

MARK SHEET – UNIT 501 - Undertaking management coaching or mentoring in the workplace

Centre Number :		Centre Name :		
Learner Registration No :		Learner Name:		
<p>INSTRUCTIONS FOR ASSESSMENT AND USE OF MARK SHEET</p> <p>Assessment must be conducted with reference to the assessment criteria (AC). In order to pass the unit, every AC must be met.</p> <p>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.'</p> <p>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).</p> <p>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.</p>			<p>1. Learner named above confirms authenticity of submission.</p> <p>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.</p> <p>However, if you are unwilling to allow ILM use your script, please refuse by ticking the box: <input type="checkbox"/></p>	
<p>Learning Outcome / Section 1: Be able to plan and prepare for management coaching or mentoring programmes based on identified developmental needs and goals</p>				
Assessment Criteria (AC)	Sufficiency Descriptors <i>[Typical standard that, if replicated across the whole submission, would produce a referral, borderline pass or good pass result]</i>			Assessor feedback on AC
<p>AC 1.1 Explain the rationale for coaching or mentoring for one or more clients and formally agree a contract with one or more clients</p>	<p>Referral [ca. 2/8]</p> <ul style="list-style-type: none"> There is no evidence that the rationale for coaching or mentoring for one or more clients has been explained, 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 	<p>Pass [4/8]</p> <ul style="list-style-type: none"> There is limited but sufficient evidence that the rationale for coaching or mentoring has been discussed, 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 	<p>Good Pass [ca. 6/8]</p> <ul style="list-style-type: none"> Detailed evidence is provided that the rationale for coaching or mentoring has been discussed 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 	<p>/ 8 (min. of 4) Pass or Referral</p>
	<p>Referral [ca. 2/8]</p>	<p>Pass [4/8]</p>	<p>Good Pass [ca. 6/8]</p>	

<p>AC 1.2 Identify individual developmental needs and agree goals, in line with organisational, divisional and/or team goals</p>	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 		
		/ 8 (min. of 4)	Pass or Referral		
<p>AC 1.3 Plan and prepare a short coaching or mentoring programme with one or more clients to complete a minimum of twelve hours of formal coaching activity</p>	<p style="text-align: center;">Referral [ca. 1/4]</p> <ul style="list-style-type: none"> A short coaching or mentoring programme with one 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 There is insufficient evidence that twelve hours of formal coaching activity has been completed 	<p style="text-align: center;">Pass [2/4]</p> <ul style="list-style-type: none"> A sufficient short coaching or mentoring programme has been correctly and appropriately planned and prepared to complete 12 hours of coaching activity with one client, based upon identified development needs and agreed goals of the client, although additional work on planning and/or preparation is required for full implementation 	<p style="text-align: center;">Good Pass [ca. 3/4]</p> <ul style="list-style-type: none"> A detailed short coaching or mentoring programme has been thoroughly planned and prepared, ready for full implementation, to complete over 12 hours of coaching activity with several clients, based upon identified development needs and agreed goals of all clients. 	Assessor feedback on AC	
		/ 4 (min. of 2)	Pass or Referral		
<p>Section comments (optional):</p>			<p>Verification comments (optional):</p>		
<p>Learning Outcome / Section 2: Be able to undertake and record at least twelve hours of formal coaching or mentoring activity with one or more clients</p>					
<p>Assessment Criteria (AC)</p>	<p>Sufficiency Descriptors <i>[Typical standard that, if replicated across the whole submission, would produce a referral, borderline pass or good pass result]</i></p>			<p>Assessor feedback on AC</p>	
<p>AC 2.1</p>	<p>Referral [ca. 4/16]</p>	<p>Pass [8/16]</p>	<p>Good Pass [ca. 12/16]</p>		

