**MARK SHEET – Undertaking an extended period of management coaching or mentoring 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 plan and prepare for management coaching or mentoring programmes based on identified developmental needs and goals | | | | | | | | | |
| **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  Explain the rationale for coaching or mentoring for a minimum of six clients and formally agree a contract with each client | **Referral [ca. 1/4]** | | **Pass [2/4]** | | **Good Pass [ca. 3/4]** | | |  | |
| * There is no evidence that the rationale for coaching or mentoring has been discussed, or the evidence is inappropriate or deficient, or the rationale is incorrect, inappropriate or deficient * A contract with each client has not been formally agreed, or the contract is incorrect, inappropriate or deficient | | * There is limited but sufficient evidence that the rationale for coaching or mentoring has been explained although the reasons and arguments presented for the rationale are limited but correct and sufficient and do not cover the full scope of effective contracting * A limited but correct and appropriate formal contract with each client has been agreed | | * Detailed evidence is provided that the rationale for coaching or mentoring has been explained and the reasons and arguments presented for the rationale are correct and comprehensive and cover the full scope of effective contracting * A detailed, correct and appropriate formal contract with each client has been agreed | | |
| / 4  (min. of 2) | Pass or Referral |

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| AC 1.2  Identify individual developmental needs and agree goals, **in line with** organisational, divisional and/or team goals with each client | **Referral [ca. 1/4]** | **Pass [2/4]** | | **Good Pass [ca. 3/4]** | **Assessor feedback on AC** | |
| * Individual development needs of each client have not been identified, or are inappropriate or deficient, or are in line with organisational or divisional/team goals but not both, or why they have been identified is wholly indeterminate * There is no evidence that individual goals for each client have been agreed, or individual goals are not based on developmental needs or are otherwise inappropriate or deficient, or individual goals are in line with organisational or divisional/team goals but not both, or why the individual goals are in line with organisational, divisional and/or team goals is wholly indeterminate | * A narrow but sufficient and appropriate range of individual development needs of each client have been identified, although why they are in line with organisational, divisional and/or team goals is imprecise * Limited but sufficient evidence is provided that appropriate individual goals based on developmental needs for each client have been agreed, although why they are in line with organisational, divisional and/or team goals is imprecise | | * A wide and appropriate range of individual development needs of each client have been identified and each are precisely and specifically in line with organisational, divisional and/or team goals * Detailed evidence is provided that appropriate individual goals based on developmental needs for each client have been agreed and each are precisely and specifically in line with organisational, divisional and/or team goals |  | |
| / 4  (min. of 2) | Pass or Referral |
| AC 1.3  Plan and prepare for a short coaching or mentoring programme with a minimum of six clients | **Referral [ca. 1/4]** | **Pass [2/4]** | | **Good Pass [ca. 3/4]** | **Assessor feedback on AC** | |
| * A short coaching or mentoring programme with six or more clients has not been planned and prepared, or the preparation and/or planning is incorrect, inappropriate or deficient, or a programme has been planned or prepared but not both, or the programme is not based upon identified development needs and agreed goals of all clients | * A sufficient short coaching or mentoring programme with one or more clients and based upon identified development needs and agreed goals of all clients has been correctly and appropriately planned and prepared, although additional work on planning and/or preparation is required for full implementation | | * A sufficient short coaching or mentoring programme with one or more clients and based upon identified development needs and agreed goals of all clients has been correctly and appropriately planned and prepared, although additional work on planning and/or preparation is required for full implementation |  | |
| / 4  (min. of 2) | Pass or Referral |
| **Section comments** (optional): | | | **Verification comments** (optional): | | | |

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| **Learning Outcome / Section 2:** Be able to undertake and record at least hundred hours of formal coaching or mentoring activity | | | | | | |
