IBIS CONSULTANCY

Project Control Professional (Level 6)

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IBIS Consultancy

Greetings and a warm welcome to IBIS Consultancy, the epitome of excellence in professional and academic management training and consultancy services. Established in 2016 and headquartered in the United Kingdom, IBIS Consultancy is a premier apprenticeship provider and is prominently listed on the Apprenticeship Provider and Assessment Register (APAR). With branches in Maidstone, London, Birmingham, Manchester, as well as international locations in Cairo, Riyadh, and Dubai, we are positioned to serve a diverse global clientele.

Our core mission is to seamlessly integrate academic research with practical, real-world applications, establishing productive partnerships with employers. This collaboration is enhanced through our targeted recruitment services and tailor-made training programs.

At IBIS Consultancy, we are dedicated to providing exemplary education that embodies British values and prepares individuals for professional success. Our diverse offering includes apprenticeships, vocational training, Category C training, and middle-level management training programs. Each program is designed to develop the next generation of leaders and innovators, empowering them to excel in their respective industries.

ISO 9001:2015

OTHM registered.

CPD Registered

PMI Premier Accredited Trainer

Apprenticeships

SKILLS FOR LIFE
SKILLS BOOTCAMPS

Kent
BUSINESS COLLEGE

IBIS Consultancy is a Limited Liability Company, incorporated in the UK in 2016
Registration no. 10367575
Our VAT registration no. 441 4420 31
UK Provider Reference Number (UKPRN) is 10093689
Project Management Institute (PMI) Premier Accredited Trainer Provider no. 5897
CPD Membership no. is 19054
OTHM Registered Service provider no. DC2312832
ISO 9001 Accreditation certificate no. is 9891475
UK Apprenticeship registered.
UK Bootcamp DPS registered

Vision & Mission

Vision

At Ibis Consultancy, our mission is to bridge the gap between academic research and practical application, fostering a symbiotic relationship with employers through dedicated recruitment services and bespoke training programs. We are committed to delivering best-in-class education, grounded in British values, that equips individuals with the skills necessary for professional excellence. Our comprehensive portfolio, including apprenticeships, vocational training, C-class training, and middle-level management training, is designed to cultivate leaders and innovators who can thrive in their respective fields.

Mission

Our vision is to be a global leader in consultancy services, renowned for transforming cutting-edge research into actionable strategies that drive industry advancement and sustainable growth. We aspire to create an ecosystem where continuous learning, through professional mentoring and rigorous training, propels both individuals and organizations to new heights of achievement. At the heart of this vision lies our commitment to nurturing talent and providing insights that shape the future of business practices.

Why IBIS ?

Expertise And Experience

Our team of highly skilled and experienced project management professionals can bring their expertise to your specific project. They have successfully managed projects across various sectors.

Tailored Solutions

We customize project management solutions to match your unique goals, constraints, and requirements. Our scalable and adaptable solutions can accommodate any project size or complexity.

Comprehensive Services

We provide accredited education. Our apprentices complete the Project Control Professional (PCP) program along with 5 to 6 professional certificates in project management.

Continuous Improvement

We continuously improve our project management process by learning and staying up-to-date with current trends, methodologies, and tools. We use our experience to enhance project outcomes.

850+
Professional Training Delivered

4.8/5
Customer Satisfaction Rate

53
PMO & TMO Offices Established

Programme Overview

Welcome to the Project Controls Apprenticeship Programme, a pivotal entry point into the dynamic fields of engineering and manufacturing. This programme caters to sectors ranging from energy (renewables and nuclear) to infrastructure, Petro-chemical, aerospace, pharmaceutical, transportation (highways and rail), utilities, and Defense. There is a burgeoning demand for skilled project controls professionals capable of steering complex projects from conception through to completion, such as HS2, Hinkley Point C, Dreadnought, and Thames Tideway.

The essence of the Project Controls Professional (PCP) role is to guarantee that multifaceted engineering and infrastructure projects meet their objectives in terms of safety, timeliness, cost-effectiveness, and quality. Apprentices will learn to critically analyse, interpret, and evaluate a wide array of technical information to create effective coding structures, establish cost and time objectives, and devise solid recommendations and recovery strategies for project management teams.

The need for PCPs becomes critical when projects involve significant risks—be they commercial, safety, environmental, legal, or personnel-related—requiring independent assurance and meticulous verification of technical details. Technical data in this realm includes cost details, estimates, schedules, risk assessments, scoping documents, and engineering plans, among others.

Apprentices will be trained to provide strategic, authoritative advice to steer projects effectively, ensuring the integrity and accuracy of project data, interpreting reports, and providing crucial insights into project health. They will learn the importance of independent project control from project management to ensure unbiased and effective oversight.

Throughout the programme, apprentices will gain a deep understanding of the technical data and its implications across a project's lifecycle, learning to confidently challenge assumptions and interpret data within the context of project control. This comprehensive training prepares them to work alongside project, programme, and portfolio managers, becoming indispensable in managing complex projects.

By the end of the apprenticeship, participants will be well-equipped with specialized knowledge and skills in data validation, integration, assurance, and accountability. They will be capable of influencing decision-making processes and leading subordinate project control disciplines such as estimators, planners, schedulers, and cost controllers.

01

Typical job titles include

02

Professional recognition

Typical job titles include

01 **Project Manager**

Responsible for planning, executing, and closing projects. Their role involves coordinating the efforts of team members and stakeholders to deliver projects within specified timeframes, budgets, and quality standards.

02 **Cost Engineering Lead**

Oversees the cost engineering team, focusing on accurate cost estimation and control throughout the project lifecycle. This role ensures that budgets are realistic and adhered to, and financial risks are minimized.

03 **Estimating Lead**

Responsible for leading the estimating team that provides detailed project cost forecasts. This includes compiling data on costs and schedules to create a comprehensive budget that guides project decision-making.

04 **Head of Planning**

Directs the planning department, ensuring that all aspects of project scheduling and timeline management are efficiently handled. This role is crucial for maintaining project timelines and ensuring milestones are met.

01 **Heads of Profession (e.g., Head of Cost Engineering)**

Senior roles that guide and set standards for specific professional areas within project controls. They ensure best practices are followed and that their teams are highly skilled and effective.

02 **Planning Lead**

Focuses on developing and maintaining detailed project schedules. This role collaborates closely with project managers and other department leads to ensure that the project progresses on time and within scope.

03 **Project Controls Manager**

A pivotal role that oversees the integration of cost, schedule, and risk management. This manager ensures that projects are completed within the approved budget and timeline and meet all specified requirements.

04 **Risk Management Lead**

Specializes in identifying, analyzing, and mitigating risks that could impact the project. This role involves developing risk management plans and strategies to prevent or address potential issues.

04 **Scheduling Lead**

Manages the scheduling team to develop, maintain, and analyze project schedules. The lead ensures that all project activities are planned accurately and are executable within the established timeframe.

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Professional recognition

The Project Control Professional (PCP) Level 6 standard is recognized by both the Association of Cost Engineers (ACostE) and the Incorporated Cost Engineers (ICostE).

This esteemed standard has been developed in collaboration with a broad array of industry-leading employers, including the Engineering Construction Industry Training Board (ECITB), Fluor Corporation, Defence Engineering Services (DES), Atomic Weapons Establishment (AWE), Engie, EDF Energy Nuclear New Build (EDF NNB), Magnox Ltd., Prima Uno Ltd., Turner and Townsend, QinetiQ, Wood PLC, WSP Global Inc., Amey plc, BAE Systems, Bechtel Corporation, HS2 Ltd., KBR, Blackpool and The Fylde College, 20/20 Business Insight, Bridgwater & Taunton College, Project Controls Institute, Technical Assurance & Support Company (TASC), and the National Skills Academy Nuclear (NSAN), which also oversees the end-point assessment..

IBIS Consultancy is the exclusive provider of the PCP Level 6 apprenticeship, which is uniquely augmented with OTHM specialized modules, paving the way towards a Master's degree upon program completion.

Our program meets and exceeds industry standards by incorporating six additional professional certifications from leading bodies.

Professional recognition

Comprehensive Certification Opportunities

Your employees will gain certifications from prestigious professional bodies including:

- **Axelos:** PRINCE2, PRINCE2 with Agile, Managing Successful Programmes (MSP), Management of Portfolios (MoP), Management of Value (MoV), and Portfolio, Programme and Project Offices (P3O).
- **Project Management Institute (PMI):** Project Management Professional (PMP), Program Management Professional (PgMP), Portfolio Management Professional (PfMP).
- **Association for Project Management (APM):** APM Foundation and Professional levels.
- **NEBOSH and OSHA:** Globally recognized safety standards.

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Programme Design

01

Professional Certificates

02

Diploma in Project Management

03

One to one coaching

04

CPDs

Programme Design

The program is designed around four main pillars: Professional Accreditations, CPDs, One-to-One Coaching, and a Diploma Degree.

Professional Certificates

This program will encompass five professional certificates. Following the meeting with the manager, it was decided that the APM framework will align with the organizational ecosystem and be consistent with AXELOS certificates. Accordingly, the professional certification plan includes APM (Foundation/Professional) in the first year, MoR in the second year, and MSP and P3O in the third year. Additionally, the Cost Engineering track will cover the CCP or PMI SP certificate in cost engineering in the first year.

	Area	APM Route	AXELOS Route	PMI Route
Year 1	Project Management Certificate	APM Foundation Professional	PRINCE 2 or PRINCE 2 with Agile	PMP/CAPM
	Scheduling	Project Management Institute Scheduling Professional (PMI SP) or CCP (Certified Cost Professional)		
Year 2	Risk Management	Management of Risk		Risk Management Professional (RMP – PMI)
	Health and Safety	Nebosh or OSHA		
Year 3	Programme Management	Managing Successful Programmes (MSP)		Programme Management (PgMP)
	Project Management Office	P3O		PMI – PMO

Diploma in Project Management

Due to the specialized nature of our apprenticeship program, we offer advanced topics in project management to maximize the potential of our apprentices.

Although the program awards a Level 6 degree in project management, it includes modules from a Level 7 diploma in project management.

This allows candidates to complete a few additional assignments after the Level 6 program to obtain a Level 7 diploma (Master's level) in project management. Consequently, apprentices can achieve both Level 6 and Level 7 qualifications within a few weeks after completing the program.

