

# Mapping of the Management Standards (1997) to the Management and Leadership Standards (2004)

## Introduction

The following table maps the 1997 Management Standards to the 2004 Management and Leadership Standards. The intention is to 'sign post' where units from the 1997 standards have equivalence in the 2004 standards.

Clearly, the 2004 standards are based on a content and structure which has been amended and up-dated since the 1997 standards were developed. Therefore, the map aims to indicate the units from the 2004 standards which are **most** relevant to the 1997 standards, and the degree of equivalence between those units.

## Structure of the map

The left hand column includes a complete list of all the 1997 Management Standards (and their level in the framework).

The middle column identifies those units from the 2004 standards which most closely relate to each of the 1997 units.

The right hand column indicates the degree of equivalence between the two sets of standards.

The following classification is used:

<b>Identical</b>	Units are exactly the same
<b>Equivalent</b>	Units are not <b>exactly</b> the same, but comparable
<b>Partly equivalent</b>	Units are related and cover part of the same content
<b>Partly equivalent (not significantly)</b>	A relatively minor component of a unit is relevant
<b>No clear equivalent</b>	There is no equivalent unit

Management Standards (1997)	Level	Relevant Management & Leadership Standards (2004)	Comments
<b>A. Manage Activities</b>			
<b>A1</b> Maintain activities to meet requirements	<b>3</b>	D5 Allocate and check work in your team C1 Encourage innovation in your team F8 Work with others to improve customer service E6 Ensure health and safety requirements are met in your area of responsibility	Partly equivalent
<b>A2</b> Manage activities to meet requirements	<b>4</b>	F3 Manage business processes D6 Allocate and monitor the progress and quality of work in your area of responsibility F11 Manage the achievement of customer satisfaction E6 Ensure health and safety requirements are met in your area of responsibility	Partly equivalent
<b>A3</b> Manage activities to meet customer requirements	<b>5 Op</b>	F11 Manage the achievement of customer satisfaction F10 Develop a customer focussed organisation D6 Allocate and monitor the progress and quality of work in your area of responsibility E6 Ensure health and safety requirements are met in your area of responsibility	Partly equivalent
<b>A4</b> Contribute to improvements at work	<b>4</b>	C1 Encourage innovation in your team C2 Encourage innovation in your area of responsibility	Partly equivalent

Management Standards (1997)	Level	Relevant Management & Leadership Standards (2004)	Comments
<b>A5</b> Manage change in organisational activities	<b>5 Op</b>	C3 Encourage innovation in your organisation C4 Lead change C5 Plan change C6 Implement change	Partly equivalent
<b>A6</b> Review external and internal operating environments	<b>5 St</b>	B2 Map the environment in which your organisation operates	Equivalent
<b>A7</b> Establish strategies to guide the work of your organisation	<b>5 St</b>	B3 Develop a strategic business plan for your organisation	Equivalent
<b>A8</b> Evaluate and improve organisational performance	<b>5 St</b>	F12 Improve organisational performance	Equivalent
<b>A9</b> Organise and improve your team's work	<b>2</b>	D5 Allocate and check work in your team	Equivalent
<b>A10</b> Ensure your own actions reduce risks to health and safety	<b>2</b>	E5 Ensure your own action reduces the risks to health and safety	Identical
<b>A11</b> Resolve customer service problems	<b>2</b>	F5 Resolve customer service problems	Identical

Management Standards (1997)	Level	Relevant Management & Leadership Standards (2004)	Comments
<b>B. Manage Resources</b>			
<b>B1</b> Support the efficient use of resources	<b>3</b>	E1 Manage a budget F3 Manage business processes	Partly equivalent (not significantly)
<b>B2</b> Manage the use of physical resources	<b>4</b>	E1 Manage a budget F3 Manage business processes	Partly equivalent (not significantly)
<b>B3</b> Manage the use of financial resources	<b>4</b>	E1 Manage a budget E2 Manage finance for your area of responsibility F3 Manage business processes	Partly equivalent
<b>B4</b> Determine the effective use of resources	<b>4 Q</b> <b>5 Op</b>	B1 Develop and implement operational plans for your area of responsibility E2 Manage finance for your area of responsibility F3 Manage business processes	Partly equivalent
<b>B5</b> Secure financial resources for your organisation's plans	<b>5 Op</b> <b>5 St</b>	E3 Obtain additional finance for the organisation E2 Manage finance for your area of responsibility	Partly equivalent
<b>B6</b> Organise your team's resources	<b>2</b>	D5 Allocate and check work in your team	Partly equivalent (not significantly)

