Catalogue of **National Occupational Standards Case Studies**

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NATIONAL OCCUPATIONAL STANDARDS

Contents

Use of National Occupational Standards (NOS)

Overview

1. The NOS Strategy 2010-2020[1] is driven by the vision that by 2020, high-quality NOS will be widely used by awarding organisations for developing vocational qualifications and also by employers and other stakeholders to underpin human resources management process and strategic business development.

2. Welsh Government, in its Policy Statement on Skills indicates continued support for NOS in order to engage employers to recognise the value of skills and invest in their workforce. It will continue to work with employers in managing the development of national occupational standards (NOS) as the basis for adult vocational qualifications and Apprenticeship Frameworks and ensure that these standards will align with the skills individuals need for future employment and career progression.[2]

3. National Occupational Standards (NOS) are statements of the standards of performance an individual must achieve when carrying out functions in the workplace, together with specifications of the underpinning knowledge and understanding.

4. They provide UK-wide, demand-led, evidence–based benchmarks of competent performance which underpin vocational learning and development, apprenticeships and vocational qualifications across all sectors, occupations and parts of the UK. They encompass the employability skills of self management and organisation of work, solving problems, working with others, communicating effectively and understanding the business.[3]

5. Sector representative bodies, in consultation with employers, have responsibility for developing, reviewing and updating NOS so that they are 'fit for purpose' in their sectors and contribute to the UK economy. NOS work is currently funded by means of grant aid from the four UK home governments.

6. Although they only have a UK remit, research has shown that the general principles of NOS have been adopted by a number of countries around the globe such as Canada, USA, Australia and New Zealand, Tanzania, Indonesia, Thailand, Vietnam. In EU countries, there is recognition that the NOS approach has influenced the design of the European Qualifications Framework (EQF) and it may be in a position to make a significant contribution to future developments, for example to the Key Competences (KCs) in the New Skills for New Jobs Programme.

7. NOS are used by awarding bodies, HE and FE institutions, professional bodies and training organisations as benchmarks from which to develop learning programmes and qualifications. They are used by organisations to support

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[1] UKCES, NOS Strategy 2010-2020, Revised June 2011, p.3
[2] Welsh Government, Policy Statement on Skills, January 2014, p15
[3] NOS Quality Criteria (August 2013). Introduction

human resource management and organisational development purposes. In some sectors, demonstration of competence against NOS is required in order to run a business or practise a craft. In Wales, through the Lifelong Learning pillar of the Credit and Qualifications Framework for Wales (CQFW), employers have been encouraged to work with sector representative bodies to use NOS to inform awards.

8. Sector representative bodies bring the NOS to the attention of their stakeholders via their websites and enable access to the product through links to the NOS database. The NOS are also publicised and promoted by various means, including e-newsletters, information leaflets, case studies, employer fora and consultation/working groups.

9. Research shows that even though NOS are used for a variety of purposes their use by employers is sporadic. Some of the reasons given for this include lack of awareness of NOS, perceived lack of relevance to their business, lack of understanding of NOS and how they can be used, difficulty in accessing the relevant NOS. As underlined in the NOS Strategy 2010-2020, the NOS need to be made more easily accessible to all stakeholders[4]. It has also been said that NOS tend to be too technical for employers to use in some sectors.

10. Over recent years, case studies about developments/initiatives have been developed in which the use of NOS is an important ingredient in the success story. The ways in which NOS have been used are often held up as examples of good practice, from which others can learn.

Case Studies

11. Case studies are a useful vehicle to highlight or to flag up issues which will be of interest to stakeholders. In the case of NOS, they can help to raise awareness of the product, how it has been used, and its impact on business, services and individuals.

12. This catalogue of case studies brings together examples from across the sectors[5]. The majority of them show how NOS are used in particular organisations, others only make reference to the way in which NOS might be used and the benefits /impact of doing so.

13. Enquiries made during the development of the Catalogue found that **Apprenticeships** are currently a key area which is linked to NOS, with the **training** geared towards achieving the relevant vocational qualifications – in particular in Engineering and Manufacturing, Justice and Creative Media sectors.

14. NOS are also widely used in the **design and re-design of job roles**. This is particularly prevalent in the healthcare sector where reorganisation and re-

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[4] NOS Strategy, p.3 and 9
[5] Main sources were sector representative bodies (SRB) websites, leads by SRB personnel, past research reports eg Pye Tait, NOS Evaluation Framework (2011) and direct from Welsh employers who contributed new case studies to the project

structuring are on-going activities. In this sector, **competence-based/NOS-related activities** result in improved productivity and flexibility in the workforce and an improved service to patients, in particular those suffering from acute illnesses.