The cost for upgrading to **Level 7 is £1000**, which is not funded by the Levy.

However, this fee can be spread over **10 months at £100** per month after the completion of the apprenticeship.

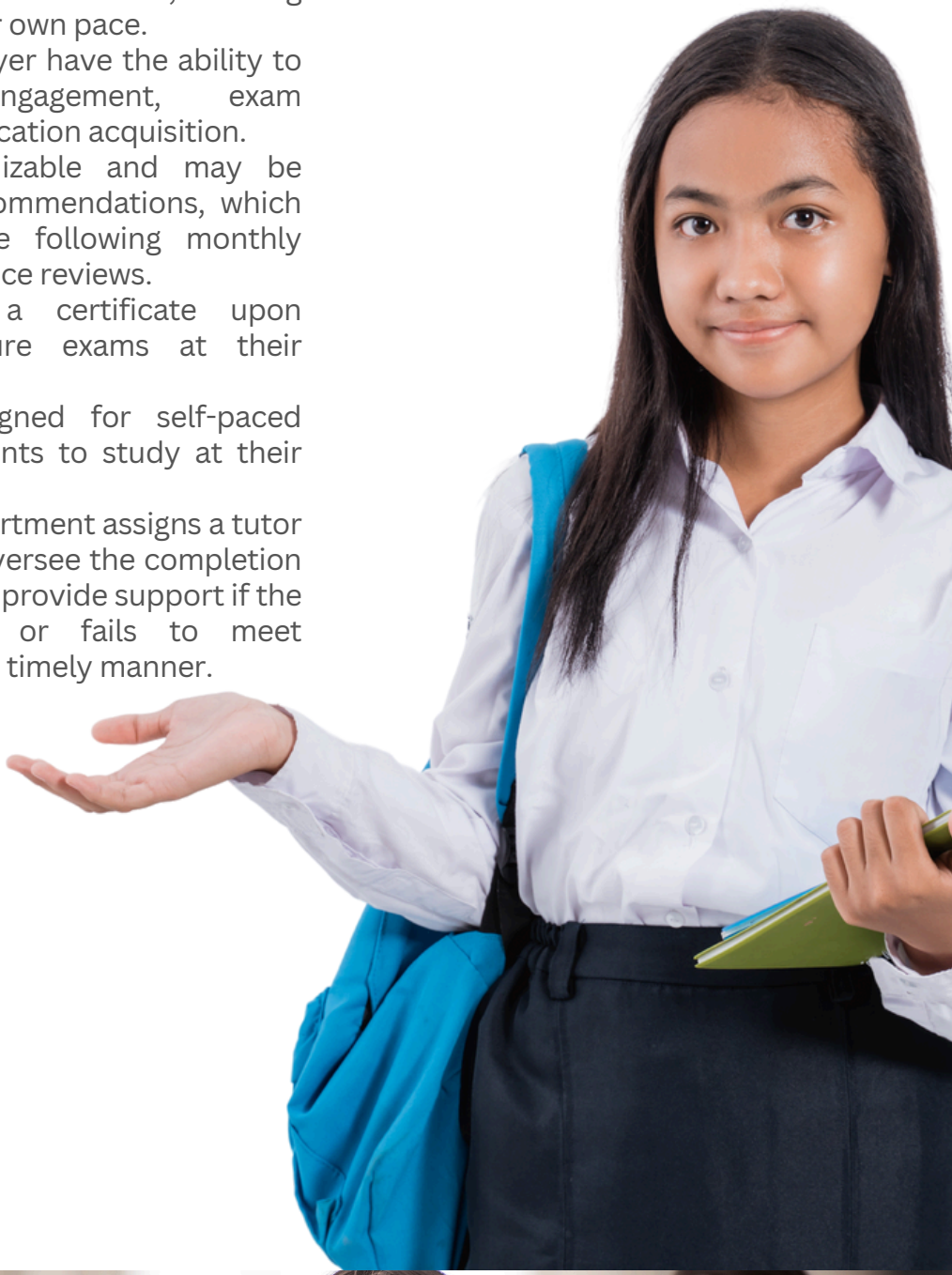
The upgrade process takes only four weeks in total to achieve the Level 7 diploma in project management.

One to one coaching

- We are not a traditional university; our agility allows us to completely customize and tailor the educational experience to meet the unique needs of both apprentices and their workplaces.
- We are committed to collaborating with employers to develop the apprenticeship curriculum, ensuring that adjustments to study requirements are seamlessly integrated with workplace needs and demands.
- Monthly consultations with the line manager to discuss feedback on the apprentices' performance.
- Regular meetings with the apprentices to tailor the educational experience according to their personal progression.
- When a manager identifies areas of weakness in an apprentice’s performance, we adapt our program accordingly to address these gaps and enhance the apprentice's skills and knowledge.
- This personalized approach ensures that each apprentice receives the targeted support they need to succeed.

CPDs

- We offer a comprehensive library of pre-recorded courses with exams totalling **309 hours** across various specialisations, allowing students to learn at their own pace.
- Both we and the employer have the ability to monitor video engagement, exam performance, and certification acquisition.
- Our library is customizable and may be adjusted based on recommendations, which are subject to change following monthly meetings and performance reviews.
- All courses include a certificate upon completion and feature exams at their conclusion.
- The courses are designed for self-paced learning, allowing students to study at their convenience.
- Our quality control department assigns a tutor to each apprentice to oversee the completion of video modules and to provide support if the student falls behind or fails to meet performance targets in a timely manner.



CPDs

Course Title	Hrs	Knowledge	Skills	Behaviors
Project Management Planning				
Project Development and Testing Certification	2.5	K2, K4, K14	S2, S3, S13	B5, B6
Master Planning Certification	1	K8, K22, K23	S7, S20, S22	B4, B11
Project Preparation Certification	2.5	K3, K12, K17	S1, S12, S18	B7
Project Design Certification	2.5	K5, K6, K24	S4, S5, S23	B9
Project Management Foundation (Small Projects) Certification	.75	K1, K7, K11	S6, S11, S14	B2, B8
Budgeting Basics Certification	1.5	K19, K25	S19, S24, S25	
Admin, PA and Secretarial Certification	7.5	K12	S12	B6, B7
Operations Management				
Operations Management Certification Level 2	14	K13, K16, K18	S14, S15, S16	B3
Construction Management Certification Level 1-3	15	K9, K10, K15	S9, S10, S27	B1
Warehouse and Transport Management Certification	5	K21, K26	S17, S21	B5
Leadership				
Delegation Of Authority Certification	2.5		S28	B8
Extrinsic and Intrinsic Rewards Certification	3	K14, K30	S27	B2, B10
Foundation in Business Skill Certification	10	K11, K18	S13, S14	B6, B7
Managing People Certification	2	K30	S28	B2, B10
Coaching and Mentoring Skills Certification	2.5		S29	B10
Strategic Planning / Mission Statement Certification	1	K8	S6	B3
Designing Effective Teams Certification	1	K27	S24, S25	B8
Inspirational Leadership Certification	1	K30	S27, S28	B2
Practical Leadership Skills Certification	1	K14, K30	S28	B2
Key Tools and Knowledge for Team Leading Certification	3	K30	S28	B2, B10
Working in Teams Certification	8	K27	S25, S28	B8

CPDs

Course Title	Hrs	K	S	B
Communications Skills				
Agenda Setting Certification	2.5	K28	S22	B4
Interpersonal Skills Certification	2	K14	S13	B6
Email Management and Ethics Certification	2.5	K14	S13	B5, B6
Leading Effective 1-1 Meetings Certification	1	K14	S27	B2, B6
Communication Skills Certification	10	K14	S13, S27	B6, B7
Ethics				
Corporate Sustainability Certification	3	K10	S10	B3, B9
Carbon Reduction Measures and Becoming Green Certification	2.5	K10	S10	B3
Sustainable Business Certification	2.5	K10	S10	B3
The Importance of Ethics Certification	1	K11	S11	B5, B6
Data Management				
Data Protection In the Workplace Certification	3	K12	S12	B7
The General Data Protection Regulation Certification	2.25	K12	S12	B6, B7
Document Presentation Certification	1	K13	S13	B5
Data Analysis Certification	1	K13	S15	B6
Excel Macros Certification	2.5	K13	S15	B9
Microsoft Excel Certification Level 1	15	K13	S15	B7
Microsoft Excel Certification Level 2	10	K13	S15	B7
Microsoft Excel Certification Level 3	10	K13	S15	B7

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Programme Timeline

01

YEAR 1: Project Control Foundation

02

Year 2: Project Management Procurement, Risk, and Health & Safety

03

Year 3: Project Governance

Programme Timeline

According to the Apprenticeship Guide, apprentices should spend at least **278** hours per year on off-the-job training. To minimise disruptions to business operations, we have structured the training to include two hours per week, supplemented by a full week of training every three months. The apprenticeship program workload is structured to ensure a balanced and comprehensive learning experience for apprentices, with a total of 152 video/interactive hours and 280 workload hours over the year. Total Annual Workload:

- Video/Interactive Hours: **152** hours.
- Total Workload Hours: **280** hours.
- Weekly Breakdown: Approximately **3.3** hours of video/interactive content and 6 hours of total weekly workload.

This structured approach ensures that apprentices receive a comprehensive education, balancing between theoretical knowledge, practical skills, and professional certification preparation, making them well-equipped for their roles.

