



National Occupational Standards for Social Marketing:

A Short Guide

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Foreword from John Bromley, Director of the National Social Marketing Centre.

The National Occupational Standards for Social Marketing are an important part of the work which is being undertaken by the NSMC to assure the quality of social marketing within the UK. They are a key part of the strategy to ensure that social marketing is both used effectively and that the workforce is properly trained in order to maximise its huge potential for effecting positive and lasting behaviour change.

By promoting and supporting these standards the NSMC is working to ensure that behavioural interventions are employed to the greatest effectiveness and to the highest standards across professions and sectors. Along with our development of our 'Social Marketing Planning Guide and Toolbox' and work with the British Standards Institute (BSI) to investigate possible methods to improve the quality of social marketing, the NSMC has been delighted to support the development of this work on the National Occupational Standards.

A handwritten signature in black ink, appearing to read 'John Bromley'. The signature is stylized and fluid.

Executive summary

The NOS for social marketing are a valuable resource. Used properly, they can provide a structured way of linking job roles, employees, employers, and educational providers in a productive working relationship.

Key Facts

- Each set of NOS is both a stand alone resource for a field of practice, and a part of broader library of nationally accredited standards upon which employers and employees can draw.
- When using NOS to describe roles and functions, it is not necessary to focus solely on one suite of NOS as a source. The social marketing NOS can be used in combination with other suites of NOS, such as those in public health or marketing, so that the chosen combination accurately describes your function and role.
- NOS can be used by a range of different people: Employers may wish to use them for workforce planning; Human Resources for recruitment and retention; employees for CPD mapping; and educational providers for developing new course materials.
- NOS can be used for three distinct purposes:
 - To describe the skills sets required of the employee in order to perform their role effectively
 - To describe good practice in a role
 - To describe the coverage and focus of job roles
- Each individual standard defines a key function in a job role. A suite of NOS covers a range of functions within a field of practice. They are concerned with what people can do, not just what they know.
- NOS are not related to the context or the setting within which the function is carried out, but focus on the critical aspects of the role, demonstrating competence at work.
- By describing competent performance in terms of outcomes, NOS facilitate a clear assessment of required standards of performance across a range of workplace circumstances. They can help establish a link between the aims and objectives of the organisation and the skills of the workforce required to achieve these.
- Nobody is expected to meet the competence standards of all the units in a suite of NOS – only those that relate to the specific role in which they are employed.
- Units are not meant to be read in isolation. The liaison between the functional areas is a key competence requirement. Equally, the liaison between suites of NOS can be key to mapping roles accurately.

Nobody is expected to meet the competence standards of all the units in a suite of NOS – only those that relate to the specific role for which they are employed.

Introduction

National Occupational Standards (NOS) were first introduced in the 1980s. The vision was to ensure 'explicit, agreed, widely accessible, flexible, progressive and testable' standards of practice for the workforce¹ to improve efficiency and effectiveness. Representative bodies, such as the Marketing, Sales and Standard Setting Body (MSSSB), were established to set effective standards appropriate to the marketing, communications and sales sector and relevant to the current and future needs of the competent practitioner. Successive governments have continued to support the policy and by the end of 2009, there were 25 licensed sector skills councils, and eight standard setting bodies, covering 90 per cent of the workforce across the UK. At the time of writing, this is in the process of change. From 31 March 2010, the standard setting bodies will be replaced by standard setting organisations.

The MSSSB, which produced the NOS for social marketing, was established in September 2001. Its function was to develop world class standards of best practice for marketing, marketing communications, sales and telesales sector, working with employers, professional, academic and regulatory bodies to develop a national educational/training framework that supports people within these professions. It produced five suites of NOS (marketing, marketing communication, sales, telesales, and social marketing). MSSSB ceased to exist on the 31st March 2010. At the time of writing, it seems likely that the ownership of the NOS it produced will move to the Chartered Institute of Marketing.

The impetus to produce NOS for social marketing came from multiple sources. Stakeholders of the MSSSB, and the work of the NSMC on producing benchmark criteria² which defined best practice for social marketing, were critical to their development. Their activities supported and informed the work of the MSSSB and were influential in their decision to produce the NOS for social marketing.

