

## NOS units by role

The matrix below shows how each unit applies to four typical levels of management responsibility. The matrix is based on research conducted during the standards review project.

A number of units are expected to be equally useful to all management levels, such as unit D7 - *Provide learning opportunities for colleagues*; whilst some units are likely to be most useful to managers at a specific level of responsibility: for example unit B9 - *Develop the culture of your organisation* is likely to be most useful to senior managers. It should, however, be noted that the majority of managers have 'spiky profiles', where their full range of responsibilities falls under more than one typical managerial level.

The matrix can be used as a general guide to the units, although users of the NOS should assess their individual role profile (which can be undertaken with the help of the standards) in order to determine which units will be most relevant to their existing and future responsibilities.

	A1	A2	A3
Team Leader	•		
First Line Manager		•	
Middle Manager		•	•
Senior Manager		•	•

	B1	B2	B3	B4	B5	B6	B7	B8	B9	B10	B11	B12
Team Leader					•							
First Line Manager						•					•	
Middle Manager	•					•		•			•	
Senior Manager		•	•	•			•	•	•	•		•

	C1	C2	C3	C4	C5	C6
Team Leader	•					
First Line Manager		•			•	•
Middle Manager		•		•	•	•
Senior Manager			•	•	•	•

	D1	D2	D3	D4	D5	D6	D7	D8	D9	D10	D11	D12	D13	D14	D15	D16	D17
Team Leader	•				•		•		•		•	•		•	•	•	
First Line Manager	•		•			•	•	•	•	•	•	•	•	•	•	•	•
Middle Manager		•	•			•	•	•	•	•	•		•	•	•	•	•
Senior Manager		•		•			•		•		•			•	•	•	•

	E1	E2	E3	E4	E5	E6	E7	E8	E9	E10	E11	E12	E13	E14	E15	E16	E17
Team Leader					•					•	•			•	•	•	
First Line Manager	•				•	•		•	•	•	•			•	•	•	
Middle Manager		•			•	•		•	•	•	•	•		•	•	•	
Senior Manager			•	•	•		•			•	•		•	•	•	•	•

	F1	F2	F3	F4	F5	F6	F7	F8	F9	F10	F11	F12	F13	F14	F15	F16	F17	F18	F19
Team Leader					•		•						•	•	•				•
First Line Manager	•					•	•	•					•	•	•		•	•	•
Middle Manager	•	•	•	•				•	•		•		•	•	•	•		•	•
Senior Manager		•							•	•		•	•	•	•			•	•