Start

1st – 3rd

Recorded CPD Hours
Topics : Introductory-level courses on the annual theme (Project Control Foundations, Risk and Health & Safety, and Project Governance).
Workload hrs : 36
Interactive Hrs : 24

4th

Professional Certificate
Topics : 1 full week – intense, followed by 3 weeks to study Core Project Management Certificate (APM, MoR, and MSP)
Workload hrs : 80
Interactive Hrs : 40

5th – 7th

OTHM Recorded Modules
Topics : The Second 3 months
Workload hrs : 48
Interactive Hrs : 24

8th

Professional Specialised Certificate
Topics : 1 full week – intense, followed by 3 weeks to study specialised Project Management Certificate (CCP/PMI SP, Nebosh, P3O)
Workload hrs : 80
Interactive Hrs : 40

9th – 11th

Specialised Courses
Topics : Advanced-level courses on the annual theme (Primavera, Advanced Project Logistics, and Research Project)
Workload hrs : 36
Interactive Hrs : 24

End

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YEAR 1: Project Control Foundation

MODULE 1
Project Management Administrative Courses

MODULE 2
Project Management Certificate (PMP)

MODULE 3
Planning, Controlling, and Leading a Project

MODULE 4
Schedule/Cost Management

MODULE 5
Project Management Software Application

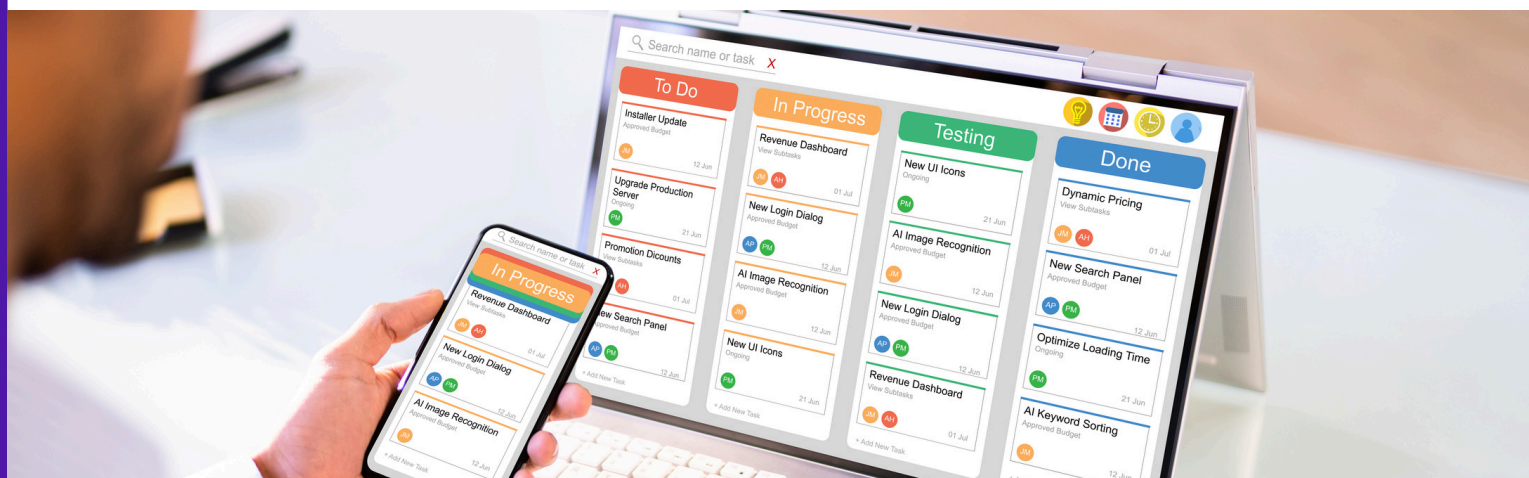
YEAR 1: Project Control Foundation

Our apprenticeship program is designed to provide comprehensive, high-quality training that ensures your employees develop essential skills while minimizing disruption to your business operations. In the first year, apprentices will engage in a blend of online, pre-recorded, and face-to-face training sessions, totaling **176 hours** of professional development.

The program begins with 24 hours of pre-recorded courses on Project Management Administrative essentials, spread over three months from September to November. This is followed by an intensive one-week, **40-hour face-to-face** camp in November or December for APM (Association for Project Management) Foundation and Professional certification, with a subsequent month dedicated to exam preparation.
From January to March, apprentices will complete **24 hours of online** training in Planning, Controlling, and Leading a Project, followed by another intensive one-week, **40-hour face-to-face** camp in April or May for the ACostE (Cost Engineering Certificate) certification, with a month allocated for exam preparation.

Finally, from June to August, apprentices will engage in **24 hours of online**, pre-recorded training on Primavera P6, a leading project management software.

This structured and balanced approach ensures that apprentices gain a deep understanding of key project management principles and certifications, such as APM and ACostE, while also developing practical skills in project planning and control with tools like Primavera P6. By investing in this program, companies can enhance their workforce's capabilities, leading to improved project outcomes and a stronger competitive edge.



YEAR 1: Project Control Foundation

Start

1st September to November

Course/Exam : Project Management Administrative Courses
Association : CPDs with exams
Delivery Method : Pre-recorded
Hours : 24
Timeline : 3 months

1 week in November or December

Course/Exam : PMP
Association : PMI
Delivery Method : Face to Face *
Hours : 40
Timeline : 1 full week

January to March

Course/Exam : Planning, Controlling, and Leading a project
Association : OTHM
Delivery Method : Online
Hours : 24
Timeline : 3 months

1 week in April and May

Course/Exam : PMI SP or CCP
Association : PMI
Delivery Method : Face to Face Camp in your City
Hours : 40
Timeline : 1 full week

June – August

End

Course/Exam : Primavera P6
Association : CPD with Exams
Delivery Method : Online Pre-recorded
Hours : 24
Timeline : 3 months

MODULE 1: Project Management Administrative Courses

There are several courses available for Continuing Professional Development (CPD).

The total number of CPD hours should be 24. Participants must complete at least one course from the Operations Management category and all courses from the Project Planning category. The remaining CPD hours can be selected from the CPD library to fulfill the 24-hour requirement.

Course	Hrs	Knowledge	Skills	Behaviour
Project Development and Testing Certification	2.5	K2, K4, K14	S2, S3, S13	B5, B6
Master Planning Certification	1	K8, K22, K23	S7, S20, S22	B4, B11
Project Preparation Certification	2.5	K3, K12, K17	S1, S12, S18	B7
Project Design Certification	2.5	K5, K6, K24	S4, S5, S23	B9
Project Management Foundation (Small Projects) Certification	.75	K1, K7, K11	S6, S11, S14	B2, B8
Budgeting Basics Certification	1.5	K19, K25	S19, S24, S25	
Operations Management				
Operations Management Certification Level 2	14	K13, K16, K18	S14, S15, S16	B3
Construction Management Certification Level 1-3	15	K9, K10, K15	S9, S10, S27	B1
Warehouse and Transport Management Certification	5	K21, K26	S17, S21	B5

MODULE 2: Project Management Certificate (PMP)

The content of the Project Management Professional (PMP) certification is meticulously designed to ensure that certified professionals gain a robust understanding of the various aspects of project management. The core material is structured around the Project Management Institute's (PMI) "A Guide to the Project Management Body of Knowledge" (PMBOK® Guide). PMI covers the Project Management Framework and introduces the fundamental concepts of project management, including definitions of key terms, the role of the project manager, and an overview of project management processes. This foundation is crucial for understanding the broader scope of project management. In addition, the project environment deals with the environment in which projects operate, including organizational influences, project governance, and the management of project constraints such as scope, quality, schedule, budget, resources, and risk. This section emphasizes the dynamic nature of projects and the necessity for adaptive strategies. It also covers the role of the Project Manager and focuses on the project manager's responsibilities, highlighting leadership qualities, competencies, and the ability to manage and influence stakeholders throughout the project life cycle effectively. This area is pivotal in shaping a project manager capable of steering projects to successful outcomes.

It covers aspects of project control in terms of scope, cost, time, quality and risk. For instance, Project Scope Management involves processes to ensure that the project includes all the work required, and only the work required, to complete the project successfully. It emphasizes requirements collection, scope definition, creating a work breakdown structure (WBS), scope verification, and scope control. Project Schedule Management includes the processes involved in planning, defining, and developing schedules, sequencing activities, estimating activity durations, developing, and controlling the project schedule. Effective schedule management is key to ensuring project timelines are met. Project Cost Management focuses on planning, estimating, budgeting, financing, funding, managing, and controlling costs so that the project can be completed within the approved budget. This area ensures that the financial aspects of the project are well-managed and transparent. Project Quality Management includes the processes for incorporating the organization's quality policy regarding planning, managing, and controlling project and product quality requirements to meet stakeholders' objectives. Quality management is vital for delivering projects that meet or exceed stakeholder expectations.

MODULE 3: Planning, Controlling, and Leading a Project

The OTHM Level 7 module in Planning, Controlling, and Leading Projects is essential for understanding efficient project management as more firms engage in project development and management activities.

As more firms engage in project development and management, mastering efficient project management becomes crucial. The course introduces learners to the essential roles and responsibilities of project team members and explores different levels of management skills with a focus on success factors, monitoring, and control. It delves into the core concepts and principles of project management and how they apply to achieving business objectives across various environments. Students also learn to appraise business objectives to identify potential projects, providing a practical approach to theoretical knowledge.

The curriculum progresses to designing systems and plans essential for initiating, managing, and leading projects. It covers key leadership and management theories pertinent to project management, and students are tasked with developing roles and responsibilities for project managers. The formation of a project organogram, determining financial sources, assessing project feasibility, and preparing detailed project plans with time, resource, and cost estimates highlight the hands-on, strategic elements of project management.

Effective communication within project teams is another focal point. The course teaches the structure and importance of a comprehensive project communication plan and examines its benefits to project stakeholders. It also analyses factors that can impede communication during a project's lifecycle, emphasising the need for robust communication strategies to enhance project execution and stakeholder engagement.
Lastly, the course addresses monitoring and controlling project progress. Students evaluate risks, design monitoring systems, and develop contingency plans to mitigate delays, ensuring they can maintain control over project outcomes. The final stages include project closure and review, teaching students the importance of evaluating project completion to understand successes and areas for improvement, which is crucial for continuous development in project management practices.

MODULE 4: Schedule/Cost Management

This 24-hour module is fully aligned with the ACostE and PMI-SP requirements. The PMI Scheduling Professional (PMI-SP)® certification from the Project Management Institute (PMI) is tailored for specialists in project scheduling, recognizing the intricate skills required to manage project timelines effectively. This certification is ideal for professionals who are integral to the planning, execution, and tracking phases of projects, ensuring that projects meet their deadlines and align with strategic business goals.
The certification exam encompasses several core areas of project scheduling: Schedule Strategy (14%), Schedule Planning and Development (31%), Schedule Monitoring and Controlling (35%), Schedule Closeout (6%), and Stakeholder Communications Management (14%). These domains cover comprehensive scheduling practices from the initial strategy and planning phases through to monitoring, controlling, and closing the schedule, alongside effective communication with stakeholders.