The NOS were developed through the analysis of existing competency bases, drawing particularly from marketing, and were supported by wide scale development and consultation work involving UK and overseas representatives from across marketing, social, environmental, lifelong learning and health sectors³. This ensured that the NOS covered not only the technical aspects of social marketing, but also the breadth of practice³.

The NOS for social marketing were published in April 2009⁴. They are the first NOS for social marketing in the world. Ensuring that they are embedded into delivery is essential if their full impact is to be achieved.

This document has been produced at the request of the Department of Health and with the help and support of numerous stakeholders. It provides an introduction to the NOS for social marketing and how they can be used to support professional development by employers, employees and academic bodies. It also provides an insight into the links between these NOS and other related workstreams.

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What Are National Occupational Standards?

National Occupational Standards 'specify the standard of performance an individual must achieve when carrying out a function in the workplace, together with the relevant underpinning knowledge and understanding. Essentially NOS are benchmarks of good practice'⁵.

In general terms, each individual standard defines a key function in a job role. A suite of NOS covers a range of functions within a field of practice. They are concerned with what people can do, not just what they know, and address:

- Technical requirements, including the occupational skills and knowledge required to perform the function
- Managerial requirements of effective practice
- Communications and working relationships
- Environmental requirements, such as health and safety and ethics⁶

NOS are not related to the context or the setting within which the function is carried out, but focus on the critical aspects of the role, demonstrating competence at work. By describing competent performance in terms of outcomes, they facilitate a clear assessment of required standards of performance across a range of workplace circumstances. They can help establish a link between the aims and objectives of the organisation and the skills of the workforce required to achieve them.

This means they can be used for three distinct purposes:

- To describe the skills sets required of the employee in order to do their role effectively
- To describe good practice in a role
- To describe the coverage and focus of job roles

NOS also recognise that competent practice requires possession of knowledge and skills beyond the technical functions of that discipline – such as personal skills of communication, negotiation, management, and so on. These do not need to be developed separately for every discipline, but can be imported from other existing sets of standards, recognising that they may be core or generic, rather than discipline-specific.

The ability of NOS to refer across discipline and practice boundaries is important. Each set of NOS is both a stand-alone resource for a field of practice and a part of a broader library of nationally accredited standards upon which employers and employees can draw. This reflects and supports the flexible nature of practices because recognising comparable skills sets, and ensuring a common terminology is in use, supports the development of a more flexible workforce. This is important for four reasons:

- Most occupations will include functions which are pan-sector – such as management and leadership
- With multidisciplinary teams, which are common in fields such as public health, it is unlikely that a single set of NOS would describe all the functions of a team
- Some occupational groupings and may fall between two sets of NOS. Their domain of practice may draw from the NOS developed by Skills for Health, and their occupational group, e.g. social marketing, may draw from a different standard setting organisation [MSSSB/CIM].⁵

The robust processes of development, which have been followed for each and every NOS, ensure they relate to practice within the field.

- It supports transferability of skills across sectoral and disciplinary boundaries, sustaining a flexible approach to workforce development.

This flexibility reinforces the overall purpose of the NOS suites, in that the focus remains on the critical functions, rather than the sector within which

the functions are practiced. The robust processes of development, which have been followed for each NOS, ensure they relate to practice within the field. This means that each NOS individually is already recognised as a national standard, and is therefore a robust baseline to draw upon, when considering job roles and functions.

The NOS for Social Marketing

Purpose, functions and key areas of activity

The key purpose of social marketing, as defined by the NOS, is 'to apply marketing alongside other concepts and techniques in order to influence individuals, organisations, policy-makers and decision makers to adopt and sustain behaviour which improves people's lives'.

The functional map (figure A) identifies the functions and key areas of activity undertaken in order to deliver the key purpose of social marketing.

It divides social marketing into five key areas (figure A). They are not proposed to be of equal size or complexity, as they reflect activities undertaken by individuals of varying levels of experience, responsibility and seniority.