15. Design and delivery of **training programmes** are also key areas which have strong links with the NOS. Very often the training relates to achievement of vocational qualifications (mainly NVQs). There are also examples of in-house training and continuous professional developments based on/linked to NOS. In some instances, the case studies also draw attention to links to the Scottish Credit and Qualifications Framework (SCQF) and the Credit and Qualifications Framework for Wales (CQFW).

16. Competence frameworks linked to/based on NOS are important areas. They set out and define individual competences (e.g. problem solving) required by the individual working in an organisation. Several examples in the catalogue note the use of NOS to develop a competence based framework.

17. One large college in Wales used NOS to develop a management programme to help managers through the changes relating to a merger of two colleges. NOS helped in defining a clear structure for new management roles and job descriptions.

18. Use of NOS in designing job descriptions and in the recruitment process appears to be growing. This helps employers / employees to be clearer about what's required in/for the job role. They are also used as part of the appraisal process where they assist with setting objectives; help with evaluating performance and identifying training and development needs.

19. Sector representative bodies and employers have produced support tools for using NOS. For example Fire and Rescue services provide a case study on the Introduction of the Integrated Personal Development System which enables employees to assess their development needs against NOS. Lantra's *Skills Manager*, is an online tool which can record the training needs of the employee, establish individual objectives and identify progression routes.

20. It is important that NOS are used widely and effectively. At present, it appears that they are used by a limited number of employers in the various sectors. This is the challenge. The number of employers who use NOS needs to be increased in each sector and NOS used for a wider range of purposes. However, this is not a task for one single organisation, but for all sectors. Everyone has a part to play.

21. Case studies are needed for employers in **all** sectors. Employers in association with their sector organisations could make a very valuable contribution to raising awareness of NOS and highlighting good practice via case studies illustrating/highlighting the use of NOS in developments and initiatives in their organisations.

The Catalogue

The catalogue comprises 124 examples of case studies of employers/organisations that have made use of NOS for a range of purposes in their workplaces. These employers are drawn from the following sectors:

- *Archaeology/conservation*
- *Creative media*
- *Emergency services*
- *Engineering / manufacturing*
- *Healthcare*
- *Mining*
- *Public services*
- *Plastics, Polymers*
- *Retail*
- *Security*
- *Social care*

The case studies are arranged by **Purpose**, e.g. Training, Design and re-design of roles, and present information in a tabular format, under the headings – sector/organisation/summary of the use of NOS/ source e.g. SSC/O website.

Purpose: Training

Sector	Organisation	Title	Summary	Source

Catalogue of Case Studies

Each case study provides brief details of the use of NOS in/by the organisation.

APPRENTICESHIPS				
Sector	**Organisation**	**Title**	**Summary**	**Source**
Construction, Electrical	Owen & Palmer Ltd, Electrical Contractors		NOS are seen as an integral part of the apprenticeship framework and associated training provision. The company takes on 1-2 Electrical apprentices per year and benefits from doing so.	www.businesswales.gov.wales/skillsgateway/qualifications
Electrical	RDM Electrical Ltd, Abertawe		Underlines the importance of recruitment to the company. NOS are important element in the apprenticeship framework.	www.businesswales.gov.wales/skillsgateway/qualifications
Construction	T. Brewer & Co. Ltd.		Explains how the company has benefitted from introducing NVQS and recruiting apprentices.	www.citb.co.uk
Engineering/ Manufacturing	Airbus	Pioneering Higher apprenticeship	Higher apprenticeship programme includes training towards NOS based qualifications (NVQs) with potential for progression from level 2 through to post graduate qualifications and Chartered status. It delivers the skills the company needs to stay ahead.	www.semta.org.uk
Engineering/ Manufacturing	Amcanu	Shared Apprenticeship Pilot	Underlines the value of partnership and shared working, with practical training shared between participating companies and the college providing off the job learning provision.	www.semta.org.uk
Engineering/ Manufacturing	Asmech Systems Ltd	[Shane Gunstone] A former apprentice who starts his own company ...	Underlines the importance of providing apprenticeship opportunities for young people. Also the value of a SME Leadership programme.	www.semta.org.uk

