

QUALIFICATION SPECIFICATIONS

ILM LEVEL 3 AWARD IN SERVICE IMPROVEMENT



Circulation of Qualification Specifications

These Qualification Specifications are provided to centres that are approved by the Institute of Leadership and Management (ILM) to offer these qualifications. They should not be circulated outside of the centre. There are specific sections that are designed to be copied to candidates eg Assessment Notes for Candidates. It may also be useful to make available the Programme Outline and Unit Specifications. This information should be extracted from the Qualification Specifications rather than providing candidates with the complete document.

Institute of Leadership & Management (ILM)

Every effort has been made to ensure that the information contained in this publication is true and correct at the time of publication. ILM products and services are subject to continuous development and improvement and the right is reserved to change products and services from time to time. ILM cannot accept liability for loss or damage arising from the use of information in this publication.

© The Institute of Leadership and Management (ILM) 2010

ILM is part of the City & Guilds Group and is a company limited by guarantee no 601049.
Registered Charity 248226

Contact ILM www.i-l-m.com

The ILM Customer Service and Membership Teams are dedicated to providing the very best in customer care. If you need guidance on any aspect of leadership and management products and services, including fees, please contact ILM.

ILM Centres

T +44 (0)1543 266867
F +44 (0)1543 266893
E customer@i-l-m.com

ILM Membership

T +44 (0)1543 266886
F +44 (0)1543 266811
E membership@i-l-m.com

ILM LEVEL 3 AWARD IN SERVICE IMPROVEMENT (QCF)

[Qualification No. – 500/7553/6]

Note: This qualification specification should always be read in conjunction with the “Supporting Notes for ILM VRQs” document which is downloadable from ILM website or it can be accessed via your Quality Manager/External Verifier or from the ILM Customer Services Team by emailing at customer@i-l-m.com

Table of Contents

ILM Level 3 Award in Service Improvement – Qualification Overview	3
Occupational Competency Requirements	4
Assessment Guidance	5
APPENDICES	
Appendix A – Unit Specifications	7
Appendix B – Assessments	13

QUALIFICATION OVERVIEW:

ILM Level 3 Award in Service Improvement		
Purpose of the qualification	To enable learners to lead a small scale service improvement process using selected lean production techniques	
Progression routes	The qualification provides opportunities for progression to other qualifications such as the: <ul style="list-style-type: none"> • ILM Level 5 Certificate in Service Improvement • This is also valuable as an enhancement to generic management qualifications 	
Credit Value	Minimum 10 credits	
Induction	2 hours	
Tutorial Support	At least 3 hours	
Guided Learning Hours – this range is based on the guide learning defined for each unit and includes any additional time for induction and tutorial support	Minimum 30 glh	
To be completed within	3 years	
Structure	Mandatory Units	Credit Value
	M3.54 Preparing to apply lean production and improvement methodologies to small scale service delivery problems	4 credits
	M3.55 Undertaking a small scale service delivery improvement project using lean production methodologies	6 credits

OCCUPATIONAL COMPETENCY REQUIREMENTS FOR THE LEVEL 3 AWARD IN SERVICE IMPROVEMENT

To approve centres to deliver the Level 3 Award in Service Improvement, ILM will consider a centre's ability to meet various standards, not least having staff with sufficient competence. It is the centres responsibility to ensure that they have competent and suitably qualified staff involved in delivering, quality assuring and/or assessing qualifications.

The table below shows the occupational competence requirements of tutors, internal quality assurers and/or assessors. Given that occupational competence requirements will vary greatly between lower and higher level qualifications, this table will highlight if there is an additional requirement of any qualification specific occupational competency.

Tutors Occupational Competence Requirements	Evidence Indicators
A thorough knowledge and understanding of the qualification(s).	<ul style="list-style-type: none"> • Have a relevant qualification in the subject area that must be at equal or higher level or have an equivalent qualification. • Show evidence of information or documents prepared for learners such as a learner journey plan (SoW), lesson plan, learner guidance notes, tutorial support plan etc. for the ILM qualification. • Show evidence of participation in Continuing Professional Development (CPD) in relation to the relevant field and qualification requirements.
Relevant and credible experience in the field of the relevant qualification.	<ul style="list-style-type: none"> • Be able to prove that they have current experience of delivering training appropriate to the level and subject area of this qualification
A qualification in support of assessment and internal quality assurance.	<ul style="list-style-type: none"> • Ideally hold a valid and recognised teaching/training qualification.