Format

Suites of NOS follow a standard format. Each suite is divided into a series of key areas (for social marketing, there are

five – see Figure A). Within the key areas, there are further divisions, known as 'Areas of Competence', which provide a high level descriptor of a critical activities of the workforce within this key area. These Areas of Competence are then sub-divided into a series of 'standards' or 'NOS', which describe a core part of someone's role. For example. The first area of competence of Key Area A of the social marketing NOS, A1 Carry out social marketing research, has six NOS. (see table 1 on next page)



Figure A: Functional Map for Social Marketing © MSSSB 2009

TABLE 1: Key Area A: taken from MSSSB NOS for Social Marketing

Area of Competence	Standards
A1 Carry out social marketing research	<p>SMA 1.1 Plan, manage and evaluate social marketing research programmes</p> <p>SMA 1.2 collect data on the knowledge, attitudes and behaviours of the target groups</p> <p>SMA 1.3 Develop understanding of theories and evidence about what might influence the behaviour of target groups</p> <p>SMA 1.4 Analyse, interpret and synthesise data and research findings to inform social marketing strategy</p> <p>SMA 1.5 develop and define segments within target groups to inform social marketing strategies</p> <p>SMA 1.6 Develop social marketing propositions and test their potential to influence the behaviour of target groups</p>

Each unit is then further sub-divided to provide:

- A description of the purpose of the unit, and its links to other units
- The target audience of the unit, e.g. people in managerial roles
- Performance criteria describing the outcomes of effective performance within the target role
- The behaviours which underpin effective performance
- The knowledge and understanding (general, industry and sector specific, and context specific) which underpins effective performance.

NOS units are not meant to be read in isolation. By grouping together units of NOS, into the key areas, you can specify the range of knowledge, understanding, skills and performance attributes required for a specific critical function or role. These attributes are often described as the 'knows how' and 'shows how' elements of a role, as they articulate both the background knowledge and the abilities which are required in order to perform the role to the specified standard. Nobody is expected to meet all the units in a suite of NOS – only those that relate to the specific role they are carrying out.

What do the NOS for Social Marketing Cover?

The NOS for social marketing provide a comprehensive functional map of the discipline. They describe the outcomes required from the functions, but do not restrict the ways in which the functions are carried out. (see above Table 1 for an outline. Full details can be found online at <http://www.nsmcentre.org.uk>)

The standards within the functional map are levelled, so can be used to map activity at operational, managerial and strategic levels.

Functions which are carried out within social marketing may also be common in other disciplines, for example health promotion, or communications activity, management and leadership. For this reason, when using NOS, it is not necessary to focus solely on one set of NOS as a source. As described earlier, you are able to draw from across the entire library of NOS, looking for both specific specialised functions within a sector, as well as generic standards, for areas such as management, and leadership, which may be imported or tailored from another sector into your social marketing purposes.

Nobody is expected to meet all the units in a suite of NOS – only those that relate to the specific role they are carrying out.

Using the NOS for social marketing

Who are NOS for?

As explained above, the NOS describe:

- Criteria that define what you must be able to do in order to achieve the required outcome
- Indicators of the generic behaviours that you are expected to show
- Statements that define what you need to know and understand in order to achieve the required outcome

This means that they could be used by a wide range of people. They are useful for everyone who, in the course of their duties, may need to have an understanding of social marketing and how it can be applied within their specific sector. The next section considers how various stakeholders can use the NOS for social marketing, making links to other sets of NOS where appropriate.

Employers and Managers

The NOS provide a framework of tried and tested good practice, based on work with employees and within the organisational sector to identify what it takes to perform different roles effectively within social marketing. Because they were developed by, and with, the workforce, they are very much grounded in the reality of work³. The NOS structure enables easy identification

of the relevant strands of each role, describing what needs to be achieved and the outcome required, rather than telling your workforce how to achieve the goal.