Sector	Organisation	Title	Summary	Source
Engineering/ Manufacturing	BAE Systems Surface Ship Support	Staying ahead with apprentice training	Apprenticeship training provides a sound craft skills base and helps develop management potential for the future.	www.semta.org.uk
Engineering/ Manufacturing	Consarc	Case Study	Apprenticeship training programmes help meet skills needs for the future.	www.semta.org.uk
Engineering/ Manufacturing	EE Ingleton Engineering Ltd	Case Study	Traces the apprentice's progress from school-leaver through apprenticeship programme to achieving Student of the Year.	www.semta.org.uk
Engineering/ Manufacturing	MEP Ltd	Growing for Growth!	The company took on apprentices so as to ensure the company has the right skills for the business to grow.	www.semta.org.uk
Engineering/ Manufacturing	Metalform Incorporated Ltd	Metalform has nothing but praise for high achieving SEMTA apprentice	Traces the progress and achievements of an apprentice and benefits brought to the company.	www.semta.org.uk
Engineering/ Manufacturing	Metsec plc	... Apprenticeships help *Metsec* maintain its competitive edge	Traces the journey of an apprentice from a school leaver to winning Metals Industry Apprentice of the Year and indicates how apprentices boost the company's skills base and help the company save money.	www.semta.org.uk
Engineering/ Manufacturing	Mollertech	Pathway to a skilled workforce (2012/13)	Outlines development and implementation of Pathway to Apprenticeship (PtA) available for businesses in engineering and manufacturing, and benefits to the company brought by their involvement in the initiative.	www.semta.org.uk
Engineering/ Manufacturing	Pektron	Celebrating 50 years by focusing on skills	How Pektron has benefitted from involvement in the Toyota Apprenticeship Scheme, including the opportunity to train flexible multi-skilled maintenance engineers.	www.semta.org.uk

Sector	Organisation	Title	Summary	Source
Engineering/ Manufacturing	Princess Yachts	Reaping the rewards of apprentice training (2010/11)	Apprenticeship routes developed to meet specific needs of Princess Yachts and other marine sector employers - skills, training and qualifications.	www.semta.org.uk
Engineering/ Manufacturing	Reid Lifting	Lift Off Apprentices (2013)	Outlines how the company came to recruit its first apprentice and his progress to date.	www.semta.org.uk
Engineering/ Manufacturing	Sheffield Forgemasters	Sheffield Forgemasters growing the future workforce with help from SEMTA	Highlights the importance of training young people; apprenticeships have an important role in ensuring that the company has the skills it needs for the future and becomes profitable.	www.semta.org.uk
Engineering/ Manufacturing	Signal House Group Limited	On the right track	Investment in skills means the future is bright for the company. Recruitment of apprentices and introduction to the Science without Borders programme – a Brazilian Government scholarship programme was found to be a cost effective way to introduce new skills and talent into the business.	www.semta.org.uk
Engineering/ Manufacturing	Symmetry Medical	Apprentice aims high at Symmetry Medical	Outlines the progress of an apprentice from recruitment to his intended end goal; the skills, knowledge, NOS based qualification and experience gained on the way; how a company benefits from having apprentices.	www.semta.org.uk
Engineering/ Manufacturing	Tallent Automotive	Getting the right message across to industry and business is vital to the success of the economy	Acknowledges the value of apprentices to the company and outlines how they are recruited and trained. Other employees are also trained to NOS-based qualifications/NVQs. Apprenticeships are the key to the future.	www.semta.org.uk

Engineering/ Manufacturing	Toyota	Partners in skills (2013)	Describes how Toyota in partnership with other companies provides training for apprentices at its Apprentice Development Centre. The apprenticeship programme leads to a Level 3 NVQ in Engineering maintenance.	www.semta.org.uk
Engineering/ Manufacturing	Westley Engineering	Garry Dunne is passionate about manufacturing and in particular the role young people have in its future	Outlines the development and implementation of an innovative training programme for apprentices, which includes working with other manufacturing companies, benefitting the young person and the firms involved.	www.semta.org.uk
Justice	Fire and Rescue Sector	Emergency Fire Service Operations Apprenticeship	Traces the apprentice's journey from leaving school, through the apprenticeship, and securing an employment contract in the fire service.	www.sfjuk.com
Justice	Skills for Justice Partnership with four Welsh police forces	Level 3 Apprenticeship in Home Office Policing	Describes the first apprenticeship in Home Office Policing (known as the Bridge) and how it provides a consistent model of training and development.	www.sfjuk.com
Justice	Military Police Service	A feather in the Redcap for First Military Apprentices	First Non-Commissioned Officers (NCOs) to pass the new apprenticeship, which complements the training they undertake to become NCOs in the Royal Military Police. Qualifications achieved are based on Policing NOS. Linking the Apprenticeship with NOS gives participants additional functional skills which are transferable and valued by employers outside the forces.	www.sfjuk.com

Sector	Organisation	Title	Summary	Source
Justice	Legal Services	Step up for the first Court, Tribunals & Prosecution Apprentice (2013/14)	Gives a brief outline of the development of the apprenticeship and traces the progress of an apprentice.	www.sfjuk.com
Justice	Legal Services	Higher apprenticeship in Legal Services in Wales (2014)	Gives brief details of the pilot activity in Wales. It is a competence based qualification, equivalent of a first year of an under graduate degree course.	www.sfjuk.com
Creative Media	BBC Cymru/Wales	BBC Drama Village (2013)	BBC Wales use the NOS in relation to the apprenticeship scheme – post production, make-up and costume, craft and set design and camera. NOS assist standardisation within job roles, which is important given that roles within the industry are quite transient.	UKCES Archive
Creative Media	BBC Cymru/Wales	BBC nurtures enthusiasm of next generation	Outlines development and delivery of the Digital Media apprenticeship and the benefits to the employer and apprentice.	www.creativeskillset.org
Creative Media	Real SFX	Apprentices key to growing media industry in Wales	Describes introduction and delivery of creative and digital media apprenticeship.	www.creativeskillset.org
Painting & Decorating	Alfred Bagnall & Sons	Using NOS to survive a recession and keep on top of markets	Highlights how NOS are central to the company's apprenticeship scheme, with qualifications based on those standards. Training is a high priority, linked to NOS and complemented with in-house training. NOS evolve as industry demands.	www.gov.uk/government/publications/national-occupational-standards

