**ILM LEVEL 4 UNITS IN LEADERSHIP AND MANAGEMENT ACCREDITATION DOCUMENT**

 **[Name of Customer programme]**

**Advice for ILM Centre Managers and Course Organisers**

ILM is looking for *equivalence* of the standard of the Level 4 assessment activities, given the context specific nature of the learning, development and subsequent evidence provided by the learners.

This document provides evidence of learner summative assessments/s aligned with the ILM assessment criteria. It also assists internal and external verifiers in the undertaking of their verification activities.

In the column entitled *Learning Strategies* the programme delivery of guided learning activities are referenced. In the column entitled *Assessment Evidence, all specific assessments* that each learnerwill complete are documented.

It is likely that a range of assessment activities will be included and evidence spread across learning outcomes and assessment criteria.

**Advice for the Quality and Compliance Manager (QCM) and External Verifier (EV).**

Pay particular attention to the summative assessment activities which have been aligned in this document, these should be centre- assessed using appropriate centre recording documentation or ILM mark sheets.

Please note that every assessment for every learner should be *available* to the E.V. as requested. The exception being those centres with Direct Claims Status.

*\*For Dual Accredited programmes, the E.V. should have sight of the University Academic Board’s exam pass list, to ensure that there is a match between the completion of the correct university modules and the ILM units claimed.*

**[name of customer programme]**

**Introduction**

[Overview of customer programme/ mode of delivery etc.]

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| **Rules of Combination** |
| **Award: all credits L4 from Group 1: YES/NO/N/A** | **Certificate: YES/NO/N/A** | **Diploma: YES/NO/N/A** |
| Minimum of 5 creditsMaximum of 12 creditsMinimum of 2 units from Group 1All units must be taken from Group 1**StorageX/G/ilmcurrent/qualitypractice/mapping/** | Minimum of 13 credits (no minimum no of units specified)Maximum 36 creditsChoice of Units from Group 1 and Group 2Maximum of 6 credits L3 or L5 units | Total credit value of 37Choice of Units from Group 1 and Group 2Maximum of 18 credits from L3 or L5 units |

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| **Customer Programme Title** |  | **Assessment Manager/ QA** **Alignment Consultant**  |  |
| **ILM Qualification** | **ILM Level 4**  | **Quality and Compliance Manager (QCM)** **Business Development Manager (BDM)** |  |
|  | **Summary**  | **Coverage** | **Comments** | **Title of Assessment for External Verification** |
| Ref | Unit Title | Credit Value | None | Partial | Full |  |  |
| 8605-408 | Management Communication  | 4 |  |  |  |  |  |
| 8605-400 | Understanding the management role to improve management performance  | 4 |  |  |  |  |  |
| 8605-406 | Developing Your Leadership Styles  | 4 |  |  |  |  |  |
| 8605-401 | Planning and leading a complex team activity  | 4 |  |  |  |  |  |
|  | **Summary**  | **Coverage** |  |  |
| Ref | Unit Title | Credit Value | None | Partial | Full |  |  |
| 8605-416 | Solving Problems by Making Effective Decisions in the Workplace  | 3 |  |  |  |  |  |
| 8605-417 | Managing and Implementing Change in the Workplace  | 6 |  |  |  |  |  |
| 8605-405 | Developing People in the Workplace  | 5 |  |  |  |  |  |
| 8505-415 | Motivating People in the Workplace  | 2 |  |  |  |  |  |
| 8605-409 | Managing Personal Development(Diploma only) | 15 |  |  |  |  |  |

**ILM Accreditation Document – Management Communication**

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| **Unit No: 8605-408** | **Management Communication 4 credits** |
| **Learning Outcomes** | **Assessment Criteria** | **Learning Strategies** | **Assessment Evidence**  |
| 1 | Understand the importance of effective communication in management | 1.1 | Explain the relevance of the communication cycle for effective communication in management |  |  |
| 1.2 | Explain, with examples, the importance of selecting an appropriate tone, language, and level of formality in management communications |  |  |
| 1.3 | Assess the effectiveness of a range of verbal and written communication methods within your area of the organisation |  |  |
| 2 | Be able to develop effective communication skills as a reflective manager | 2.1 | Develop appropriate criteria to evaluate own ability to communicate effectively |  |  |
| 2.2 | Collect and analyse feedback on own verbal and written communication skills |  |  |
| 2.3 | Evaluate own communication skills as a manager, identifying strengths and areas for improvement |  |  |

