

**ILM LEVEL 5  
CERTIFICATE  
IN SERVICE  
IMPROVEMENT**



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# **ILM LEVEL 5 CERTIFICATE IN SERVICE IMPROVEMENT (QCF)**

[Qualification No. – 500/7552/4]

***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](mailto:customer@i-l-m.com)***

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**QUALIFICATION OVERVIEW:**

<b>ILM Level 5 Certificate in Service Improvement</b>		
Purpose of the qualification	To enable learners to lead a service improvement process using the techniques of lean production.	
Progression routes	ILM Level 5 Certificate and Diploma in Management	
Credit Value	Minimum 20 credits	
Induction	2 hours	
Tutorial Support	At least 3 hours	
Guided Learning Hours (this includes time for induction, tutorial support and the units guided learning hours)	Minimum 60 glh	
To be completed within	3 years	
Structure	<b>Mandatory Units</b>	<b>Credit Value</b>
	M5.33 Preparing to apply lean production and improvement methodologies to operational problems in service delivery	8
	M5.34 Applying lean production and improvement methodologies to operational problems in service delivery	12

## OCCUPATIONAL COMPETENCY REQUIREMENTS FOR THE LEVEL 5 CERTIFICATE IN SERVICE IMPROVEMENT

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.

<b>Tutors Occupational Competence Requirements</b>	<b>Evidence Indicators</b>
A thorough knowledge and understanding of the qualification(s).	<ul style="list-style-type: none"> <li>• Have a relevant qualification in the subject area that must be at equal or higher level or have an equivalent qualification.</li> <li>• 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.</li> <li>• Show evidence of participation in Continuing Professional Development (CPD) in relation to the relevant field and qualification requirements.</li> </ul>
Relevant and credible experience in the field of the relevant qualification.	<ul style="list-style-type: none"> <li>• Be able to prove that they have current experience of delivering training appropriate to the level and subject area of this qualification</li> </ul>
A qualification in support of training/teaching	<ul style="list-style-type: none"> <li>• Ideally hold a valid and recognised teaching/training qualification.</li> </ul>

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

## ASSESSMENT GUIDANCE FOR THE LEVEL 5 CERTIFICATE 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](mailto:customer@i-l-m.com) or refer to the Centre Manual ([www.i-l-m.com/centres.aspx](http://www.i-l-m.com/centres.aspx)). This segment gives you specific guidance around assessments for the Level 5 Certificate in Service Improvement.

Appendix B in this document outlines the assessments and mark sheets for the mandatory 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):

Units	Assessment
M5.33 Preparing to apply lean production and improvement methodologies to operational problems in service delivery	Work-Based Improvement Project
M5.34 Applying lean production and improvement methodologies to operational problems in service delivery	

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.

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# **A P P E N D I X - A**

## **UNIT SPECIFICATIONS FOR THE LEVEL 5 CERTIFICATE IN SERVICE IMPROVEMENT**

<b>Title:</b>	<b>Preparing to apply lean production and improvement methodologies to operational problems in service delivery (M5.33)</b>	
<b>Level:</b>	5	
<b>Credit value:</b>	8	
<b>Learning outcomes (the learner will)</b>		<b>Assessment criteria (the learner can)</b>
1. Understand how to define and agree a service improvement project using lean production and improvement methodologies		1.1 Define an aspect of service delivery requiring improvement 1.2 Agree a project proposal/project charter for using lean production and improvement methodologies to bring about service improvement
2. Understand how to use lean production and improvement methodologies to measure and analyse service problems		2.1 Use a range of lean production and improvement methodologies to measure and analyse typical workplace activities
<b>Additional information about the unit</b>		
Unit purpose and aim(s)	To enable learners to plan a service improvement project using lean production and improvement methodologies.	
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: C2, C4 & C5	
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	Shared	
Units available from	01/10/2009	
Unit guided learning hours	40	

<b>Additional Guidance about the Unit</b>	
<b>Indicative Content:</b>	
1	<ul style="list-style-type: none"> <li>Principles of lean production (DMAIC), six sigma, kaizen/continuous improvement and related models</li> <li>Importance of problem definition; range of techniques to identify problems and their root causes</li> <li>Role, purpose, content and structure of a project proposal</li> <li>Organisational drivers and stakeholders in relation to an improvement project, and their implications for successful delivery</li> <li>Criteria for judging the appropriateness of a project proposal</li> </ul>
2	<ul style="list-style-type: none"> <li>Problem measurement (distinguishing between measurable and descriptive data)</li> <li>Employ range of techniques to analyse data (calculate mean, median and mode; distinguish between and explain characteristics of normal distribution and skewed distributions; produce histograms, bar charts, scatter charts, line graphs, Pareto diagrams, run/control charts)</li> <li>Reasons for common cause (trivial many) and special cause (significant few) variation</li> </ul>