Sector	Organisation	Title	Summary	Source
Polymers, Plastics	BD Diagnostics	Improving Skills and Unlocking Potential	The company is part of the Sector's Women and Work Initiative. The case study traces the progress of a young female apprentice and her aspirations for the future.	www.cogent-ssc.com/
Polymers, Plastics	Linecross	Linecross invests in apprenticeships as it develops new products (2010)	Notes how the organisation began to invest in apprenticeships, the progress of one of its apprentices and the contribution he makes to the business.	www.cogent-ssc.com/
Polymers, Plastics	Clarehill Plastics, Northern Ireland	Clarehill Plastics gains competitive advantage through skills.	[Notes that introducing NVQ programmes and apprenticeships have helped the company to retain staff and also help the business to grow significantly in a 5-year period.	www.cogent-ssc.com/
Polymers, Plastics	Rosti UK Ltd	Apprenticeships - investment from the outset (2010)	.Emphasises the importance of training apprentices and giving technical competences and knowledge to a group of young people that are relevant to their current and future needs.	www.cogent-ssc.com/

TRAINING

Sector	Organisation	Title	Summary	Source
Engineering/ Manufacturing	Brandaeur	A commitment to learning, visionary leadership and open communications.	Describes how a compulsory NOS–based (NVQ) programme was introduced for everyone in the organisation, which helped change the company's fortunes.	www.semta.org.uk
Engineering/ Manufacturing	Ford Dagenham	Partnership with SEMTA helps Ford secure funding for vital skills training	Describes how the company accessed funding for its up skilling programme and develop the (NOS–based) B-IT qualifications, through which Ford has seen benefits including improved production levels, increase in energy efficiency and employer satisfaction.	www.semta.org.uk
Engineering/ Manufacturing	FSL Aerospace	FSL Aerospace gears up for long term growth...	Use of competence-based approach to improve people development and performance management systems.	www.semta.org.uk
Engineering/ Manufacturing	G&O Springs	SEMTA's bespoke training sees G&O Springs cut lead times by 80%	Highlights how training and (NOS based) B-IT qualifications brought benefits to the company, including improvement in process efficiencies, employee morale and team leader management skills.	www.semta.org.uk
Engineering/ Manufacturing	Highland Colour Coaters	Meeting skills needs with Business to Skills and SCQF model	Outlines how using Business to Skills (B2S) diagnostic tool and SCQF helped identify skills needs and the type and level of training/qualifications required in the organisation.	www.semta.org.uk
Engineering/ Manufacturing	Jackson & Keay Ltd	Business benefits through skills investment	Illustrates how the company benefitted from implementing B-IT and Lean Leadership – improved productivity and profitability, multi-skilled staff through training and development.	www.semta.org.uk

Sector	Organisation	Title	Summary	Source
Engineering/ Manufacturing	JRI Orthopaedics	SEMTA helps JRI plan training and measure benefits	Outlines the use of Business to Skills (B2S) to plan employee skills and knowledge development and training requirements (in Mechanical Testing, Statistical Process Control and Supervisory Management).	www.semta.org.uk
Engineering/ Manufacturing	Kembrey Wiring Systems Ltd	Business benefits through skills investment	Highlights the benefits to the company from the SC21 Self-Starter programme, including training staff towards achieving B-IT qualification and specialist leadership and management training.	www.semta.org.uk
Engineering/ Manufacturing	New Holland UK Ltd	Bottom line benefits with B-IT	Explains how the introduction of B-IT programmes has enabled the company to train and up-skill the workforce to world-class standards and also achieve significant savings. .	UKCES Archive
Engineering/ Manufacturing	Pentaxia	Driving the skills agenda	Outlines Pentaxia's involvement in the initiative to train unemployed young adults 18-24 for employment and perhaps on to apprenticeship.	www.semta.org.uk
Engineering/ Manufacturing	Super Alloys International Ltd	Super Alloys reduces errors through SEMTA's technical training	Highlights the importance of bespoke technical training to ensure that office-based employees have better understanding of the industry in which they operate and the benefits it can bring to the company.	www.semta.org.uk
Engineering/ Manufacturing	Thales Group plc		Thales employees in Belfast became the first workers to complete NVQ Level 2 in Business Improvement Techniques (NVQ for B-IT). A second cohort from Crossgar, ranging from managers to kitchen staff, also achieved the qualification, resulting in improvements in cost benefits and more successful audits of the site. A third cohort is working towards level 3.	www.semta.org.uk