The PMI Scheduling Professional (PMI-SP)® certification emphasizes a comprehensive approach to project scheduling, encompassing a series of critical tasks that ensure project schedules are well-planned, executed, and monitored. The first task involves establishing robust configuration management policies and procedures that align with best practices, regulations, and organizational standards. This framework ensures that all aspects of the project schedule, including accessibility, storage, retrieval, maintenance, change control, and baseline schedule management, are efficiently managed and compliant with governing standards.

Subsequent tasks focus on the development and standardization of project scheduling practices. This includes creating a tailored scheduling approach that considers the unique characteristics of the project, influenced by environmental factors and organizational assets, to define clear scheduling requirements. Furthermore, policies and procedures are developed for methodology selection, tool usage, performance thresholds, and the integration of techniques like Earned Value Management (EVM). These policies aim to standardize operational procedures and enhance the efficiency of schedule management across projects.

The final tasks integrate scheduling into the broader project management context and ensure effective team involvement. This involves developing scheduling components that are coherent with other project management plans such as scope, cost, and risk management. Additionally, there's an emphasis on educating project team members about scheduling objectives, the role of the scheduler, and detailed scheduling procedures to facilitate active and effective participation. This comprehensive approach ensures that scheduling is not just a technical activity but a central component of the project management process, promoting a collaborative and informed project environment.

Module 5: Project Management Software Application

The 24-hour Primavera P6 training course is designed to enhance project management skills through expert-led instruction on the functionalities of Primavera, a leading project management software.

Participants will gain a thorough introduction to Primavera, understanding its role in project planning, scheduling, resource management, and performance tracking across various industries. The course covers:

- **Project Planning and Scheduling:** Learners will master creating effective project plans, defining tasks, setting dependencies, and utilizing scheduling tools like the Critical Path Method (CPM) to optimize schedules and identify bottlenecks.
- **Resource Management and Allocation:** This module focuses on effective management and allocation of resources, including human resources, equipment, and materials, ensuring they are assigned appropriately based on availability and skills.
- **Project Monitoring and Control:** Participants will learn to monitor project progress, control activities, track performance metrics, and use Primavera's reporting tools to produce various analytical reports. This module also covers the implementation of corrective actions and adjustments to project plans to mitigate risks and guarantee project success.

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Year 2: Project Management Procurement, Risk, and Health & Safety

MODULE 1
CPD courses on Health and Safety

MODULE 2
Management of Risk

MODULE 3
CPD Course in Procurement

MODULE 4
Procurement Risk and Contract Management

MODULE 5
Advanced Project and Logistics Management:

Year 2: Project Management Procurement, Risk, and Health & Safety

The focus of the second year is on health and safety, risk, and procurements. The programme starts with CPD courses on Health and Safety for the first 2 months to cover introductory topics on this field. The third month will focus on Risk management (MoR), which will be one full week and then allow for three weeks to revise and to take the exam. The fourth to the seventh months, the focus will be on introductory level Procurement and contracting CPD courses. From the eighth to the end of the years, two modules will be covered. The first is procurement risk and contract management and the second is the advanced projects and logistics management.

Start

1st September to November

Course/Exam : Health & Safety CPD Courses
Association : CPDs with exams
Delivery Method : Pre-recorded
Hours : 16
Effort : 32
Timeline : 2 months

1 week – Nov or December

Course/Exam : MoR
Association : Axelos
Delivery Method : Face to Face *
Hours : 40
Effort : 80
Timeline : 1 full week

January to February

Course/Exam : Procurement CPD Courses
Association : CPDs with exams
Delivery Method : Pre-recorded
Hours : 27
Effort : 48
Timeline : 2 months

March to May

Course/Exam : Procurement Risk and Contract Management
Association : OTHM
Delivery Method : Hybrid
Hours : 24
Effort : 60
Timeline : 3 months

June to August

Course/Exam : Advanced Project and Logistics Management
Association : OTHM
Delivery Method : Hybrid
Hours : 24
Effort : 60
Timeline : 3 months

End

Module 1: CPD courses on Health and Safety

There are several courses available on CPDs. The minimum required is the Health and Safety in the workplace (UK) – 12 hours, and other 4 hours are optional based on the role you have .

Course Title	Hrs	K	S	B
Mental Health In Construction Certification	7.5			B1, B6, B10
Health and Safety in the Workplace (UK)Certification	12	K9	S9	B1
Essential Health and Safety in the Workplace (UK) Certification	4	K9		B1
Health and Safety – We Are All Responsible Certification	3			B1
Health and Safety for Events Certification	.75	K9		
Manual Handling Interactive Certification	2			B1
Health and Safety Basics and Essentials Certification	1.75	K9		B1
Health and Safety for Homeworkers Certification	1.75			B1
Duty of Care Certification	1	K11	S11	B7
Workplace Hygiene Certification	2.5	K9		
HAACP – Hazard Analysis and Critical Control Point Certification	2.5	K9		
Risk Assessment in the Workplace Certification	1	K9	S14	
Sharps Injuries Awareness Certification (Healthcare)	3	K9		
Legionnaires' Disease Awareness Certification (Healthcare)	3	K9		
Working with Forklift Trucks Certification (Construction)	3	K9		
Speeding on Site Awareness Certification (Construction)	3	K9		
Noise and Hearing Protection Certification (Construction)	3	K9		
Introduction to RIDDOR Certification (Construction)	3	K9		
Hazard Identification and Risk Control Certification	3	K9		
PPE Awareness Certification (Construction)	3	K9		
Emergency First Aid in the Workplace Certification	7			B1
Dangers of Working at Night Certification	3	K9		
Noise and Vibration Awareness Certification (Construction)	3	K9		
Step Ladder Safety Awareness Certification	3	K9		
Head Protection Awareness Certification	3	K9		
Fire Marshall Certification	3	K9		
Display Screen Equipment Awareness Certification	3	K9		
Control of Substances Hazardous to Health (COSHH) - COSHH Certification	3	K9		
Manual Handling Certification (Warehousing)	3	K9		

Module 2: Management of Risk

The second year offers the 40-hour face-to-face Management of Risk (M_o_R) Foundation and Practitioner. The course will equip candidates with appropriate guidance to implement M_o_R approaches within organizational settings. The course content includes:

- **Introduction and Glossary**: Candidates learn key facts, terms, and concepts related to M_o_R, understanding how to apply the M_o_R framework effectively for implementing or updating risk management practices.
- **M_o_R Principles, Approach, and Processes:** This section covers the foundational knowledge of M_o_R principles, approach, and processes. It also includes understanding the mechanisms that support these principles (like risk appetite, capacity, tolerance, EWI, KPI, etc.), and the application of the nine M_o_R approach documents.
- Embedding and Reviewing: Focuses on integrating and reassessing risk management within an organization's culture. Candidates learn to apply and tailor risk management methods to specific organizational scenarios.
- Perspectives: Teaches the facts, terms, and concepts of M_o_R perspectives and how to apply and tailor the M_o_R framework to different organizational perspectives, assessing the appropriateness of M_o_R principles application in various scenarios.
- Common Techniques and Risk Specialisms: Covers the essential techniques and specialized areas of risk within the M_o_R framework, highlighting how these can be utilized effectively.

Module 3: CPD Course in Procurement

This CPD Course will focus on warehouse and Transport Management Certification. It is 27 hours

Warehouse Management: Participants will learn about the critical functions of warehouses in modern business structures, including the various equipment used and the role of technology in enhancing warehouse operations. The course covers warehouse processes aimed at ensuring maximum flow efficiency, the importance of picking processes, and effective inventory management. Additionally, learners will delve into stock management and control, supply chain optimization, and the dual aspects of managing warehouse operations and staff. Emphasis will be placed on promoting safety through the development of health and safety policies and cost control strategies for warehouse management.

Transport Management: The transportation management segment introduces learners to foundational concepts in transportation management, providing a comprehensive overview of the UK's transportation infrastructure, including road, rail, air, and sea transport processes. Participants will explore the differences between freight and passenger transport, including the regulatory requirements and necessary documentation for each. The course also covers the complexities of port-to-port transportation and inland waterways. To ensure participants stay current, the course addresses the latest industry trends and challenges, best practices, and health and safety protocols in transportation. Finally, the course outlines the roles and responsibilities of a transport manager, preparing learners to effectively oversee transportation operations.

By completing this course, participants will gain a robust understanding of both warehouse and transportation management, enabling them to optimize operations, ensure safety, and control costs effectively within their organizations.

Module 4: Procurement Risk and Contract Management

The OTHM **24-hour** module on Procurement Risk and Contract Management aims to deepen students' understanding of procurement fundamentals, risk management, and the impact of legislation on procurement activities.

The module covers core concepts of procurement and contract management, including definitions, scope, and principles as applied to large multinational organizations, with a focus on sustainable procurement practices.

It evaluates the procurement environment and legislation, assessing the impact of various legislative frameworks on procurement activities in both the public and private sectors.

The importance of establishing clear contract procedure rules and adhering to financial regulations is also highlighted. Management of procurement operations is addressed through discussions on category management principles, the impact of technology on procurement operations, including electronic promotion and tendering, and the risks associated with electronic tendering systems.

The module emphasizes risk management in procurement and contract management by evaluating various risk factors and examining frameworks used for assessing risks specifically in the procurement context.

Overall, this module equips students with the skills to effectively understand and navigate the complexities of procurement and contract management, with a strong emphasis on risk identification and legislative compliance.

Module 5: Advanced Project and Logistics Management:

The OTHM24-hour course on Advanced Logistics Management, part of the apprenticeship program for Project Control Professionals, aims to provide learners with an in-depth understanding of portfolio management concepts and the integral role of a Project Management Office (PMO). This module covers the establishment and effectiveness of a PMO, along with the complexities of the supply chain ecosystem and the application of IT frameworks in logistics and supply chain management.

Participants will first delve into the features and aims of project, program, and portfolio management. They will compare and contrast the objectives and characteristics of program management with those of project management, define the fundamental principles of portfolio management, and examine the distinctions between programs and portfolios. Additionally, they will evaluate how portfolio management aligns with organizational strategy and assess the effectiveness of various portfolio selection tools and techniques.
The course then moves on to the requirements for implementing a Project Management Office. Learners will critically assess the benefits of establishing a PMO and evaluate the implementation of a structured PMO. They will explore the stages involved in planning and establishing a PMO and develop a PMO charter tailored for an organization. This section emphasizes the strategic importance of a PMO in achieving project and organizational objectives.