This means that NOS can be a useful tool to assist in developing a workforce, because they focus on critical skills. They can therefore be used as a platform for other management products. In particular, employers may find them useful for:

- Describing the functions required from the workforce to deliver the organisation's overall objectives
- Identifying and describing the skills and competencies needed in the workforce to perform the required functions
- Assessing the skills and competencies already in the workforce
- Identifying gaps in skills and competency sets
- Identifying where external sourcing of skills and competencies may be required
- Appraising existing workforce members
- Assisting with setting objectives and evaluating performance

Box 2 gives an overview of how the NOS could be built into a structured approach to workforce planning and development

Box 2: NOS and Workforce Development

Develop a common baseline workforce plan through:

- Identifying key functions of your organisation, and requirements of employees
- Mapping NOS against organisational objectives as well as individual objectives
- Identifying standards relevant to the job, including generic standards like IT, leadership and management, etc
- Enable job holders to demonstrate performance against objective measures/statements within standards
- Using NOS as a checklist, select only those relevant to role, to inform job descriptions
- Set SMART objectives to enable comparison of performance to clear goals*
- Ensure performance reviews are consistent and fair, using NOS as a diagnostic tool for any improvements

Plan for the future

- Update map of NOS against organisational and individual objectives
- Identify training and development needs for the organisation
- Feed into HR processes to develop training and recruitment plans to fill identified gaps and shortages
- Feed into procurement processes for outsourcing where required
- Ensure business plan for organisation is achievable, with existing capacity, or to identify areas for action to address shortfalls

*SMART objectives are specific, measurable, achievable, realistic, timebound

Because NOS provide a firm baseline which can be mapped against other organisations and groups, they can become a benchmark against which employers and managers can measure progress and identify areas for improvement within their workforce. This could be achieved in-house through staff development, however, the analysis may identify that alternative arrangements – such as recruitment of new staff or outsourcing arrangements – may be more appropriate. The use of NOS within Human Resources activity is considered within the next section.

Human Resources

NOS can play a key role in human resources processes. In particular, they can be used for:

- Recruitment and selection
- Job design and evaluation
- Training needs analysis
- Commissioning and designing learning programmes
- Performance appraisal

Box 3 provides a structured example of how an HR team could use NOS in the recruitment process.

Box 3: Using NOS in the recruitment process: a staged approach

1. Working with existing post holder and managerial team, identify the key purpose of the role
2. Using NOS as a checklist, identify relevant standards and use them as basis of job description
3. List the tasks and responsibilities of the role, using NOS as a baseline, with input from current job holder and managerial team
4. Develop a person specification, using NOS to identify knowledge and skills requirements
5. Complete the job description
6. Use the job description as the basis for the recruitment advert, using the job role identified in the original mapping
7. Use NOS as reflected in the job description to develop short-listing criteria
8. Use NOS as reflected in the job description to develop competence-based interview questions

The NSMC successfully used the NOS for social marketing in the recruitment of its regional associates. See box 4 (overleaf) for a case study.

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Box 4: – Case Study

Recruitment of Associates for the National Social Marketing Centre

The situation

In 2008, the National Social Marketing Centre (NSMC) recognised it needed to build its capacity to respond to increasing demand from Primary Care Trusts and other potential clients for expertise in social marketing. Rather than taking on additional core staff, the preferred solution was to develop a group of 'Associates' – freelance consultants with wide and varied experience and expertise, each of whom could be deployed with confidence to assignments which demanded their particular competence set.

Three generic roles were identified:

- Project Managers – to work side-by-side with clients to deliver social marketing programmes whilst developing the client's expertise
- Trainers – to develop and deliver training programmes in social marketing
- Researchers – to carry out research and develop insight into social marketing issues

The Management Standards Consultancy Ltd, which had worked closely with NSMC throughout 2008 to develop the Social Marketing National Occupational Standards (NOS), was appointed, together with HR consultancy, Linda Burke Associates, to design and implement a programme to recruit up to 100 Associates for NSMC.

The action

The Social Marketing NOS were used to create 'Role Profiles', identifying the functions Associates in the three roles would need to carry out, the standards of performance expected of them and the knowledge and skills they would require. These Role Profiles underpinned the recruitment and development processes and it is intended they will provide the basis for future accreditation of the Associates and other social marketing professionals (See Appendix).