Sector	Organisation	Title	Summary	Source
Engineering/ Manufacturing	ThyseenKrupp Tallent Ltd	Case Study	Describes the introduction/implementation of company–wide bespoke B-IT programme leading to a level 2 NVQ - which has helped the company stay competitive in a demanding industry.	www.semta.org.uk
Food manufacturing	Kinnerton (Confectionery) Company Ltd	Case Study	Outlines development of health and safety training.	www.improveltd.co.uk
Food manufacturing	Grampian Country Food Group Ltd	Case Study	Notes the design and development of training leading NOS based qualifications in Food safety (Manufacturing).	www.improveltd.co.uk
Food manufacturing	Small food manufacturing business	Case Study	Training programmes lead to the achievement of nationally recognised qualifications, usually attended by staff from a cross section of employers. At supervisory and management levels training focuses on the delivery of training to achievement of NOS based qualifications at levels 3 and 4.	www.improveltd.co.uk
Healthcare	BUPA Hospitals Ltd	Improving professional development in health	Describes BUPA's existing NOS-based/NVQ training provision for employees and the proposed use of competences to design new roles. Competences used as freestanding tools for assessment for established employees.	www.skillsforhealth.org.uk
Healthcare	Cwm Taf Local Health Board	Recruitment toolkit delivers very significant savings for Cwm Taf LHB	Development of a pre-employment programme and sector employability toolkit to support skills development at entry level. Notes how the training for job seekers is aligned to NOS.	www.skillsforhealth.org.uk

Sector	Organisation	Title	Summary	Source
Healthcare	Greater Manchester Strategic Health Authority	ACS competence-based training programme	Use of competence framework to develop a training and development programme for CHD practitioners.	www.skillsforhealth.org.uk
Healthcare	NHS Highland	Reducing complications in people with diabetes – extending role of healthcare workers	Outlines the use of competences to provide a new blended training programme for health care workers.	www.skillsforhealth.org.uk
Healthcare	NHS Lothian	Flexible training for support staff improves service quality	Career framework helps NHS Lothian develop Healthcare Support Worker role in mental health and learning disability services. Notes that competence-based training linked to a career framework can ensure nationally applicable and transferable learning.	www.skillsforhealth.org.uk
Healthcare	NHS Nottingham City and University of Nottingham	Competence based training boosts competence and confidence in clinical practice (2010)	Outlines how competences were used to develop/train clinical staff and support staff who work with patients with End of Life Care needs. Also, used in the design of job descriptions and training frameworks.	www.skillsforhealth.org.uk
Healthcare	NHS Tayside	Achieving 90% employment for students at Tayside	Notes the use of a competence based approach to develop support staff and open up career pathways across health and social care, towards achieving a more flexible workforce. Training towards a NOS based qualification/SVQ.	www.skillsforhealth.org.uk

Sector	Organisation	Title	Summary	Source
Healthcare	Northwest London Trust	Creating progression opportunities for healthcare staff	Traces the development of its training programme to enable healthcare assistants to up skill to assistant practitioner level using competences to inform a tailored package and enable the employer to target specific areas. The benefits to employees and the services to patients are underlined.	www.skillsforhealth.org.uk
Healthcare	Nuffield Health	Nuffield Health uses Skills for Health competences to eliminate one area's clinical incidents	Describes how supporting staff with competence based training helped to build an excellent safety record while freeing up clinical staff time.	www.skillsforhealth.org.uk
Healthcare	Royal United Hospital, Bath	Up skilled Health Care Assistant role improves Mental Health Care delivery	Describes the development of a Transferable Role template utilising NOS. A small cohort of health care assistants was trained to support improvement in the care of people with mental health needs.	www.skillsforhealth.org.uk
Healthcare	Salisbury NHS Foundation Trust	Leadership development programme provides clinicians with new skills	How Salisbury NHS Foundation Trust devised a bespoke leadership programme for managers, with all modules matched to management and leadership.	www.skillsforhealth.org.uk
Healthcare	Whittington Hospital NHS Trust	Competence-based coaching develops effective front line managers	Traces the development of a competence based leadership training programme which resulted in enhanced leadership and coaching skills, more effective communication, improvement in appraisals.	www.skillsforhealth.org.uk