Internal Quality Assurers and/or Centre Assessors Occupational Competence Requirements	Evidence Indicators
A thorough knowledge and understanding of the relevant qualification(s).	<ul style="list-style-type: none"> • Have a relevant qualification in the subject area that must be at equal or higher level or have an equivalent qualification. • Show evidence of carrying out CPD in order to familiarise themselves with current standards for assessment/verification in the subject area of this qualification.
Relevant and credible experience in the field of the relevant qualification.	<ul style="list-style-type: none"> • Demonstrate clear evidence of current experience in quality assurance and/or assessment appropriate to the level and subject area of this qualification
A qualification in support of assessment and/or internal quality assurance.	<ul style="list-style-type: none"> • Ideally hold an assessment qualification (e.g. TAQA or equivalent)
Experience and a working knowledge of the operational and assessment processes for the relevant qualification.	<ul style="list-style-type: none"> • Demonstrate an understanding of the organisation's management centric policies, procedures and practices. • Demonstrate knowledge and understanding of ILM's quality assurance policy, procedures and requirements.

ASSESSMENT GUIDANCE FOR THE LEVEL 3 AWARD IN SERVICE IMPROVEMENT

A brief introduction on ILM's Assessment Strategy can be found in *Supporting notes for ILM VRQs*. For detailed information, centres are encouraged to refer to the various assessment guides that are available from the ILM Customer Services Team at customer@i-l-m.com or refer to the Centre Manual (www.i-l-m.com/centres.aspx). This segment gives you specific guidance around assessments for the Level 3 Award in Service Improvement.

Appendix B in this document outlines the assessments and mark sheets for the units in this qualification. Centres should use the prescribed assessments. However some flexibility is permitted. In exceptional circumstances and to meet a specific need a centre may deviate from the prescribed assessment subject to prior written approval from ILM. Equal opportunities issues are relevant to all units of study and these aspects should be explicitly addressed in the delivery and assessment of this programme. The table below gives a brief overview of the units and assessment(s):

Unit	Assessment
M3.54 Preparing to apply lean production and improvement methodologies to small scale service delivery problems	Combined assessment - Work-Based Improvement Project
M3.55 Undertaking a small scale service delivery improvement project using lean production methodologies	

Learners are likely to come from a variety of backgrounds, in that they will have had different training and work experiences, differing ambitions and opportunities, centres therefore can encourage learners to select topics for assessment in their own organisation and/or area of work, (or within another organisation if they are currently unemployed or self employed). They should ensure learners are able to present their work as simple and clearly as possible. An approximate word count is given for each assessment. This should only be seen as a guide to help achieve a balanced piece of work.

Centres must ensure that learners adequately complete all sections of the assessment. To ensure all learning outcomes are assessed, section passes have been provided in the assessments. To assist this practice, ILM normally applies a pass mark of 50% in each section as reflecting a minimum pass. Centres must note that compensation between learning outcomes is not allowed in any QCF unit.

[THIS PAGE IS INTENTIONALLY BLANK]

A P P E N D I X - A

UNIT SPECIFICATIONS FOR THE LEVEL 3 AWARD IN SERVICE IMPROVEMENT

Title:	Preparing to apply lean production and improvement methodologies to small scale service delivery problems (M3.54)	
Level:	3	
Credit value:	4	
Learning outcomes (the learner will)		Assessment criteria (the learner can)
1	Know how to define a potential service improvement to an activity within own control using lean production and improvement methodologies	1.1 Prepare a proposal or project charter for using lean production and improvement methodologies to define a service improvement project to an activity within own control.
2	Understand how to use lean production and improvement methodologies to measure, analyse, improve and control a service improvement to an activity within own control	2.1 Use selected lean production and improvement tools to measure, analyse, improve and control typical service problems.
Additional information about the unit		
Unit purpose and aim(s)		To enable learners to understand how lean production methodologies can be used to improve service delivery by planning their application to a small scale improvement project to a workplace activity wholly within the learners own control.
Unit review date		31/12/2014
Details of the relationship between the unit and relevant national occupational standards or professional standards or curricula (if appropriate)		Links to Management & Leadership 2008 NOS: C1, C6, D8
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)		
Support for the unit from a sector skills council or other appropriate body (if required)		Council for Administration (CfA)
Location of the unit within the subject/sector classification system		Business Management
Name of the organisation submitting the unit		Institute of Leadership & Management
Availability for use		Restricted to ILM
Units available from		01/10/2009
Unit guided learning hours		15

