

Overview of the role

Provide organisational and strategic advice to public, private and not-for-profit organisations.

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Standard in development

L4: Associate management consultant

Version 1.2

Title of occupation

Associate management consultant

UOS reference number

ST0273

Core and options

No

Level of occupation

Level 4

Occupational maps data

Route: Business and administration

Pathway: Management and Administration

Cluster: Business manager

Typical duration of apprenticeship

24 months

Minimum hours for compliance

396 hours

Resubmission

No

Would your proposed apprenticeship standard replace an existing framework?

No

Does professional recognition exist for the occupation?

TBC

Regulated occupation

Is this a statutory regulated occupation?

No

Occupational summary

Associate management consultants provide strategic advice and tailored solutions to public, private, and not-for-profit organisations. Their work helps stakeholders address complex challenges such as improving operational efficiency, driving sustainable growth, leveraging digital technologies, or restructuring to adapt to evolving market demands. Consultants may specialise in areas such as workforce development, organisational change, or process improvement. While some firms specialise in niche areas, others are generalist consultancies offering services across a wide range of industries and project types.

Direct exposure to stakeholders will depend on the apprenticeship role and the nature of the organisation, but apprentices will gain valuable experience contributing to projects and supporting teams. Working environments may vary, and consultants must be adaptable to different types of tasks and flexible hours depending on project requirements. Associate Management Consultants typically play a key role in gathering and analysing data, conducting research, and supporting the delivery of solutions tailored to stakeholder needs. As they progress, they may specialise in specific service offerings (For example, financial, operational, strategic consulting) or industries (For example, financial services, public sector, telecommunications, healthcare).

This occupation is found in public, private, and not-for-profit sectors, supporting organisations of all sizes in diverse industries such as financial services, healthcare, technology, and public services.

The broad purpose of the occupation is to provide strategic advice and expert solutions to help organisations address challenges such as improving efficiency, driving growth, achieving sustainability goals, implementing digital transformation, or restructuring operations. Consultants may work on general projects or specialise in areas such as organisational development, workforce planning, or process improvement.

In their daily work, an employee in this occupation interacts regularly with stakeholders, including internal colleagues, project teams, external partners, and stakeholder representatives. They collaborate with subject matter experts, senior leaders, and other key individuals to gather insights, deliver solutions, and support organisational decision-making.

An employee in this occupation is responsible for conducting research, analysing and interpreting data, managing project logistics, and contributing to the delivery of solutions. Consultants support the creation of reports and presentations to communicate evidence-based recommendations and insights. They may also contribute to project lifecycle management by defining tasks, timelines, dependencies, risks, and managing relevant documents. As experience grows, associate management consultants may specialise in specific service areas or sectors while continuing to develop skills in digital collaboration, AI tools, and inclusive communication.

Typical job titles

Associate consulting analyst Business advisor Business analyst Business consultant

Are there any statutory / regulatory or other typical entry requirements?

No

Occupation duties

DUTY	KSBS
Duty 1 Conduct organisational research and analysis to diagnose issues and identify opportunities for improvement.	K12 K13 S5 S6 B3
Duty 2 Develop business cases and analyse costs and benefits to support organisational decision-making.	K7 K8 S7 B2 B5
Duty 3 Plan and coordinate project activities, managing timelines, risks and dependencies to support successful delivery.	K9 K11 S11 B4 B5
Duty 4 Assess organisational performance by reviewing financial information, operational data and key performance measures.	K7 S5 B2 B5