Sector	Organisation	Title	Summary	Source
Justice	Forensic Science Sector	Case Study	Highlights how NOS have been mapped into the national training programme for crime scene, fingerprints and foot wear so that trainee forensic scientists gain skills, knowledge and understanding based on the relevant NOS. The NOS are also mapped into national Role Profiles on the Integrated Competency Framework to ensure individual competency can be assessed against the NOS. This helps ensure that practitioners in a UK Accreditation Service centre achieve the same standards of competence using scientifically valid methods and procedures.	www.skillsforhealth.org.uk
Security	Status Training Services	NOS for Security Search Operations	Highlights development of a certificated training programme using NOS to train personnel in systematic security searches and the higher levels of confidence of staff in their ability to carry out security searches.	www.skillsforsecurity.org.uk

Sector	Organisation	Title	Summary	Source
Social Care	Care Council for Wales	Case Study 3 Training	Presents information about how NOS can be used to develop staff training programmes, help ensure that learning takes place and is being applied in practice.	www.ccwales.org.uk
Social Care	Care Council for Wales	Case Study 4 Continuous Professional Development	Identifies how the individual can use NOS to plan own learning and development.	www.ccwales.co.uk
Social Care	Cyngor Gwynedd	Case Study (2014)	NOS are used by learners on undergraduate Social Work courses and social workers working towards post qualifying awards, in particular during their placement periods. They produce evidence of how they meet the standards throughout their work placements. The use of NOS helps to professionalise social work.	www.businesswales.gov.wales/skillsgateway/qualifications
Social Care	Rhondda Cynon Taf County Borough Council	Using Health and Social Care NOS in Learning and Development Programmes 2015	Notes the use made of NOS in designing learning programmes, standardisation exercises and professional development activities for assessors.	www.businesswales.gov.wales/skillsgateway/qualifications
Utilities	Wales & West Utilities Ltd	Case Study (2014)	Outlines how a new NOS-based qualification helps to ensure that operatives are assessed and competent to a nationally recognised standard. This ensures that Legal and Health and Safety compliance is maintained. In-house management/supervisory training is also linked to NOS.	www.businesswales.gov.wales/skillsgateway/qualifications

JOB ROLES/JOB PROFILES/JOB DESCRIPTIONS

Sector	Organisation	Title	Summary	Source
Archaeology	Oxford Archaeology	Creating a new job description for Senior Project managers	Outlines the process to develop a new job description for the senior project manager as a tool to support important personal and corporate ambition. Based on NOS, the job description would be able to offer greater clarity and greater level of detail about skills, knowledge and experience expected of a senior project manager.	www.archaeologists.net
Healthcare	Betsi Cadwaladr University Health Board	A competence–based approach to developing our workforce (2014)	Outlines the use of competences in re-designing roles. NOS are used to develop an understanding of the requirements of new, changed /expanded roles. They provide the employer with an evidence base that can be used to address areas of change and support efficient staff education. The competence based approach will continue to be used in role re-design.	www.businesswales.gov.wales/skillsgateway/qualifications
Healthcare	Broomfield Hospital, Chelmsford	Cardiac Nurse Practitioner role profiles and development plans	Outlines steps to review roles and responsibilities within the nursing team and to develop competence based job descriptions.	www.skillsforhealth.org.uk
Healthcare	Clinovia	Improving education, training and service re-design in healthcare service	Outlines use of a competence based approach to develop phlebotomy services, including defining job roles, updating job descriptions and developing training packages. Competences also offer learning outcomes and provide a framework for assessment across the patient pathway.	www.skillsforhealth.org.uk

Sector	Organisation	Title	Summary	Source
Healthcare	East Cheshire NHS & Age UK Cheshire East	Skills for Health helps create a new role for East Cheshire in partnership with Age UK Cheshire East	Outlines the creation of the role of Well-being Co-ordinator. The job description is mapped to NOS. The importance of partnership working is underlined.	www.skillsforhealth.org.uk
Healthcare	East of England Strategic Health Authority	Improving services in the east of England	Notes the development of modules specifically designed to meet the requirements of the national competency framework for Matrons and case managers.	www.skillsforhealth.org.uk
Healthcare	Heatherwood & Wexham Park Hospital, Slough	Cardiology department job descriptions and training plans	Outlines activities to map job descriptions to competence framework in preparation for Agenda for Change. Three job descriptions were mapped on one template which gave an overarching view of jobs and making it easier to identify gaps and overlaps in functions. Potential for framework to be used for creating new job roles and profiles and also reviewing existing job roles to ensure they are reflective of job requirements.	www.skillsforhealth.org.uk
Healthcare	Hull and East Yorkshire Hospital NHS Trust	Angiograph practitioner role profile, job specification and training plan	Outlines the use of a competence framework to develop the role profile, job specification and training plan together with an assessment record for the new role of angiography practitioner. Notes potential for using a competence framework to support a more effective recruitment and selection process.	www.skillsforhealth.org.uk
Healthcare	Liverpool Community Health NHS Trust	Developing a new entry level Health Care Support Worker Role	Notes the use of competences in developing a new entry level Health Care Support Worker role and also applying the same methodology for a level 1 role in business and administration.	www.skillsforhealth.org.uk

