**MARK SHEET – Leading Innovation and Change**

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| **Centre Number :** | |  | | **Centre Name :** | | |  | | | | | |
| **Learner Registration No :** | |  | | **Learner Name:** | | |  | | | | | |
| **INSTRUCTIONS FOR ASSESSMENT AND USE OF MARK SHEET**  Assessment must be conducted with reference to the assessment criteria (AC). In order to pass the unit, every AC must be met.  Assessors will normally award marks for every AC and then total them into a percentage. However, for greater simplicity, there is the option to not use marks at all and merely indicate with a ‘Pass’ or ‘Referral’ in the box (below right). In order to pass the unit every AC must receive a ‘Pass’  **Where marks are awarded according to the degree to which the learner’s evidence in the submission meets each AC, every AC must be met, i.e. receive at least half marks (e.g. min 10/20). Any AC awarded less than the minimum produces an automatic referral for the submission (regardless of the overall mark achieved).**  Sufficiency descriptors are provided as guidance. If 20 marks are available for an AC and the evidence in the submission approximates to the ‘pass’ descriptor, that indicates it should attract 10 marks out of 20, if a ‘good pass’ then ca. 15 out of 20. The descriptors are not comprehensive, and cannot be, as there are many ways in which a submission can exceed or fall short of the requirements. | | | | | | | | 1. **Learner named above confirms authenticity of submission.** 2. **ILM uses learners’ submissions – on an anonymous basis – for assessment standardisation.  By submitting, I agree that ILM may use this script on condition that all information which may identify me is removed.**   **However, if you are unwilling to allow ILM use your script, please refuse by ticking the box: □** | | | | |
| **Learning Outcome / Section 1:** Understand the need for innovation and change management within an organisation | | | | | | | | | | | | |
| **Assessment Criteria (AC)** | **Sufficiency Descriptors**  *[Typical standard that , if replicated across the whole submission, would produce a referral, borderline pass or good pass result]* | | | | | | | | | **Assessor feedback on AC**  *[comments not necessary in every box]* | | |
| AC 1.1  Explain the importance of innovation for own organisation | **Referral [*ca. 2/8*]** | | **Pass [*4/8*]** | | | **Good Pass [*ca. 6/8*]** | | | |  | | |
| * The importance of innovation for own organisation is not explained, or is incorrect or inappropriate, or is explained in generic terms with no reference, or with insufficient reference, to own organisation * ‘Innovation’ is merely defined or described with no explanation as to the reasons why innovation is important for own organisation | | * A limited but sufficient and correct account of a narrow range of the practices associated with innovation are provided that explain the importance of innovation for own organisation | | | * A full and correct account of a wide range of the practices associated with innovation are provided that explain the importance of innovation for own organisation | | | |
| / 8  (min. of 4) | | Pass or Referral |
| AC 1.2  Explain the importance of managing change within own organisation | **Referral [*ca. 2/8*]** | | **Pass [*4/8*]** | | | **Good Pass [*ca. 6/8*]** | | | |  | | |
| * The importance of managing change for own organisation is not explained, or is incorrect or inappropriate, or is explained in generic terms with no reference, or with insufficient reference, to own organisation * ‘Managing change’ is merely defined or described with no explanation as to the reasons why managing change is important for own organisation | | * A limited but sufficient and correct account of a narrow range of the practices associated with managing change are provided that explain the importance of managing change for own organisation | | | * A full and correct account of a wide range of the practices associated with managing change are provided that explain the importance of managing change for own organisation | | | |
| / 8  (min. of 4) | | Pass or Referral |
| **Assessment comments** (optional): | | | | | **Verification comments** (optional): | | | | | | | |
| **Learning Outcome / Section 2:** Be able to propose innovative solutions to improve organisational performance | | | | | | | | | | | | |
| **Assessment Criteria (AC)** | **Sufficiency Descriptors**  *[Typical standard that , if replicated across the whole submission, would produce a referral, borderline pass or good pass result]* | | | | | | | | | **Assessor feedback on AC**  *[comments not necessary in every box]* | | |
| AC 2.1  Assess an opportunity for innovation and improvement in own organisation | **Referral [*ca. 4/16*]** | | **Pass [*8/16*]** | | | **Good Pass [*ca. 12/16*]** | | | |  | | |
| * No opportunity for innovation and improvement in own organisation is assessed, or an opportunity for innovation and improvement is merely stated or described with no evidence that criteria have been used to make an assessment | | * An opportunity for innovation and improvement in own organisation is assessed and a judgement made using appropriate criteria, although the evidence base is limited | | | * An opportunity for innovation and improvement in own organisation is comprehensively assessed and a judgement made using a wide range of appropriate criteria | | | |
| / 16  (min. of 8) | | Pass or Referral |
| AC 2.2  Justify the improvement identified, in the context of organisational objectives | **Referral [*ca. 2/8*]** | | **Pass [*4/8*]** | | | **Good Pass [*ca. 6/8*]** | | | |  | | |
| * The improvement identified is not justified in the context of organisational objectives to present a rationale for undertaking the improvement, or the limited organisational objectives provided do not justify the improvement identified | | * The improvement identified is justified in the context of a number of key organisational objectives to present a limited but sufficient rationale for undertaking the improvement | | | * The improvement identified is justified in the context of a number of key strategic and operational organisational objectives to present a comprehensive, quantified, rationale for undertaking the improvement | | | |