Additional Guidance about the Unit	
Indicative Content:	
1	<ul style="list-style-type: none"> • General principles of lean production (DMAIC), six sigma, kaizen/continuous improvement and related models • Problem definition • Role, purpose, content and structure of a project proposal • Appropriate tasks for a small scale improvement project • Preparing a small scale improvement project proposal/project charter
2	<ul style="list-style-type: none"> • Identification of root cause of problem • Problem measurement, distinguishing between measurable and descriptive data • Distinguish between mean, median and mode; recognise normal distribution and skewed distributions; recognise histograms, bar charts, scatter charts, line graphs, Pareto diagrams, run/control charts) • Distinguish between common cause (trivial many) and special cause (significant few) variation

Title:	Undertaking a small scale service delivery improvement project using lean production methodologies (M3.55)	
Level:	3	
Credit value:	6	
Learning outcomes (the learner will)		Assessment criteria (the learner can)
1 Understand how to employ lean production and improvement methodologies to measure and analyse a defined problem, and propose a small scale service improvement and controls		1.1 Use selected lean production and improvement methodologies to measure and analyse a defined service delivery problem 1.2 Propose a small scale service improvement to address the identified problem 1.3 Identify appropriate controls to monitor the effectiveness of the solution
2 Know how to report on the improvement methodologies and outcomes of the small scale service improvement project		2.1 Prepare a brief report which explains how the improvement methodologies were used to bring about an improvement 2.2 Explain the outcomes of the small scale service improvement project
Additional information about the unit		NB: The guided learning hours for this unit are primarily required for coaching or mentoring support as learners apply their learning to agreed projects.
Unit purpose and aim(s)	To enable learners to employ world class improvement methodologies to make small scale improvements to service delivery.	
Unit review date	31/12/2014	
Details of the relationship between the unit and relevant national occupational standards or professional standards or curricula (if appropriate)	Links to Management & Leadership 2008 NOS: C1, C6, D8	
Assessment requirements or guidance specified by a sector or regulatory body (if appropriate)		
Support for the unit from a sector skills council or other appropriate body (if required)	Council for Administration (CfA)	
Location of the unit within the subject/sector classification system	Business Management	
Name of the organisation submitting the unit	Institute of Leadership & Management	
Availability for use	Restricted to ILM	

Units available from	01/10/2009
Unit guided learning hours	10
Additional Guidance about the Unit	
Indicative Content:	
1	<ul style="list-style-type: none"> • How to apply world class improvement methodologies, such as lean production (DMAIC), six sigma, kaizen/continuous improvement and related models, to make small scale improvements • Practical application of techniques for measuring and analysing data relating to a problem • Practical strategies for improving practices and procedures and for controlling future performance
2	<ul style="list-style-type: none"> • Short report preparation and presentation skills

[THIS PAGE IS INTENTIONALLY BLANK]

