nsmc
leading behaviour change

National Occupational Standards for social marketing: a short guide

About The NSMC

Established by the Department of Health in England and the National Consumer Council in 2006, we are a centre of excellence for social marketing and behaviour change.

Our mission is to maximise the effectiveness of behaviour change programmes.

We do this for a growing list of public sector organisations through a broad range of strategic analysis, advice, support and training across all levels of the social marketing process.

World leaders in our field, we draw on expertise from the UK, USA, Europe, Asia and the Pacific and adapt it to meet the needs of UK and international audiences.

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Foreword

The National Occupational Standards for social marketing are an important part of The NSMC's work to assure the quality of social marketing in the UK.

In order to maximise its huge potential for effecting positive and lasting behaviour change, social marketing must be used effectively and the workforce must be properly trained. The National Occupational Standards will be a valuable tool in achieving this.

By promoting and supporting these standards, The NSMC is working to ensure that behavioural interventions are employed to the greatest effectiveness and highest standards across professions and sectors.

Along with our *Social Marketing Planning Guide and Toolbox*[1], The NSMC has been delighted to support the development of this work on the National Occupational Standards.

John Bromley
Director, The NSMC

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 on 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. The social marketing NOS can be used in combination with NOS suites, such as public health or marketing, so that the chosen combination accurately describes your function and role

- NOS can be used by a range of people:
  - Employers can use them for workforce planning
  - Human Resources for recruitment and retention
  - Employees for CPD mapping
  - Educational providers for developing new course materials

- NOS can be used for three distinct purposes:
  - To describe the skill 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 standard defines a key function in a job role. A suite of NOS covers a range of functions in a field of practice. They are concerned with what people can do, not just what they know

- NOS focus on the critical aspects of the role, demonstrating competence at work. They are not related to the setting in which the function is carried out

- 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 them

- 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

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 workforce[2] to improve efficiency and effectiveness.

Representative bodies, such as the Marketing, Sales and Standard Setting Body (MSSSB), were established to set standards for the marketing, communications and sales sectors, relevant to the current and future needs of the competent practitioner. Successive governments have continued to support the policy. By the end of 2009, there were 25 licenced 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 a 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 the marketing, marketing communications, sales and telesales sectors. It worked with employers and professional, academic and regulatory bodies to develop a national education and training framework that supports people in these sectors. It produced five suites of NOS (marketing, marketing communication, sales, telesales, and social marketing). MSSSB ceased to exist on 31 March 2010. At the time of writing, it is 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 criteria[3] 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. They were supported by wide-scale development and consultation work involving UK and overseas representatives from across marketing, social, environmental, lifelong learning and health sectors[4]. This ensured that the NOS covered not only the technical aspects of social marketing, but also the breadth of practice[4].

The NOS for social marketing were published in April 2009[5]. 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 with support from 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.

What are National Occupational Standards?

NOS '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'[6].

In general terms, each individual standard defines a key function in a job role. A suite of NOS covers a range of functions in 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 ethics[7]

NOS are not related to the context or the setting in 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. Since these may be generic rather that discipline-specific, they do not need to be developed separately for every discipline. Instead, they can be imported from other existing sets of standards.

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 on 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
- In 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
- Some occupational groupings may fall between two sets of NOS. For example, their domain of practice may draw from the NOS developed by Skills for Health[8], while their occupational group, such as social marketing, may draw from a different standard setting organisation (MSSSB or CIM)[6]
- 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 in which the functions are practiced. The robust processes of development, which have been followed for each NOS, ensure they relate to practice in the field.

This means that each individual NOS is already recognised as a national standard, and is therefore a robust baseline to draw on 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[9].'

Figure A identifies the functions and areas of activity undertaken in order to deliver the key purpose of social marketing. It divides social marketing into five key areas. 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). In these areas, there are further divisions, known as 'Areas of Competence', which provide high-level descriptions of critical workforce activities. 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 box 1 overleaf).

