



# Management and Leadership NOS

## Strategic Review 2010-11

### Contents

1. Introduction .....	2
1.1 The current situation .....	2
1.2 The policy context .....	3
1.3 The business case .....	3
2. Vision and objectives.....	4
2.1 Vision .....	4
2.2 Objectives .....	4
3. Methodology .....	5
3.1 WP1 SSC Engagement.....	6
3.2 WP2 Other Partner Engagement.....	6
3.3 WP3 Research and Analysis .....	6
3.4 WP4 Functional Mapping .....	7
3.5 WP5 Developing Criteria for Context-specific and Specialist NOS .....	7
3.6 WP6 NOS Development.....	7
3.7 WP7 Consultation with Employers and other Stakeholders .....	7
3.8 WP0 Project Management and Quality Assurance .....	8
4. Strategic Review Management Structure .....	9
5. Risks and Contingency Management .....	10
Failure to engage key stakeholders .....	10
Failure to involve a representative sample of employers.....	10
Failure to gain consensus on the standards.....	10
6. Costs.....	11

# 1. Introduction

## 1.1 The current situation

The current Management and Leadership National Occupational Standards (M&L NOS) were accredited in 2004 and have been subject to two incremental reviews, in 2006-7 and 2007-8, which has resulted in a suite of 74 standards (including 8 standards imported from other standards setting bodies) which are now considered to provide good coverage of all management and leadership functions.

The Management Standards Centre (MSC) carried out a scoping project for the M&L NOS in 2009-10. Scoping analysis focused on three areas:

- Mapping the Management & Leadership NOS against the Management & Leadership Functional Map (2003)
- Mapping the Management & Leadership NOS against issues and trends which are likely to impact significantly on management and leadership in the next few years
- Mapping NOS covering management and leadership functions found in other suites on the NOS Directory to the Management & Leadership Functional Map to identify overlaps and duplications.

The analysis came to the following conclusions:

- The Management & Leadership Functional Map needs to be reviewed to ensure it fully reflects all management and leadership functions, including commissioning, customer service, equality, health and safety and workforce planning.
- The Management & Leadership NOS need to be reviewed to ensure that issues and trends which are likely to impact significantly on management and leadership are covered appropriately.
- There is duplication on the NOS Directory of NOS covering management and leadership functions. Whilst these NOS may meet individual sector requirements, proliferation of NOS covering management and leadership functions is unhelpful to individuals and organisations trying to understand how management and leadership competence can be transferred from one context to another (which is especially important in a period of high level of redundancies and mobility amongst managers and leaders).

MSC has made initial contact with the Alliance of SSCs, the All-Sector Management and Leadership Forum and SSCs who are prolific users of M&L NOS. There is general support for these conclusions and this strategy, but concern about how it will be funded and whether SSCs will prioritise the resource in order to engage fully with this strategic review in light of reduced funding and other demands during 2010-11.

## 1.2 The policy context

The timing of this scoping review has coincided with the development of the NOS strategy 2010-20 by the UK Commission for Employment and Skills (UKCES).

As part of this strategy, new NOS Quality Criteria from April 2010 will ensure that high quality NOS, informed by a representative sample of employers, written in clear language and complying with common definitions will be available for all significant functions in the workplace. Compliance with the *NOS Quality Criteria* will be assured through standards, training programmes and accreditation for those involved in developing and promoting NOS.

A rationalisation programme will eliminate duplication and redundancy of NOS which are used by more than one sector thus facilitating the transferability of competence across sector boundaries.

Part of the NOS strategy is the development of a new NOS Database where NOS will be made available in a common format for Awarding Organisations/Bodies, employers and other stakeholders to use for qualifications and other purposes across the UK. Where required, these NOS will also be available in the Welsh language. SSCs will continue to take the lead in promoting and supporting the use of NOS, and, where funding is available, will develop and promote NOS-based products and services to meet their sectors' priority needs.

2010-11 will be a year for prototyping this strategy and these new approaches to developing and promoting NOS. A full review of the NOS Strategy will take place by March 2011 before full roll-out of the strategy in 2011-12.

The possibility of reduced funding for NOS projects in the foreseeable future will have implications for NOS development and is another factor in the need for rationalisation of generic NOS.

## 1.3 The business case

The strategic review of the M&L NOS, including the rationalisation and simplification of NOS covering management and leadership functions, will bring three main benefits:

- It will ensure the achievement of the NOS Strategy objective of having single common NOS for functions which are common to more than one sector or occupation.
- It will promote transferability of skills and functions across sector boundaries.
- There will be increased value for money, having one set of M&L NOS covering all sectors, with common training, qualifications etc.

In addition, the strategic review of M&L NOS will be a pathfinder for other projects requiring cooperative development of NOS across sectors and provide the opportunity of prototyping key parts of the NOS Strategy, in particular the NOS Quality Criteria, NOS Database and common template.

## **2. Vision and objectives**

### **2.1 Vision**

The vision is to have a common Functional Map of Management and Leadership and a single suite of generic Management and Leadership NOS which are fully transferable across all sectors and comply with the NOS Quality Criteria.

### **2.2 Objectives**

The objectives are to:

1. Agree with all SSCs and other key partners (awarding organisations/bodies, professional bodies and employer-representative organisations) a common Functional Map of Management and Leadership which is applicable across all sectors and show the position in the functional map of all NOS covering management and leadership functions.
2. Agree with all SSCs and other key partners the level of functional disaggregation at which generic Management and Leadership NOS should be specified.
3. Redevelop a single suite of generic Management and Leadership NOS which:
  - cover all identified functions
  - reflect current good practice in management and leadership
  - take account of emerging trends and challenges
  - are acceptable for use in all sectors
  - comply with NOS Quality Criteria.
4. Agree with all SSCs and other key partners a set of criteria to determine when context-specific (eg managing in high-risk environments) or specialist (eg sales management) management and leadership NOS may be developed, and how these NOS relate to the Management and Leadership Functional Map.

### 3. Methodology

The proposed methodology comprises 7 work packages (WPs) plus a project management and quality assurance work package as summarised on the Gantt chart below:

M&L NOS Strategy		2010								2011			
		Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
<b>WP1 SSC Engagement</b>													
WP1.1	Via Alliance, invite all SSCs to form an SSC Project Group												
WP1.2	Briefing meeting with SSCs to share vision, objectives and gain commitment												
WP1.3	SCC communication and data collection from their sub-sectors												
WP1.4	SSC meeting to agree M&L FM, level of disaggregation and criteria												
WP1.5	SSC meeting to agree drafts of generic M&L NOS for consultation												
WP1.6	SSC meeting to review feedback from consultation and proposed amendments												
WP1.7	Feedback to SSCs												
<b>WP2 Other Partner Engagement</b>													
WP2.1	Communication and invitation to key partners to participate												
WP2.2a	Briefing meeting with AO/Bs												
WP2.2b	Briefing meeting with Education and Training Providers												
WP2.2c	Briefing meeting with Professional Bodies												
WP2.2d	Briefing meeting with Employer Representative Organisations												
WP2.3a	Consultation meeting with AO/Bs												
WP2.3b	Consultation meeting with Education and Training Providers												
WP2.3c	Consultation meeting with Professional Bodies												
WP2.3d	Consultation meeting with Employer Representative Organisations												
WP2.4	Feedback to partners												
<b>WP3 Research and Analysis</b>													
WP3.1	Identifying all NOS covering M&L												
WP3.2	Classifying NOS as generic, context-specific, specialist												
WP3.3	Positioning NOS against current M&L FM												
<b>WP4 Functional Mapping</b>													
WP4.1	Redrafting M&L FM based on research												
WP4.2	Consulting with SSCs on M&L FM												
WP4.3	Redrafting M&L FM following feedback from SSCs												
WP4.4	Redrafting M&L FM following feedback from consultation												
<b>WP5 Developing Criteria for Context-specific and Specialist M&amp;L NOS</b>													
WP5.1	Proposing criteria												
WP5.2	Redrafting criteria following feedback from SSCs												
<b>WP6 NOS Development</b>													
WP6.1	Drafting generic M&L NOS												
WP6.2	Redrafting generic M&L NOS following feedback from SSCs and Steering Group												
WP6.3	Redrafting generic M&L NOS following feedback from consultation												
WP6.4	Finalising generic M&L NOS for NOS Database												
<b>WP7 Consultation with Employers and other Stakeholders</b>													
WP7.1	Preparation of consultation materials												
WP7.2	Web-based and e-mail consultation												
WP7.3	Preparation and administration of 7 consultation events												
WP7.4	Facilitation of 7 consultation events												
WP7.5	Analysis of feedback from consultation												
<b>WP0 Project Management and QA</b>													
WP0.1	Project planning, coordination, monitoring, meetings etc												
WP0.2	Stakeholder identification and mapping												
WP0.3	Project communications strategy												
WP0.4	Project steering group meetings												
WP0.5	Project reporting												
WP0.6	QA of project processes and deliverables												
WP0.7	Project evaluation												

Figure 1: M&L NOS Strategic Review Schedule

### **3.1 WP1 SSC Engagement**

The success of this strategic review depends on effective engagement of all Sector Skills Councils (SSCs). The Alliance of SSCs has agreed to work with the Pan-sector body responsible for Enterprise, Management and Leadership to encourage all SSCs to nominate a representative to participate in a SSC Project Group which will meet four times during the course of the review to:

- obtain a full briefing on the strategic review, share its vision and objectives and make a commitment to fully engaging its employers and other stakeholders in the review
- discuss and agree the M&L Functional Map (FM), the level of disaggregation at which generic M&L NOS should be pitched and criteria which must be met in order to develop context-specific or specialist M&L NOS
- discuss and agree drafts of generic M&L NOS for consultation with employers and other stakeholders
- review the feedback from the consultation and approve proposed amendments to the generic M&L NOS.

SSCs will be responsible for communicating with their sector and sub-sectors about the project, gathering information from their sub-sectors to inform the development of the M&L FM and NOS and engage their employers and other stakeholders in the consultation.

### **3.2 WP2 Other Partner Engagement**

It will also be important to involve other key partners in the strategic review, particularly the following groups:

- awarding organisations/bodies (AO/Bs)
- education and training providers
- professional bodies (both M&L PBs and PBs representing other professions whose members attain management positions)
- organisations representing employers (both generic organisations, such as CBI, BCC and FSB, and sector-specific organisations, such as Engineering Employers Federation, Convention of Scottish Local Authorities, Welsh and Northern Ireland Councils for Voluntary Action).

Separate briefing and consultation events will be held for these key partners in order to secure their engagement with the strategic review.

### **3.3 WP3 Research and Analysis**

A short but intense initial phase of activity will identify all NOS on the NOS Directory covering M&L functions and classify these according to whether they are:

- generic (ie the function is carried out in most sectors and should be able to be applied universally if the language is generic enough and the common NOS template is used)
- context-specific (ie there are aspects of the context which impact critically on the standard of performance required and therefore a specific NOS is required)

- specialist (ie the function requires specialist knowledge, eg sales management or HR management and a greater level of disaggregation).

The analysis will also determine the position of each NOS in the current M&L FM thus indicating areas which are heavily populated (possibly with redundancy) and areas where there may be gaps.

### **3.4 WP4 Functional Mapping**

The M&L FM will be redrafted based on the findings of the research and consulted on with SSCs (see 3.1 above). An important point of discussion with SSCs will be to come to agreement on the level of disaggregation at which generic M&L NOS should be specified (NOS at different levels of disaggregation is one of the reasons for duplication and redundancy in NOS covering M&L functions). We will probably find that specialist M&L NOS need to be specified at a finer level of disaggregation than generic M&L NOS.

As always, functional mapping will be an iterative process with revisions to the FM after consultation with SSCs and after wider consultation with employers and other stakeholders.

### **3.5 WP5 Developing Criteria for Context-specific and Specialist NOS**

To curb proliferation of M&L NOS in the future, it will be important for SSCs and other standards setting organisations to agree when it might be appropriate to develop a M&L NOS for a particular context or a suite of NOS for specialist M&L functions. The strategic review will seek to gain consensus on criteria to determine when context-specific or specialist NOS may be developed.

### **3.6 WP6 NOS Development**

The generic M&L NOS will be redrafted so that they:

- cover all generic M&L functions
- reflect current good practice in M&L
- take account of emerging trends and challenges
- are acceptable for use in all sectors
- meet the new NOS Quality Criteria
- fit into the new NOS common template.

This will involve an iterative process of: drafting; redrafting after feedback from SSCs and the Steering Group; redrafting after consultation finalising for the NOS Database.

### **3.7 WP7 Consultation with Employers and other Stakeholders**

The credibility and utility of NOS are directly related to the quality and scope of consultation with a representative sample of employers (from all sectors, sizes and types of organisations and geographical regions) and other key stakeholders. Early engagement with SSCs (3.1) and other partners (3.2) is designed to ensure significant participation from all employer groups. Web-based and e-mail mechanisms will be used to encourage a large quantity of feedback, while 7 consultation events (4 in England and one each in Scotland, Wales and Northern Ireland) will elicit

quality deliberation. Careful preparation for the consultation will be required as well as in-depth analysis of the feedback.

### **3.8 WP0 Project Management and Quality Assurance**

A strategic review on this scale will require robust project management and quality assurance of both processes and deliverables. The review will be overseen by a project manager reporting to a Steering Group comprising representatives of all key stakeholder groups, including:

- Alliance of SSCs (1 representative)
- SSCs (3)
- AO/Bs (2)
- Management Professional Bodies (2)
- Non-management Professional Body (1)
- Generic employer representative bodies (1 representing large organisations, 1 small)
- Sector employer representative bodies (2)
- Education and Training Providers (2)
- Qualification Regulator (1)
- Funder (1)

The Steering Group will meet on three occasions:

- to obtain a briefing on the project and how they can communicate with and engage the stakeholders they represent
- to approve the draft generic M&L NOS for consultation
- to approve the final M&L NOS.

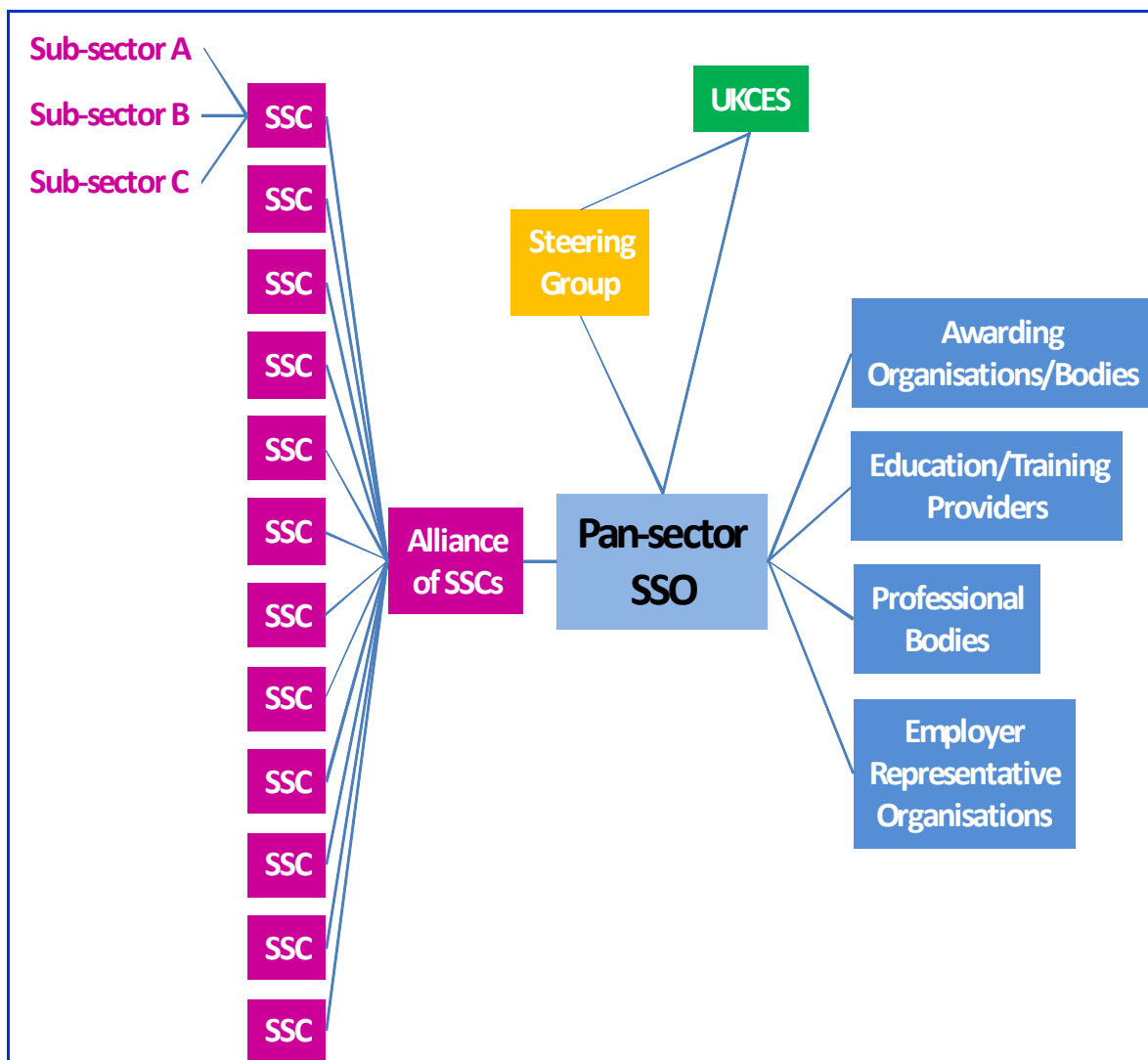
There will be an ongoing communications strategy and project reports will be delivered at the following milestones:

- Project Initiation Document (May 2010)
- Interim Report (August 2010)
- Consultation Report (January 2011)
- Final Report (March 2011).

A final project evaluation will be carried out in line with myPRINCE2.

## 4. Strategic Review Management Structure

The management structure for the strategic review is depicted in the figure below:



**Figure 2: Strategic Review Management Structure**

Responsibility for the strategic review will rest with the Pan-sector SSO for Enterprise, Management and Leadership, whose project manager will report to the funder (UKCES) and the project Steering Group (see 3.8 above). Critical to the success of the project will be engagement with an SSC Project Group (on the left-hand side of the figure) whose members will consult with their sub-sectors, and with other partners shown on the right-hand side of the figure.

## **5. Risks and Contingency Management**

### **Failure to engage key stakeholders**

Description: The NOS review relies heavily on the engagement and active participation of key stakeholders so lack of engagement would be to the detriment of the project.

Probability: M            Impact: H

Mitigation: Early engagement of key stakeholders in the planning stages of the project will be needed to ensure the M&L review is a priority and that necessary resource is in place. Key stakeholders will need to be involved in project and working groups.

### **Failure to involve a representative sample of employers**

Description: The project runs the risk of not involving employers from all sectors, types and sizes of organisation from all parts of the UK.

Probability: M            Impact: M

Mitigation: To avoid this risk, key partners representing each country, sector and type of organisation (eg small firms, local government, voluntary sector) will be involved in the Steering Group and/or Project Groups. They will be responsible for recruitment of participants from their constituencies for the consultation activities. The Alliance of SSCs is committed to supporting the engagement of stakeholders in this project.

### **Failure to gain consensus on the standards**

Description: Due to the wide range of stakeholders and the wide range of sectors using the M&L NOS there are likely to be disagreements about the content and coverage of the NOS.

Probability: M            Impact: M

Mitigation: The Steering Group, comprising representatives of all key stakeholder groups, will be responsible for making final decisions. A strong and credible chair of the Steering Group will be selected to ensure consensus is achieved.

## **6. Costs**

This is a project with very wide scope. The quality and credibility of its outputs depends of effective and visible engagement with organisations of all sectors, types, sizes and geographic regions in the UK. This can only be achieved through the proactive cooperation of key partners. The commitment of time in communication, genuine consultation and negotiation will be considerable, in addition to the time required to undertake the technical tasks of research, analysis and NOS development.

It is estimated that the cost to the Pan-sector SSO managing this project will be in the order of £120,000 - £150,000.

In addition, there will be considerable costs to be borne by key partners, especially SSCs in ensuring effective engagement of employers in their constituencies. For some SSCs, this strategic review of M&L NOS will be synergistic to their planned activities and they may be willing to commit their support without additional funding. For other SSCs, the review of M&L NOS is not their strategic priority and they may need to be incentivised to participate fully.

However the costs are calculated, the total cost is unlikely to be less than £200,000 and could be as high as £250,000, including contributions in kind from key partners and employers.