**MARK SHEET Solving problems by making effective decisions in the workplace**

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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 analyse a complex problem in the context of the workplace  |
| **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 1.1Define a complex problem in the workplace including its scope and impact | **Referral [*3/12*]** | **Pass [*6/12*]** | **Good Pass [*9/12*]** |  |
| * A complex problem in the workplace has not been defined
* The problem defined is not a complex problem with multiple possible solutions
* It is not clear what the problem is
* The difference between the actual condition and the desired condition is not clear
* There are no restrictions placed on the solution such as time, budget and resources
* The scope and impact of the complex problem are not included in the problem definition, or the scope and/or impact is insufficient in relation to the complexity of the problem, or the owner(s) of the problem and/or why a solution is needed is not clear in the scope and impact
 | * A complex problem in the workplace with multiple possible solutions has been defined in a way that makes clear the difference between the actual condition and the desired condition, although limited consideration has been given to restrictions placed on the solution such as time, budget and resources
* The scope and impact of the complex problem take account of the complexity of the problem and make it clear who the owner(s) of the problem are and why a solution is needed, although the scope and impact are restricted to the local level and do not take account of the scope and impact across the organisation
 | * A complex problem in the workplace with multiple possible solutions has been defined in a way that makes clear both the difference between the actual condition and the desired condition ***and*** the restrictions placed on the solution such as time, budget and resources
* The scope and impact of the complex problem are considered across the organisation and take account of the complexity of the problem and make it clear who the owner(s) of the problem are and why a solution is needed
 |
| / 12(min. of 6) | Pass or Referral |
| AC 1.2Analyse information on the identified problem, to help inform the decision making process | **Referral [*4/16*]** | **Pass [*8/16*]** | **Good Pass [*12/16*]** |  |
| * Information on the identified problem has not been analysed, or the analysis does not identify possible causes of the problem, or the analysis is incorrect or inappropriate, or the analysis does not reflect the complexity or scope or impact of the problem
 | * Information has been analysed correctly and appropriately to reflect the complexity, scope and impact of the problem and to identify possible causes of the problem, although the analysis is based on information from limited sources
 | * Information from a wide range of sources has been analysed correctly and appropriately to reflect the complexity, scope and impact of the problem and to identify possible causes of the problem
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| /16(min. of 8) | Pass or Referral |
| **Section comments** (optional): | **Verification comments** (optional): |

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| **Learning Outcome / Section 2:** Be able to apply decision making techniques when assessing possible solutions |
| **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 2.1Propose a range of alternative solutions to the problem | **Referral [3/12]** | **Pass [6/12]** | **Good Pass [9/12]** |  |
| * No alternative solution to the problem is proposed, or only one solution is proposed
* Alternative solutions are incomplete or inappropriate, or are not based on the analysis of information, or do not identify resource requirements
 | * Alternative solutions to the problem are proposed that are complete and appropriate and are based on the analysis of information, although limited consideration is given to resource requirements
 | * Alternative complete and appropriate solutions to the problem based on the analysis of information are proposed with detailed resource considerations
 |
| / 12(min. of 6) | Pass or Referral |
| AC 2.2Using a decision making technique, evaluate a range of solutions to identify the most appropriate option | **Referral [*4/16*]** | **Pass [*8/16*]** | **Good Pass [*12/16*]** |  |
| * A decision-making technique has not been used, or:
* has been used incorrectly or inappropriately
* the criteria for decision-making are missing or inappropriate
* has not been used on the alternative solutions proposed
* does not take account of the restrictions placed on the solution in the problem definition such as time, budget and resources
 | * A decision-making technique with appropriate criteria that takes account of the restrictions placed on the solution in the problem definition such as time, budget and resources has been used correctly and appropriately on the alternative solutions proposed, although the weightings for the alternative solutions is unclear and/or the alternative solutions have not been ranked in order of preference
 | * A decision-making technique with appropriate criteria that takes account of the restrictions placed on the solution in the problem definition such as time, budget and resources has been used correctly and appropriately on the alternative solutions to weight each solution in a transparent manner and rank the solutions in order of preference
 |
| / 16(min. of 8) | Pass or Referral |
| **Section comments** (optional): | **Verification comments** (optional): |

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| **Learning Outcome / Section 3** Be able to plan how you will implement the solution  |
| **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 3.1Develop a detailed plan for implementing the solution | **Referral [5/20]** | **Pass [10/20]** | **Good Pass [15/20]** |  |
| * A detailed plan for implementing the solution that clarifies objectives, assigns tasks with deadlines and charts progress in reaching goals and milestones has not been developed, or the implementation plan is incorrect, inappropriate or incomplete
 | * A correct and appropriate detailed plan for implementing the solution that clarifies objectives, assigns tasks with deadlines and charts progress in reaching goals and milestones has been developed, although the implementation plan needs further development for full implementation
 | * A correct and appropriate detailed plan for implementing the solution that clarifies objectives, assigns tasks with deadlines and charts progress in reaching goals and milestones has been developed for full implementation
 |
| / 20(min. of 10) | Pass or Referral |
| AC 3.2Communicate the plan to relevant stakeholders | **Referral [*3/12*]** | **Pass [*6/12*]** | **Good Pass [*9/12*]** |  |
| * The implementation plan has not been communicated to relevant stakeholders, or has been communicated incorrectly or inappropriately, or the communication needs of relevant stakeholders have not been identified, or are incorrect, inappropriate or incomplete
 | * Evidence is provided that the implementation plan has been communicated correctly and appropriately to meet the identified communication needs of relevant stakeholders, although a formal communication plan is not provided
 | * Evidence is provided that the implementation plan has been communicated correctly and appropriately to meet the identified communication needs of relevant stakeholders and a formal communication plan is provided
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| / 12(min. of 6) | Pass or Referral |

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| AC 3.3Assess appropriate monitoring and review techniques to ensure successful implementation of solution  | **Referral [*3/12*]** | **Pass [*6/12*]** | **Good Pass [*9/12*]** |  |
| * Monitoring and review techniques to ensure successful implementation of solution have not been assessed, or are incorrect or inappropriate, or monitoring and review techniques are merely listed or described with no assessment using criteria to make a judgement as to their appropriateness
 | * Correct and appropriate monitoring and review techniques have been assessed to make a judgement as to their appropriateness to ensure successful implementation of the solution, although the criteria used for the assessment are subjective and/or not transparent
 | * Correct and appropriate monitoring and review techniques have been assessed using objective and transparent criteria to make a judgement as to their appropriateness to ensure successful implementation of the solution
 |
| / 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:** |