Recruitment was carried out in three phases:

1. On line questionnaire

Potential candidates were directed to an in-depth questionnaire on the NSMC website which took between 30 and 120 minutes to complete. As well as collecting basic details, it asked candidates to upload their CVs and to provide two case studies of relevant projects they had managed or had been involved in.

Importantly, the questionnaire asked candidates to study the relevant Social Marketing NOS and assess themselves as 'Partially Competent', 'Fully Competent' or 'Expert' in each function described. They were also asked to provide evidence from their case studies or other experiences to justify their assessment.

Out of more than 200 candidates who started the questionnaire, around 150 completed it, of whom 125 were considered suitable to attend an Assessment Centre.

2. Assessment Centre

15 Assessment Centres were held in London and other major cities throughout England, attended by just over 100 candidates. The structure of the Assessment Centre for each candidate was as follows:

- A short written piece about their understanding of social marketing and the challenges it will be asked to address in the next few years
- The presentation of a case study of a project they had managed or been involved in and how this demonstrated they were competent in key Social Marketing NOS
- An in-depth interview to test assertions made by the candidate and explore areas which had not already been covered
- Self-reflection by the candidate on the competences they felt they had demonstrated well and any competences they felt they did not have the opportunity to show to the full

Each Assessment Centre had two pairs of assessors working with two streams of four candidates each day.

Decision and feedback

Throughout the Assessment Centre, the assessors used standardised forms to record their comments and to make judgements about the candidate's competence in respect of each of the relevant social marketing NOS. From these, an overall judgement of the suitability of the candidate for each of the three roles and their level (Consultant, Senior Consultant, Expert) could be made.

On the conclusion of each interview, the pair of assessors would arrive at a consensus judgement and draft some feedback to the candidate on their strengths and development areas. At the end of the day the two pairs of assessors would meet to compare their judgements on all the candidates seen during the day and moderate these against candidates seen at previous Assessment Centres. Candidates were informed of the assessment decision, and, where they were unsuccessful, provided with appropriate feedback.

The benefits

Although this was a resource-intensive recruitment process, both for the assessors and for the candidates, it proved to be both effective and efficient with little attrition at any stage. 200 candidates started the on-line questionnaire, 150 completed it,

125 were invited to an Assessment Centre, 100 attended and 80 were selected to be Associates.

The use of the social marketing NOS provided both credibility and rigour to the on line questionnaire. Feedback from candidates indicated that the NOS provided a clear picture of NSMC's requirements. Further, that the candidate's efforts in relating their experience and expertise to the NOS was helpful in identifying their competences and preparing for the Assessment Centre.

The NOS also provided a robust structure for the Assessment Centre. Based on the information derived from the various activities, assessors were able to make judgements as to whether or not candidates provided evidence of their competence in each of the functions described by the NOS.

Thanks to the NOS, it was relatively straightforward to give direct and specific feedback to candidates on their strengths and development needs, particularly important when giving feedback to unsuccessful candidates.

A by-product of the recruitment process was a detailed training needs analysis, based on the NOS, for each candidate and for the cohort as a whole. This has facilitated the design of the Associates' induction programme and indicated, for each individual, the areas where they need to invest in their own development in the medium term.

Further developments

NSMC intends to use the Social Marketing NOS wherever appropriate in the management and development of its staff and Associates. The Associates induction programme is the first such development, designed to develop the required knowledge and skills and offer opportunities to apply these under simulated conditions.

NSMC is currently also exploring how to integrate NOS into its plans for accrediting individual practitioners, organisations and social marketing programmes.

As the above example demonstrates, one of the key benefits of NOS for employers and the HR team is that they provide a firm, standardised baseline for both recruitment and staff development.

They can be used to identify the critical roles and functions of team members, and map these against the organisational functions and requirements to inform skills analysis and gaps identification. This can be used in a number of ways by employers and HR teams:

- To assist with the development of staff retention and development programmes to meet organisational and individual needs, by keeping a firm focus on the functions required by the organisation, both at the current time and into the future, in line with the business plan
- To inform a training needs analysis for the workforce
- To inform the content of commissioned development programmes, by specifying the outcomes, with a clear link back to the functions required
- To evaluate training which has been commissioned against the defined expected outcomes

- To identify areas where outsourcing may be an appropriate way to address functional gaps, and inform plans for this
- Where employees are new in post, or have perhaps been promoted within an organisation, the standards also provide a baseline which HR may wish to consider for induction processes.

