

Project Management Professional.

Level 4 Professional Career Development Programme

The Professional Career Development Programme is aligned to the Associate Project Manager Apprenticeship Standard. More information on the standard can be found on the **Institute for Apprenticeships website**.

To check if this programme is suitable for you, ask yourself the following questions:

- Would a professional in my role be expected to display the knowledge, skills and behaviours detailed below?
- Will I have the opportunity to demonstrate the skills detailed below in my current role?
- Will completion of this programme help me to be more effective in my current role?

During the application process your Line Manager will be asked to confirm that this programme is relevant for your role. This is important, as completion of the programme and your professional accreditation relies on your ability to provide evidence that you've learned and applied the skills detailed below back at work.

Knowledge	Learning Outcomes
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 and 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.

If you have any questions about the programme, contact BPP:

✉ pcdp@bpp.com

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Knowledge	Learning Outcomes
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.
Project context	The different contexts in which projects can be delivered, including health, safety, and environment management. The interdependencies between project(s), programme(s) and portfolio management. Project phases and key review points, across project life cycles.

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Skills and Behaviours	Learning Outcomes
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 particular 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.
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.
Integrity, ethics, compliance and professionalism	Promotes the wider public good in all actions, acting in a morally, legally and socially appropriate manner. Promotes and models the highest standards of professional integrity, ethics, trust and continued development.

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