Sector	Organisation	Title	Summary	Source
Healthcare	NHS Dudley	Dramatically cutting waiting times and improving productivity	Outlines the development of roles with transferability features through using NOS/competences.	www.skillsforhealth.org.uk
Healthcare	NHS Education for Scotland	Creating safe, efficient, effective new services for remote and rural populations in Scotland	Notes how Scotland's Remote and Rural healthcare Educational Alliance used a competence based approach to create a new flexible role.	www.skillsforhealth.org.uk
Healthcare	NHS Forth Valley	A competence based approach to service and team re-design	Describes how a competence based approach was used to create new roles for Older People's Care. This approach has also been used to inform staff recruitment and induction needs and design and re-design other roles.	www.skillsforhealth.org.uk
Healthcare	NHS Greater Glasgow and Clyde	New role improves patient care at NHS Greater Glasgow and Clyde	Notes the use of NOS/competences to produce a job description for the new role of Advanced Nurse Practitioner. NOS based role ensures nationally recognised and transferable skills and maps into knowledge and skills framework.	www.skillsforhealth.org.uk
Healthcare	South Central Ambulance Service NHS Trust	New role has phenomenal effect on Emergency Departments	Notes the development of a competence framework for emergency, urgent or unscheduled care as the basis for devising the role of Emergency Care Practitioner (ECP) and the learning programme for ECPs.	www.skillsforhealth.org.uk
Healthcare	South East London Commissioning Strategy Programme	Harnessing the full potential of healthcare assistants across South East London	Outlines the development of a standardised role description based on NOS for healthcare assistants, also included a transferable role template.	www.skillsforhealth.org.uk

Sector	Organisation	Title	Summary	Source
Healthcare	South East London Cancer Network	Creating a new role to help deliver improved cancer care in London	Notes the development of a Transferable Role Template, detailing a set of agreed core and specific competences for the role.	www.skillsforhealth.org.uk
Healthcare	Southern Health & Social Care Trust, Northern Ireland	New Community Navigator role aims to help older people in N Ireland	Describes why and how the role was developed and notes that relevant NOS were used alongside Career Framework for Health and competence application tools.	www.skillsforhealth.org.uk
Healthcare	St Nicholas Hospice in Bury St Edmunds	Hospice re-designs its support workforce structure to help more people to access end of life care in their own homes and communities	Acknowledges the need to identify the nationally recognised competences for level 3 and 4 roles, along with job descriptions and to identify the training required for staff.	www.skillsforhealth.org.uk
Healthcare	Warwickshire, Solihull & Coventry	Improving service delivery in Breast Screening	Warwickshire Solihull & Coventry developing new practitioner roles, with the competences needed to fulfil roles linked to NOS.	www.skillsforhealth.org.uk
Healthcare	Whittington Hospital NHS Trust	Cutting length of stay at Whittington Hospital NHS Trust	Outlines how using competences to develop new roles delivered a more productive workforce and benefits to staff and the services. The success of the activity has led to the competence based approach being used more widely.	www.skillsforhealth.org.uk
Healthcare	Whittington Hospital NHS Trust	New roles support elderly patient services	Outlines how new roles were developed using a competence based approach. This included designing a job profile and devising a training programme. Competence based approach helped managers and clinicians describe more clearly the need for a role based on evidence.	www.skillsforhealth.org.uk

Sector	Organisation	Title	Summary	Source
Healthcare	Wrexham Maelor Hospital	Using competences to improve Coronary Heart Disease services	Illustrates how Wrexham Maelor developed a new role of Acute Coronary Syndrome Nurse using CHD competence framework and benefits/impact of the development.	www.skillsforhealth.org.uk
Public Sector	Glamorgan Archives	How national occupational standards can be used to enhance staff development (2012)	Describes how existing Job descriptions for archivists were mapped to NOS, how it is possible to use them for staff reviews, and also improve the prospects of unqualified staff.	UKCES Archive

DEVELOPMENT OF SUPPORT TOOLS

Sector	Organisation	Title	Summary	Source
Emergency Services	Fire & Rescue Services	Role specific development Lifelong competence (2011/12)	Introduces the IPDS – Integrated Personnel Development System which supports Fire & Rescue Services to train and develop staff that face the service. It enables individuals to assess their development needs against NOS and seek appropriate training and development.	www.sfjuk.com
Healthcare	Salisbury NHS Foundation Trust	Unlocking staff potential	A Learning Advisor model approach to Skills for Life. Support for a competence based approach to learning and development.	www.skillsforhealth.org.uk
Healthcare		Workforce Development Toolkit	Outlines the development of a toolkit to assist organisations and individuals to implement NOS, including Drugs and Alcohol NOS. It is intended to help ensure that role profiles, personal development plans and portfolios are accurate and of good quality.	www.skillsforhealth.org.uk