Figure A: Functional Map for Social Marketing[©] MSSSB 2009

Box 1: Key Area A, taken from MSSSB NOS for social marketing

Area of competence

A1 Carry out social marketing research

Standards

SMA 1.1 Plan, manage and evaluate social marketing research programmes
SMA 1.2 Collect data on the knowledge, attitudes and behaviours of the target group
SMA 1.3 Develop understanding of theories and evidence about what might influence the behaviour of target groups

SMA 1.4 Analyse, interpret and synthesise data and research findings to inform social marketing strategy
SMA 1.5 develop and define segments in target groups to inform social marketing strategies
SMA 1.6 Develop social marketing propositions and test their potential to influence the behaviour of target groups

Each standard is then further subdivided to provide:
- A description of the standard's purpose, and its links to other standards
- The target audience of the standard; for example, people in managerial roles
- Performance criteria describing the outcomes of effective performance in 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 are not meant to be read in isolation. By grouping together NOS in 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 Box 1 above for an outline). Full details can be found online at www.thensmc.com.

The standards in the functional map are staged, so can be used to map activity at operational, managerial and strategic levels. Functions which are carried out in social marketing may also be common in other disciplines; for example, health promotion, or communications, 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 can draw from the entire library of NOS. Functions specific to a sector, as well as generic standards such as management and leadership, can be imported into your social marketing NOS.

Using the NOS for social marketing

What are NOS for?
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 in 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 in the organisational sector to identity what it takes to perform different roles effectively in social marketing. Because they were developed by, and with, the workforce, they are very much grounded in the reality of work[4]. 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 for workforce development, because they focus on critical skills. They can therefore be used as a platform for other management responsibilities.

In particular, employers may find them useful for:

- Describing the functions required of 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 organisational functions and employee requirements
- Mapping NOS against organisational and individual objectives
- Identifying standards relevant to the job, including generic standards such as IT, leadership and management
- Enabling job holders to demonstrate performance against objective measures in standards
- Informing job descriptions, using NOS as a checklist to select only those relevant to role
- Setting SMART objectives to enable comparison of performance to clear goals*
- Ensuring performance reviews are consistent and fair, using NOS to identify 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 for filling identified gaps and shortages
- Feed into procurement processes for outsourcing where required
- Ensure organisational business plan is achievable with existing capacity, or identify areas for action to address shortfalls

*SMART objectives are specific, measurable, achievable, realistic and time-bound

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 in 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 – may be more appropriate. The use of NOS in HR activity is considered in 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

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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

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

Box 4: Case study

Recruitment of Associates for The NSMC
The situation
In 2008, The 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 skills.

Three generic roles were identified:
• Project Managers – to work side-by-side with clients to deliver social marketing programmes while 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 The 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 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. Online 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 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.

Box 4: Case study cont'd

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.

3. Decision and feedback

Throughout the assessment centre, the assessors used standardised forms to record their comments and 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 or 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 provided with feedback when they were unsuccessful.

The benefits

The process proved to be both effective and efficient, with little attrition at any stage. 200 candidates started the online 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 online questionnaire.

Feedback from candidates indicated that the NOS provided a clear picture of The NSMC's requirements. Further, candidates' efforts to relate their experience and expertise to the NOS helped them identify their competences and prepare for the assessment centre.
The NOS also provided a robust structure for the assessment centre. Assessors were able to
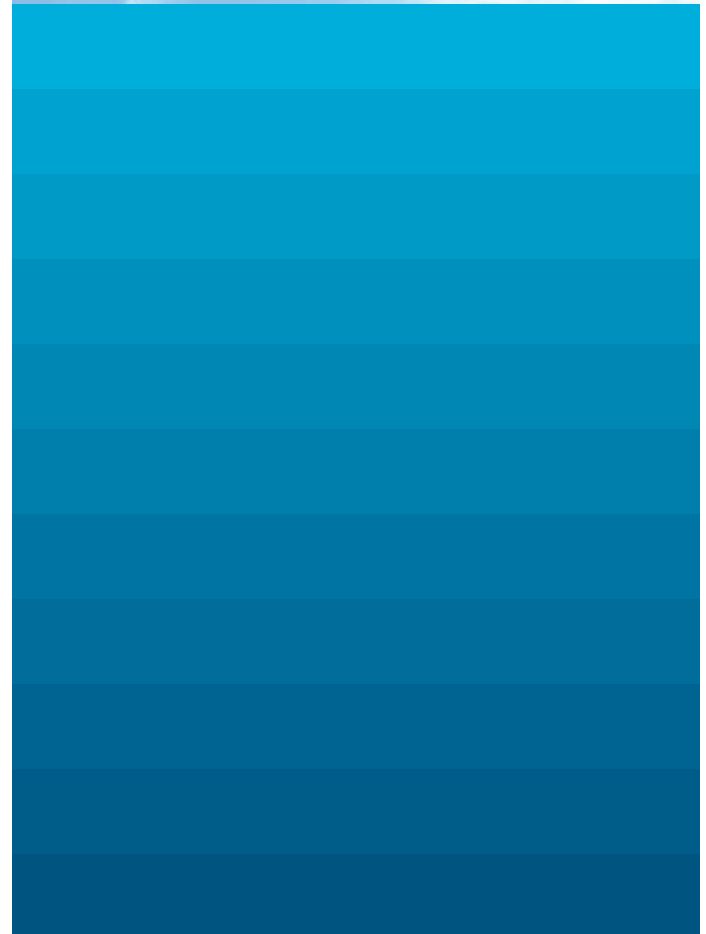
Box 4: Case study cont'd