Management Standards (1997)	Level	Relevant Management & Leadership Standards (2004)	Comments
<b>C. Manage people</b>			
<b>C1</b> Manage yourself	<b>3</b>	A1 Manage your own resources	Equivalent
<b>C2</b> Develop your own resources	<b>4</b>	A2 Manage your own resources and professional development	Partly equivalent
<b>C3</b> Enhance your own performance	<b>5 Op</b> <b>5 St</b>	A2 Manage your own resources and professional development	Partly equivalent
<b>C4</b> Create effective working relationships	<b>3</b>	D1 Develop productive working relationships with colleagues	Equivalent
<b>C5</b> Develop productive working relationships	<b>4</b>	D2 Develop productive working relationships with colleagues and stakeholders A3 Develop your personal networks	Partly equivalent
<b>C6</b> Enhance productive working relationships	<b>5 Op</b> <b>5 St</b>	D2 Develop productive working relationships with colleagues and stakeholders A3 Develop your personal networks	Partly equivalent
<b>C7</b> Contribute to the selection of personnel for activities	<b>3</b>	D3 Recruit, select and keep colleagues	Partly equivalent
<b>C8</b> Select personnel for activities	<b>4</b> <b>5 Op</b>	D3 Recruit, select and keep colleagues	Partly equivalent
<b>C9</b> Contribute to the development of teams and individuals	<b>3</b>	D7 Provide learning opportunities for colleagues	Partly equivalent
<b>C10</b> Develop teams and individuals to enhance performance	<b>4</b> <b>5 Op</b>	D7 Provide learning opportunities for colleagues	Partly equivalent

Management Standards (1997)	Level	Relevant Management & Leadership Standards (2004)	Comments
<b>C11</b> Develop management teams	5 St	D4 Plan the workforce D7 Provide learning opportunities for colleagues	Partly equivalent
<b>C12</b> Lead the work of teams and individuals to achieve their objectives	3	D5 Allocate and check work in your team B5 Provide leadership for your team	D5 is equivalent to C12 B5 is partly equivalent to C12
<b>C13</b> Manage the performance of teams and individuals	4 5 Op	D6 Allocate and monitor the progress and quality of work in your area of responsibility	Equivalent
<b>C14</b> Delegate work to others	5 St	B7 Provide leadership for your organisation	Partly equivalent
<b>C15</b> Respond to poor performance in your team	3 4	D6 Allocate and monitor the progress and quality of work in your area of responsibility	Partly equivalent
<b>C16</b> Deal with poor performance in your team	5 Op	D6 Allocate and monitor the progress and quality of work in your area of responsibility	Partly equivalent
<b>C17</b> Redeploy personnel and make redundancies	5 Op	D4 Plan the workforce	Partly equivalent
<b>C18</b> Organise and develop yourself	2	A1 Manage your own resources	Partly equivalent
<b>C19</b> Maintain and develop effective working relationships	2	D1 Develop productive working relationships with colleagues	Partly equivalent
<b>C20</b> Help your team members to develop their performance	2	D7 Provide learning opportunities for colleagues	Partly equivalent