Finally, the role of information technology in logistics and supply chain management is thoroughly explored. Participants will assess the relationship between logistics and information systems and identify critical success factors for IT integration in logistics. They will design a framework to integrate IT into the total logistics system, ensuring that they are equipped with the knowledge to leverage technology for optimizing logistics operations.
Through this comprehensive course, apprentices will gain the skills necessary to manage complex projects and programs, implement effective PMOs, navigate the global supply chain ecosystem, and leverage information technology to optimize logistics and supply chain operations. This knowledge will prepare them for advanced roles in project control and logistics management within their organizations.

IBIS CONSULTANCY

Year 3: Project Governance

MODULE 1
CPD Courses on Writing Reports and Data Management

MODULE 2
Organisations and Information Management for Project Managers

MODULE 3
P3O

MODULE 4
Research Methods in Project Management

MODULE 5
Managing Successful Programmes

Year 2: Project Management Procurement, Risk, and Health & Safety

The third year focuses on governance. It starts with three months for CPD courses on data management, analysis and reporting. The following month will be on the MSP certification. The following three months will cover OTHM organisations and Information Management for Project Managers. Then, the following week will cover the Project Management Office Certifcate (P3O). The last module is the research methods on project management to teach students how to be updated in the field of project management

Start

1st September to November

Course/Exam : Writing Reports and Data Management Courses
Association : CPDs with exams
Delivery Method : Pre-recorded
Hours : 24
Timeline : 3months

1 week in November or December

Course/Exam : MSP
Association : Axelos
Delivery Method : Face to Face *
Hours : 40
Timeline : 1 full week

January to March

Course/Exam : Organisations and Information Management for Project Managers
Association : OTHM
Delivery Method : Hybrid
Hours : 24
Timeline : 3months

1 week in April or May

Course/Exam : P3O
Association : Axelos
Delivery Method : Face to Face Camp
Hours : 40
Timeline : 1 full week

June – August

End

Course/Exam : Project Management Research Methods
Association : OTHM
Delivery Method : Hybrid
Hours : 24
Timeline : 3 months

Module 1: CPD Courses on Writing Reports and Data Management

When selecting Continuing Professional Development (CPD) courses, an apprentice has a variety of options that can add up to 24 hours in total. Here are some of the courses available:

Data Management				
Data Protection In the Workplace Certification	3	K12	S12	B7
The General Data Protection Regulation Certification	2.25	K12	S12	B6, B7
Document Presentation Certification	1	K13	S13	B5
Data Analysis Certification	1	K13	S15	B6
Excel Macros Certification	2.5	K13	S15	B9
Microsoft Excel Certification Level 1	15	K13	S15	B7
Microsoft Excel Certification Level 2	10	K13	S15	B7
Microsoft Excel Certification Level 3	10	K13	S15	B7

MODULE 2: Organisations and Information Management for Project Managers

The **24 Hours** OTHM Module aim of this unit is to develop a critical understanding of managing operations and information systems within projects, examining the interrelationships within functional areas and the influence of contemporary factors. Learners will explore organizational strategy in relation to capacity planning for products and consider the value of inventory management using information systems and inventory scheduling.

The unit covers understanding the role of operations management within a business, including assessing the similarities and differences between production and service operations, analyzing major functional areas and their interrelationships, evaluating theories of operations management, describing the operations function and the operations manager's role, and evaluating current business issues impacting operations management.

It also focuses on strategic capacity planning, assessing the importance of capacity planning, defining and measuring capacity, evaluating in-house versus outsourcing decisions, and resolving constraint issues.

Effective inventory management is another key area, covering the nature and importance of inventories, requirements for effective management, the A-B-C approach, Economic Order Quantity (EOQ) model, and the single-period model.

Additionally, the unit delves into scheduling operations for project managers, comparing product and service scheduling hierarchies, evaluating approaches for scheduling service systems, and overcoming unique problems in service systems.

Finally, it addresses systems for project quality management, identifying resources, tools, and systems for quality management, and evaluating applicable quality assurance frameworks.

MODULE 3: P3O

The Portfolio, Programme and Project Offices (P3O®) guidance is a comprehensive resource designed to aid organizations in establishing a governance structure that effectively balances the demands of change initiatives with ongoing operations. This guidance offers detailed advice, supplemented by practical examples and discussions, to cultivate an understanding of how to optimize investments in transformational activities while maintaining business as usual. Candidates aiming to grasp the P3O model will gain insights into the essential elements, roles, functions, tools, and techniques that define a typical P3O framework. However, those aspiring to fill specialist roles within a P3O organization may need additional training.

The educational journey for mastering the P3O model begins with a foundational understanding of the terms, facts, and core principles that underpin the P3O model, including its introduction and structural elements. This knowledge sets the stage for deeper exploration into why establishing a P3O is beneficial for an organization. Candidates will learn not only the theoretical justification for implementing a P3O but also how to apply these concepts practically within specific scenarios. They will develop the skills to discern between effective and ineffective applications of these principles in real-world contexts.

The curriculum also covers the selection and tailoring of the right P3O model to suit specific organizational needs, focusing on the functions and services each model offers. Learners will engage with scenarios to apply their knowledge and analyze various applications of these models, enhancing their ability to tailor solutions effectively. Additionally, the course delves into the implementation and revitalization of a P3O. Understanding these aspects is critical, and candidates will practice applying these concepts and identifying best practices and common pitfalls.

Overall, the P3O guidance prepares candidates not only to understand the theoretical underpinnings of the P3O model but also to apply this knowledge in practical, real-world situations, thereby ensuring that they are well-equipped to contribute to their organizations' governance structures.

MODULE 4: Research Methods in Project Management

The OTHM Research Methods in Project module is specifically designed to provide learners with the essential practical, technical, and methodological skills required for conducting independent research within the scope of project management. This unit is pivotal for those embarking on a research project, as it covers the comprehensive process of research design in business and management studies. It emphasizes the importance of understanding various research techniques, addressing the ethical and social implications of conducting significant research, and fostering a critical awareness of key research skills both as researchers and practitioners.

The module is structured around four main learning outcomes, each tailored to enhance the learner's ability to handle real-world research scenarios in project management effectively.
The first outcome focuses on developing research approaches suitable for specific project management contexts. Learners will appraise relevant research problems, develop and justify appropriate research aims and objectives within a defined scope and timeframe, and critically explore, select, and justify research approaches. This outcome ensures that learners can align their research with specific project management issues and constraints.

In the second outcome, the module guides learners through the process of critically reviewing literature pertinent to a project management research topic. This involves analyzing different theoretical approaches to a research problem and creating a structured and thorough critical literature review. This section aims to equip learners with the ability to establish a solid theoretical foundation for their research, highlighting relevant debates and gaps in existing studies.

Finally, the module culminates with learners developing and presenting a comprehensive research proposal. This includes creating a research question, compiling a literature review, proposing methodologies, and suggesting techniques for quantitative and qualitative data collection and analysis. Learners will also learn to present their research proposal using suitable methods, ensuring clarity, coherence, and academic rigor.
Overall, this module equips learners with the skills necessary to undertake and manage research projects in project management, fostering an environment of critical thinking, ethical consideration, and methodological precision.

Module5: Managing Successful Programmes

The Managing Successful Programmes (MSP) course is structured to provide a deep understanding of the MSP framework and its application in real-world scenarios.

It covers key concepts of MSP and programmes, including definitions, fundamentals, and enterprise agility, and addresses the specific characteristics, reasons for adoption, typical challenges, and dynamics of the programme environment.

The course also delves into the principles underpinning the MSP framework, such as leading with purpose, collaborating across boundaries, dealing with ambiguity, aligning with organizational priorities, deploying diverse skills, realizing measurable benefits, and delivering pace and value to projects.

Participants will study how different MSP themes—Organizational, Design, Justification, Structure, Knowledge, Assurance, and Decision—are applied throughout the programme lifecycle to enhance management decisions.

Additionally, the course covers the specific MSP processes from initiation to closure, understanding their objectives and broader context in programme management.

This qualification equips participants with the knowledge and skills necessary to effectively lead and contribute to programme management initiatives, ensuring alignment with strategic organizational goals and the achievement of significant business benefits.

Requirements

English and Maths

Apprentices without level 2 English and maths will need to achieve this level prior to taking the End-Point Assessment.

For those with an education, health and care plan or a legacy statement, the apprenticeship's English and maths minimum requirement is Entry Level 3. A British Sign Language (BSL) qualification is an alternative to the English qualification for those whose primary language is BSL.

Residency

UK Nationals:

- Must have been ordinarily resident in the UK, the British Overseas Territories, or Crown Dependencies (Channel Islands and Isle of Man) for at least the previous three years before the start of the apprenticeship (EP336.1).

Non-UK Nationals:

- Must have been ordinarily resident in the UK and Islands for at least the previous three years on the first day of their apprenticeship.
- Must have permission from the UK government to live in the UK (not for educational purposes) or have obtained pre-settled or settled status under the EU Settlement Scheme (EUSS).

Asylum Seekers and Individuals with Further Protection Submissions:

- Must have a valid permission to work granted by the Secretary of State for the Home Department.
- This permission to work will only be valid until the claim has been finally determined and any appeal rights have been exhausted (EP354.1).

More details from here https://www.gov.uk/guidance/apprenticeship-funding-rules-for-employer-providers/annex-a-eligibility-criteria-who-we-fund

Knowledge, Skills & Behaviours (KSB)

Knowledge, Skills & Behaviours (KSBs) are the foundation of any apprenticeship. They represent the core attributes an apprentice must demonstrate to be deemed competent in their occupation. KSBs are outlined in the apprenticeship standard and the assessment plan for the program.

Knowledge

Knowledge refers to the information, technical details, and 'know-how' necessary to successfully perform the duties associated with project control. This encompasses both occupation-specific knowledge, such as principles of project control, project life cycles, and risk management techniques, and more generic knowledge, such as effective communication and leadership strategies. Mastery of this knowledge ensures that apprentices can competently plan, monitor, and manage projects within their professional scope.