**ILM Accreditation Document – Understanding the management role to improve management performance**

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| **Unit No: 8605-400** | **Understanding the management role to improve management performance 4 credits** |
| **Learning Outcomes** | **Assessment Criteria** | **Learning Strategies** | **Assessment Evidence**  |
| 1 | Understand the specific responsibilities of middle managers in enabling an organisation to achieve its goals | 1.1 | Describe the goals and objectives of your organisation |  |  |
| 1.2 | Evaluate the specific responsibilities of middle managers in enabling your organisation to achieve its goals |  |  |
| 2 | Understand how communication and interpersonal skills affect managerial performance in the workplace | 2.1 | Evaluate how interpersonal and communication skills affect managerial performance |  |  |
| 2.2 | Evaluate strategies to overcome barriers to effective managerial communication and interpersonal skills |  |  |
| 3 | Be able to assess personal development opportunities to improve own managerial performance | 3.1 | Assess own knowledge, skills and behaviour, and their effect on own managerial performance |  |  |
| 3.2 | Identify areas for personal development to improve own managerial performance |  |  |
| 3.3 | Produce a personal development plan to improve own managerial performance |  |  |

**ILM Accreditation Document – Developing your leadership styles**

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| **Unit No: 8605-406** | **Developing your leadership styles 4 credits** |
| **Learning Outcomes** | **Assessment Criteria** | **Learning Strategies** | **Assessment Evidence**  |
| 1 | Understand the outcomes of effective leadership | 1.1 | Evaluate the importance of performance and engagement with followers in an organisation |  |  |
| 2 | Be able to assess own leadership styles | 2.1 | Review the six specific scales for leadership |  |  |
| 2.2 | Assess the effectiveness of own leadership style in terms of the six scales |  |  |
| 3 | Understand the implications of own leadership styles for self and for leadership within own organisation | 3.1 | Using the self-assessment of own leadership styles, evaluate the implications for self and own organisation |  |  |
| 3.2 | Evaluate the impact of changes in the situation on the effectiveness of the adopted style |  |  |
| 4 | Be able to assess own leadership behaviour, in terms of the three global factors which determine effective leadership | 4.1 | Evaluate the three global factors which impact on leadership effectiveness |  |  |
| 4.2 | Assess own leadership behaviour in terms of the three global factors |  |  |

**ILM Accreditation Document – Planning and leading a complex team activity**

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| **Unit No: 8605-401** | **Planning and leading a complex team activity 4 credits** |
| **Learning Outcomes** | **Assessment Criteria** | **Learning Strategies** | **Assessment Evidence**  |
| 1 | Be able to plan a complex team activity | 1.1 | Define the purpose, aims and objectives of the activity |  |  |
| 1.2 | Identify the tasks and resources required for the activity, including any operational constraints that apply |  |  |
| 1.3 | Produce a plan for the implementation of the activity |  |  |
| 1.4 | Assess the risks and any operational or safety issues that apply to the activity |  |  |
| 2 | Be able to communicate information on the activity to your team | 2.1 | Present information on the activity to your team, inviting questions and seeking to clarify any uncertainties |  |  |
| 2.2 | Communicate allocations of roles and responsibilities to team members |  |  |
| 3 | Be able to review own ability to lead a team through a complex activity | 3.1 | Collect feedback on your ability to lead the team through a complex activity |  |  |
| 3.2 | Review own performance, identifying leadership strengths and weaknesses |  |  |
| 3.3 | Produce a development plan to improve own planning and leadership skills, using feedback and self-assessment |  |  |

**ILM Accreditation Document – Solving problems by making effective decisions in the workplace**

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| **Unit No: 8605-416** | **Solving problems by making effective decisions in the workplace 3 credits** |
| **Learning Outcomes** | **Assessment Criteria** | **Learning Strategies** | **Assessment Evidence**  |
| 1 | Be able to analyse a complex problem in the context of the workplace | 1.1 | Define a complex problem in the workplace including its scope and impact |  |  |
| 1.2 | Analyse information on the identified problem, to help inform the decision making process |  |  |
| 2 | Be able to apply decision making techniques when assessing possible solutions | 2.1 | Propose a range of alternative solutions to the problem |  |  |
| 2.2 | Using a decision making technique, evaluate a range of solutions to identify the most appropriate option |  |  |
| 3 | Be able to plan how you will implement the solution | 3.1 | Develop a detailed plan for implementing the solution |  |  |
| 3.2 | Communicate the plan to relevant stakeholders |  |  |
| 3.3 | Assess appropriate monitoring and review techniques to ensure successful implementation of solution |  |  |

