

ST0310 Associate Project Manager Apprenticeship Assessment

Model A

Assessment methods

- Project with question and answer (Q&A)
- Professional discussion

Model B

Assessment methods

- Project with question and answer (Q&A)
- Presentation with question and answer (Q&A)

Project with Q&A

Assessment organisations must design apprenticeship assessments to include a project.

This Q&A session will last up to 60 minutes.

This can be conducted and assessed by the Training Provider.

Rationale

- Mandatory assessment stated in the assessment plan.
- Projects require apprentices to integrate and apply a wide range of knowledge and skills to produce a substantial piece of work with genuine relevance to their role or sector.
- Projects are particularly effective in supporting synoptic assessment, as they require apprentices to plan, research, and deliver outputs that draw upon multiple areas of learning in an integrated manner.
- Q&A can explore understanding by asking apprentices to connect knowledge from different topics, justify decisions and apply learning to broader occupational contexts.

The following will be assessed in the project with Q&A:

AO1: Project context, governance, and organisational alignment

Knowledge/Skill Statement	Performance Category	Pass/Distinction Grading Descriptor
K2: The importance of alignment between the project and organisational objectives.	Applied Knowledge	Pass: Demonstrates sound application of project management knowledge to address well-defined but complex and non-routine problems, reaching appropriate, generally effective outcomes that support delivery within organisational project environments.
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).	Applied Knowledge	Pass: Demonstrates sound application of project management knowledge to address well-defined but complex and non-routine problems, reaching appropriate, generally effective outcomes that support delivery within organisational project environments.
K7: Different roles and responsibilities within a project environment.	Responsibility and Autonomy	Pass: Takes responsibility for actions and decisions within set parameters in a project context. Manages own work and, where relevant, coordinates tasks or resources with adequate awareness of risks and priorities.
<i>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.</i>	Applied Knowledge	<i>Distinction: Applies project management knowledge with confidence and precision, consistently producing high-quality outputs in response to well-defined but complex and non-routine problems, with solutions that not only meet requirements but often enhance outcomes or processes.</i>

K26: Principles for evaluating project success, including how lessons learned are captured and can impact future project delivery.	Information Use and Decision Making	Pass: Analyses and interprets relevant project information to make informed decisions, showing a clear awareness of the occupational context and the broader scope of the associate project management role.
S9: Review and provide feedback on a project business case to ensure the project remains valid.	<i>Information Use and Decision Making</i>	<i>Distinction: Analyses, interprets and evaluates information from a range of sources, providing insightful justification for decisions and demonstrating a strong awareness of broader implications within the project management occupational area.</i>
S20: Provide underpinning data to support the written submission through the governance process.	Regulatory and Procedural Awareness	Pass: Applies relevant legislation, regulation, governance frameworks, and organisational procedures with sound judgement, adapting appropriately to varied and occasionally complex situations within the project environment.

AO2: Stakeholder engagement and collaborative working

Knowledge/Skill Statement	Performance Category	Pass/Distinction Grading Descriptor
K13: The identification, analysis, and management of stakeholders.	Communication and Collaboration	Pass: Communicates clearly and collaborates with colleagues and stakeholders to support effective project delivery within agreed responsibilities.
K14: Communication techniques and approaches to interact with stakeholders to meet their requirements.	Communication and Collaboration	Pass: Communicates clearly and collaborates with colleagues and stakeholders to support effective project delivery within agreed responsibilities.
K17: Techniques for working collaboratively within a team and with stakeholders.	Communication and Collaboration	Pass: Communicates clearly and collaborates with colleagues and stakeholders to support effective project delivery within agreed responsibilities.
S2: Manage and engage with stakeholders.	Communication and Collaboration	Pass: Communicates clearly and collaborates with colleagues and stakeholders to support effective project delivery within agreed responsibilities.
<i>S5: Adapt communications to different stakeholders.</i>	<i>Communication and Collaboration</i>	<i>Distinction: Communicates and collaborates effectively, adapting approach to stakeholder needs to support effective service delivery.</i>
S18: Work with stakeholders to deliver the project.	Communication and Collaboration	Pass: Communicates clearly and collaborates with colleagues and stakeholders to support effective project delivery within agreed responsibilities.

