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ILM Endorsed Award:
Improving Performance and Results Through
Lean Management
Candidate Handbook

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ILM Endorsed Award in Improving Performance and Results through Lean Management

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ILM Endorsed Award in Improving Performance and Results through Lean Management

Welcome

Welcome to the ILM Endorsed Award in Improving Performance and Results through Lean Management. This Candidate Handbook provides the key things that you need to know about the course and the Award. Please make sure that you keep a copy of this handy for reference throughout the course.

Course Overview

This course is designed for Higher Education staff in all job families who lead improvement initiatives. It is a practical course of nine sessions supported by a workplace-based improvement initiative and covers the core tools and techniques of Lean Six Sigma management and thinking.

The course is organised around the Lean Six Sigma DMAIC improvement approach and comprises eight taught modules, a Report Out, Individual Learning Journal, Improvement Initiative and Professional Discussion.

A suggested time commitment to complete the course is provided in Appendix 1.

Learning outcomes

Candidates will:

- Understand the principles and methodology of Lean Six Sigma to a Green Belt level
- Develop their individual capability to learn and recognise the opportunities to apply suitable taught tools and techniques
- Use Lean tools and techniques to improve an identified activity
- Use the principles of reflection to identify success and opportunities for future applications
- Complete, to a suitable conclusion, an improvement initiative which must be reported through a presentation (Report Out)

The ILM and this award

Established in November 2002 the ILM is an accreditation body, part of the City & Guilds Group and is one of the UK's leading national organisations offering a wide range of qualifications covering all aspects of leadership and management, HR and enterprise. It has approximately 70,000 people registered for an ILM qualification each year, gaining the crucial skills and knowledge to improve their performance at work. Every ILM qualification is practically based, to ensure learning is transferred directly to the work environment – to the immediate benefit of employers and learners alike.

Endorsement of the Improving Performance through Lean Management course by ILM means that all aspects of course delivery and assessment have been approved by them. The Endorsed Award in Lean Management is a qualification that has been designed by University of Nottingham Professional Development, University of Nottingham to provide staff with recognition for their Lean activity work. Therefore, it is a qualification which is unique to the

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University of Nottingham, but it will be recognised by other Universities and employers due to the ILM endorsement.

Award requirements and Assessment

In order to achieve the Endorsed Award in Lean Management you need to have completed all four elements below:

- (a) Registered for the course and paid the fee applicable at the time of advertising the course.
- (b) Attended the sessions of the ILM Improving Performance and Results through Lean Management course, including the post-module quizzes and assignments:
 - Module 1: Introduction
 - Module 2: Define
 - Module 3: Measure
 - Modules 4 & 5: Analyse
 - Module 6: Improve
 - Module 7: Control
 - Module 8: Improvement Initiative Report Out preparation
 - Report Out
 - Professional Discussion
- (c) Submitted coursework for assessment and marked as 'passed'. There is a requirement to demonstrate learning, development and application of skills, tools and techniques by way of a Report Out, Professional Discussion and completion of an Individual Learning Journal.
- (d) Delivery of the Improvement Initiative Report Out conducted by the participant (and their team if applicable) is mandatory.

If you decide not to complete the coursework, you may add attendance of the course to your CV as a Lean Management training course, but you will not have an ILM Endorsed Award unless you successfully complete the assessment.

Structure, Assignments and Submissions

Taught Modules (Module 1-8)

Lean Six Sigma concepts are introduced via eight taught modules. Modules 1-7 each consist of one two-and-a-half hour workshop, a post module quiz to check learning and the application of

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the learning to the Improvement Initiative via Module Assignments and, for some modules pre and/or post activities or learning.

Module 8 is a two-hour session providing guidance and preparation support for the Report Out.

Module Assignments are used to direct the application of the modules' learning throughout the course to keep the candidates on track and support the progression of their Improvement Initiative. These module assignments require submission via OneFile but the feedback does not form part of the final overall course assessment. Feedback on the module assignments will be provided by the course tutors with the outcome for each being either Accept, Resubmission.

Module quizzes are not assessed, they are used to guide the candidate (and course tutors) as to their level of understanding of each module.

Improvement Initiative

How much time you should spend on the coursework and Improvement Initiative will depend primarily on the complexity of your Improvement Initiative.