- **K1**: Organisational and business strategies: and how these impact on the strategy for project control and its execution
- **K2**: Principles of project control including the principles of the project life cycle; and the role project control plays in the governance of a project.
- **K3**: Project control procedures and methods including employer organisation management systems that are critical to project control for example: quality control, configuration management, document and version control
- **K4**: The benefits, attributes, limitations and use of project controls related software used for key tasks such as planning and scheduling, cost management, cost and risk analysis, estimating, progress and performance monitoring and reporting
- **K5**: Underlying engineering and manufacturing principles including the principles of reviewing and interpreting technical project documents such as scopes of work and engineering drawings.
- **K6**: Breakdown and coding structures: purpose, creation and use for accurate control. Their relevance in the creation of data models to help feed integrated and intelligent reporting and insights; familiarisation with standard coding structures and how they are used to underpin data flow systems as well as underpin the use and integration of new technology into project controls delivery including BIM .
- **K7**: Project Control Plans and reporting frameworks - their purpose and content and how they underpin the generation and reporting of meaningful controls data
- **K8**: Strategic principles of creating and managing the project controls baseline (including scope definition, schedule, risk and cost), throughout the project life cycle.

- **K9**: HSE knowledge relative to the industry and project controls, including related national and industrial health, safety and environmental standards and legislation, the obligations of safety in design and CDM (construction, design and management) regulations.
- **K10**: The environmental impact of a project's activities, how it could contribute to the drive towards net carbon zero and how to minimise negative impacts on environmental sustainability during all stages of a project, within the context of the role.
- **K11**: Principles of ethical conduct, diversity and inclusion, including codes of conduct and duty of care, corporate social responsibility, equality, diversity and inclusivity in the workplace.
- **K12**: Data assurance: approaches to gathering data; ensuring the validity and integrity of data (consistent, quality, technical controls information); and how to review the assumptions used to establish the data, as well as the inherent risks associated with these assumptions.
- **K13**: Analysis techniques: different approaches to data analysis, the benefits of each, what the analytics are indicating and why and how this may impact on decisions and recommendations.
- **K14**: Approaches to communicating with different stakeholders in order to influence key decision-makers and colleagues.
- **K15**: The principles of risk management and the risk process; different risk analysis techniques; the methodologies and considerations for mitigating risk.
- **K16**: Approaches to integrating cost and planning with a consistent basis for project risks and opportunities including cost and schedule risk analysis and associated contingency calculations.
- **K17**: Project control change management and control: the principles of project control change procedures; how these procedures may vary in owner/contractor organisations, and when and how to use and apply them including project closeout procedure(s).
- **K18**: Commercial matters: different types of contracts and their legal principles; contractual requirements and how they impact on project controls and the auditable recording, sharing, and storing of information.
- **K19**: Key principles of invitations to tender received and bid responses.
- **K20**: Estimating techniques and application (cost, time and resources): different methodologies for estimating including approaches to various estimating outcomes, pros and cons and degree of certainty/uncertainty for each; approaches to creating an estimating framework and basis of estimate.

- **K21**: Assurance techniques including benchmarking, comparisons to historical data, published data and other projects and how to apply them for example to assure estimated schedules, cost estimates and cost forecasting
- **K22**: Planning and scheduling practice: different planning and scheduling techniques; how to create schedules to all levels; understanding, maintaining and establishing the impacts of schedule constraints and the principles of resource loading.
- **K23**: Modelling techniques ('what-if' scenarios and impact analysis) used to optimise the potential for improved efficiency against time, cost and quality and for improved project outcomes.
- **K24**: Cost engineering practice: approaches to the creation of budget baselines and estimate recasting; cost control hierarchy; budget transfers and other budget variances.
- **K25**: Financial controls as relevant to project control, including taxation, cashflow, accruals, payment terms. The monitoring and reporting of supplier and contractor commitments and expenditures.
- **K26**: Techniques for monitoring and measuring progress including rules of credit and performance including earned value analysis, their pros and cons and what key points to share with different stakeholders.
- **K27**: Progress and performance measurement: how to establish a progress baseline and identify trends or variances using different analysis techniques.
- **K28**: Approaches to using statistical analysis, productivity and performance analysis.
- **K29**: Forecasting techniques used to forecast cost and schedule out-turns, and the use of predictive statistical analysis techniques and engineering knowledge to generate accurate forecasts of work to complete in sufficient time for action to be taken.
- **K30**: Leadership: strategies to, lead, coach, motivate and develop members of the team; different leadership styles.
- **K31**: Continuous improvement including how to: capture good practice and lessons learned from experience; keep up to date with new technology and ways of working and drive forwards continuous improvement.

Skills

Skills refer to the practical application of knowledge required to successfully perform the duties of project control. These skills are acquired through on-the-job and/or off-the-job training or experience. This includes the ability to create and manage project schedules, perform cost management and analysis, utilize project management software, conduct risk assessments, and effectively communicate with stakeholders. Developing these skills ensures that apprentices can competently execute project control tasks and contribute to the successful delivery of projects.

- **S1**: Determine, implement, adapt and refine the project controls procedures, methods and systems incorporating the relevant employer organisation management systems and procedures including quality, data management and security, document and version control and record keeping.
- **S2**: Use project controls related software and IT systems for tasks such as: planning and scheduling, cost management, cost and risk analysis, estimating, progress and performance monitoring and reporting; identify and select the right software package for the task
- **S3**: Application of and the integration of, software and IT systems to enhance the level of data processing. For example, the use of technology including BIM.
- **S4**: Technical and engineering principles: interpret technical information from different sources, identify and know the correct data and elements to monitor and control to ensure the basis for any recommendations are credible; review and interpret technical project documents (including scopes of work and engineering drawings etc.).
- **S5**: Breakdown and coding structures: develop and implement coding structures as well as critiquing and reviewing technical coding and breakdown structures to ensure they provide a basis for project control.
- **S6**: Lead the creation of comprehensive project control plans and reporting frameworks that identify the right contextual elements to track and the working assumptions to use, in order to generate meaningful controls data, ensuring that project controls deliverables are achievable and in line with project objectives
- **S7**: Lead the preparation of the strategy for the development and maintenance of the baseline for control taking into account scope definition and schedule, risk and cost (ensuring alignment between cost and schedule using the coding structures).
- **S8**: Implement and enforce project control change procedures, judge against evidence and decide if a change is within or without scope, evaluate its impact to profitability and make recommendations or implement the change in a manner that reflects its scale

- **S9**: Ensure that project control work is undertaken in accordance with HSE regulations and requirements including applying knowledge of HSE with awareness of how it impacts on project control schedules and costs and ensuring that the schedule and resourcing for a project meets the requirements of regulations (including CDM and safety) and can be delivered in accordance with the requirements i.e. ensure everything is in place and accounted for to ensure the project can run safely.
- **S10**: Identify opportunities within their remit in projects to contribute to net carbon zero and environmental sustainability, and then take action to minimise the environmental impact of the project
- **S11**: Undertake project control work in accordance with ethics, codes of conduct and duty of care.
- **S12**: Data assurance: challenge, verify and validate data reports and data to ensure their integrity, timeliness and technical appropriateness
- ·**S13**: Identify stakeholders across the project for example: those to work with when developing estimates, schedules, and plans and those to deliver controls information and recommendations to. Modify communication style and method to stakeholders, for example to gather information needed.
- **S14**: Risk management and analysis: undertake quantitative and qualitative analysis of risks and lead regular reviews of risks and related assumptions in the project risk register such as questioning their presence and relevance in order to underpin the management of the project risk register.
- **S15**: Identify opportunities to use data analysis techniques to benefit project controls delivery such as automating repetitive processes or improving data quality or extracting deeper insights and, validate the related data analysis to ensure correct interpretation against which effective decisions can be made.
- **S16**: Commercial matters: identification and application of subcontract/supplier deliverables to project control in order to provide the ability to monitor subcontractor/supplier performance and create, record and store project controls content in support of legal and contractual requirements.;
- **S17**: Create project controls content to inform tenders and evaluate invitations to tender received and bid responses
- **S18**: Prepare an estimating framework and make recommendations on classes of estimate to meet project needs at different project stages
- **S19**: Use an evidence based approach to select and apply the most suitable estimating technique for the purpose and undertake estimate assurance, cost risk analysis, prepare related detailed basis of estimate narratives that are evidenced and explanatory - setting out the risks, assumptions, probabilities, uncertainties and contingencies in order to provide a sound basis for decision making

- **S20**: Prepare planning and scheduling strategic frameworks and make recommendations on different levels of plans and schedules to meet different project needs for example, milestones or detailed engineer schedules.
- **S21**: Use an evidence based approach to create credible, achievable control schedules, applying relevant assumptions and contingency and undertaking schedule assurance, schedule risk analysis and compile a related basis of schedule that is explanatory, setting out the risks, assumptions, probabilities, uncertainties, contingencies, dependencies and constraints.
- **S22**: Model the potential for efficiency against time, cost and quality, review and make recommendations.
- **S23**: Apply cost engineering practice to: recast the estimate and set the budget baseline and; select and apply proven cost control techniques to capture actual commitment and expenditure data with appropriate use of accruals; and integrate cost and schedule data to develop project cashflow projections and assessments of value of work done over time.
- **S24**: Monitor and control project progress and performance by establishing a progress baseline and selecting and applying the right analysis techniques (for example, earned value analysis) for the size and complexity of the project.
- **S25**: Control and monitor project progress and performance by selecting and applying the right analysis techniques (for example, earned value analysis) for the size and complexity of the project
- **S26**: Identify variations from the progress baseline and assess their potential impact, explain the variations to the project, portfolio or programme manager.
- **S27**: Communicate and justify own conclusions and recommendations for example for project recovery or to lead to improved project delivery by influencing and, when necessary, challenging key stakeholders to make informed decisions. Key stakeholders include the project manager, portfolio manager or programme manager
- **S28**: Steer across project controls functions in accordance with organisational core values and specific guidelines; mentor and coach team members such as Project Controls Technicians to meet project control requirements.
- **S29**: Apply continuous improvement approaches for example using emerging technologies and lessons learnt from previous projects.