AO3: Project scope, planning, scheduling, and control

Knowledge/Skill Statement	Performance Category	Pass/Distinction Grading Descriptor
S1: Use project monitoring and reporting techniques to track, interpret and report on performance.	Information Use and Decision Making	Pass: Analyses and interprets relevant project information to make informed decisions, showing a clear awareness of the occupational context and the broader scope of the associate project management role.
S11: Evaluate an integrated project management plan to provide recommendations on areas for improvement.	Information Use and Decision Making	<i>Distinction: Analyses, interprets and evaluates information from a range of sources, providing insightful justification for decisions and demonstrating a strong awareness of broader implications within the project management occupational area.</i>
S12: Prepare, monitor, and schedule activities that contribute to the delivery of the overall project schedule and objectives.	Applied Skills	Pass: Identifies and applies suitable cognitive and practical skills to complete project management activities, adapting as necessary to meet requirements. Methods chosen are generally appropriate, with results that meet organisational or sector expectations.
<i>S22: Ensure that integrated schedules support critical path analysis, interface management, resource forecasting and risk management.</i>	Applied Skills	<i>Distinction: Adapts and applies cognitive and practical skills with a high degree of flexibility and operational fluency in a project management context, ensuring that methods are effective and optimised for quality and efficiency of service outcomes.</i>
S25: Use configuration management and change control to schedule and maintain projects.	Applied Skills	Pass: Identifies and applies suitable cognitive and practical skills to complete project management activities, adapting as necessary to meet requirements. Methods chosen are generally appropriate, with results that meet organisational or sector expectations.

AO4: Risk, issue, change, and quality management

Knowledge/Skill Statement	Performance Category	Pass/Distinction Grading Descriptor
S10: Apply change control processes to support the management of project scope.	Regulatory and Procedural Awareness	Pass: Applies relevant legislation, regulation, governance frameworks, and organisational procedures with sound judgement, adapting appropriately to varied and occasionally complex situations within the project environment.
S13: Evaluate and make recommendations on the risk management plan to threats to delivery and recommend solutions.	Information Use and Decision Making	<i>Distinction: Analyses, interprets and evaluates information from a range of sources, providing insightful justification for decisions and demonstrating a strong awareness of broader implications within the project management occupational area.</i>
S14: Identify and monitor project risks and issues; and plan and implement responses to them.	Responsibility and Autonomy	<i>Distinction: Proactively takes responsibility for actions and decisions within set parameters. Manages own work and the coordination of others, independently uses sound judgment about risks and priorities to manage project resources or actions.</i>
S15: Deliver a Quality Management Plan which contributes to quality control processes.	Applied Skills	Pass: Identifies and applies suitable cognitive and practical skills to complete project management activities, adapting as necessary to meet requirements. Methods chosen are generally appropriate, with results that meet organisational or sector expectations.
<i>S24: Use data to inform decisions on actions to take to mitigate risks on project.</i>	Information Use and Decision Making	<i>Distinction: Analyses, interprets and evaluates information from a range of sources, providing insightful justification for decisions and demonstrating a strong awareness of broader implications within the project management occupational area.</i>

AO5: Commercial awareness, resource, and financial management

Knowledge/Skill Statement	Performance Category	Pass/Distinction Grading Descriptor
K22: Allocation and management of resources throughout the project life cycle.	Responsibility and Autonomy	Pass: Takes responsibility for actions and decisions within set parameters in a project context. Manages own work and, where relevant, coordinates tasks or resources with adequate awareness of risks and priorities.
S17: Support the preparation or maintenance of a resource management plan for project activities.	Responsibility and Autonomy	Pass: Takes responsibility for actions and decisions within set parameters in a project context. Manages own work and, where relevant, coordinates tasks or resources with adequate awareness of risks and priorities.
S21: Work within the approved project budget.	Responsibility and Autonomy	Pass: Takes responsibility for actions and decisions within set parameters in a project context. Manages own work and, where relevant, coordinates tasks or resources with adequate awareness of risks and priorities.
S26: Manages resources through the project lifecycle.	Responsibility and Autonomy	<i>Distinction: Proactively takes responsibility for actions and decisions within set parameters. Manages own work and the coordination of others, independently uses sound judgment about risks and priorities to manage project resources or actions.</i>