<b>Title:</b>	<b>Applying lean production and improvement methodologies to operational problems in service delivery (M5.34)</b>	
<b>Level:</b>	5	
<b>Credit value:</b>	12	
<b>Learning outcomes (the learners will)</b>		<b>Assessment criteria (the learners can)</b>
1	Understand how to apply tools and techniques to undertake a service delivery improvement project using lean production and improvement methodologies	1.1 Define, measure and analyse a workplace project using lean production and improvement methodologies 1.2 Implement an appropriate improvement to service delivery based on the analysis 1.3 Introduce appropriate controls to ensure the continuing implementation of the improvement
2	Know how to present a report on the outcomes of the service improvement project	2.1 Prepare and present a report on the improvement project which defines, measures and analyses the problem; explains and justifies the improvement; and explains how it is controlled to produce long term sustainability of the improvement
<b>Additional information about the unit</b>		
Unit purpose and aim(s)		To enable learners to implement a service delivery improvement project using lean production and improvement methodologies.
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: C2, C4 & C5
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
NB: The guided learning hours for this unit are primarily required for coaching or mentoring support as learners apply their learning to agreed projects.	
<b>Additional Guidance about the Unit</b>	
<b>Indicative Content:</b>	
1	<ul style="list-style-type: none"> <li>• How to apply lean production and improvement methodologies to define, measure and analyse problems with service delivery, make improvements and control these improvements</li> <li>• Leading a group of people through the improvement process</li> <li>• Practical strategies for introducing changes to systems and procedures and monitoring their effectiveness</li> </ul>
2	<ul style="list-style-type: none"> <li>• Report preparation and presentation skills</li> </ul>

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# **A P P E N D I X - B**

## **ASSESSMENT FOR THE LEVEL 5 CERTIFICATE IN SERVICE IMPROVEMENT**

**WORK-BASED IMPROVEMENT PROJECT: UNITS M5.33 AND M5.34****TASK**

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.

To maximise your chances of success, follow this guidance carefully.

Your report on the improvement project you have led will normally be presented in writing or but may also be an oral presentation, or a combination of both.

A written report is likely to be between 1,500 and 3,000 words in length; an oral report will probably take between 20 and 30 minutes (*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 power-point presentation) for quality assurance purposes.

*Please use the headings below for this Mini-Project*

Assessment Criteria

**Define and agree a service improvement project**

You should identify an aspect of service delivery which requires improving. The problem you propose addressing should be significant but within the scope of your role and be within your power to improve, subject to the approval of appropriate managers, whose agreement to the project you should secure. You should include within your project charter/proposal a brief description of your organisation, area of activity (team, department, etc.) and own role.

- An aspect of service delivery requiring improvement has been defined
- A project proposal/project charter for using lean production and improvement methodologies to bring about service improvement has been agreed

*(min 5 marks required from 10 available)*

**Apply lean production and improvement tools to measure, analyse, improve and control the problem**

Work with your team (and others from outside the team, if appropriate) using a range of lean production and improvement methodologies to gather appropriate data to measure the problem you have identified and, having gathered the data, analyse it to identify its causes and to develop possible solutions.

Select, agree and implement an appropriate improvement to reduce or eliminate the problem.

Put in place appropriate controls to monitor the continuing implementation of the solution

- A workplace project has been defined, measured and analysed using lean production and improvement methodologies
- A range of lean production and improvement methodologies to measure and analyse typical workplace activities have been used
- An appropriate improvement to service delivery based on the analysis has been implemented
- Appropriate controls have been introduced to ensure the continuing implementation of the improvement

*(min 22 marks required from 44 available)*

**Report on the project process and outcomes**

Prepare and present a report on the project in which you:

- define the problem
- explain how you measured and analysed the problem, and

- A report on the improvement project has been prepared and presented
- The report defines, measures and analyses the problem

<p>what you found by doing so</p> <ul style="list-style-type: none"> <li>• explain and justify the improvement</li> <li>• explain what you have done to control the improvement and ensure that it is sustainable</li> </ul> <p><i>(min 23 marks required from 46 available)</i></p>	<ul style="list-style-type: none"> <li>• The report explains and justifies the improvement</li> <li>• The report explains how the improvement is controlled to produce long term sustainability of the improvement</li> </ul>
<p>By submitting this assessment you confirm that it is your own work</p>	

## MARK SHEET: WORK-BASED IMPROVEMENT PROJECT: UNITS M5.33 AND M5.34

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
<b>Define and agree an improvement project</b> <ul style="list-style-type: none"> <li>An aspect of service delivery requiring improvement has been defined</li> <li>A project proposal/project charter for using lean production and improvement methodologies to bring about service improvement has been agreed</li> </ul>			/ 10 marks (min 5)	
<b>Apply lean production and improvement tools to measure, analyse, improve and control the problem</b> <ul style="list-style-type: none"> <li>A workplace project has been defined, measured and analysed using lean production and improvement methodologies</li> <li>A range of lean production and improvement methodologies to measure and analyse typical workplace activities have been used</li> <li>An appropriate improvement to service delivery based on the analysis has been implemented</li> <li>Appropriate controls have been introduced to ensure the continuing implementation of the improvement</li> </ul>			/ 44 marks (min 22)	
<b>Report on the project process and outcomes</b> <ul style="list-style-type: none"> <li>A report on the improvement project has been prepared and presented</li> <li>The report defines, measures and analyses the problem</li> <li>The report explains and justifies the improvement</li> <li>The report explains how the improvement is controlled to produce long term sustainability of the improvement</li> </ul>			/ 46 marks (min 23)	

Assessor's decision		Quality assurance use	
Total marks	Outcome <i>(circle as applicable)</i>	Total marks	Outcome <i>(circle as applicable)</i>
Total 50 + overall, AND minimum in each section	PASS/REFERRAL	Total 50 + overall, AND minimum in each section	PASS/REFERRAL
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):	