A P P E N D I X - B

ASSESSMENT FOR THE LEVEL 3 AWARD IN SERVICE IMPROVEMENT

WORK-BASED IMPROVEMENT PROJECT: UNITS M3.54 AND M3.55

Centre Number:	Centre Name:
Learner Registration No:	Learner Name:
<p>TASKS</p> <p>The various stages in your assessment activity are set out below. The structure given is designed to help you to present your work logically, including all the required steps.</p> <p>To maximise your chances of success, follow this guidance carefully.</p> <p>Your report on the improvement project you have led may be presented in writing <i>or</i> as an oral presentation.</p> <p>A written report is likely to be between 750 and 1,250 words in length; an oral Report will probably take between 5 and 10 minutes. <i>(These are not fixed requirements – the word count and time are for guidance only.) If you present your report orally, you should also submit your notes and a printed copy of any materials used in (e.g. a PowerPoint presentation) for quality assurance purposes.</i></p>	
<i>Please use the headings shown below when writing up your assignment</i>	
	Assessment Criteria
<p>Define a service improvement project</p> <p>Identify a small scale problem (one that can be addressed solely by the team without having any direct impact on the work of others outside the team) and prepare a project charter (proposal) to use lean production and improvement methodologies to resolve the problem. Within this problem <u>definition</u> you should very briefly identify your organisation, your team or workgroup, and your role.</p> <p><i>(min 5 marks required from 10 available)</i></p>	<ul style="list-style-type: none"> • A proposal or project charter for using lean production and improvement methodologies to define a service improvement project to an activity within own control has been prepared
<p>Apply lean production and improvement tools to measure, analyse, improve and control the problem</p> <p>Work with your team to gather appropriate data to <u>measure</u> the problem you have identified.</p> <p>Using selected lean production and improvement methodologies, <u>analyse</u> the data you have gathered, to identify the causes of the problem and any possible solutions.</p> <p>Select an appropriate <u>improvement</u> to reduce or eliminate the problem. Identify appropriate controls to <u>monitor</u> the effectiveness of the solution</p> <p><i>(min 30 marks required from 60 available)</i></p>	<ul style="list-style-type: none"> • Selected lean production and improvement methodologies have been used to measure and analyse a defined service delivery problem • Selected lean production and improvement tools have been used to measure, analyse, improve and control typical service problems • A small scale service improvement has been proposed to address the identified problem • Controls have been introduced to monitor the effectiveness of the solution
<p>Prepare a brief report on the process and outcomes</p> <p>Prepare a written report on the project in which you:</p> <ul style="list-style-type: none"> • define the problem • explain how you measured it and what you found by doing so • summarise your analysis • describe your improvement and how it can be monitored • Explain the outcomes of the project <p>NB: Although the project should lead to the implementation of the solution, a proposed solution and its controls which have not yet been implemented is sufficient for this assessment. Your report should explain whether or not the improvement has been implemented.</p>	<ul style="list-style-type: none"> • A brief report has been prepared which explains how the improvement methodologies were used to bring about an improvement • The outcomes of the small scale service improvement project have been explained

<i>(min 15 marks required from 30 available)</i>	
--	--

By submitting this assessment you confirm that it is your own work	
--	--

MARK SHEET: UNITS M3.54 AND M3.55

Centre Number:		Centre Name:		
Learner Registration No:		1. Learner named below 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: <input type="checkbox"/>		
Criteria	Strengths	Areas for Improvement	Assr mark	QA mark
Define a service improvement project <ul style="list-style-type: none"> A proposal or project charter for using lean production and improvement methodologies to define a service improvement project to an activity within own control has been prepared 			/ 10 marks (min 5)	
Apply lean production and improvement tools to measure, analyse, improve and control the problem <ul style="list-style-type: none"> Selected lean production and improvement methodologies have been used to measure and analyse a defined service delivery problem Selected lean production and improvement tools have been used to measure, analyse, improve and control typical service problems A small scale service improvement has been proposed to address the identified problem Controls have been introduced to monitor the effectiveness of the solution 			/ 60 marks (min 30)	
Prepare a brief report on the process and outcomes <ul style="list-style-type: none"> A brief report has been prepared which explains how the improvement methodologies were used to bring about an improvement The outcomes of the small scale service improvement project have been explained 			/ 30 marks (min 15)	
Assessor's decision		Quality assurance use		
Total marks	Outcome (circle as applicable)	Total marks	Outcome (circle as applicable)	
Total 50 + overall, AND minimum in	PASS/REFERRAL	Total 50 + overall, AND minimum in each	PASS/REFERRAL	
ILM Level 3 Award in Service Improvement Qualification Specification		© Institute of Leadership & Management	Version: October 2011	

each section		section	
Section referral if applicable:		Date of IQA check:	
Name of assessor:		Name of IQA:	
Assessor signature and date:		IQA signature:	
ILM EV signature:		Date externally verified (where applicable):	