**MARK SHEET – Supporting change in a business enterprise**

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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 1:** Be able to review and plan changes in a business or enterprise | | | | | | | | | | |
| **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** | |
| AC 1.1  Analyse a business enterprise to determine actions for improvement | **Referral [ca. *3/12*]** | | **Pass [*6/12*]** | | | **Good Pass [ca. 9/12]** | | |  | |
| * A business enterprise is not analysed to determine actions for improvement, or the analysis is incorrect or inappropriate or deficient, or the analysis does not determine actions for improvement, or the determined actions are inappropriate | | * A business enterprise is correctly and appropriately analysed to determine a sufficient but limited range of appropriate actions for improvement, although why the actions will lead to improvement is imprecise | | | * A business enterprise is correctly and appropriately analysed to determine a wide range of appropriate actions for improvement and it is clear why the actions will lead to improvement | | |
| / 12  (min. of 6) | Pass or Referral |
| AC 1.2  Develop (SMART) objectives to address areas for improvement | **Referral [ca. 2/8]** | | **Pass [*4/8*]** | | | **Good Pass [ca. 6/8]** | | | **Assessor feedback on AC** | |
| * Objectives are not developed to address areas for improvement or the objectives are incorrect or inappropriate, or the objectives do not address areas for improvement or there are no SMART objectives | | * Two or more correct and appropriate objectives are developed to address areas for improvement but require further work to make them fully SMART | | | * Two or more correct and appropriate fully-SMART objectives are developed to address areas for improvement | | |  | |
| / 8  (min. of 4) | Pass or Referral |
| AC 1.3  Construct an action plan for improving performance and sustainability of the enterprise | **Referral [ca. *3/12*]** | | **Pass [*6/12*]** | | | **Good Pass [ca. 9/12]** | | |  | |
| * An action plan for improving performance and sustainability of the enterprise is not constructed or is deficient, or the plan does not address how to improve both performance ***and*** sustainability of the enterprise, or the plan is merely a list of actions that do not directly address the improvement and sustainability of the enterprise | | * A limited but appropriate and correct action plan is constructed that addresses improving performance and sustainability of the enterprise, although further development is needed for full implementation | | | * A full, appropriate and correct action plan is constructed that addresses improving performance and sustainability of the enterprise and requires no further development for full implementation | | |
| / 12  (min. of 6) | Pass or Referral |
| AC 1.4  Describe how to enable clients to develop changes in an enterprise | **Referral [ca. *2/8*]** | | **Pass [*4/8*]** | | | **Good Pass [ca. 6/8]** | | | **Assessor feedback on AC** | |
| * How to enable clients to develop changes in an enterprise is not described, or the description is incorrect or inappropriate, or how to enable clients to develop changes is merely stated with no description of its principal features | | * A limited but correct and appropriate description of the principal features of how to enable clients to develop changes in an enterprise is given | | | * A full, correct and appropriate description of the principal features of how to enable clients to develop changes in an enterprise is given | | |  | |
| / 8  (min. of 4) | Pass or Referral |
| **Section comments** (optional): | | | | | **Verification comments** (optional): | | | | | |
| **Learning Outcome 2:** Understand the implications of changes to current practice | | | | | | | | | | |
| **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** | |
| AC 2.1  Evaluate individuals’ and business/enterprise commitment to implement changes | **Referral [ca. *3/12*]** | | **Pass [*6/12*]** | | | **Good Pass [ca. 9/12]** | | |  | |
| * Individuals’ and business/enterprise commitment to implement changes is not evaluated or the evaluation is incorrect or inappropriate, or individuals’ and business/enterprise commitment to implement changes is merely listed or described with no evaluation to provide conclusions or recommendations | | * Individuals’ and business/enterprise commitment to implement changes has been correctly and appropriately evaluated although the conclusions and/or recommendations are limited or subjective | | | * Individuals’ and business/enterprise commitment to implement changes has been correctly and appropriately evaluated to provide detailed objective conclusions and recommendations | | |
| / 12  (min. of 6) | Pass or Referral |

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| AC 2.2  Gather feedback from colleagues and relevant others on planned changes to identify potential constraints | **Referral [ca. *3/12*]** | **Pass [*6/12*]** | | **Good Pass [ca. 9/12]** | **Assessor feedback on AC** | |
| * Feedback from colleagues and relevant others on planned changes to identify potential constraints is not gathered or is incorrect or inappropriate or deficient, or the feedback gathered on planned changes does not identify potential constraints | * Limited but sufficient correct and appropriate feedback on planned changes is gathered from a narrow range of colleagues and relevant others to identify potential constraints | | * Comprehensive correct and appropriate feedback from colleagues and relevant others on planned changes to identify potential constraints is gathered from a wide range of colleagues and clearly identifies potential constraints |  | |
| / 12  (min. of 6) | Pass or Referral |
| AC 2.3  Evaluate and prioritise identified changes for implementation | **Referral [ca. *3/12*]** | **Pass [*6/12*]** | | **Good Pass [ca. 9/12]** | **Assessor feedback on AC** | |
| * Identified changes for implementation are not evaluated and prioritised or the evaluation is incorrect or inappropriate, or the identified changes are evaluated ***or*** prioritised but not both, or the identified changes are merely listed or described with no evaluation to provide conclusions or recommendations | * Identified changes for implementation have been correctly and appropriately evaluated and prioritised, although the conclusions and/or recommendations are not fully-defined or are subjective and the reasons for prioritisation are imprecise | | * Identified changes for implementation have been correctly and appropriately evaluated and prioritised to provide fully-defined objective conclusions and recommendations and the reasons for prioritisation are clear |  | |
| / 12  (min. of 6) | Pass or Referral |
| **Section comments** (optional): | | | **Verification comments** (optional): | | | |
| **Learning Outcome 3:** Be able to implement change and support clients to improve their business | | | | | | |
| **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** | |
| AC 3.1  Describe how to implement and monitor identified changes | **Referral [ca. *3/12*]** | **Pass [*6/12*]** | | **Good Pass [ca. 9/12]** |  | |
| * How to implement and monitor identified changes is not described or is incorrect or inappropriate, or the implementation of the identified changes ***or*** how to monitor identified changes is described but not both, or how to implement and monitor identified changes is merely stated with no description of its principal features | * A limited but correct description of how to implement and monitor identified changes is given but lacks detail on resources required | | * A detailed and correct description of how to implement and monitor identified changes is given fully detailing the resources required |
| / 12  (min. of 6) | Pass or Referral |

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| AC 3.2  Explain how to provide client support to address unplanned activity or contingencies | **Referral [ca. *3/12*]** | | **Pass [*6/12*]** | | **Good Pass [ca. 9/12]** | | **Assessor feedback on AC** | |
| * How to provide client support to address unplanned activity or contingencies is not explained or the explanation is incorrect, or how to implement and monitor identified changes | | * A limited but correct explanation of how to provide client support to address unplanned activity or contingencies is given | | * A detailed and correct explanation of how to provide client support to address unplanned activity or contingencies is given | |  | |
| / 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:** | | **Outcome** (*delete as applicable*): **PASS / REFERRAL** | | | **Signature of QA:**  **Date of QA check:** | |