**Managing and implementing change in the workplace**

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| **Unit No: 8605-417** | **Managing and implementing change in the workplace 6 credits** |
| **Learning Outcomes** | **Assessment Criteria** | **Learning Strategies** | **Assessment Evidence**  |
| 1 | Understand the reasons for change in an organisation | 1.1 | Explain reasons why organisations continually need to change |  |  |
| 1.2 | Conduct an environmental and organisational analysis, to identify possible areas for change in own organisation |  |  |
| 2 | Be able to manage and implement change in the workplace | 2.1 | Identify an opportunity for change, arising from an environmental and organisational analysis |  |  |
| 2.2 | Assess the benefits and risks of implementing the identified opportunity for change |  |  |
| 2.3 | Develop a change implementation plan including details of how you will monitor and review the implementation of change |  |  |

**Developing people in the workplace**

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| **Unit No: 8605-405** | **Developing people in the workplace 2 credits** |
| **Learning Outcomes** | **Assessment Criteria** | **Learning Strategies** | **Assessment Evidence**  |
| 1 | Understand the importance of promoting personal development | 1.1 | Assess the potential benefits to the organisation of developing individuals |  |  |
| 1.2 | Assess the benefits to the individual of personal development |  |  |
| 2 | Be able to plan for an individual’s development | 2.1 | Assess how to manage an individual’s expectations in respect to personal development |  |  |
| 2.2 | Evaluate development vehicles in the organisation appropriate to the development needs of the individual |  |  |
| 2.3 | Develop a plan to meet the identified development needs of an individual |  |  |

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| 5 | Understand how to develop own leadership style and effectiveness | 5.1 | Produce an action plan for developing own leadership style and effectiveness |  |  |
| 5.2 | Explain the benefits of implementing the action plan |  |  |
| 5.3 | Explain how you will monitor and evaluate the action plan |  |  |

**ILM Accreditation Document – Motivating people in the workplace**

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| **Unit No: 8605-415** | **Motivating people in the workplace** |
| **Learning Outcomes** | **Assessment Criteria** | **Learning Strategies** | **Assessment Evidence**  |
| 1 | Understand the factors that may affect performance and motivation in the work place | 1.1 | Evaluate theories of motivation relevant to your workplace |  |  |
| 1.2 | Evaluate the principal factors that may affect performance and motivation in the workplace |  |  |
| 2 | Be able to improve levels of motivation and increase performance in the workplace | 2.1 | Select a theory of motivation and apply this to your workplace |  |  |
| 2.2 | Evaluate the impact of applying the theory of motivation on performance in the workplace |  |  |

**ILM Accreditation Document – Managing personal development (Diploma only)**

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| **Unit No: 8605-409** | **Managing personal development 15 credits** |
| **Learning Outcomes** | **Assessment Criteria** | **Learning Strategies** | **Assessment Evidence**  |
| 1 | Understand how to identify and prioritise work-related development requirements | 1.1 | Prioritise own work-related development needs with employment supervisor and/or learning supervisor |  |  |
| 1.2 | Evaluate available development support and resources and their constraints, with employment supervisor and/or learning supervisor |  |  |
| 2 | Be able to implement and evaluate planned development activities and apply learning in the workplace | 2.1 | Plan and agree development activities with employment supervisor and/or learning supervisor |  |  |
| 2.2 | Undertake development activities as planned  |  |  |
| 2.3 | Review at agreed intervals, with employment supervisor and/or learning supervisor, the effectiveness of development activities in meeting objectives and needs |  |  |
| 2.4 | Determine, with employment supervisor and/or learning supervisor, how learning and development can be used to improve workplace performance |  |  |
| 3 | Understand the impact of development on workplace performance | 3.1 | Evaluate with employment supervisor and/or learning supervisor the achievement of short-term goals and progress towards achieving medium and long-term goals |  |  |
| 3.2 | Revise development plans appropriately following evaluation with employment supervisor and/or learning supervisor |  |  |
| 3.3 | Evaluate with employment supervisor and/or learning supervisor how development activities have affected work performance  |  |  |