Management Standards (1997)	Level	Relevant Management & Leadership Standards (2004)	Comments
<b>D. Manage information</b>			
<b>D1</b> Manage information for action	3	D1 Develop productive working relationships with colleagues	Partly equivalent (not significantly)
<b>D2</b> Facilitate meetings	4	D1 Develop productive working relationships with colleagues	Partly equivalent (not significantly)
<b>D3</b> Chair and participate in meetings	5 Op 5 St	D2 Develop productive working relationships with colleagues and stakeholders	Partly equivalent (not significantly)
<b>D4</b> Provide information to support decision making	4	B6 Provide leadership in your area of responsibility B8 Ensure compliance with legal, regulatory, ethical and social requirements B9 Develop the culture of your organisation B10 Manage risk	Partly equivalent
<b>D5</b> Establish information management and communication systems	5 Op	E4 Promote the use of technology within your organisation	Partly equivalent
<b>D6</b> Use information to take critical decisions	5 Op 5 St	B6 Provide leadership in your area of responsibility B8 Ensure compliance with legal, regulatory, ethical and social requirements B9 Develop the culture of your organisation B10 Manage risk	Partly equivalent
<b>D7</b> Organise and communicate information	2	D1 Develop productive working relationships with colleagues	Partly equivalent (not significantly)
<b>D8</b> Enter and find data using information technology	2		No clear equivalent

Management Standards (1997)	Level	Relevant Management & Leadership Standards (2004)	Comments
<b>E. Manage energy</b>			
<b>E1</b> Identify the scope for improvement in the way the organisation manages energy	<b>5 Op</b>	B1 Develop and implement operational plans for your area of responsibility B8 Ensure compliance with legal, regulatory, ethical and social requirements B10 Manage risk C1 Encourage innovation in your team C2 Encourage innovation in your area of responsibility C3 Encourage innovation in your organisation C4 Lead change C5 Plan change C6 Implement change E4 Promote the use of technology within your organisation F3 Manage business processes F12 Improve organisational performance	Energy management has been embedded into the 2004 standards, rather than presented as separate units.  Therefore, the units from the 2004 standards shown in the central column are those which could include aspects of energy management.
<b>E2</b> Provide advice on the development and implementation of energy policies	<b>4 E</b>		
<b>E3</b> Promote energy efficiency	<b>4</b> <b>5 Op</b>		
<b>E4</b> Monitor and evaluate energy efficiency	<b>4 E/ Ev</b>		
<b>E5</b> Identify improvements to energy efficiency	<b>3</b> <b>4</b>		
<b>E6</b> Provide advice and support for the development of energy efficient practices	<b>4</b>		
<b>E7</b> Provide advice and support for the development and implementation of systems to measure energy usage	<b>4 E</b>		
<b>E8</b> Provide advice and support for improving energy efficiency	<b>3</b> <b>4</b>		
<b>E9</b> Determine conditions in the market for supplies	<b>4 E/ Ev</b>		

Management Standards (1997)	Level	Relevant Management & Leadership Standards (2004)	Comments
<b>F. Manage quality</b>			
<b>F1</b> Promote the importance and benefits of quality	<b>4 Q</b> <b>5 Op</b>	F12 Improve organisational performance B3 Develop a strategic business plan for your organisation B9 Develop the culture of your organisation F10 Develop a customer focussed organisation	Partly equivalent
<b>F2</b> Provide advice and support for the development and implementation of quality policies	<b>4</b>	F12 Improve organisational performance F10 Develop a customer focussed organisation	Partly equivalent
<b>F3</b> Manage continuous quality improvement	<b>4 Q</b> <b>5 Op</b>	F12 Improve organisational performance F3 Manage business processes	Partly equivalent
<b>F4</b> Implement quality assurance systems	<b>4</b> <b>5 Op</b>	F12 Improve organisational performance F11 Manage the achievement of customer satisfaction F3 Manage business processes	Partly equivalent
<b>F5</b> Provide advice and support for the development and implementation of quality systems	<b>3</b> <b>4 Q</b>	F12 Improve organisational performance F3 Manage business processes	Partly equivalent
<b>F6</b> Monitor compliance with quality systems	<b>4</b> <b>5 Op</b>	F12 Improve organisational performance F3 Manage business processes B10 Manage risk	Partly equivalent
<b>F7</b> Carry out quality audits	<b>3</b> <b>4</b>	F12 Improve organisational performance	Partly equivalent

