**MARK SHEET – Managing for efficiency and effectiveness**

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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 assess the organisation’s ability to manage efficiently and effectively to achieve targets and objectives  |
| **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 1.1Assess own organisation’s ability to translate vision, mission and strategic goals into operational objectives with realistic and measurable targets | **Referral [*ca. 5/20*]** | **Pass [*10/20*]** | **Good Pass [*ca. 15/20*]** |  |
| * Own organisation’s ability to translate vision, mission and strategic goals into operational objectives with realistic and measurable targets is not assessed, and/or own organisation’s ability to efficiently and effectively delegate responsibilities for the achievement of targets and objectives is not assessed
* How the organisation translates vision, mission and strategic goals into operational objectives is merely described with no assessment to make a judgement as to level of ability
 | * How the organisation translates vision, mission and strategic goals into operational objectives is assessed and a judgement made as to level of ability, although the criteria used for making the judgement may be limited or subjective
 | * How the organisation translates vision, mission and strategic goals into operational objectives is assessed and a judgement made as to level of ability using a wide range of objective criteria
 |
| / 20(min. of 10) | Pass or Referral |
| AC 1.2Assess own organisation’s ability to efficiently and effectively delegate responsibilities for the achievement of targets and objectives | **Referral [*ca. 5/20*]** | **Pass [*10/20*]** | **Good Pass [*ca. 15/20*]** |  |
| * How own organisation delegates responsibilities for the achievement of targets and objectives is merely described with no assessment to make a judgement as to efficiency or effectiveness
 | * How own organisation delegates responsibilities for the achievement of targets and objectives is assessed and a judgement made as to level of ability, although the criteria used for making the judgement may be limited or subjective
 | * How own organisation delegates responsibilities for the achievement of targets and objectives is assessed and a judgement made as to level of ability using a range of objective criteria
 |
| / 20(min. of 10) | Pass or Referral |
| AC 1.3Assess the efficiency and effectiveness of control methods used to monitor the achievement of targets and objectives in own area of responsibility | **Referral [*ca. 5/20*]** | **Pass [*10/20*]** | **Good Pass [*ca. 15/20*]** |  |
| * Control methods used to monitor the achievement of targets and objectives in own area of responsibility are merely described with no assessment to make a judgement as to efficiency or effectiveness
 | * Control methods used to monitor the achievement of targets and objectives in own area of responsibility are assessed and a judgement made as to efficiency and effectiveness, although the criteria used for making the judgement may be limited or subjective
 | * Control methods used to monitor the achievement of targets and objectives in own area of responsibility are assessed and a judgement made as to efficiency and effectiveness and a judgement made as to level of ability using a range of objective criteria
 |
| / 20(min. of 10) | Pass or Referral |
| AC 1.4Implement improvements to organisational efficiency and effectiveness in own area of responsibility | **Referral [*ca. 3/12*]** | **Pass [*6/12*]** | **Good Pass [*ca. 9/12*]** |  |
| * There is no implicit or explicit evidence that improvements to organisational efficiency and effectiveness in own area of responsibility are implemented, or are being implemented
 | * Implicit or limited explicit evidence is provided that improvements to organisational efficiency and effectiveness in own area of responsibility are implemented, or are being implemented
 | * A range of explicit evidence is provided that improvements to organisational efficiency and effectiveness in own area of responsibility are implemented, or are being implemented
 |
| / 12(min. of 6) | Pass or Referral |
| **Section comments** (optional): | **Verification comments** (optional): |
| **Learning Outcome / Section 2:** Be able to evaluate own ability to manage efficiently and effectively  |
| **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 2.1Evaluate own ability to manage effectively and efficiently | **Referral [*ca. 4/16*]** | **Pass [*8/16*]** | **Good Pass [*ca. 12/16*]** |  |
| * Own ability to manage effectively and efficiently is not evaluated
* Own ability to manage is merely described with no evaluation using appropriate criteria or feedback from others to provide recommendations for improving effectiveness and efficiency
 | * Own ability to manage effectively and efficiently is evaluated to provide recommendations for improving effectiveness and efficiency, although the criteria or feedback from others used may be limited or subjective
 | * Own ability to manage effectively and efficiently is evaluated using a range of objective criteria and feedback from others to provide recommendations for improving effectiveness and efficiency
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| / 16(min. of 8) | Pass or Referral |
| AC 2.2Implement changes in own management style in order to manage more efficiently and effectively | **Referral [*ca. 3/12*]** | **Pass [*6/12*]** | **Good Pass [*ca. 9/12*]** |  |
| * There is no implicit or explicit evidence that changes in own management style are, or are being, implemented, or the changes in own management style are not focused on effectiveness and efficiency or the evaluation
 | * Implicit or limited explicit evidence is provided that changes in own management style focused on effectiveness and efficiency and based on the evaluation are, or are being, implemented
 | * A range of explicit evidence is provided that changes in own management style focused on effectiveness and efficiency and based on the evaluation are, or are being, implemented
 |
| / 12(min. of 6) | 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 of QA Check:** | **Outcome** (*delete as applicable*): **PASS / REFERRAL** | **Signature of QA:****Date of QA check:** |