Behaviours

Behaviours refer to the mindsets, attitudes, and approaches necessary for competence in the field. While these behaviours can be innate or instinctive, they can also be developed through experience and training. They are highly transferable and often similar across various occupations. Key behaviours for a Project Control Professional include being a team worker, demonstrating adaptability, and maintaining professionalism. These behaviours ensure that apprentices can effectively collaborate with colleagues, adapt to changing project requirements, and uphold high standards of conduct in their professional duties.

- **B1**: Safety: Promotes and adopts a safety culture within the organisation, demonstrating a commitment to personal safety and the safety and wellbeing of others.
- **B2**: Leadership: leads by example, demonstrating resilience, acting responsibly, and ethically, taking account of the need to progress environmental, ethical, social and economic outcomes.
- **B3**: Commercially astute: Recognising when to leverage the contract commercial terms to maximise profitability for example how the commercial agreements generate cost and revenue streams for the organisation and how this links to generation of profit.
- **B4**: Pre-emptive: Foresees events and issues that might cause instability, uncertainty and phase changes.
- **B5**: Integrity: Challenges areas of concern and acts with assertiveness and confidence.
- **B6**: Impartial: Responds to feedback and challenging questions professionally and objectively by reference to evidence.
- **B7**: Accountable: Takes responsibility for the accuracy and integrity of project controls reporting and recommendations.
- **B8**: Collaborative: Interacts within a wide, multi-disciplinary project team, building co-operative relationships. Encourages team effort and promotes an interdependent culture.
- **B9**: Innovation: Learns from innovative solutions and seeks out new ideas to deliver improvements.
- **B10**: Personal & professional development: Takes responsibility for personal learning and professional development. Demonstrates commitment to learning and improvement, providing and receiving feedback and with a commitment to professional standards.
- **B11**: Adaptable: adapts to evolving circumstances.

Duties

Duties describe the typical responsibilities and activities that a professional in this role undertakes in the workplace. These duties are distinct and complete actions, not just parts of a larger task, and they generally have specific outcomes. They are akin to what you would find listed in a job description. For instance, a Project Control Professional may have duties such as developing and maintaining project schedules, performing cost estimation and budget management, conducting risk assessments, preparing progress reports, and coordinating with project stakeholders to ensure project objectives are met. These duties define what the role entails without detailing the specific knowledge or skills required to perform them, which are covered separately in the knowledge and skills sections.

DUTY	KSB
Duty 1 Determine, establish and implement (adapt/refine) the required project controls procedures, methods and systems to provide the project, programme or portfolio manager with reliable, consistent, quality, technical controls information.	K1 K2 K3 K4 K7 K12 S1 S2 S3 S7 S13 B1 B5 B7
Duty 2 Develop comprehensive project controls plan(s) and reporting framework(s) to generate meaningful controls data.	K7 K25 S7 B1 B4 B5 B7 B9 B11
Duty 3 Review and interpret technical project documents.	K5 K6 S5 S6 B5 B7 B8
Duty 4 Ensure project control work is undertaken in accordance with the requirements of regulations, safety, ethics, the environment and duty of care	K9 K10 K11 K25 S10 S11 S12 B1 B2 B4 B5 B7
Duty 5 Be accountable for integrity and technical appropriateness of data in order to provide insight into progress.	K2 K5 K12 K25 S2 S5 S13 B2 B5 B6 B7
Duty 6 Ensure controls information and recommendations are reported and communicated effectively in order to influence key decision-makers and colleagues.	K13 K14 K15 K16 K24 S14 S15 S16 S17 S18 S26 S27 B2 B5 B8 B11
Duty 7 Underpin the risk management process – lead reviews, challenge risks and assumptions, identify which mitigation measures will work and provide advice and recommendations to the project, programme or portfolio manager.	K5 S5 S17 S18 S22 S26 S27 B1 B3 B4 B7 B9 B11
Duty 8: Carry out effective cost and schedule risk analysis, what-if scenarios and impact analysis for the project.	K3 K4 K15 K16 K22 K 24 K25 S3 S4 S17 S18 S23 S24 S26 S27 S28 B3 B4 B5 B6 B7
Duty 9 Implement and enforce project control change procedures.	K17 S19 B1 B2

Duties

Duty	KSB
Duty 10 Evaluate invitations to tender received, contractual requirements and bid responses and create project controls' content for inclusion in bid responses.	K18 K19 K20, S20 B3 B5 B6
Duty 11 Create project control content for outgoing invitations to tender, interrogate bids received and related contractual requirements to ensure project control deliverables are achievable and in line with organisational objectives (e.g. review and create cost and time estimates).	K18 K19 K20, S20 B5 B7 B8
Duty 12 Develop, challenge and analyse the technical coding and breakdown structures to ensure the overall project scope and engineering activities are captured correctly.	K5 K6, S5 S6 B2 B3 B6 B7 B9
Duty 13 Determine and apply the best methodology for estimating the project value, taking into account the level of design maturity and project risks, analyse the estimate outcomes, benchmark and report on pros and cons and degree of certainty.	K3 K4 K21 K22 S3 S4 S21 S22 S23 S24 B2 B3 B4 B5 B6 B7
Duty 14 Use planning and scheduling techniques to create credible, realistic schedules.	K3 K4 K24 S3 S4 S26 S27 B3 B8 B9 B10
Duty 15 Set the strategy for management of the controls baseline - develop and maintain the baseline for control including scope, schedule, risk and cost (ensuring alignment between cost and schedule using the coding structures).	K8 S8 S9 B2 B3 B6 B8 B9 B10
Duty 16 Undertake optimisation and efficiency practice and produce reports containing recommendations.	K23 K24 S25 S26 S27 B3 B4 B5 B9 B10 B11
Duty 17 Undertake forensic analysis of data supported by accurate, timely, secure record keeping in order to support dispute resolution.	B3 B4 B5 B6
Duty 18 Undertake effective cost engineering control by monitoring at the appropriate level, measuring commitments, expenditures and cash flow and putting the framework in place to perform effective cost forecasting.	K3 K4 K26 K27 S3 S4 B2 B3 B5 B6 B7
Duty 19 Take responsibility to foster sound decision making based on analysis of progress, making recommendations and providing appropriate challenge to the project, portfolio or programme manager.	K28 K29 K30 B5 B6 B7
Duty 20 Select and use the most appropriate forecasting techniques to forecast cost and schedule out-turns, considering the technical and sector requirements and related assumptions and metrics being used.	K31 B3 B4 B7 B9 B10
Duty 21 Ensure continuous improvement in project control by monitoring and incorporating (where appropriate) the latest innovative techniques, relevant technologies and lessons learned from other projects.	K3 K4 S3 S4 S29 B2 B10 B11
Duty 22 Provide leadership and steering across project controls functions.	B2 B9

FAQs: Project Controls Professional

Can I apply for this program as an individual?

- No, this apprenticeship is intended for employees working within organizations. If you are currently unemployed, you are not eligible to apply for this opportunity. However, if you are a UK national or have resided in the UK for at least three years, we can assist you in securing an apprenticeship opportunity with one of the UK organisations.

Who developed this standard?

- The standard is regulated by the Institute of Apprenticeships in the UK and approved by Ofqual. It was developed by prestigious employers including Ipsos MORI, Maritz, Shift-Learning, Firefish Group, Cello Health Plc, Disney, Transport for West Midlands, BGL Group, Compare the Market (BGL Group), Ampersand Research, Channel 4, House of Commons, Hackney Council, Market Research Society, and Populus.

What does Level 6 mean?

- Level 4 in the UK is equivalent to the first year of a Bachelor's Degree. Levels 5 and 6 correspond to the completion of a full Bachelor's Degree.

How is an apprenticeship different from traditional education programs?

- The apprenticeship program is designed to meet the specific needs of both employers and employees, offering a highly individualized experience. The primary focus is on the practical application of tools rather than just theoretical knowledge of market research, aiming to produce work-related outcomes.

Who will assess me?

- Assessments will be conducted through an independent End Point Assessment (EPA), which is regulated by the UK government. The EPA includes two components: a presentation and a professional discussion.

Should I complete the Diploma before starting this degree?

- There is no dependency between the two qualifications. You do not need to complete the Diploma to be eligible for this programme.

Do I need to travel to London or Kent to participate in this program?

- No, all events and the supervision process are conducted online, eliminating the need for travel to attend the course. In case of 4 or more delegates in the same workplace, teacher will visit your workplace for teaching, or sessions can be arranged face-to-face near your workplace.

Will I need a student visa to enroll in this program?

- This program is not government-funded for individuals residing outside the UK. However, it can be self-funded by corporations interested in enrolling their employees.

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Amgad Badewi

PhD, PMP, MSP AP, MB & ITIL

- **Landmarks**
- Reader in Project and Programme Management
- Ofqual Subject Matter Expert in Project Management
- Former Direct of PMI UK professional development
- International Editorial Board at the International Journal of Project Management
- External Examiner and Expert in Project Management Educational Programmes at Warwick Business School, Ulster, Abeerdeen, Chester, Abu Dhabi, Bournemouth, and Kent Business School

Author of,

- Published more than 10 papers in international journals of Project management
- Benefits Realisation Management Standard Guide
- Reviewer: Project Management Body of Knowledge (PMI) & APM Body of Knowledge.

Professional Role

- Leading a programme to improve Abu Dhabi Council's innovations capabilities (A research fund)
- Establishing TMO and PMO in different organisations in the UK, Saudi Arabia, and the Emirates
- Delivered and Designed Executive Courses for Riyadh Bank, Kuwait News Agency, Kuwait Investment Authority, British Petroleum (UK), Boston Group (UK), Department of Defence and Minister of Defence (US and UK).

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Testimonials

Sophia-Luise Pietsch

Application Modernization at Deloitte

Amgad is a great teacher with motivating abilities and a perfect understanding of how students can reach their best potential. I enjoyed the time spent with Amgad and I know for a fact that his topic was one of everyone's favourite!

Salim Ali

Director
BioMarin Pharmaceutical Inc

Amgad is a great teacher with motivating abilities and a perfect understanding of how students can reach their best potential. I enjoyed the time spent with Amgad and I know for a fact that his topic was one of everyone's favourite!

