (APM). However, it is envisaged that UCL apprentices would typically complete their apprenticeship within approximately 18 months from January 2020 to July 2021.

Do applicants have to be managing projects already?

Applicants do not have to be managing projects already to become an apprentice. However, in order to fulfil the requirements of the end-point assessment they will need to be involved in one or more project(s) during the period of the apprenticeship which provides a broad enough scope to allow them to evidence the required knowledge, skills and behaviours within their assessment portfolio.

Anyone interested in undertaking an apprenticeship who does not have the opportunity to be involved in an ongoing project will need to manage a project in some capacity; small projects will provide sufficient experience for the apprentice. They may be able to work on a project identified through the PPM CoP, although this route is not guaranteed.

Does it have to be the same project for the duration of the apprenticeship?

It can be multiple projects.

Does becoming an apprentice affect an individual's grade or job description?

An existing member of staff who becomes an APM apprentice will remain on their current grade during and after the apprenticeship. The programme is designed to enhance career development by offering structured training in relation to PPM, but the apprenticeship itself will not affect an individual's current role or grade.

Who is the training provider for the apprenticeship?

Capital City College Training² (part of the Capital City College Group) will provide the training, working closely with Organisational Development (OD), UCL Human Resources.

² www.capitalcct.ac.uk

What is the End Point Assessment?

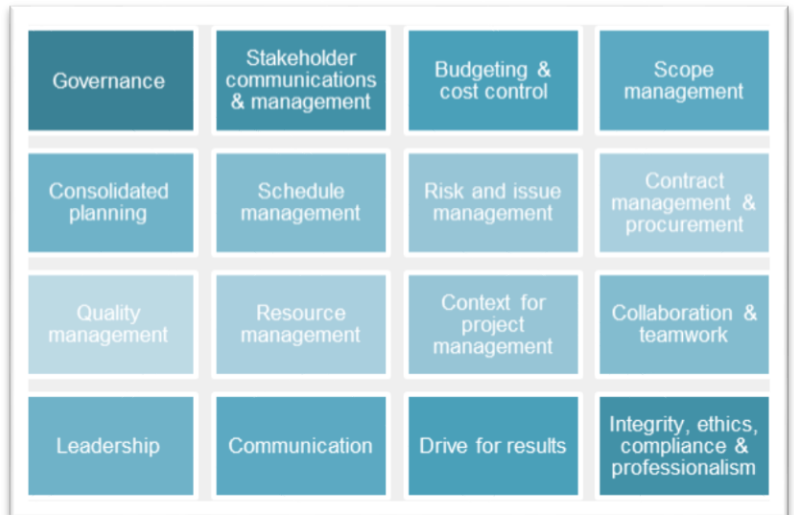
The end-point assessment is designed to enable apprentices to demonstrate that they are fully conversant in the skills, knowledge and behaviours expected of individuals at this level. Successfully passing the endpoint assessment will lead to the award of the Level 4 Associate Project Manager Apprenticeship Standard.

Which professional qualification is part of the apprenticeship?

Apprentices will complete the APM Project Management Qualification (PMQ) which is a Level 4 qualification that is widely recognised across different sectors.

Who accredits the professional qualification?

The PMQ is awarded by the APM (Association of Project Management)³.



Governance	Stakeholder communications & management	Budgeting & cost control	Scope management
Consolidated planning	Schedule management	Risk and issue management	Contract management & procurement
Quality management	Resource management	Context for project management	Collaboration & teamwork
Leadership	Communication	Drive for results	Integrity, ethics, compliance & professionalism

What will the qualification cover?

The APM Project Management Qualification (PMQ) is a broad-based qualification covering the essentials of project management within a wide range of contexts and sectors. The syllabus includes a focus on all aspects of a project management lifecycle as well as consideration of the wider context for managing projects, including communications, team dynamics and organisational governance.

What will the work/training balance look like?

Apprentices will typically spend the equivalent of one day per week in training over the course of the programme, which will last for approximately 18 months (maximum of 24 months).

The time spent on off-the-job training should be at least 20% and should be included as part of working hours. UCL/the line-manager must allow time to complete the apprenticeship within the working hours.

What will UCL and the training provider expect from me as an apprentice?

We expect all the apprentices to commit to the full duration of the programme, including attendance at in person training sessions, and completing any required assignments or other activities to build your portfolio of evidence for the end-point assessment.

We would also like apprentices to support one another as part of this pilot cohort, sharing knowledge and experiences to enrich the learning experience.

Finally, we would also like all the apprentices to provide feedback on how the programme is working to help with the formal evaluation of the pilot and to feed in to future development of apprenticeships at UCL.

Are any travel or other expenses covered as part of the apprenticeship?

Travel or other expenses will not be covered by UCL in relation to the apprenticeship. However, the training provider is located near to the UCL Bloomsbury campus.

I'm interested in the apprenticeship but I work less than full time. Can I still apply?

The minimum duration of each apprenticeship is based on the apprentice working 30 hours a week or more, including any off-the-job training. However, this does not apply in every circumstance. For example, people

³ www.apm.org.uk

with caring responsibilities or people with a disability may work reduced weekly hours*. Where this is the case, the duration of the apprenticeship will be extended to take account of this.

**The training provider can support candidates with less than 30 hours, as long as learners can attend the scheduled sessions/workshops; duration of the APM apprenticeship course will increase subject to the hours contracted/worked.*

What happens if I change roles or leave UCL during the period of the apprenticeship?

If you change roles at UCL during the apprenticeship then you should be able to complete the apprenticeship if you continue to be involved in a project in your new role, and with your new line manager's support.

If your employment terminates prior to the successful completion of your apprenticeship and after UCL has incurred liability for the cost of your training you may be required to repay some or all of the fees, expenses and other costs paid by UCL and not met by government funding or that UCL cannot recover from the learning provider ("Costs") associated with such training courses. Further details are outlined in the Apprenticeship Contract. Please contact [Zara Chaudhry](#) for more information.

What if I am absent from UCL for a period of time during the apprenticeship (e.g. for maternity leave or other absence)?

UCL OD would work with you, your line manager and the training provider to consider what might be possible to support you in completing the apprenticeship, but as this is a pilot programme at the moment we cannot guarantee that you would definitely be able to complete the programme.

Breaks in learning can be applied for a limited period under certain circumstances. For example, if candidates are on parental leave or has disability related absence.

Can I apply for membership of the Association for Project Management as an apprentice?

Apprentices are eligible to become Student Members of the Association for Project Management - the chartered body for the project profession, when starting their apprenticeship. Successful apprentices can then apply to become Associate Members of the body on completion of their professional qualification.

I'm interested in the apprenticeship but now isn't a good time. Will the programme run again in the future?

This is a pilot programme for UCL PPM CoP which will be evaluated before any decisions are made as to whether to continue with the programme, so at present there are no definite plans for a future programme to run.

References

A Guide to Apprenticeships: <https://www.gov.uk/government/publications/a-guide-to-apprenticeships> (accessed 15 August 2019)

Occupational Standard for Associate Project Manager: <https://www.instituteforapprenticeships.org/apprenticeship-standards/associate-projectmanager/> (accessed 15 August 2019)