Your improvement initiative is your Lean project and must:

- have a named Sponsor who supports the scope of the initiative and who has the authority to approve your improvements
- be likely to require Lean tools. Ideally be based on a process that is repeated frequently (daily, weekly or monthly) so that improvements can be made and evidenced in the course timescales
- be realistic to deliver in the course timescales
- have sufficient scope for meaningful change (the expected benefits outweigh the effort)
- not currently being worked on by anyone else or there is room for you to lead a sub-section of a wider initiative)
- Ideally, be part of the candidate's day-job or an area of interest

The Improvement Initiative needs to be confirmed between Module 2 and Module 3 as candidates should start work on their Improvement Initiative following Module 2's taught session. It must be substantially completed prior to the Report Out and the Professional Discussion (approx. six months).

As part of the application process to the course you will be asked to outline your proposed initiative topic. A course tutor will evaluate its likely suitability with you.

Improvement Initiative Report Out

The highlight of the course is the Report Out, during which Candidates present their improvement initiative to their Sponsor, own team/area impacted by the initiative, course

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leader(s) and fellow candidates. Candidates are responsible for scheduling the Report Out which must be delivered before the Professional Discussion.

The Report Out must answer the following questions:

Why did you look at this topic? What was the problem? What was the situation at the time (Current state)? What did your analysis reveal? What improvements did you put in place? How effective has it been? What would/will you do next?

You may present using any format/ approach/ structure you are comfortable with. Presentations are to be between 10 and 15 minutes, with an additional 5 minutes for questions.

Module 8 is dedicated to preparing candidates for the Report Out.

Individual Learning Journal

The Individual Learning Journal should be completed throughout the course to build a record of learning and development from both the module sessions and the application through the Improvement Initiative chosen.

The Individual Learning Journal is maintained within OneFile. There is no expected word limit for Individual Learning Journal entries but as a guide, approximately 500 words are expected per module.

You should include all relevant diagrams, charts and data gathering tools used during each activity session as attachments.

You should not need to use references. Your aim should be to choose the theory that is relevant to your initiative from your learning at the Module workshops and to write about how you have used it in completing your initiative.

Professional Discussion

The final activity on the course is the Professional Discussion. This is an approximately 30 minutes individual discussion with the course tutors where your key learnings and the application of lean to your Improvement Initiative and work will be evaluated, see Appendix 2, Section B for further details.

Submission formats

All submissions are to be made via the OneFile system.

Some Improvement Initiatives may require the collection and analysis of personal data (e.g. student or customer details). Candidates are responsible for complying with GDPR regulations. Should candidates use personal information in their Improvement Initiatives it must be removed (anonymised) prior to submission via OneFile.

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MSWord, MSPowerPoint, MSExcel, MSVisio, JPeg or PDFs attachments are acceptable submission formats. All other file formats (such as MSProject, Miro whiteboards, Aris etc) must be converted to an accepted format (e.g. PDF) prior to submission via OneFile.

Learner authenticity

As part of the OneFile submission process for assignments, learners must confirm their assessment submissions meet the ILM requirements that the learner's confirmations the authenticity of their work.

Confidentiality

All material will be kept confidential and secure as far as is reasonably possible.

Course Leader

Each course is assigned a dedicated course leader, supported by additional tutors. Course leaders and tutors are experienced Lean Practitioners who work in the University of Nottingham Lean team as part of Getting in Shape. The course leaders vary by cohort and are advised close to the course start date.

Tutorial Support

All participants have access to tutorial support which is provided in two ways:

1. During the course candidates will be able to communicate with the course tutors in between the planned sessions via email or MS Teams chat/ call.
2. Candidates may can submit a draft of their Improvement Initiative Report Out documentation to the course tutors for comments and to get feedback before the Report Out but draft coursework should be submitted well before the deadline to allow time for feedback and to make any changes.

Past examples of coursework

Course tutors have examples of previous coursework and the application of Lean tools that candidates may look at to get an idea of how to approach or present their work.

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Important Dates and Deadlines

Candidates who meet the submission deadline dates will have their work first marked and returned to them within one month of the submission date. Whilst we are flexible in allowing extensions please be aware that failing to meet the deadlines will potentially delay your completion of the course. The maximum time allowed to complete the course is 12 months from the delivery of Module 1.

