**MARK SHEET – Developing and maintaining a high-performance culture and optimising resources**

|  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **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 and awarded a minimum of a Pass.  Sufficiency descriptors are provided as guidance. 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.  ‘Pass’ and ‘Good Pass’ are distinguished only in order to clarify the standard and enhance feedback given to the learner. However there is no ‘good pass’ outcome and successful completion of the unit will be shown as ‘pass’ on the statement of results. | | | | | | | | | 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:** Understand how to assess and benchmark 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]* | | | | | | | | | |  |
| AC 1.1  Establish with relevant stakeholders a range of appropriate data and indicators for assessing performance in own area of responsibility in terms of effectiveness, efficiency, financial viability, sustainability, diversity and relevance | **Referral** | | | | **Pass** | | | **Good Pass** | | | **Assessor feedback on AC** |
| * Insufficient data and indicators established * Data and indicators provided but no evidence of involvement of stakeholders * Data and indicators lack links to organisational strategies, key stakeholders, external good practice examples or lack benchmarks to enable assessment of potential enhancements that are meaningful for effectiveness, efficiency, financial viability, diversity and relevance | | | | * Limited but sufficient data and indicators for assessing performance based on organisational strategies agreed with key stakeholders, with some links to external good practice examples and benchmarks, thus enabling meaningful assessment of potential enhancements in effectiveness, efficiency, financial viability, diversity and relevance | | | * Ample range of data and indicators established for a thorough assessment of performance * Based on organisational strategies, detailed evidence of how the data and indicators were agreed with all relevant stakeholders * Data and indicators established with clear links to a range of external top practice examples and benchmarks, thus enabling clear demonstration of significant potential enhancements in effectiveness, efficiency, financial viability, diversity and relevance | | |  |
| Good Pass / Pass / Referral |
| AC 1.2  Undertake a rigorous data-driven enquiry using an appropriate methodology to assess and benchmark performance and identify risks and challenges to current ways of working | **Referral** | | | | **Pass** | | | **Good Pass** | | | **Assessor feedback on AC** |
| * Information on enquiry is insufficiently detailed * Enquiry methodology is inappropriate, shows insufficient assessment or is inadequately data-driven * Assessment does not include enough reference to external sources to enable benchmarking * Risks and challenges not sufficiently identified or do not flow from analysis | | | | * Data-driven enquiry and evaluation, with reference to some external sources, leading to findings that provide a limited but sufficient benchmarked evaluation of the risks and challenges to current ways of working | | | * Detailed and rigorous data-driven enquiry * Enquiry leads to confident findings, with ample references to a range of sources relevant to quantify performance * Provides a thorough and meaningful benchmarked evaluation of the risks and challenges to current ways of working | | |  |
| Good Pass / Pass / Referral |
| AC 1.3  Establish metrics to drive sustainability, performance and demonstrate value added | **Referral** | | | | **Pass** | | | **Good Pass** | | | **Assessor feedback on AC** |
| * Metrics are insufficient or not fit for purpose to demonstrate value added * Metrics are not linked to any measurement of sustainability and performance | | | | * Relevant metrics provided that are linked to measurement of sustainability and performance and, although limited, show sufficient links to value add | | | * Clear, detailed and relevant set of metrics provided that are meaningful and user friendly * Ample direct links to measurement of sustainability and performance and quantifiably demonstrate value add | | |  |
| Good Pass / Pass / Referral |
| **Section comments** (optional): | | | | | | **Verification comments** (optional): | | | | | |
| **Learning Outcome / Section 2:** Understand how to develop and maintain a culture of high levels of 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** |
| AC 2.1  Critically evaluate the impact of the enquiry and establish strategies for the development and maintenance of high levels of performance that take account of stakeholder needs, identified risks, challenges and diversity | **Referral** | | | **Pass** | | | | **Good Pass** | | |  |
| * Evaluation insufficient so little or no impact shown on the individual or the organisation from the results of the enquiry * Improvement strategies do not have potential to support, develop and maintain high levels of performance * Improvement strategies do not take account of the needs of key stakeholders, risks, challenges and diversity | | | * The evidence presented from the enquiry demonstrates potential for limited impact on the individual and the organisation and shows some potential to deliver improvements, while taking limited but sufficient account of key stakeholder needs and includes the means to deal with risks, challenges and diversity that have been identified | | | | * Ample and detailed evidence is presented from the enquiry to demonstrate significant and far reaching impact on the individual and the organisation * Improvement strategies show credible and quantified potential to deliver significant improvements, while thoroughly taking account of the needs of range of stakeholders including detailed plans for management of diversity and risk | | |
| Good Pass / Pass / Referral |
| AC 2.2  Engage effectively with collaborative networks to add value and ensure sustainability of high levels of performance | **Referral** | | | **Pass** | | | | **Good Pass** | | | **Assessor feedback on AC** |
| * Insufficient engagement with collaborative networks * Little or no evidence of adding value or of supporting sustainability of high level performance | | | * Evidence of active engagement with a collaborative network that shows some evidence of adding value and supporting sustainability of high level performance | | | | * Clear evidence of extensive proactive engagement with collaborative networks * Ample demonstration of how it has effectively added significant value and supported sustainability of performance | | |  |
| Good Pass / Pass / Referral |
| **Section comments** (optional): | | | | | | **Verification comments** (optional): | | | | | |
| L**earning Outcome / Section 3:** Understand the leadership and management skills required for future-readiness | | | | | | | | | | | |
| **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  Critically review the outcomes of the enquiry to establish the leadership and management skills and perspectives required by a future-ready leader/ manager to create and sustain long-term organisational success | | **Referral** | | | **Pass** | | | **Good Pass** | | |  |
| * Little or no clear or credible review of enquiry outcomes * Insufficient discussion and identification of required leadership and management skills and perspectives * Inadequate links to long term organisational success | | | * Limited but sufficient critical review of enquiry outcomes that convincingly identify the leadership and management skills and perspectives that have some potential to create and sustain organisational long term success | | | * Quantified and thorough evaluation of enquiry outcomes that compellingly identifies detailed leadership and management skills and perspectives required to create, sustain and enhance significant long term success with detailed, practical personal and organisational development recommendations | | |
| Good Pass / Pass / Referral |
| AC 3.2  Justify choice of media to evidence the impact of the enquiry to satisfy and influence stakeholders and to enhance personal brand | | **Referral** | | | **Pass** | | | **Good Pass** | | | **Assessor feedback on AC** |
| * Little or no justification offered or rationale is not plausible * The choice of presentation media is inappropriate to evidence the impact of the findings, or to influence stakeholders or enhance personal brand | | | * Limited but sufficient justification of the choice of presentation media to adequately support communication of the impact **and** have some potential to influence stakeholders and enhance personal brand | | | * Thorough and persuasive justification of choice, structure and content of media * Media well suited to evidence compellingly the impact and amply influence stakeholders. * Reflects the standards expected in academic or professional publications, significantly enhancing personal brand | | |  |
| Good Pass / Pass / Referral |
| **Section comments** (optional): | | | | | | **Verification comments** (optional): | | | | | **FINAL RESULT**  **Good Pass / Pass / Refer** |
| **Overall assessor Feedback (optional)** | | | | | | | | | | | |
| **Assessor’s Decision** | | | | | | **Quality Assurance Use** | | | | | |
| **Outcome** (*delete as applicable*):  **GOOD PASS / PASS / REFERRAL** | | | **Signature of Assessor:**  **Date:** | | | **Outcome** (*delete as applicable*):  **GOOD PASS / PASS / REFERRAL** | | | | **Signature of QA:**  **Date of QA check:** | |