Within a competitive market place, it is essential that employers are able to identify existing skills gaps within their workforce and also to identify areas for development. These areas may reflect company needs, and be more closely related to the development and retention of existing workforces, focusing on their needs, plans and aspirations.

NOS provide a firm platform upon which to build. They are, in essence, a set of building blocks, which can be used to describe current workforce needs, identify future workforce needs and map progress by acting as a benchmark.

Educational providers

The previous section considered the ways in which NOS could be used by

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employers and their HR teams to inform the development of a structured approach to workforce development. In particular, it highlighted the ways in which NOS could be used to commission training programmes, which would deliver targeted training, to fit with organisational and staff developmental needs. In this model, educational providers would respond to the stimulus of the organisation. An alternative model, which could exist alongside, is for educational providers themselves to 'own' the process, using NOS to develop a baseline understanding of emerging roles and areas which may provide a market for their courses.

In this model, educational providers can map their existing provision of courses against the market, using the NOS to identify gaps in provision and highlight where changes in practice may have outpaced existing course provision and curriculum development. As NOS are firmly based in practice, but have a forward-facing element, they provide a firm baseline upon which to develop new courses to ensure the development of appropriate knowledge and skills packages to match functional workforce requirements. They act as a ready-made curriculum and set of learning outcomes against which education providers can benchmark their current courses and learning materials, or develop new programmes. They can ensure that their programmes meet learners' needs and allow them to achieve nationally-recognised qualifications.

Educational providers can therefore use the NOS to identify areas where learning skills and needs in a sector or occupation have changed, and respond with the development of new learning packages which meet these needs. This can then be marketed to potential students as part of Continuing Professional Development strategies.

This is an area for future development. The consultation process³, which underpinned development of the NOS, addressed this specifically. They found that there was no real interest in NVQ development based on the NOS within the consulted audience, but strong support for the development of professional qualifications. There are currently no known vocational or professional qualifications based on the social marketing NOS.

Employees

One of the key advantages of NOS for employees is that they '...allow individual workers to be perfectly clear about what is expected of them in their work, and check that they are doing a good job.'⁸ They can also be used to identify knowledge and skills gaps, which individual workers may have. These can then be used as part of a structured, owned, approach to career development (see table 5)

Table 5: Ways in which employees can use the Social Marketing NOS

1. To undertake self assessment – measuring personal progress against the national standards, employees can develop self confidence and enhance personal and professional effectiveness in their roles
2. To track skills - by comparing their skills against nationally standardised requirements for an occupational area
3. To develop best practice at work for themselves and others
4. To ensure they are complying with statutory requirements which are reflected within the standards, where appropriate
5. To get constructive feedback from manager and others, by providing a robust baseline for discussion
6. As a foundation stone for Career development and CPD plans
7. To increase personal motivation to learn, as they see demonstrable progression against the standards, i.e. moving from operational to managerial level
8. To identify and develop new knowledge and skills to improve performance, etc
9. To identify new career paths

They act as a ready-made curriculum and set of learning outcomes against which education providers can benchmark their current courses and learning materials...

When job roles are developed using the relevant standards, including the generic ones from across other sets of NOS, employees are given a firm baseline against which they can assess their performance, and consider their career development. The NOS units provide a checklist of the knowledge and skills, which will be required in order to deliver a function effectively. Employees can use the functions on their role description to go through the associated lists and measure their own progress against the required elements. This means they can both assess their current competence, and identify any particular knowledge and skills gaps. This information can then be used to plan ways

of meeting training and development needs. As the job roles will be linked to the overall organisational business plan, this also provides a firm foundation for discussions with line managers about training and development, as the functions will link into the organisational development plans.

The standards are also levelled. This means that employees can identify where they are currently performing at an operational level and the additional competencies they would need to develop in order to achieve career progression. This can also feed into their personal development plans and career planning.