Management Standards (1997)	Level	Relevant Management & Leadership Standards (2004)	Comments
<b>G. Manage projects</b>			
<b>G1</b> Contribute to project planning and preparation	4	F1 Manage a project D6 Allocate and monitor the progress and quality of work in your area of responsibility	Partly equivalent
<b>G2</b> Coordinate the running of projects	4	F1 Manage a project D6 Allocate and monitor the progress and quality of work in your area of responsibility	Partly equivalent
<b>G3</b> Contribute to project closure	4	F1 Manage a project	Partly equivalent
<b>G4</b> Plan and prepare projects	5 Op	F1 Manage a project F2 Manage a programme of complementary projects D6 Allocate and monitor the progress and quality of work in your area of responsibility	Partly equivalent
<b>G5</b> Manage the running of projects	5 Op	F1 Manage a project F2 Manage a programme of complementary projects D6 Allocate and monitor the progress and quality of work in your area of responsibility	Partly equivalent
<b>G6</b> Complete projects	5 Op	F1 Manage a project F2 Manage a programme of complementary projects	Partly equivalent

Management Standards (1997)	Level	Relevant Management & Leadership Standards (2004)	Comments
<b>H. Manage environmental performance</b>			
<b>H1</b> Evaluate environmental performance and recommend improvements	4 Ev	B1 Develop and implement operational plans for your area of responsibility B8 Ensure compliance with legal, regulatory, ethical and social requirements B10 Manage risk C1 Encourage innovation in your team C2 Encourage innovation in your area of responsibility C3 Encourage innovation in your organisation C4 Lead change C5 Plan change C6 Implement change E4 Promote the use of technology within your organisation F3 Manage business processes F12 Improve organisational performance	Environmental management has been embedded into the 2004 standards, rather than presented as separate units.  Therefore, the units from the 2004 standards shown in the central column are those which could include aspects of environmental management.
<b>H2</b> Gain support and commitment for improving environmental performance	4 Ev		
<b>H3</b> Plan and implement activities to improve environmental performance	4 Ev		
<b>H4</b> Contribute to improving environmental performance during work activities	4 Ev		
<b>H5</b> Plan, monitor and support auditing of environmental performance	4 Ev		
<b>H6</b> Evaluate, and make recommendations concerning an environmental policy	4 Ev		
<b>H7</b> Plan, monitor and support auditing of environmental performance	4		
<b>H8</b> Audit environmental performance	4 Ev		
<b>H9</b> Report environmental performance to interested parties	4		
<b>H10</b> Identify, implement and monitor action to improve environmental performance	4		

## Management Standards Centre

The Management Standards Centre (MSC) is the Government recognised standards setting body for the management and leadership areas.

Upgrading the skills of managers is fundamental to the government's aim to raise UK productivity and competitiveness. The MSC was responsible for developing a new set of National Occupational Standards (NOS) for management and leadership in May 2004. They describe the level of performance expected in employment for a range of management and leadership functions/activities.

As an employer led organisation which champions management and leadership the MSC is working with the Skills for Business

Network to identify and address the skills gaps and shortages on a sector by sector basis thereby contributing to the profitability of the UK.

### Our vision

To create a UK partnership of employers and other key stakeholders to lead the professional development of all those working in the field of management and leadership.

### Our mission

To fulfill the needs of employers by developing a skilled management workforce through promoting our nationally recognised set of standards and qualifications which have full employer relevance and 'ownership'.

For more information about the Management and Leadership NOS see: <http://msc.managers.org.uk/downloads/MandL.ppt>



## The Management Standards Centre

**T:** 020 7240 2826

**E:** [management.standards@managers.org.uk](mailto:management.standards@managers.org.uk)

**W:** [www.management-standards.org](http://www.management-standards.org)

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

chartered

management

institute

*inspiring leaders*