| **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  Complete a minimum of hundred hours of coaching or mentoring activity with six or more clients | **Referral [ca. 4/16]** | **Pass [8/16]** | | **Good Pass [ca. 12/16]** |  | |
| * There is no evidence that a minimum of hundred hours of coaching activity with six or more clients has been completed, or the evidence is incorrect, inappropriate or deficient | * There is limited but sufficient evidence that a minimum of hundred hours of coaching activity with six or more clients has been completed | | * Comprehensive evidence that a minimum of hundred hours of coaching activity with six or more clients has been completed |
| / 16  (min. of 8) | Pass or Referral |
| AC 2.2  Critically evaluate your use of a range of diagnostic coaching and mentoring tools and techniques | **Referral [ca. 3/12]** | **Pass [6/12]** | | **Good Pass [ca. 9/12]** | **Assessor feedback on AC** | |
| * No evidence is provided of the use of a range of diagnostic coaching and mentoring tools and techniques, or the range is deficient, or the evidence is incorrect, inappropriate or deficient, or the diagnostic coaching and mentoring tools and techniques are incorrect or have been used incorrectly or inappropriately | * A limited but sufficient critical evaluation and appropriate assessment of own evidence is provided of the correct and appropriate use of a sufficient but narrow range of appropriate diagnostic coaching and mentoring tools and techniques | | * Comprehensive evidence of critical evaluation is provided of the correct and appropriate use of a wide range of appropriate diagnostic coaching and mentoring tools and techniques over the full scope of the coaching activity |  | |
| / 12  (min. of 6) | Pass or Referral |
| AC 2.3  Assess your ability to build relationships and use effective communication techniques of questioning, listening and giving feedback | **Referral [ca. 2/8]** | **Pass [4/8]** | | **Good Pass [ca. 6/8]** | **Assessor feedback on AC** | |
| * There is no evidence that the ability to build relationships and use effective communication techniques of questioning, listening and giving feedback has been demonstrated, or the evidence is incorrect, inappropriate or deficient, or the ability to build relationships or use effective communication techniques of questioning, listening and giving feedback has been demonstrated but not both | * A Limited but sufficient and appropriate assessment of own ability to build relationships * And theuse of effective communication techniques of questioning, listening and giving feedback has been demonstrated correctly and appropriately using a narrow range of appropriate coaching skills | | * A Comprehensive assessmentof own abilityto build relationships * Andthe use of effective communication techniques of questioning, listening and giving feedback has been demonstrated correctly and appropriately using a wide range of appropriate coaching skills over the full scope of the coaching activity |  | |
| / 8  (min. of 4) | Pass or Referral |
| AC 2.4  Maintain appropriate overview records of goals, discussions and outcomes including progress towards goals | **Referral [ca. 2/8]** | **Pass [4/8]** | | **Good Pass [ca. 6/8]** | **Assessor feedback on AC** | |
| * Appropriate overview records have not been maintained, or overview records are incorrect, inappropriate, incomplete or otherwise deficient, or overview records of goals or discussion or outcomes including progress towards goals have been maintained but not all three | * Limited but sufficient evidence is provided that appropriate overview records of goals, discussions and outcomes including progress towards goals have been correctly maintained] | | * Comprehensive evidence is provided that appropriate overview records of goals, discussion and outcomes including progress towards goals have been correctly maintained over the full scope of the coaching activity |  | |
| / 8  (min. of 4) | Pass or Referral |
| **Section comments** (optional): | | | **Verification comments** (optional): | | | |

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| **Learning Outcome / Section 3:** Be able to reflect and review own management coaching or mentoring 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 3.1  Collect feedback from coaching clients and other stakeholders (if appropriate) on the effectiveness on coaching interventions in enabling the achievement of agreed goals | **Referral [ca. 2/8]** | **Pass [4/8]** | | **Good Pass [ca. 6/8]** |  | |