How do the NOS for social marketing fit with other initiatives?

The NOS for social marketing are an important part of the work which is being taken forward by the NSMC to assure the quality of social marketing within the UK. Other related workstreams include:

PAS Development:

Work with the British Standards Institute (BSI) to investigate possible methods to improve the quality of social marketing and behavioural change programmes in England. An early recommendation is that the NSMC develop a publicly available specification (PAS). A key part of the 2010/11 work programme for the NSMC will be the development of this PAS as part of our quality assurance remit.

adapt a comprehensive suite of practical resources to aid commissioners and deliverers to plan and deliver effective social marketing programmes. Tools such as the 'Planning Guide and Toolbox', which was launched in 2009 and will be developed further in 2010, are key parts of this.

Standards

The NSMC are continuing to support work to embed the standards as part of their quality assurance remit.

Stronger Together, Weaker Apart:

The NSMC have been working with the Royal Society for Public Health and the Shaping the Future initiative to look at the inter-relationships and links between social marketing and health promotion. The social marketing NOS have been a key resource for this process, and will continue to be influential in developing activity within this area.

Developing products and tools to support social marketing

The NSMC are continuing to develop and

The NOS units provide a checklist of the knowledge and skills, which will be required in order to deliver a function effectively.

Links to other policy initiatives

Agenda for Change

This is the process for modernising pay and conditions throughout the NHS. It consists of three strands:

- The NHS Knowledge and Skills Framework (NHS KSF) and its associated development review process
- Job evaluation
- Terms and conditions.

The NHS KSF defines and describes the knowledge and skills which NHS staff need to apply in their work in order to deliver quality services. It provides a

single, consistent, comprehensive and explicit framework on which to base review and development for all staff.

The standards complement the NHS KSF by providing specific and detailed descriptions of the performance required by practitioners and the knowledge and skills they need. NOS can support the development of competence and can be used to provide evidence of the achievement of the NHS KSF dimensions and levels and help individuals progress through 'pay gateways' in the NHS KSF.

The social marketing NOS have been mapped to the NHS KSF. A copy of the final mapping has been appended at Appendix A.

Where can I get more information and advice?

While the NOS for Social Marketing provide the overall framework of the standards of performance required of individual practitioners knowledge and skills, they are not a training course and cannot provide detailed information practitioners need. This will be found in professional education and training programmes, with updated information on the latest best evidence-based practice from various websites.

Sites you may find helpful include:

National Social Marketing Centre: www.nsmcentre.org.uk

National Occupational Standards Directory - www.ukstandards.org.uk

UCAS - www.ucas.ac.uk

The Chartered Institute of Marketing - www.cim.co.uk

The Market Research Society - www.mrs.org.uk

The Government Communications Network - <https://comms.civilservice.gov.uk>

Skills for Health - www.skillsforhealth.org.uk

The Management Standards Consultancy Ltd - www.themsc.org

Skills - Third Sector - 115 Uses of National Standards:

www.skills-thirdsector.org.uk/research_policy/library/115_uses_of_standards/

The NHS KSF defines and describes the knowledge and skills which NHS staff need to apply in their work in order to deliver quality services.

Appendices

Appendix A

Social marketing NOS and proposed links to the NHS Knowledge and Skills Framework