| / 8  (min. of 4) | | Pass or Referral |
| AC 2.3  Use a range of techniques to generate innovative options to deliver the improvement identified | **Referral [*ca. 4/16*]** | | **Pass [*8/16*]** | | | **Good Pass [*ca. 12/16*]** | | | |  | | |
| * No options are generated, or options are merely listed or presented with no evidence of how the options have been generated, or the techniques have been used inappropriately, or it is not clear how the options will deliver an improvement or a new or better product, process or service | | * Limited but sufficient evidence is provided that a narrow range of appropriate techniques have been correctly used to generate innovative options that will deliver an improvement or a new or better product, process or service | | | * Evidence is provided that a wide range of appropriate techniques have been correctly used to generate innovative options that will deliver an improvement or a new or better product, process or service | | | |
| / 16  (min. of 8) | | Pass or Referral |
| AC 2.4  Evaluate options for generating the proposed improvement to determine feasibility and viability | **Referral [*ca. 5/20*]** | | **Pass [*10/20*]** | | | **Good Pass [*ca. 15/20*]** | | | |  | | |
| * Options are not evaluated to determine feasibility and viability in order to reach a conclusion or to make recommendations, or the options are inappropriate, or the evaluations are not sufficiently detailed to reach a conclusion or to make recommendations | | * Limited but sufficient appropriate options are evaluated to determine feasibility and viability in order to reach a conclusion or to make recommendations, although the options are not always sufficiently detailed and/or the ranking of options is not explicit | | | * Detailed and quantified appropriate options are evaluated and ranked using transparent and relevant criteria to determine feasibility and viability in order to reach a conclusion or to make recommendations | | | |
| / 20  (min. of 10) | | Pass or Referral |
| **Assessment comments** (optional): | | | | | **Verification comments** (optional): | | | | | | | |
| **Learning Outcome / Section 3:** Be able to lead and manage change within an organisation | | | | | | | | | | | | |
| **Assessment Criteria (AC)** | **Sufficiency Descriptors**  *[Typical standard that , if replicated across the whole submission, would produce a referral, borderline pass or good pass result]* | | | | | | | | | **Assessor feedback on AC**  *[comments not necessary in every box]* | | |
| AC 3.1  Create a change management plan that is designed to meet stakeholders’ expectations | **Referral [*ca. 4/16*]** | | **Pass [*8/16*]** | | | **Good Pass [*ca. 12/16*]** | | | |  | | |
| * No stakeholder mapping is undertaken and provided in order to identify and profile key stakeholders or to identify stakeholder expectations * No change management plan for the innovation and improvement is created, or a change management plan is created that: * is not based on a provided stakeholder mapping * does not take account of stakeholders’ expectations * does not identify how stakeholders should be managed * lacks the detail required for implementation | | * Limited but sufficient stakeholder mapping identifies and profiles key stakeholders and identifies stakeholder expectations * A limited but sufficient change management plan for the innovation and improvement is created that is based on the stakeholder mapping and stakeholders’ expectations and includes actions needed to be taken and timescales, although further work is needed for full implementation * The change management plan identifies how the different stakeholders should be managed and who is responsible for managing the stakeholders, although key concerns, risks and mitigating factors are not fully addressed, and additional detail is required for full implementation | | | * Comprehensive stakeholder mapping identifies and profiles key stakeholders and identifies stakeholder expectations * A comprehensive and SMART change management plan for the innovation and improvement is created that is based on the stakeholder mapping and stakeholders’ expectations * A comprehensive change management plan details key concerns, risks and mitigating factors, identifies how the different stakeholders should be managed and who is responsible for managing the stakeholders, and provides the level of detail required for full implementation | | | |
| / 16  (min. of 8) | | Pass or Referral |
| AC 3.2  Implement the change management plan, monitoring progress against agreed targets | **Referral [*ca. 2/8*]** | | **Pass [*4/8*]** | | | **Good Pass [*ca. 6/8*]** | | | |  | | |
| * There is no evidence provided that the change management plan has been, or is being, implemented * Monitoring progress against agreed targets has not been addressed in the change management plan, is incorrect, or is inappropriate or insufficient for implementation | | * There is limited but sufficient evidence provided that the change management plan has been, or is being, implemented * Monitoring progress against agreed targets has been addressed in the change management plan, although additional detail is required for full monitoring | | | * Comprehensive evidence is provided that the change management plan has been, or is being, implemented * Monitoring progress against agreed targets has fully been addressed in the change management plan and has the level of detail required for full monitoring | | | |
| / 8  (min. of 4) | | Pass or Referral |
| **Assessment comments** (optional): | | | | | **Verification comments** (optional): | | | | | | | |
|  | | | | | | | | | **/ 100** | | **TOTAL MARKS** | |

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| **Assessor’s Decision** | | **Quality Assurance Use** | |
| **Outcome** (*delete as applicable*): **PASS / REFERRAL** | **Signature of Assessor:**  **Date of QA Check:** | **Outcome** (*delete as applicable*): **PASS / REFERRAL** | **Signature of QA:**  **Date of QA check:** |