**MARK SHEET – provide leadership and direction for own area of responsibility**

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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 lead in own area of responsibility |
| **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* Identify own strengths and ability to lead in a leadership role
 | **Referral [ca.*1/4*]** | **Pass [2/4]** | **Good Pass [ca. 3/4]** |  |
| * Own strengths and ability to lead in a leadership role are not identified or only strengths or only ability to lead is identified but not both
 | * Own strengths and ability to lead in a leadership role have been identified, although the range of strengths and abilities is limited or the leadership context is implicit rather than explicit.
 | * A wide range of own strengths and leadership abilities have been clearly identified explicitly associated with the leadership role.
 |
| / 4(min. of 2) | Pass or Referral |
| AC 1.2* Evaluate strengths within own area of responsibility
 | **Referral [ca.*4/16*]** | **Pass [*8/16*]** | **Good Pass [ca. 12/16]** |  |
| * The identified strengths have not been evaluated or have been evaluated but not associated with own area of responsibility.
* The identified strengths have been merely described or explained with no evaluation to ascertain how effective they are within own area of responsibility in order to draw conclusions or make recommendations.
 | * Own identified strengths are evaluated using a subjective evidence base to examine how effective they are within own area of responsibility
* Limited conclusions or recommendations are formed.
 | * Own identified strengths are evaluated in detail using an objective evidence base to examine how effective they are within own area of responsibility
* Comprehensive conclusions or recommendations are formed that are clearly based on the evidence used.
 |
| / 16(min. of 8) | Pass or Referral |
| **Section comments** (optional): | **Verification comments** (optional): |
| **Learning Outcome / Section 2:** Be able to provide direction and set objectives in own area of responsibility |
| **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* Outline direction for own area of responsibility
 | **Referral [ca. 2/8]** | **Pass [*4/8*]** | **Good Pass [ca. 6/8]** |  |
| * Direction for own area of responsibility is not outlined.
* Direction is outlined but is not recognisably for own area of responsibility.
 | * Direction for own area of responsibility is outlined although lacks detail and the context is limited
 | * Direction for own area of responsibility is outlined within a detailed context
 |
| / 8(min. of 4) | Pass or Referral |
| AC 2.2* Implement objectives with colleagues that align with those of the organisation
 | **Referral [ca. 3/12]** | **Pass [6/12]** | **Good Pass [ca. 9/12]** |  |
| * No evidence is given that objectives have been implemented.
* Evidence is given that objectives have been implemented but colleagues are not involved.
* The implemented objectives do not align with those of the organisation
 | * Evidence is given that objectives have been implemented with colleagues, although additional work is required to fully address all areas of the objectives, or the contribution of colleagues involved may be implied rather than identified
* The implemented objectives align broadly with those of the organisation
 | * Evidence is given that objectives have been fully implemented with clearly defined contributions from identified colleagues
* The implemented objectives align directly and explicitly with those of the organisation.
 |
| / 12(min. of 6) | Pass or Referral |
| **Section comments** (optional): | **Verification comments** (optional): |
| **Learning Outcome / Section 3:** Be able to communicate the direction for own area of responsibility and collect feedback to inform improvement |
| **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* Communicate the agreed direction to individuals within own area of responsibility
 | **Referral [ca. 3/12]** | **Pass [6/12]** | **Good Pass [ca. 9/12]** |  |
| * No evidence is given that the agreed direction is communicated to individuals within own area of responsibility or the evidence presented does not indicate the method used to communicate and/or the individuals involved
 | * Limited evidence is given that the agreed direction is communicated to individuals within own area of responsibility
* The method of communication used or the individuals involved may need further clarification.
 | * Detailed evidence is given that the agreed direction is communicated to individuals within own area of responsibility
* The method used to communicate is clearly apparent as are the individuals involved.
 |
| / 12(min. of 6) | Pass or Referral |
| AC 3.2* Collect feedback to inform improvement
 | **Referral [ca.*4/16*]** | **Pass [*8/16*]** | **Good Pass [ca. 12/16]** |  |
| * Feedback is not collected that might inform improvement of own leadership performance, or there is insufficient detail to show what feedback was collected.
* The feedback collected does not inform improvement of own leadership performance
* The feedback collected is insufficient to draw meaningful conclusions
 | * A limited summary is made of the feedback collected that would inform improvement of own leadership performance
 | * A full summary is made of the feedback collected to inform improvement of own leadership performance (the summary might include such things as the method used to collect feedback, those sampled and questions used to elicit the feedback)
 |
| / 16(min. of 8) | Pass or Referral |
| **Section comments** (optional): | **Verification comments** (optional): |
| **Learning Outcome / Section 4:** Be able to assess own leadership 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 4.1* Assess feedback on own leadership performance
 | **Referral [ca.*4/16*]** | **Pass [*8/16*]** | **Good Pass [ca. 12/16]** |  |
| * The collected feedback is not assessed to determine its fitness for purpose.
* Assessment of the feedback is undertaken although criteria are unclear or not used in the process and/or judgements are not formed to determine the suitability of the feedback for evaluating own performance

  | * The collected feedback is assessed to determine its fitness for purpose using a limited range of criteria.
* Limited judgements are formed regarding the suitability of the feedback for evaluating own performance.
 | * The collected feedback is assessed in detail to determine its validity, reliability and fitness for purpose using a wide range of appropriate criteria.
* Detailed judgements are formed regarding the suitability of the feedback for evaluating own performance.
 |
| / 16(min. of 8) | Pass or Referral |
| AC 4.2* Evaluate own leadership performance
 | **Referral [ca.*4/16*]** | **Pass [*8/16*]** | **Good Pass [ca. 12/16]** |  |
| * The collected feedback is not used as the base for an evaluation of on own leadership performance.
* The collected feedback is used to evaluate own leadership performance but no meaningful conclusions or recommendations are formed
 | * The collected feedback is used to evaluate own leadership performance and form limited conclusions or recommendations as to future improvements
 | * A detailed evaluation is undertaken based on the collected feedback which clearly determines the effectiveness of own leadership performance
* Comprehensive conclusions and recommendations as to future improvements are formed
 |
| / 16(min. of 8) | 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:** |