Sample of Clients

UNIVERSITY OF ABERDEEN BUSINESS SCHOOL

KUNA KUWAIT NEWS AGENCY

بنك الرياض Riyad Bank

wbs WARWICK BUSINESS SCHOOL THE UNIVERSITY OF WARWICK

fidia

حكومة أبوظبي GOVERNMENT OF ABU DHABI

الهيئة العامة للاستثمار Kuwait Investment Authority

الهيئة العامة للزكاة والدخل GENERAL AUTHORITY OF ZAKAT & TAX

Ulster University Business School

bp

IBIS CONSULTANCY

Carlos Serra

Landmarks

- Over 22 years' experience in PMO role, Global Awards– Member of the judging committee.
- Subject Matter Expert reviewer for project management standards at PMI
- PMO Global Alliance, PMO-CP certification.
- Reviewer - PMO Practitioner Qualification at Wellington Project Management

Author of,

- Book: Serra, C. E. M., 2020. Benefits Realization Management for PMO Practitioners – BRM-PMO Guide. The BRM Academy. London.
- Book: Serra, C. E. M., 2016. Benefits Realization Management: Strategic Value from Portfolios, Programs, and Projects. CRC Press, Taylor & Francis Group. Boca Raton

Professional Role

- Head of Project Management at Church of England
- Group PMO Manager at Colart International Holdings
- PMO Team Leader at Gazprom Marketing and Trading
- PMO Lead at Lloyd's Register Energy
- PMO at Venture Information Management
- PMO at PETROBRAS, Brazil (Oil & Gas Company)
- Programme Planner & Controller at AMPLA, Brazil (Energy Supplier)

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Testimonials

Ed Bates

PMO at Lloyds Register

He was responsible for a wide range of general PMO duties on our portfolio of revenue generating projects which he administered effectively and efficiently. However, Carlos is a determined project professional who strives to push himself and those around him along the path of best practice and professional excellence. And together we would talk of how to right the wrongs of the world and set about improving our internal procedures and setting solid standards

Salim Ali

Corporation Counsel
Law Department New York City

We recently sought Carlos' input for a report on benefits realization for our group of IT finance directors. We spoke to a number of the best and brightest benefits management consultants, academics, and practitioners for this report, but Carlos' input stood out as particularly thoughtful insight firmly supported by a foundation of deep practical experience

Sample of Clients

PETROBRAS · GAZPROM MARKETING & TRADING · Lloyd's Register · colart · THE CHURCH OF ENGLAND

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Dr. Hugo Minney

PhD, CMgr, ChPP, FRSA

Landmarks

- Author of many Project Management Standards
- An accomplished director and consultant, Minney brings curiosity, dynamism and decades of experience including careers in ICT, management consultancy (Cap Gemini), NHS, and civil nuclear.
- PMI's UK Director of Volunteering

Author of,

- APM Standard Guide on Social Return on Investment (SROI/ Social Value)
- APM Benefits Management Frameworks
- BSI StandardBS202002: applying benefits management on portfolios, programmes and projects

Professional Role

- Director of the Enterprise Project Management Office at NHS
- Direct of Transformation Management Office (Benefits Management Experts) Civil Nuclear Sector (Mega Projects)
- Former NHS Chief Executive Pioneered Integrated Care Systems. Experienced director and consultant, chair and lead author of British Standard.
- Committee Member for BSI (British Standards Institute), Chartered Manager (CMgr) with Extended Diploma in Leadership and Strategic Management, Chartered Project Professional (ChPP)

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Testimonials

Name

CPO at British Petroleum
Iraq

Hugo's a great character, resourceful and has great knowledge and understanding. You can always rely on Hugo to deliver and provide a frist class client experience.

Fakhoury

Manager (Gas & Oil)
Regional Business Development

He has a strong ability to manage processes and show the improvement benefits in a very easy to understand method to all stakeholders.

Sample of Clients

APM Association for Project Management

NHS

BSI British Standards

Civil Nuclear Constabulary

IBIS Consultancy

Stephen Jenner

Landmarks

- Author of, and Chief Examiner for APMG's Managing Benefits™.
- OGC/Axelos, Management of Portfolios (he was also Chief Examiner for MoP® from 2011-2023).
- UK government portfolio management standard in 2022.
- Craig Clifford of Management of Portfolios

Author of,

- Realizing Benefits from Government ICT investment – A fool's errand?' (Academic publishing)
- 'Transforming Government and Public Services – realizing benefits through Project Portfolio Management' (Gower).
- Steve is also one of the contributing authors of, 'Project Portfolio Management – A View from the Management Trenches' published by Wiley and sponsored by the PMI

Professional Role

- Portfolio Director of the UK Senior Civil Service from 1999 to 2011, including senior roles in the Home Office, Corrections, and the Cabinet Office.
- Criminal Justice IT, one of the largest in Europe, and headed the Criminal Justice System IT Portfolio
- Portfolio Director to led the design, implementation and operation of the £2bn Criminal Justice IT-enabled business change programmers approach to Portfolio & Benefits Management , which won the Civil Service Financial Management Award
- Represented the UK government on the EC funded economics of e-Government Project and eGovMoNet research

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Testimonials

David Hilcher

Project Systems Commercial at Energy Queensland

With hand on heart, I can honestly say Stephen is the most knowledge person on benefits realisation/transformation management office I have ever known. He gets it like nobody else gets it. It is 'other peoples' money'

Ross Garland

President
Qualification authority for P3G.

He's recognised as the world guru in benefits management for good reason and is also one of the world's leading authorities in Portfolio Management. His ability to galvanise senior executives into action in these areas is formidable. I highly recommend him.

Sample of Clients

Clifford Craig FOUNDATION
Health • Research • Hope

Cabinet Office

Ministry of Justice

Home Office

AXELOS

APMG International

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Merv Whyth

Landmarks

- Head of Benefits Management for the UK government's New Hospital Programme
- Vice-President of the PMI UK Chapter. passion and expertise in creating exceptional digital event experiences

Author of,

- 'Transforming Government and Public Services – realizing benefits through Project Portfolio Management' (Gower).
- Steve is also one of the contributing authors of, 'Project Portfolio Management – A View from the Management Trenches' published by Wiley and sponsored by the PMI

Professional Role

- Over twenty years of experience in business change, programme management, and benefits-led portfolio management.
- He holds the position of Head of Benefits Management for the UK government's New Hospital Programme, a mega-project aimed at constructing 40 new hospitals by 2030 and transforming healthcare infrastructure delivery. In this role, Merv leads a team of benefits management specialists.
- Transformation Management in UK Police
- UK delivery partner of Amplify™ strategy execution software. His expertise blends project and business change knowledge with learning technologies for the success of events, meetings, and conferences.

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Testimonials

Brian Wernham

Transformational Programme Delivery
UK Government Cabinet Office

Merv is an expert on Programme Management, and a pleasure to work with. Merv demonstrated great leadership skills and energy in Chairing the APM ProgM Group, which is one of the most significant in the APM.

Martin Sharp

Business Architect
The Bank of England

I had the pleasure of working with Merv whilst I was Business Development Manager at BMT Hi-Q Sigma. BMT were keen to enter into the blue light market and Merv supported me in providing introductions to and supporting meetings with senior management decision makers. Merv's experience and understanding of Police IT, operational policing and his emphasis on realising benefits was invaluable in helping me develop the market. Merv is one of those people you can rely upon 100%.

Sample of Clients

NHS
AMPLIFY
Project Management Institute.
CIVIL NUCLEAR CONSTABULARY
IBIS CONSULTANCY

Franco Guarrella

Senior Project Management Consultant
and President of the PMI UK Chapter

Franco is an Engineer and his career in the Oil & Gas Sectorhas developed from design engineering to Project Management as Project Engineer, Project Manager, Director of Projects, Program and Portfolio Manager and eventually Managing Director of Snamprogetti Ltd –based in Basingstoke Hants UK a major International Engineering and Construction Company belonging to Eni group, the main Italian Energy Corporation.

- Present Senior Project Management Consultant working in Basingstoke Hants UK
- Chartered member of Milan (Italy) Order of Engineers
- Registered Expert Witness of the Milan Civil Tribunal and Court of Appeal
- Registered in the List of Arbitrators with the College of Engineers and Architects of Milan.

In addition to his profession Franco has been always an active volunteer of the Project Management Institute (PMI), having the distinction of founding the PMI Rome Italy Chapter in 1997 and serving for several years as its President. He hasalso been Director of Membership for the PMI Northern Italy Chapter.
Volunteering since 2006 for the PMI UK Chapter, he is currently its President
Franco has collaborated with the Project Management School of the Milano Polytechnic University and has co-authored the book “Project Management in Progress”, he is active in promoting Project Management events at the Universities of Westminster and UCL London, Bournemouth, Henley Business School Reading, Southampton, Portsmouth and Robert Gordon University Aberdeen

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I highly recommend Amgad for PMP study boot camp and one to one tutoring. His course made PMP much easier to understand. I was unable to pass my exam on my first attemp through self studying, but through Amgad's excellent teaching style I passed the exam with flying colours! Thank you Amgad!

Sarah Williams, PMP

Amgad taught us the basics and the secrets of Risk Management in a structured and highly differentiated yet engaging way. He is a great teacher with motivating abilities and a perfect understanding of how students can reach their best potential.

Sophia Luise-Pietsh

I have attended a PMP training with Mr. Amgad. He is very supportive, knowledgeable, and I'd definitely recommend him for any PMP trainings

Ahmad Alnajem, MBA, CEM®, PMP

My team and I had the pleasure of an intense week of PMP training with Amgad. He was very knowledgable, enthusiastic and structured the course to our needs. His teaching methods were very engaging and I wouldn't hesitate to recommend him to anyone ... thanks and hopefully see you again soon!

Salim Ali, PMP

IBIS Consultancy LTD

- IBIS Consultancy is a Limited Liability Company, incorporated in the UK in 2016
- Registration no. 10367575
- Our VAT registration no. 441 4420 31
- UK Provider Reference Number (UKPRN) is 10093689
- Project Management Institute (PMI) Premier Accredited Trainer Provider no. 5897
- CPD Membership no. is 19054
- OTHM Registered Service provider no. DC2312832
- ISO 9001 Accreditation certificate no. is 9891475

Our Contact

Contacts

- +44 1622 37 0617
- 21 Albion Pl, Maidstone, Kent, ME14 5EG
- Mon-Fri 9:00AM - 5:00PM
- Office@ibisconsultancy.com