**MARK SHEET – Aligning Corporate Policy and Strategy**

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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: Be able to identify gaps in alignment between strategy and operational working** | | | | | | | | | | | |
| **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   * Critically evaluate the effectiveness of current corporate policies and strategies in enabling the organisation to fulfil its purpose, vision and values | **Referral [ca.*9/36*]** | | **Pass [*18 marks*]** | | | **Good Pass [ca. 27/36]** | | | |  | |
| * The effectiveness of current corporate policies and strategies in enabling the organisation to fulfil its purpose, vision and values is not critically evaluated, or the critical evaluation is deficient or inappropriate * The critical evaluation addresses the organisation’s purpose ***or*** vision ***or*** values, but not all three * Current corporate policies and strategies are merely described or explained with no critical evaluation based on evidence, different perspectives and relevant theoretical frameworks in order to provide a conclusion as to their effectiveness in enabling the organisation to fulfil its purpose, mission and values | | * A limited but sufficient and appropriate critical evaluation of the effectiveness of current corporate policies and strategies is undertaken based on limited evidence, limited different perspectives and two or more relevant theoretical frameworks in order to provide a reasoned but limited conclusion as to their effectiveness in enabling the organisation to fulfil its purpose, mission and values | | | * A rigorous and appropriate critical evaluation of the effectiveness of current corporate policies and strategies is undertaken based on extensive evidence, different perspectives and two or more relevant theoretical frameworks in order to provide a detailed and well-reasoned conclusion as to their effectiveness in enabling the organisation to fulfil its purpose, mission and values | | | |
| / 36  (min. of 18) | Pass or Referral |
| AC 1.2   * Critically evaluate the effectiveness of internal structures, culture and communication systems in enabling the implementation of policy and strategy | **Referral [ca.*9/36*]** | | **Pass [*18 marks*]** | | | **Good Pass [ca. 27/36]** | | | |  | |
| * The effectiveness of internal structures, culture and communication systems in enabling the implementation of policy and strategy is not critically evaluated, or the critical evaluation is deficient or inappropriate * The effectiveness of internal structures ***or*** culture ***or*** communication systems in enabling the implementation of policy and strategy is critically evaluated, but not all three * Internal structures, culture and communication systems are merely described or explained with no critical evaluation using evidence, different perspectives and relevant theoretical frameworks in order to provide a conclusion as to their effectiveness in enabling the implementation of policy and strategy | | * A limited but sufficient critical evaluation of the effectiveness of internal structures, culture and communication systems is undertaken using limited evidence, limited different perspectives and two or more relevant theoretical frameworks in order to provide a reasoned but limited conclusion as to their effectiveness in enabling the implementation of policy and strategy | | | * A comprehensive critical evaluation of the effectiveness of internal structures, culture and communication systems is undertaken using extensive evidence, different perspectives and two or more relevant theoretical frameworks to provide a detailed and well-reasoned conclusion as to their effectiveness in enabling the implementation of policy and strategy | | | |
| / 36  (min. of 18) | Pass or Referral |
| **Section comments** (optional): | | | | | **Verification comments** (optional): | | | | | | |
| **Learning Outcome / Section 2: Be able to improve alignment** | | | | | | | | | | | |
| **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   * Implement a plan to align gaps between the organisation`s strategy and operational working that is appropriate for the context | **Referral [ca.*7/28*]** | | **Pass [*14 marks*]** | | | **Good Pass [ca. 21/28]** | | | |  | |
| * No evidence, or insufficient evidence, is provided that a plan is implemented, or is being implemented, to align gaps between the organisation`s strategy and operational working that is appropriate for the context, or the plan is deficient or inappropriate * The plan is not based on a critical evaluation of current corporate policies and strategies and a critical evaluation of internal structures, culture and communication systems * The plan is based on a critical evaluation of current corporate policies and strategies ***or*** a critical evaluation of internal structures, culture and communication systems, but not both | | * Limited, but sufficient, evidence is provided that a correct plan is implemented, or is being implemented, to align gaps between the organisation`s strategy and operational working that is appropriate for the context * Additional detail is required for the plan to be fully implemented or for the plan to take full account of a critical evaluation of current corporate policies and strategies and a critical evaluation of internal structures, culture and communication systems | | | * Comprehensive evidence is provided that a correct plan is implemented, or is being implemented, to align gaps between the organisation`s strategy and operational working that is appropriate for the context * The plan takes full account of a critical evaluation of current corporate policies and strategies and a critical evaluation of internal structures, culture and communication systems and requires no additional work for full implementation | | | |
| / 28  (min. of 14) | Pass or Referral |
| **Section comments** (optional): | | | | | **Verification comments** (optional): | | | | | | |
|  | | | | | | | | | **/ 100**  **TOTAL MARKS** | | |
| **Assessor’s Decision** | | | | | **Quality Assurance Use** | | | | | | |
| **Outcome** (*delete as applicable*): **PASS / REFERRAL** | | **Signature of Assessor:**  **Date:** | | | **Outcome** (*delete as applicable*): **PASS / REFERRAL** | | | | | **Signature of QA:**  **Date of QA check:** | |