AO6: Professional practice, compliance, sustainability, and continuous improvement

Knowledge/Skill Statement	Performance Category	Pass/Distinction Grading Descriptor
<i>S16: Use an organisation's continual improvement process including lessons learned to improve performance.</i>	Applied Skills	<i>Distinction: Adapts and applies cognitive and practical skills with a high degree of flexibility and operational fluency in a project management context, ensuring that methods are effective and optimised for quality and efficiency of service outcomes.</i>
S19: Use digital tools and software to meet project objectives for example research, collaboration, presentations, and resolution of problems.	Applied Skills	Pass: Identifies and applies suitable cognitive and practical skills to complete project management activities, adapting as necessary to meet requirements. Methods chosen are generally appropriate, with results that meet organisational or sector expectations.
S23: Apply relevant legislation, regulations, codes of practice, and ethical guidance where appropriate to their work.	Regulatory and Procedural Awareness	Pass: Applies relevant legislation, regulation, governance frameworks, and organisational procedures with sound judgement, adapting appropriately to varied and occasionally complex situations within the project environment.

*NOTE: Knowledge and skills statements in **bold** are mandatory and must be assessed in every version of the assessment that is made available. Knowledge and skills statements in italics will be graded against the relevant distinction grading descriptor.*

Model A - Professional discussion

Highfield will assess the professional discussion.

The professional discussion will last up to 60 minutes.

Rationale

- Listed as an optional assessment method available for this standard. Others include demonstration, presentation, interview, question and answer, portfolio, written assessment, and additional project.
- This method has been chosen as it allows assessors to tailor questioning to individual performance and supports deeper exploration of complex topics and clarifies areas where evidence may be incomplete or ambiguous.
- Professional discussions can be designed to explore synoptic understanding by asking apprentices to justify decisions and link together multiple strands of knowledge and skills from across the standard.
- Enables apprentices to demonstrate how different strands of knowledge and skills interconnect in response to structured questioning.

Model B - Presentation with Q&A

Highfield will assess the presentation with Q&A.

The Q&A session will last up to 60 minutes.

Rationale

- Listed as an optional assessment method available for this standard. Others include demonstration, interview, professional discussion, portfolio, written assessment, and additional project.
- This method has been chosen as it provides opportunities to answer questions and evidence understanding beyond prepared content.
- Allows apprentices to integrate knowledge and skills to structure their presentation, apply learning to workplace contexts, and respond to probing questions that test the depth and breadth of understanding.

The following will be assessed in both models of the assessment (Professional discussion or Presentation with Q&A):

AO1: Project context, governance, and organisational alignment

Knowledge/Skill Statement	Performance Category	Pass/Distinction Grading Descriptor
K1: The differences between projects and business as usual.	Applied Knowledge	Pass: Demonstrates sound application of project management knowledge to address well-defined but complex and non-routine problems, reaching appropriate, generally effective outcomes that support delivery within organisational project environments.
K3: The interdependencies between project, programme, and portfolio management.	Applied Knowledge	Pass: Demonstrates sound application of project management knowledge to address well-defined but complex and non-routine problems, reaching appropriate, generally effective outcomes that support delivery within organisational project environments.
K5: The need and benefit of the project governance structure, requirements, and process and the impact on their role.	Regulatory and Procedural Awareness	Pass: Applies relevant legislation, regulation, governance frameworks, and organisational procedures with sound judgement, adapting appropriately to varied and occasionally complex situations within the project environment.
<i>K6: The differences and comparative benefits between functional, matrix and project structures.</i>	<i>Applied Knowledge</i>	<i>Distinction: Applies project management knowledge with confidence and precision, consistently producing high-quality outputs in response to well-defined but complex and non-routine problems, with solutions that not only meet requirements but often enhance outcomes or processes.</i>