| * There is no evidence that feedback has been requested from coaching or mentoring clients and other stakeholders (if appropriate), or feedback is inappropriate or deficient, or the range of feedback is insufficient relative to the scope of the coaching or mentoring interventions, or the feedback is not focused on measuring the effectiveness of coaching or mentoring interventions in enabling the achievement of agreed goals | * There is limited but sufficient evidence that appropriate feedback focused on the effectiveness of coaching or mentoring interventions in enabling the achievement of agreed goals has been requested from coaching or mentoring clients and other stakeholders (if appropriate), although the feedback covers a limited but sufficient scope of the coaching or mentoring interventions and/or criteria for effectiveness are imprecise | | * Detailed evidence is provided that comprehensive and appropriate feedback aligned to precise criteria for judging the effectiveness of coaching or mentoring interventions in enabling the achievement of agreed goals has been requested from coaching or mentoring clients and other stakeholders (if appropriate) |
| / 8  (min. of 4) | Pass or Referral |
| AC 3.2  Summarise coaching and mentoring activity and holistically explore this for patterns and personal learning and areas for improvement | **Referral [ca. 2/8]** | **Pass [4/8]** | | **Good Pass [ca. 6/8]** | **Assessor feedback on AC** | |
| * Coaching or mentoring activity has not been summarised, or the summary is incorrect, inappropriate or deficient or is insufficient relative to the scope of the coaching or mentoring practice * The summary has not been holistically explored for patterns and personal learning and areas for improvement, or has been holistically explored for patterns or personal learning or areas for improvement but not all three * The holistic exploration is incorrect, inappropriate or deficient or is insufficient relative to the scope of the summary and/or the coaching or mentoring practice | * A limited but sufficient and appropriate summary of the coaching or mentoring activity is provided * The summary has been correctly and appropriately holistically explored for patterns and personal learning and areas for improvement, although the links and relationships between patterns, personal learning and areas for improvement are imprecise | | * A comprehensive and appropriate summary of all aspects of the coaching or mentoring activity is provided * The summary has been correctly and appropriately holistically explored for patterns and personal learning and areas for improvement with clearly defined and precise links and relationships between all patterns, personal learning and areas for improvement |  | |
| / 8  (min. of 4) | Pass or Referral |
| AC 3.3  Reflect on and review own coaching or mentoring practice (including evidence of supervision / tutorial feedback) | **Referral [ca. 2/8]** | **Pass [4/8]** | | **Good Pass [ca. 6/8]** | **Assessor feedback on AC** | |
| * Own coaching or mentoring practice is not reviewed, or the review is incorrect, inappropriate or deficient, or the review does not include evidence of supervision/tutorial feedback, or own coaching or mentoring practice is merely described with no review to make a judgement using a combination of evidence, theoretical model(s) or practice * There is no reflection on own coaching or mentoring practice, or the reflection is inappropriate or deficient, or does not include evidence of supervision/tutorial feedback, or the reflection does not engage in a process of learning to develop what might be an improvement to own coaching or mentoring practice | * Own coaching or mentoring practice is correctly and appropriately reviewed, including evidence of supervision/tutorial feedback, to make a judgement using a combination of evidence, theoretical model(s) or practice, although the evidence base for the judgement is limited in relation to the scope of the coaching or mentoring practice * A limited but appropriate reflection on own coaching or mentoring practice includes evidence of supervision / tutorial feedback, although the process of learning is imprecise and/or improvements to coaching or mentoring activity are tentative | | * Own coaching or mentoring practice is correctly and appropriately reviewed, including evidence of supervision/tutorial feedback, to make a judgement using a combination of evidence, theoretical model(s) or practice that reflects the full scope of the coaching or mentoring practice * A full and appropriate reflection on own coaching or mentoring practice includes evidence of supervision / tutorial feedback and applies a clear and precise process or model of learning to create appropriate and defined improvements |  | |
| / 8  (min. of 4) | Pass or Referral |
| **Section comments** (optional): | | | **Verification comments** (optional): | | | |