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. This was 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 the group 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

The 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.

As the above example shows, 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, which can be mapped against organisational functions and requirements to inform skills analysis and gaps identification. This has a number of uses for employers and HR teams:

- To help produce staff retention and development programmes to meet organisational and individual needs, by keeping a firm focus on the current and future functions required by the organisation
- To inform analysis of workforce training needs
- To inform commissioned development programmes, by specifying the outcomes, with a clear link to the functions required
- To evaluate training against the defined expected outcomes
- To identify and plan for areas where outsourcing can address functional gaps
- Where employees are new in post or have been promoted, the standards provide a baseline for induction processes know and understand in order to achieve the required outcome

In a competitive market place, it is essential that employers are able to identify existing skills gaps in their workforce and 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 on which to build. They are a set of building blocks, which can be used to describe current workforce needs, identify future needs and map progress.

Educational providers

The previous section considered the ways in which NOS could be used by employers and HR teams to inform a structured approach to workforce development. In particular, it highlighted the ways in which NOS could be used to commission training programmes targeted at organisational and staff developmental needs. In this model, educational providers would respond to the stimulus of the organisation.

An alternative, complementary model is for educational providers to 'own' the process, using NOS to develop a baseline understanding of emerging roles and markets for their courses.

In this model, educational providers map their existing course provision against the market. The NOS are used to identify gaps in provision and highlight where changes in practice have outpaced existing course curricula. The NOS provide a firm baseline from which to develop new courses that reflect 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 (CPD) strategies.

This is an area for future development. The consultation process[4] which underpinned development of the NOS addressed this specifically. It found that there was no real interest in NVQ development based on the NOS in 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.'[10] They can also be used to identify individual workers' knowledge and skills gaps. These can then be used as part of a structured, owned approach to career development (see box 5).

When job roles are developed using the relevant standards, including the generic ones from across other sets of NOS, employees are given a baseline against which they can assess their performance, and consider their career development.

Box 5: Ways in which employees can use the social marketing NOS

1. To undertake self-assessment – measuring personal progress against the national standards, you can develop self-confidence and enhance personal and professional effectiveness

2. To track skills, by comparing your skills against nationally standardised requirements for an occupational area

3. To develop best practice at work for yourselves and others

4. To ensure you are complying with statutory requirements, which are reflected in the standards where appropriate

5. To get constructive feedback from manager and others, by providing a robust baseline for discussion

6. As a foundation for career development and CPD plans

7. To increase your personal motivation to learn, by seeing demonstrable progression against the standards – for example, moving from operational to managerial level

8. To identify and develop new knowledge and skills

9. To identify new career paths

The NOS units provide a checklist of the knowledge and skills required 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 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 foundation for discussions with line managers about training and development, as the functions will link into the organisational development plans.

The standards are also staged. 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 and career plans.

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 in the UK. Other related workstreams include:

Standards

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

Developing products and tools to support social marketing

The NSMC are continuing to develop and 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 continuously developed, are key parts of this.

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 in this area.

Links to other policy initiatives:
Agenda for Change

Agenda for Change 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 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 NOS 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 competence development;, and be used to provide evidence of 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 performance standards required of individual practitioners, they are not a training course and cannot provide detailed information. 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:

The NSMC: www.thensmc.com

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

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 in 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

SOCIAL MARKETING NOS	PROPOSED KSF LINKS
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
SME1.2 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 among 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

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 in 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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