K8: The differences and comparative benefits between linear, iterative and hybrid life cycle approaches.	Applied Knowledge	Pass: Demonstrates sound application of project management knowledge to address well-defined but complex and non-routine problems, reaching appropriate, generally effective outcomes that support delivery within organisational project environments.
K9: Importance, content, and purpose of a business case.	Applied Knowledge	Pass: Demonstrates sound application of project management knowledge to address well-defined but complex and non-routine problems, reaching appropriate, generally effective outcomes that support delivery within organisational project environments.

AO2: Stakeholder engagement and collaborative working

Knowledge/Skill Statement	Performance Category	Pass/Distinction Grading Descriptor
K16: Techniques for managing conflict and negotiation.	Communication and Collaboration	Pass: Communicates clearly and collaborates with colleagues and stakeholders to support effective project delivery within agreed responsibilities.
K31: Presentation tools and techniques.	Communication and Collaboration	Pass: Communicates clearly and collaborates with colleagues and stakeholders to support effective project delivery within agreed responsibilities.
<i>S3: Influence and negotiate with others to create a positive outcome for the project.</i>	<i>Communication and Collaboration</i>	<i>Distinction: Communicates and collaborates effectively, adapting approach to stakeholder needs to support effective service delivery.</i>
S4: Resolve conflict as and when required with stakeholders within limits of responsibility.	Communication and Collaboration	Pass: Communicates clearly and collaborates with colleagues and stakeholders to support effective project delivery within agreed responsibilities.
S6: Communicate and support the project vision, to ensure buy in to the project objectives.	Communication and Collaboration	Pass: Communicates clearly and collaborates with colleagues and stakeholders to support effective project delivery within agreed responsibilities.
<i>S7: Collate and analyse information and provide input to support negotiations relating to project objectives.</i>	<i>Information Use and Decision Making</i>	<i>Distinction: Analyses, interprets and evaluates information from a range of sources, providing insightful justification for decisions and demonstrating a strong awareness of broader implications within the project management occupational area.</i>

AO3: Project scope, planning, scheduling, and control

Knowledge/Skill Statement	Performance Category	Pass/Distinction Grading Descriptor
K11: The purpose, format, and significance of the project management plan.	Applied Knowledge	Pass: Demonstrates sound application of project management knowledge to address well-defined but complex and non-routine problems, reaching appropriate, generally effective outcomes that support delivery within organisational project environments.
K12: Methods used to define, record, integrate, deliver, and manage scope.	Applied Knowledge	Pass: Demonstrates sound application of project management knowledge to address well-defined but complex and non-routine problems, reaching appropriate, generally effective outcomes that support delivery within organisational project environments.
K18: How and when to apply different estimating methods.	Applied Knowledge	Pass: Demonstrates sound application of project management knowledge to address well-defined but complex and non-routine problems, reaching appropriate, generally effective outcomes that support delivery within organisational project environments.
<i>K20: The principles of earned value management (EVM) and the interpretation of EVM information.</i>	<i>Information Use and Decision Making</i>	<i>Distinction: Analyses, interprets and evaluates information from a range of sources, providing insightful justification for decisions and demonstrating a strong awareness of broader implications within the project management occupational area.</i>
K21: Project scheduling and maintenance, including critical path analysis.	Applied Knowledge	Pass: Demonstrates sound application of project management knowledge to address well-defined but complex and non-routine problems, reaching appropriate, generally effective outcomes that support delivery within organisational project environments.