Activity	Timeframe
Taught Modules 1-8	As advertised for the cohort
Improvement Initiative Report Out	By the end of the calendar month following Module 8
Final Individual Learning Journal Submission	Within 2 weeks of the Improvement Initiative Report Out
Professional Discussion	Held within 4 weeks of submission of the final Individual Learning Journal submission
Assessors' reports	Completed and reported within 21 days of the Professional Discussion

Assessment Process

There are two possible outcomes of the ILM Endorsed Award: Pass or Fail. Three submissions of assessment are used, the criteria of which are detailed in Appendix B:

- an oral submission by way of a Professional Discussion (supported by the Improvement Initiative and coursework) (Section A of the assessment)
- written submission by way of the Individual Learning Journal (Section B of the assessment)
- oral and written submission by way of the Report Out (Section C of the assessment)

Following these submissions an Assessor's report will be completed.

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See the assessment criteria and feedback document for full details (Appendix 2).

The assessment will be marked, in the first instance, by the course leader. Once the marks for these are confirmed, you will receive a feedback sheet with comments and marks for each section.

To pass, you will need to have all sections of your assessment sheet marked as

- 'excellent',
- 'very good'
- 'good'
- OR one 'minor adjustment' in Section A (none allowable in Section B or C).

If either Section A or B is marked as needing 'significant changes' or 'rewrite' in one or more criteria, you will be contacted to discuss how you might complete the award.

15% of the candidates in each cohort will have their assessments subject to secondary review through discussion between the marker and an Internal Quality Assessor (IQA) (another course leader, member of the University of Nottingham Lean Team or University of Nottingham Professional Development). This 15% are chosen on a random basis and are representative of the overall submissions from the cohort.

On completion, an ILM External Verifier may sample a wider range of submissions, IQA and Assessor's reports to ensure quality across the marking team.

Celebrating your achievement!

On successful completion of the Award, you will be invited to the ILM presentation ceremony (or virtual equivalent) when you will be awarded your certificate.

Appeal Process

In the event of an unsatisfactory result there is an appeals process.

All appeals will be dealt with by a panel of UoN senior managers, none of whom will have any direct connection with the appellant or their work. Appeals should be made to the UoN Head of Professional Development in writing, detailing the reason(s) why the appellant considers his/her assessment to be incorrect.

Appeals will be considered where the participant considers that the work they submitted should have been marked more highly and can clearly explain where they consider the incorrect marking to have occurred.

The appeal board will compare the work against a selection of anonymised pieces of work from other participants to ensure there is no discrimination against the appellants work.

Appeals should be made within one month of being advised of the result and the appeal board will make a decision within six weeks of an appeal being received.

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Data Security and Confidentiality

All assignments are kept securely and only made available to the marking team and external verifier, as outlined in the assessment process above. Your manager will not see your assignments unless you choose to share them.

Registration Procedures

All candidates who sign up for the ILM Endorsed Award in Improving Performance and Results through Lean are registered with the ILM. Your ILM registration for the Award lasts for three years from the date of your registration.

Registration Benefits

Once registered with ILM you are entitled to a free trial membership of the **Institute of Leadership and Management** (a strategic partner but separate entity to ILM). Through the Institute of Leadership and Management's website you will have access to a range of resources and services designed to support your learning and development. Full details about ILM can be found on their website which is available at www.i-l-m.com. Your trial membership of ILM is for six months from the date of your registration.

Equal Opportunities Policy at the University of Nottingham

The University seeks to create the conditions whereby students and staff are treated solely on the basis of their merits, abilities and potential, regardless of gender, race, colour, nationality, ethnic or national origin, age*, socio-economic background, disability, religious or political beliefs, trade union membership, family circumstance, sexual orientation or other irrelevant distinction.

Equal Opportunities Principles

The commitment to an Equal Opportunities policy is embodied in the following principles:

Discrimination, direct or indirect, based on a person's gender, race, colour, ethnic or national origin, age*, socio-economic background, disability, religious or political beliefs, trade union membership, family circumstance, sexual orientation or any other irrelevant distinction is unjust. Sexual and racial harassment are a form of discrimination and will be regarded as such.

In addition to being unjust, such forms of discrimination represent a waste of human resources and a denial of opportunity for individual self-fulfilment.

A successful Equal Opportunities policy requires the active support of the University community. The University therefore reaffirms its commitment to involve all staff and students in the implementation of this policy. All staff are required to comply with this policy and while the University is committed to the implementation of the aim and principles set out above by training and by good personnel practice, it will not hesitate to enforce the policy through its procedures, including, where appropriate, disciplinary action.

Further information about Equal Opportunities and other University policies can be found at <http://www.nottingham.ac.uk/hr/guidesandsupport/equalityanddiversitypolicies/index.aspx>

* subject to the normal pay and retirement conventions and University regulations on admission.

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In addition to designing, delivering and assessing this course in accordance with this policy, we also provide details of age, gender and race to the ILM to enable them to monitor these issues. All information collected is used for these purposes only and held confidentially and not retained longer than is needed.

Malpractice and Maladministration

Definitions

Malpractice is defined by ILM as an act or an instance of improper practice and includes maladministration. Malpractice is any activity, practice or omission which is either wilfully negligent or deliberately contravenes regulations and is comprised of:

- Internal or external assessment process
- Integrity of a regulated qualification
- Validity of a result or certificate
- Reputation and credibility of ILM

Examples of Professional Development malpractice, although not an exhaustive list, include:

- Inadequate procedures for the induction of members of staff by Professional Development
- Failure to provide learners and members of staff with the knowledge of their responsibilities through relevant policies and procedures that include the possible consequences of non-compliance
- Failure to review systems, policies and procedures to ensure they remain fit for purpose
- Inadequate support for learners and members of staff that includes ways of helping learners understand how malpractice can occur and be prevented
- Failure to follow University of Nottingham's own procedures relating to malpractice, maladministration and/or plagiarism
- Failure to report malpractice to ILM including cases of plagiarism that have been dealt with through Professional Development's own Malpractice and Maladministration/Plagiarism policy
- Failure to have robust procedures in place for the review and monitoring of any administrative, assessment or quality process/activity that could result in the deliberate falsification of records.

Examples of learner malpractice, although not an exhaustive list, include:

- Falsification or fabrication of assessment evidence
- Any form of impersonation
- Any form of cheating to gain an improper advantage
- Collusion i.e. allowing another learner to copy work or the unsanctioned collaboration between a learner and another individual in the production of work that would be submitted by a learner as the outcome of his/her individual efforts.

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Maladministration is defined as any activity, practice or omission which results in Professional Development or learner non-compliance with administrative regulations and requirements. Examples of Professional Development malpractice, although not an exhaustive list, include:

- Persistent mistakes or poor administration within Professional Development resulting in the failure to keep appropriate learner assessment records
- Inaccurate recording of learner assessment decisions leading to invalid claims for certification
- Non-compliance with ILM requirements as described in the Customer Handbook and associated policies
- Failure to retain accurate records of learner assessment decisions for the specified timescale
- Failure to keep question papers secure prior to and after examinations

Professional Development will take reasonable steps to prevent malpractice and/or maladministration from occurring throughout the development, delivery and assessment of ILM qualifications and courses.

For the purposes of this document, the term 'malpractice' also covers both maladministration, misconduct and plagiarism whether deliberate or unintentional. The misuse of the ILM name, logo or brand may also constitute malpractice.

General process & procedures in the investigation of cases of suspected malpractice

Malpractice may be detected in a number of ways including:

- Identification by a tutor, assessor or Internal Quality Assessor (IQA);
- Identification by an ILM External Verifier, Quality and Compliance Manager (QCM) or another member of ILM staff through ILM's quality assurance processes or monitoring visits to UoN Professional Development;
- Verbal or written allegations that are reported openly or anonymously by a learner, third party or other interested party to UoN Professional Development or ILM. This could be by an individual who has been made aware by word of mouth through a third party that something has happened or is happening that has not been authorised and is inappropriate, or something they have identified or witnessed personally.

All suspected or alleged cases of malpractice or maladministration must be reported straight away to ILM's Regulation and Quality Improvement Manager (RQIM).

The RQIM may delegate the responsibility to investigate the allegation to a lead independent investigator or request the University of Nottingham Head of Centre (Claire Cawthorne) to undertake an investigation.

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In cases where breaches have occurred due to maladministration rather than malpractice, the matter may be referred to the QCM and External Verifier to agree action to prevent any future occurrences.

Where an investigation is undertaken by ILM the outcome will be communicated to Professional Development and other relevant parties no more than 10 working days after the conclusion of the investigation. The report and any actions arising will be communicated to the QCM and the External Verifier. Where a malpractice incident is likely to cause an Adverse Effect for example invalidate the award of a qualification or have implications for another awarding organisation, the RQIM will inform the relevant regulator and the affected awarding organisation.

The rights of individuals with regard to anonymity and the avoidance of discrimination will be upheld. For example, whistle-blowers are protected by legislation which ILM Malpractice and Maladministration Policy V2 October 2015 8 of 20 confirms that they are protected from harassment and unfair or damaging treatment regardless of whether the allegations are unfounded.

For the avoidance of doubt the wrongdoing a whistle-blower discloses must be in the public interest i.e. it must affect others.

A whistle-blower is protected by law if they report any of the following:

- A criminal offence for example fraud
- Someone's health and safety is in danger
- Risk or actual damage to the environment
- A miscarriage of justice
- The company is breaking the law
- Someone is covering up wrongdoing

Any individual alleged to be involved in malpractice must be informed of the allegation that has been made and the evidence that supports that allegation. The individual should be given the opportunity to submit a written statement to the investigating team whether the investigation is undertaken by Professional Development or by ILM, and informed of the consequences should the allegation be proven.

Action following an investigation

In most investigations into suspected malpractice, decisions will be made by trained ILM members of staff but in cases of serious malpractice, the decision may be made by ILM's Malpractice Committee. The ILM Quality and Regulatory Group will oversee the investigation process and will ratify the outcome of each investigation regardless of the decision maker.

If the investigation confirms that malpractice has taken place, dependant on the gravity and scope, one or more of the following actions will be taken:

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- Disallowing all or part of a learner/s assessment evidence or marks
- The learner/s certificates will not be issued, or previously issued invalid certificates for the learner/s will be withdrawn
- No further registrations will be accepted for the learner/s
- Professional Development's risk rating will be reviewed which could lead to increased centre visits and/or the imposition of sanctions. These sanctions could include the suspension of registrations, suspension of certification or suspension of centre approval and/or qualification approval or withdrawal of centre approval
- Appointment of independent invigilators to observe an examination
- Implementation of an agreed improvement action plan
- A report will be made to the relevant regulatory bodies and may be shared with awarding organisations and/or other agencies such as funding bodies or the police

In addition to the above ILM may decide to take specific action against a learner or a specific member of centre staff dependent on the gravity and scope of the investigation outcome. This could include:

- Barring a learner from registering on an ILM qualification or programme at any centre for a set period of time
- Suspension of a centre's member of staff from any involvement in the delivery of ILM qualifications or programmes for a set period of time
- Imposition of special conditions for a centre member of staff's involvement in the delivery of ILM qualifications or programmes.

If Professional Development wishes to appeal against ILM's decision to take action as recommended in the investigation report, please refer to the ILM Appeals Policy.

Plagiarism

Plagiarism or submitting other's work as one's own is wholly unacceptable and is treated by the University of Nottingham as an act of Academic Misconduct, comparable to cheating in exams.

The course induction will cover the plagiarism policy and how an instance of plagiarism will be treated.

Where plagiarism is detected, the assessor will inform the IQA and the work will be put through the 'Turnitin' text matching tool. If the originality report is returned with a high percentage of text matched (i.e. the percentage that is thought to have been copied as well as the suspected courses) it is not proof that material has been plagiarised, but an indicator there is a suspicion of plagiarism. Plagiarism is then identified through academic judgement.

If it is decided that plagiarism has occurred, the IQA will contact the candidate and arrange a meeting to discuss the issue. Where a candidate is found to have plagiarised work, they will be given an opportunity to resubmit the assessment ensuring that all plagiarised work is removed

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and their own work submitted. Consideration will be given to applying a reduced mark in some circumstances – i.e. no marks given for the plagiarised text.

Once the resubmission has been received, it will be marked and put through the 'Turnitin' text matching tool again. If the resubmitted work is found to still contain plagiarised content, the candidate will usually be removed from the course.

Guidelines for preventing plagiarism

If you use someone else's exact words in your work, they must be in quotation marks. Use quotations sparingly and only when you feel the author has expressed something so well and so concisely that the words cannot be improved:

- Even if you give your own explanation of somebody else's work without quoting word-for-word, you must reference your source.
- When referencing a source, you must provide the name of the author, the date of their work that you have referred to and the page number where you got the quotation from immediately after the quotation (e.g. Hill, 2004, p. 42) and also provide full details of the reference in the bibliography.
- You must provide a bibliography - a list of books, articles and any other sources you have quoted - at the end of your assignments.
- The Harvard system for referencing sources is well-established and you can find guidance on how to use it on the internet.

Note that Lean Six Sigma tools and concepts are widely used and, when using these it is sufficient to mention the model/tool or concept without referring to an original source.

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Appendix 1: Suggested time commitment (in hours)

Suggested <u>minimum</u> time commitment to achieve the ILM Endorsed Award			
	Classroom/ Contact time	Improvement Initiative and Coursework*	Total
Module 1	2.5	2	4.5
Module 2	2.5	8	10.5
Module 3	2.5	4	6.5
Module 4	2.5	7	9.5
Module 5	2.5	6	8.5
Module 6	2.5	4	6.5
Module 7	2.5	4	6.5
Module 8	2	6	8
Report Out	0.5	-	0.5
Professional Discussion	0.5	1	1.5
Total	20.5	42	62.5

*Note that the time required to complete the Individual Improvement Initiative will vary considerably on the complexity and scope of the initiative chosen and the experience of the candidate. The indicative time commitment shown above is for straight-forward, low complexity, narrow scope initiatives.

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Appendix 2: Assessment Criteria and Mark Sheet

Assessment sheet - Candidate name: _____

ILM No. _____

Section A: Professional Discussion	Pass ←			Refer →			Comments: strengths and areas for improvement
	Excellent	Very good	Good	Minor adjustment	Significant changes	Re-write	
(A1) Introduction Why this initiative? How does it fit with strategy? How did you decide on your team membership? How did you start completing your A3? How did you manage your stakeholders?							
(A2) Define How did you define your project's target and scope (e.g. SIPOC)? How was the Voice of the Customer obtained? How did you determine the input you needed and how did you collect it and structure it (e.g. Kano / CTQs)? How did you manage your stakeholders?							
(A3) Measure How successful was your measurement system? How did you set your performance baseline and target? How robust was your data collection and analysis?							
(A4) Analyse the Process How successful was your mapping of the process? What mapping approach did you use? Did you determine process metrics? How did your data collection support this? What waste was identified?							

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Assessment sheet - Candidate name: _____

ILM No. _____

Section A: Professional Discussion cont.	Pass ←			Refer →			Comments: strengths and areas for improvement
	Excellent	Very good	Good	Minor adjustment	Significant changes	Re-write	
(A5) Analyse Root Causes What root cause tools did you use? What were the results of this? Which root causes had the biggest impact?							
(A6) Improve: Identify & Select Improvements Which lean tools/approaches did you use to determine in your improvements? How did you select the improvements to adopt? How did you implement them? What did you have to revisit/adapt?							
(A7) Control and Sustain Improvements Which control and sustain tools were employed? E.g. visual management, SOPs? How successful were the improvements? How well did the improvement meet the overall initiative objectives? How will you sustain the improvements?							

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Assessment sheet - Candidate name: _____

ILM No. _____

Section B: Individual Learning Journal	Pass ←			Refer →			Comments: strengths and areas for improvement
	Excellent	Very good	Good	Minor adjustment	Significant changes	Re-write	
<p>(B1) Module Reflections It is necessary to have reflective summaries on a minimum of three of the module sessions/subject matters.</p> <ul style="list-style-type: none"> • Brief descriptions of module/subject-matter • Learning reflections • Changes of practice 							
<p>(B2) Activity Reflections It is expected that there will be reflective summaries on the different stages of your improvement initiative, including three of the following broad areas – improvement context, current condition understanding, kaizen activity, use of Lean tools, waste identification and removal, problem solving, action planning</p> <ul style="list-style-type: none"> • Brief descriptions of the initiative activity/event • Tools used with an assessment of what worked/did not work in your context • Reflection of learning and what lessons will be taken forward 							

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Assessment sheet - Candidate name: _____

ILM No. _____

Section C: Report Out	Pass ←			Refer →			Comments: strengths and areas for improvement
	Excellent	Very good	Good	Minor adjustment	Significant changes	Re-write	
(C1) Content How well did the Report Out cover the mandatory topics and tell the story of the initiative? (Why did you look at this topic? What was the problem? What was the situation at the time? What did your analysis reveal? What improvements did you put in place? How effective has it been? What would/will you do next?). Were benefits and outcomes identified and included? A copy of the Report Out materials must be provided							
(C2) Structure and clarity How coherent was the Report Out structure and approach?							
(C3) Delivery How well was the Report Out delivered and received by the audience? How was the timekeeping? Was the level of detail appropriate? How were the questions handled? How well did any aids (slides etc) support the messaging?							

Notes on marking

Pass: All sections of the marked as ‘excellent’, ‘v. good’ or ‘good’ **OR** maximum of one ‘minor adjustment’ in Section A (none allowed in Section B or C).

Fail/resubmission: Marked as needing ‘significant changes’ or ‘rewrite’ in one or more sections.

Marked by _____

Date _____

Resubmission Marked by _____

Date _____

IQA Signature _____

Date _____