Social marketing NOS	Proposed KSF links
SMA1.1 Plan, manage and evaluate social marketing research programmes	G5 Services and project management Level 3
SMA1.2 Collect data on the knowledge, attitudes and behaviours of target groups	IK2 Information collection and analysis Level 3
SMA1.3 Develop understanding of theories and evidence about what might influence the behaviour of target groups	IK2 Information collection and analysis Level 3
SMA1.4 Analyse, interpret and synthesise data and research findings to inform social marketing strategy	IK2 Information collection and analysis Level 3
SMA1.5 Develop and define segments within target groups	IK2 Information collection and analysis Level 3
SMA1.6 Develop propositions and test their potential to influence the behaviour of target groups	HWB1 Promotion of health and wellbeing and prevention of adverse effects on health and wellbeing Level 3 IK2 Information collection and analysis Level 3
SMB1.1 Identify and manage relationships with social marketing stakeholders	Core 4 Service improvement Level 3
SMB2.1 Establish social marketing strategies and action plans	Core 4 Service improvement Level 3
SMB2.2 Evaluate and report on social marketing strategies	Core 4 Service improvement Level 3
SMB3.1 Develop a branding strategy to support your social marketing strategy	G8 Public relations and marketing Level 4
SMC1.1 Manage social marketing programmes	G5 Services and project management Level 3
SMC2.1 Manage communications for social marketing programmes	G5 Services and project management Level 3
SMC2.2 Manage complaints and criticism about social marketing programmes	G5 Services and project management Level 3
SMD1.1 Engage with individuals, communities and organisations to influence their behaviour	HWB1 Promotion of health and wellbeing and prevention of adverse effects on health and wellbeing Level 2
SMD1.2 Engage with policy and decision makers in government and organisations to influence policy decisions	Core 4 Service improvement Level 3
SMD2.1 Develop and provide products to enable people and organisations to adopt and sustain beneficial behaviour	G3 Procurement and commissioning Level 3
SMD2.2 Develop and provide services to enable people and organisations to adopt and sustain beneficial behaviour	G5 Services and project management Level 4
SMD4.1 Review and change systems/structures to enable beneficial behaviour	G5 Services and project management Level 4
SME1.1 Review and interpret the results of social marketing activities and their wider implications	G5 Services and project management Level 4 IK2 Information collection and analysis Level 3

Social marketing NOS	Proposed KSF links
SME1.2 Disseminate and promote effective practice in social marketing	IK2 Information collection and analysis Level 3 Core 1 Communication Level 3
SME1.3 Promote understanding and benefits of social marketing amongst policy and decision makers	Core 4 Service improvement Level 3 Core 1 Communication Level 4
SME1.4 Provide learning products and tools to develop effective practice in social marketing	G1 Learning and development Level 3
SME1.5 Provide education, training and support for effective practice in social marketing	G1 Learning and development Level 4

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Appendix B

Social Marketing Project Manager Role Profile

- SMB2.1 Establish social marketing strategies and action plans
- SMB2.2 Evaluate and report on social marketing strategies
- SMC1.1 Manage social marketing programmes
- SMC2.1 Manage communications for social marketing programmes
- SMD2.1 Develop and provide products to enable people and organisations to adopt and sustain beneficial behaviour
- SMD2.2 Develop and provide services to enable people and organisations to adopt and sustain beneficial behaviour
- SMD4.1 Review and change systems/structures to enable beneficial behaviour
- M&L D17 Work with other organisations to achieve common or complementary objectives
- MBC A2 Develop and maintain relationships with clients

Social Marketing Trainer Role Profile

- SME1.1 Review and interpret the results of social marketing activities and their wider implications
- SME1.2 Disseminate and promote effective practice in social marketing
- SME1.4 Provide learning products and tools to support effective practice in social marketing
- SME1.5 Provide education, training and support for effective practice in social marketing
- L&D L3 Identify individual learning aims and programmes
- L&D L4 Design learning programmes
- L&D L6 Develop training sessions
- L&D L7 Prepare and develop resources to support learning
- L&D L10 Enable learning through presentations
- L&D L13 Enable group learning
- L&D L16 Monitor and review progress with learners

Social Marketing Researcher Role Profile

- SMA1.1 Plan, manage and evaluate social marketing research programmes
 - SMA1.3 Develop understanding of theories and evidence about what might influence the behaviour of target groups
 - SMA1.4 Analyse, interpret and synthesise data and research findings to inform social marketing strategy
 - SMA1.5 Develop and define segments within target groups
 - SMA1.6 Develop propositions and test their potential to influence the behaviour of target groups
 - SME1.1 Review and interpret the results of social marketing activities and their wider implications
 - SME1.2 Disseminate and promote effective practice in social marketing
- Some of these NOS were taken from other suites, such as Management and Leadership (prefix M&L), Management and Business Consultancy (MBC) and Learning and Development (L&D).

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