DUTY	KSBS
Duty 5 Engage with stakeholders to gather insight, build relationships and ensure their needs and perspectives inform project outcomes.	K5 S8 S9 S10 B1 B2
Duty 6 Produce clear and structured written reports, briefings and documentation to present findings and recommendations.	K17 S1 S7 B2 B5
Duty 7 Deliver presentations to clients or internal teams to communicate analysis, options and recommendations.	K17 S2 S10 B1 B2
Duty 8 Facilitate workshops, meetings or discussions to gather information, test ideas and support collaborative decision-making.	K5 K17 S1 S3 S4 B4
Duty 9 Support change initiatives by applying structured approaches to help organisations implement new processes or ways of working.	K10 S12 B3 B5
Duty 10 Apply ethical and inclusive practices when handling information, interacting with stakeholders and contributing to organisational solutions.	K6 K14 S4 S9 B1 B2
Duty 11 Use digital collaboration and productivity tools to coordinate project work and contribute to the delivery of consultancy outputs.	K15 S13 B1 B4
Duty 12 Use AI-enabled tools, where appropriate, to support research, analysis and solution development in line with organisational policies.	K14 S14 B2
Duty 13 Contribute to the design of solutions that are user-centred, accessible and aligned with organisational needs.	K16 S4 B1
Duty 14 Analyse organisational change drivers, such as digital transformation, sustainability or regulatory requirements, to inform recommendations.	K2 K4 S5 S6 B3 B5
Duty 15 Analyse how different delivery models and the scope of consultancy services influence organisational operations and project approaches.	K1 K3 S7 S8 B3

KSBS

Knowledge

K1: Main industry sectors, the types of organisations within these sectors, and how a management consultancy can support their needs.

K2: Key drivers of organisational change including digital, sustainability and regulatory factors, planned or unplanned.

K3: Delivery models, including hybrid, global, partnership and contracting models and how they may influence organisational operations and stakeholder engagement.

- K4:** Purpose, scope and value of management consultancy services.
- K5:** Methods to manage internal and external stakeholder relationships.
- K6:** Ethical responsibilities in consultancy including confidentiality, data ethics, equity, diversity and inclusion, sustainability and responsible AI use.
- K7:** Methods to interpret key financial statements, including Key financial ratios, KPIs and commercial concepts used to assess organisational performance.
- K8:** The components of business cases, cost benefit analysis and return on investment.
- K9:** The stages of a project lifecycle and the different project methodologies used.
- K10:** Change management principles and models.
- K11:** Processes supporting the management of risks, issues, assumptions and dependencies.
- K12:** Data concepts including data quality, data interpretation, structure, and reliability.
- K13:** Research and data analysis techniques that support insight driven decision making.
- K14:** Capabilities, limitations and risks of AI assisted work in consultancy.
- K15:** Digital collaboration and productivity tools used in consulting.
- K16:** Principles and methods of user centred and accessible solution design.
- K17:** Communication techniques and approaches.

Skills

- S1:** Produce written communications that are structured, concise and audience appropriate.
- S2:** Deliver verbal presentations using appropriate tone, pacing and visual support to convey findings, insights or project outcomes.
- S3:** Facilitate discussions or workshops.
- S4:** Demonstrate inclusive and collaborative team work.
- S5:** Use data analysis tools to diagnose issues.
- S6:** Conduct qualitative and quantitative research, interpret data and summarise findings.
- S7:** Formulate evidence-based recommendations aligned with stakeholder objectives.
- S8:** Manage stakeholder engagement, identifying levels of influence and interest.
- S9:** Build and maintain professional working relationships.
- S10:** Adapt communication style to meet diverse stakeholder needs.
- S11:** Contribute to the project lifecycle by defining tasks, timelines, dependencies, managing risk, action trackers and other project relevant document.
- S12:** Contribute to change management activities.
- S13:** Use digital tools to collaborate and deliver tasks.
- S14:** Use AI tools in line with organisational policies and procedures.

Behaviours

- B1:** Promotes equity, diversity and inclusion within the team, the wider organisation and service users.
- B2:** Acts in a professional and ethical manner.
- B3:** Uses a growth mindset for learning and feedback.
- B4:** Team-focused and works effectively with colleagues and others.
- B5:** Be accountable, reliable and resilient.

Qualifications

English and maths

English and maths qualifications must be completed in line with the [apprenticeship funding rules](#).

Does the apprenticeship need to include any mandated qualifications in addition to the above-mentioned English and maths qualifications?

No

Subject sector area

15.3 Business management