AO4: Risk, issue, change, and quality management

Knowledge/Skill Statement	Performance Category	Pass/Distinction Grading Descriptor
K19: Configuration management and change control.	Regulatory and Procedural Awareness	Pass: Applies relevant legislation, regulation, governance frameworks, and organisational procedures with sound judgement, adapting appropriately to varied and occasionally complex situations within the project environment.
K23: Principles of project risk and issue management.	<i>Applied Knowledge</i>	<i>Distinction: Applies project management knowledge with confidence and precision, consistently producing high-quality outputs in response to well-defined but complex and non-routine problems, with solutions that not only meet requirements but often enhance outcomes or processes.</i>
K25: The role and purpose of quality requirements, planning and control in a project environment.	Regulatory and Procedural Awareness	Pass: Applies relevant legislation, regulation, governance frameworks, and organisational procedures with sound judgement, adapting appropriately to varied and occasionally complex situations within the project environment.

AO5: Commercial awareness, resource, and financial management

Knowledge/Skill Statement	Performance Category	Pass/Distinction Grading Descriptor
<i>K24: Procurement strategies and processes that are both ethical and sustainable.</i>	<i>Regulatory and Procedural Awareness</i>	<i>Distinction: Interprets and applies regulatory, governance, and procedural requirements with insight and appropriate flexibility, identifying implications and making informed decisions in varied and occasionally complex situations.</i>
S8: Monitor and analyse project budgets.	Information Use and Decision Making	Pass: Analyses and interprets relevant project information to make informed decisions, showing a clear awareness of the occupational context and the broader scope of the associate project management role.

AO6: Ethics, Equity and Professional Practice

Knowledge/Skill Statement	Performance Category	Pass/Distinction Grading Descriptor
K15: The use of information management.	Information Use and Decision Making	Pass: Analyses and interprets relevant project information to make informed decisions, showing a clear awareness of the occupational context and the broader scope of the associate project management role.
K27: Relevant regulations and legislation such as data protection, and how they impact on their role.	Regulatory and Procedural Awareness	Pass: Applies relevant legislation, regulation, governance frameworks, and organisational procedures with sound judgement, adapting appropriately to varied and occasionally complex situations within the project environment.
<i>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.</i>	<i>Regulatory and Procedural Awareness</i>	<i>Distinction: Interprets and applies regulatory, governance, and procedural requirements with insight and appropriate flexibility, identifying implications and making informed decisions in varied and occasionally complex situations.</i>
K29: Principles of conducting project management activities which are ethical and inclusive.	Regulatory and Procedural Awareness	Pass: Applies relevant legislation, regulation, governance frameworks, and organisational procedures with sound judgement, adapting appropriately to varied and occasionally complex situations within the project environment.
K30: Technology and software used in the performance of project management activities.	Applied Knowledge	Pass: Demonstrates sound application of project management knowledge to address well-defined but complex and non-routine problems, reaching appropriate, generally effective outcomes that support delivery within organisational project environments.

*NOTE: Knowledge and skills statements in **bold** are mandatory and must be assessed in every version of the assessment that is made available. Knowledge and skills statements in italics will be graded against the relevant distinction grading descriptor.*

() Knowledge and skills statements which offer opportunities to develop functional English and maths are identified with an asterisk*

Documents required

- Assessment specification
- Assessor guide
- Mock assessment materials
- Assessment feedback report
- Project mapping document
- Written submission sheet



Resit and retake guidance

- There will be no cap on the grade that apprentices can achieve through a resit or retake
- Apprentices can resit or retake to achieve a higher grade
- There will be no cap on the number of resits or retakes that apprentices can undertake
- The failed assessment method will be resat or retaken in full

Please use the below table to provide feedback on how the **project with Q&A** has been mapped:

Assessment Outcome	Knowledge/ Skills	Performance Category	Pass/ Distinction	Comments
AO1: Project context, governance, and organisational alignment	K2	Applied Knowledge	Pass	
	K4	Applied Knowledge	Pass	
	K7	Responsibility and Autonomy	Pass	
	<i>K10</i>	<i>Applied Knowledge</i>	<i>Distinction</i>	
	K26	Information Use and Decision Making	Pass	
	S9	<i>Information Use and Decision Making</i>	<i>Distinction</i>	
	S20	Regulatory and Procedural Awareness	Pass	
AO2: Stakeholder engagement and collaborative working	K13	Communication and Collaboration	Pass	
	K14	Communication and Collaboration	Pass	
	K17	Communication and Collaboration	Pass	
	S2	Communication and Collaboration	Pass	

	S5	<i>Communication and Collaboration</i>	<i>Distinction</i>	
	S18	Communication and Collaboration	Pass	
AO3: Project scope, planning, scheduling, and control	S1	Information Use and Decision Making	Pass	
	S11	<i>Information Use and Decision Making</i>	<i>Distinction</i>	
	S12	Applied Skills	Pass	
	S22	<i>Applied Skills</i>	<i>Distinction</i>	
	S25	Applied Skills	Pass	
AO4: Risk, issue, change, and quality management	S10	Regulatory and Procedural Awareness	Pass	
	S13	<i>Information Use and Decision Making</i>	<i>Distinction</i>	
	S14	<i>Responsibility and Autonomy</i>	<i>Distinction</i>	
	S15	Applied Skills	Pass	
	S24	<i>Information Use and Decision Making</i>	<i>Distinction</i>	
AO5: Commercial awareness, resource,	K22	Responsibility and Autonomy	Pass	

and financial management	S17	Responsibility and Autonomy	Pass	
	S21	Responsibility and Autonomy	Pass	
	S26	<i>Responsibility and Autonomy</i>	<i>Distinction</i>	
AO6: Ethics, Equity and Professional Practice	S16	<i>Applied Skills</i>	<i>Distinction</i>	
	S19	Applied Skills	Pass	
	S23	Regulatory and Procedural Awareness	Pass	

Please use the below table to provide feedback on how the **professional discussion** and **presentation with Q&A** has been mapped:

Assessment Outcome	Knowledge/ Skills	Performance Category	Pass/ Distinction	Comments
AO1: Project context, governance, and organisational alignment	K1	Applied Knowledge	Pass	
	K3	Applied Knowledge	Pass	
	K5	Regulatory and Procedural Awareness	Pass	
	<i>K6</i>	<i>Applied Knowledge</i>	<i>Distinction</i>	
	K8	Applied Knowledge	Pass	
	K9	Applied Knowledge	Pass	
AO2: Stakeholder engagement and collaborative working	K16	Communication and Collaboration	Pass	
	K31	Communication and Collaboration	Pass	
	S3	<i>Communication and Collaboration</i>	<i>Distinction</i>	
	S4	Communication and Collaboration	Pass	
	S6	Communication and Collaboration	Pass	

	<i>S7</i>	<i>Information Use and Decision Making</i>	<i>Distinction</i>	
AO3: Project scope, planning, scheduling, and control	K11	Applied Knowledge	Pass	
	K12	Applied Knowledge	Pass	
	K18	Applied Knowledge	Pass	
	<i>K20</i>	<i>Information Use and Decision Making</i>	<i>Distinction</i>	
	K21	Applied Knowledge	Pass	
AO4: Risk, issue, change, and quality management	K19	Regulatory and Procedural Awareness	Pass	
	K23	<i>Applied Knowledge</i>	<i>Distinction</i>	
	K25	Regulatory and Procedural Awareness	Pass	
AO5: Stakeholder Engagement and Communication	<i>K24</i>	<i>Regulatory and Procedural Awareness</i>	<i>Distinction</i>	
	S8	Information Use and Decision Making	Pass	
AO6: Professional practice, compliance, sustainability, and	K15	Information Use and Decision Making	Pass	
	K27	Regulatory and Procedural Awareness	Pass	

continuous improvement	<i>K28</i>	<i>Regulatory and Procedural Awareness</i>	<i>Distinction</i>	
	K29	Regulatory and Procedural Awareness	Pass	
	K30	Applied Knowledge	Pass	