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| **Learning Outcome / Section 4:** Be able to use supervision and reflective leaning to develop and improve own management coaching or mentoring 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 4.1  Negotiate and agree with coaching supervisor/tutor a contract, and demanding but realistic personal learning and development goals for the hundred hours of management coaching or mentoring practice | **Referral [ca. 2/8]** | | **Pass [4/8]** | | | **Good Pass [ca. 6/8]** | |  | |
| * There is no evidence that a contract has been negotiated and agreed, or the contract is inappropriate or deficient * Personal learning and development goals are not realistic, or are inappropriate or deficient, or do not sufficiently reflect the scope of hundred hours of coaching or mentoring | | * Sufficient evidence is provided that a limited but appropriate contract has been discussed and agreed * A sufficient but narrow range of realistic and appropriate personal learning and development goals sufficiently reflect the scope of hundred hours of coaching or mentoring | | | * Comprehensive evidence is provided that a detailed and appropriate contract has been discussed and agreed * A wide range of realistic and appropriate personal learning and development goals reflect the full scope of hundred hours of coaching or mentoring | |
| / 8  (min. of 4) | Pass or Referral |
| AC 4.2  Reflect and summarise the coaching or mentoring activity making links to the different coaching or mentoring relationships, activities and challenges | **Referral [ca. 2/8]** | | **Pass [4/8]** | | | **Good Pass [ca. 6/8]** | | **Assessor feedback on AC** | |
| * Coaching or mentoring activity has not been summarised, or the summary is incorrect, inappropriate or deficient or is insufficient relative to the scope of the coaching or mentoring practice * The summary has not made sufficient correct and appropriate links to the different coaching or mentoring relationships, activities and challenges, or links have been made to the different coaching or mentoring relationships or activities or challenges but not all three * There is no reflection on own coaching or mentoring practice, or the reflection is inappropriate or deficient, or the reflection does not engage in a process of learning to develop what might be an improvement on own coaching or mentoring practice, or the reflection does not make sufficient and appropriate links to the different coaching or mentoring relationships and activities and challenges | | * A limited but sufficient and appropriate summary of the coaching or mentoring activity is provided that includes limited but sufficient, correct and appropriate links to a narrow but sufficient range of coaching or mentoring relationships, activities and challenges * A limited but appropriate reflection on own coaching or mentoring practice includes correct and appropriate links to a narrow but sufficient range of coaching or mentoring relationships, activities and challenges, although the process of learning is imprecise and/or improvements to coaching or mentoring activity are tentative | | | * A comprehensive and appropriate summary of the coaching or mentoring activity is provided that includes detailed, correct and appropriate links to the full range of coaching or mentoring relationships, activities and challenges * A full and appropriate reflection on own coaching or mentoring practice includes correct and appropriate links to the full range of coaching or mentoring relationships, activities and challenges and applies a clear and precise process or model of learning to create appropriate and defined improvements | |  | |
| / 8  (min. of 4) | Pass or Referral |
| AC 4.3  Evaluate the impact and effectiveness of the coaching activity or mentoring activity at an individual and organisational level | **Referral [ca. 1/4]** | | **Pass [2/4]** | | | **Good Pass [ca. 3/4]** | | **Assessor feedback on AC** | |
| * The impact and effectiveness of the coaching or mentoring has not been evaluated, or has been evaluated at an individual or organisational level but not both, or the impact and effectiveness has been merely described with no evaluation to provide a conclusion and/or recommendations for improvement | | * A limited but appropriate evaluation of the impact and effectiveness of the coaching or mentoring at an individual and an organisational level provides a conclusion and/or recommendations for improvement, although the evidence base for the evaluation is limited | | | * A comprehensive evaluation of the impact and effectiveness of the coaching or mentoring at an individual and an organisational level uses a wide and appropriate evidence base to provide a conclusion and/or recommendations for improvement | |  | |
| / 4  (min. of 2) | 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:** | |