Complete a minimum of twelve hours of coaching or mentoring activity with one or more clients	<ul style="list-style-type: none"> There is no evidence that a minimum of twelve hours of coaching activity with one or more clients has been completed, or the evidence is incorrect, inappropriate or deficient 	<ul style="list-style-type: none"> There is limited but sufficient evidence that a minimum of twelve hours of coaching activity with one or more clients has been completed 	<ul style="list-style-type: none"> Comprehensive evidence that a minimum of twelve hours of coaching activity with one or more clients has been completed 		
				/ 16 (min. of 8)	Pass or Referral
AC 2.2 Critically review 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	
	<ul style="list-style-type: none"> No evidence is provided of the use of a range of diagnostic coaching or 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 	<ul style="list-style-type: none"> Limited but sufficient evidence is provided of the correct and appropriate use of a sufficient but narrow range of appropriate diagnostic coaching and mentoring tools and techniques 	<ul style="list-style-type: none"> Comprehensive evidence 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. 3/12]	Pass [6/12]	Good Pass [ca. 9/12]	Assessor feedback on AC	
	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Limited but sufficient and appropriate evidence is provided that the ability to build relationships and use effective communication techniques of questioning, listening and giving feedback has been demonstrated correctly and appropriately using a narrow range of appropriate coaching skills 	<ul style="list-style-type: none"> Comprehensive evidence is provided that the ability to build relationships and use 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 		
				/ 12 (min. of 6)	Pass or Referral
	Referral [ca. 3/12]	Pass [6/12]	Good Pass [ca. 9/12]	Assessor feedback on AC	

AC 2.4 Maintain appropriate overview records of goals, discussion and outcomes including progress towards goals	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Limited but sufficient evidence is provided that adequate and appropriate overview records of goals, discussion and outcomes including progress towards goals have been correctly maintained, although the overview records may be restricted to one part of the coaching activity. 	<ul style="list-style-type: none"> • Comprehensive evidence is provided that thorough overview records of goals, discussion and outcomes including progress towards goals have been correctly maintained in detail over the full scope of the coaching activity. 		
				/ 12 (min. of 6)	Pass or Referral
Section comments (optional):			Verification comments (optional):		
Learning Outcome / Section 3: Be able to reflect and review own management coaching or mentoring practice					
Assessment Criteria (AC)	Sufficiency Descriptors <i>[Typical standard that, if replicated across the whole submission, would produce a referral, borderline pass or good pass result]</i>			Assessor feedback on AC	
AC 3.1 Collect feedback on own coaching or mentoring practice on the effectiveness of coaching or mentoring interventions in enabling the achievement of agreed goals and show evidence of this within the coaching / mentoring diary	Referral [ca. 2/8]	Pass [4/8]	Good Pass [ca. 6/8]		
	<ul style="list-style-type: none"> • Feedback on own coaching or mentoring practice has not been collected and evidenced within the coaching / mentoring diary, or feedback is inappropriate or deficient, or the range of feedback is insufficient relative to the scope of the coaching or mentoring practice 	<ul style="list-style-type: none"> • Limited but sufficient and appropriate feedback on own coaching or mentoring practice has been collected and evidenced within the coaching / mentoring diary 	<ul style="list-style-type: none"> • Detailed and appropriate feedback that covers the full scope of own coaching or mentoring practice has been collected and evidenced within the coaching / mentoring diary 		
				/ 8 (min. of 4)	Pass or Referral

AC 3.2 Review coaching or mentoring activity and holistically explore this for patterns and personal learning and areas for improvement	Referral [ca. 3/12]	Pass [6/12]	Good Pass [ca. 9/12]	Assessor feedback on AC	
	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 		
				/ 12 (min. of 6)	Pass or Referral
	Referral [ca. 2/8]	Pass [4/8]	Good Pass [ca. 6/8]	Assessor feedback on AC	

AC 3.3 Reflect on own coaching or mentoring practice (including evidence of supervision / tutorial feedback)	<ul style="list-style-type: none"> • 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 include evidence of supervision / tutorial feedback • 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 	<ul style="list-style-type: none"> • 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 and mentoring activity are tentative • A limited but correct and appropriate review of own coaching or mentoring practice includes evidence of supervision/tutorial feedback and uses a combination of evidence, theoretical model(s) or practice to make a judgement, although the evidence base for the judgement is limited in relation to the scope of the coaching or mentoring practice 	<ul style="list-style-type: none"> • 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 to coaching and mentoring activity • A comprehensive and appropriate review of own coaching or mentoring practice includes evidence of supervision/tutorial feedback and uses a combination of evidence, theoretical model(s) or practice to make a judgement using a wide evidence base that covers the full scope of the coaching or mentoring practice 		
				/ 8 (min. of 4)	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: