

The National Occupational Standards for Management and Leadership

Background

The Management Standards Centre (MSC) is the Government recognised standards setting body for the management and leadership areas. During 2004 the MSC was engaged in a publicly funded project to develop a new set of National Occupational Standards (NOS) for management and leadership.

The new standards, which were approved in November 2004, describe the level of performance expected in employment for a range of management and leadership functions/activities (to view the units of competence associated with each function please see the attached CDROM).

The functional areas covered by the management and leadership NOS were identified by consulting widely with employers, individual managers and other key stakeholders during the course of the standards review project.

Key Messages from the Standards Review Project

The Problem

UK employers are seeking to access practical and well designed guidelines on how to achieve high quality management and leadership for their businesses and industries.

A fresh approach is required as, too often, supply has not been meeting employers' expectations. Many businesses need:

- Better access to high quality managers and leaders;
- Guidance on educating or developing potential managers and leaders from their existing workforce;
- Individuals who are prepared to take up the challenge for ongoing self-development that can benefit themselves and business objectives.

Funding decision makers and awarding bodies are looking for employer-influenced standards for the right training and learning provision and a practical framework for all management and leadership development that will meet current and future demand.

Individuals, managers and leaders, HR professionals and trade unions are seeking clearer benchmarks for best practice that will remain relevant and respected.

The Solution

In order to address the aforementioned demands the Management and Leadership Standards have been developed with employers and individuals to provide a useful and practical framework for management and leadership development.

The MSC's aim is to influence **employers** by developing case studies to demonstrate how the new standards can help them equip managers and leaders to realise their business potential. For example, using tools to identify strengths and weaknesses, developing relevant ongoing performance appraisals and job descriptions.

By working alongside **employers, funding decision makers and awarding bodies** the MSC will encourage them to incorporate some of the best practice units. Thus ensuring they are fit for purpose for their business and/or industry and will help current and future managers and leaders to be skilled at:

- a. managing self and personal development
- b. providing direction
- c. facilitating change
- d. working with people
- e. using resources
- f. achieving results

In addition, the MSC aims to encourage **funding decision makers** to understand how the standards can successfully underpin the provision of high quality management and leadership development. As well as encouraging **training and learning providers, individuals, managers and leaders, HR professionals and trade unions** to focus on utilising the Standards to

structure and deliver effective management and leadership learning for the workforce.

The MSC will manage, in consultation with **employers, awarding bodies and providers**, the ongoing review and enhancement of the Standards to ensure they remain adaptable, flexible and meet up-to-date industry practice.

The Benefits

By stimulating active take up by all the identified key players to improve management and leadership within the UK, it will be an important step towards . . .

- Providing employers with greater access to competent individuals that possess relevant and up-to-date management and leadership skills that can improve business productivity and performance.
- Improving the core skills of existing managers and leaders and create a positive culture of continuous improvement to achieve better business performance.
- Better targeted funding for the supply of fit for purpose management and leadership training and learning provision to meet employers and industries expectations.
- Improving the delivery of high quality management and leadership development and learning and tools that remain 'best practice' and meet the demand.
- Providing a critical benchmark for all UK employers whatever size of their business to be sustainable and competitive on the global stage.

For more information about the Management and Leadership NOS see:

<http://msc.managers.org.uk/downloads/MandL.ppt>



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The Management Standards Centre is an organisation within the Chartered Management Institute

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