Sector	Organisation	Title	Summary	Source
Healthcare	Wales Blood Service	NOS as a tool in the creation of Competency assessments for Intraoperative Cell Salvage (ICS) (2014)	Underlines how the UK Cell Salvage Action Group (UKCSAG) utilised NOS for Intraoperative Cell Salvage in the development of a competency workbook which is made freely available to all UK hospitals with the aim of encouraging competency assessment of operators.	www.businesswales.gov.wales/skillsgateway/qualifications
Land-based	Lantra	Skills Manager for organisations working with Volunteers and NEETS	Skills Manager, which is based on NOS, can be used by employers and employees. It enables organisations to record training, identify skills gaps, generate development plans and allows individuals to produce a CV for use with prospective employers.	www.lantra.co.uk/
Sport, Leisure	SkillsActive	Active Analyser – online Workforce development tool (2011)	Outlines the development of an online tool to help employers to identify training needs within the workplace for paid staff and volunteers. The Analyser includes information on the sector approved Job Role Profiles based on NOS, a recognised standard of performance devised by employers across the sector. Job profiles are used to identify skills gaps and to aid workforce development plans for local authorities.	www.skillsactive.com

MANAGEMENT DEVELOPMENT

Sector	Organisation	Title	Summary	Source
Education & Training	[A large} FE College in Wales	Contextualising NOS for a cohesive approach to management development (2011)	A comprehensive management programme was developed to help managers through the changes relating to a merger of two colleges. NOS for *Managing people and Managing change* were used in designing the programme, and the NOS became increasingly pertinent to the change process. NOS were used to define a clear structure for considering new management roles. Job descriptions for senior roles were linked to NOS.	Pye Tait Consulting NOS Evaluation Report (March 2011)

RECRUITMENT

Sector	Organisation	Title	Summary	Source
Mining / Tunnelling	Mines Rescue Service	Case Study	Mines Rescue Service became an accredited training centre following involvement in NOS development. Evidence against NOS can be used during recruitment procedures. Opening up recruitment criteria to include evidence against NOS has enabled recruitment of labour from outside the industry.	UKCES Archive
Social Care	Care Council for Wales	Case Study 1 Recruitment (2013)	Outlines how NOS can be used in the recruitment process for new managers, designing job descriptions and person specifications	www.ccwales.org.uk
Social Care	Rhondda Cynon Taf County Borough Council	Recruiting for Assessor/QA Officer for Social Care (2015)	It underlines the use of NOS in the recruiting process, from recognising the competencies for the role, designing the job description, preparing a shortlist, to the interview.	www.businesswales .gov.wales/skillsgate way/qualifications

CAREER DEVELOPMENT

Sector	Organisation	Title	Summary	Source
Social Care	Care Council for Wales	Case Study 2 Career Development (2013)	Illustrates how NOS can assist a support worker to progress her career.	www.ccwales.org.uk

ORGANISATIONAL DEVELOPMENT

Sector	Organisation	Title	Summary	Source
Business Skills, Pan sector	Sector Skills Organisation (SSO)	Utilising a range of methods to promote NOS (2011)	Focuses on the work that the SSO carries out to develop competence frameworks for member organisations, promote the use of NOS with employers and also promote NOS on a wider scale in Europe. Competence frameworks based on NOS are seen as a way to achieve organisational and employee effectiveness.	Pye Tait Consulting NOS Evaluation Report (March 2011)
Healthcare	Betsi Cadwaladr University Health Board	A competence-based approach to developing administrative capacity to support Locality Working (2014)	Outlines how the introduction of Locality Working requires that administrative staff be more flexible and responsive to the Locality team. Roles have had to be re-designed and scoping out these roles using NOS in partnership with staff allows for greater understanding of skills and competences they need to carry out their roles competently. NOS have been used to develop competence profiles for the workforce which support an efficient patient journey.	www.businesswales.gov.wales/skillsgateway/qualifications

Sector	Organisation	Title	Summary	Source
Healthcare	NewLink Wales	Use of NOS (2014)	Illustrates how NOS are included in all of the organisation's functions, using a selection of NOS from the relevant suites. They are used in recruitment and selection process, in which job descriptions, job profile are mapped to NOS such as HR, Business Administration or Management and Leadership NOS, also for developing personal development plans.	www.businesswales.gov.wales/skillsgateway/qualifications
Healthcare	TherapyWorks	Equipping staff with the business skills to lead innovative healthcare services	TherapyWorks pioneer a new franchise model for physiotherapy practice in independent healthcare. Notes the use of competences to inform operations manual, the review process for staff and franchisee owners.	www.skillsforhealth.org.uk
Media	IPC Media	NOS for Advertising Sales	Notes that NOS will help the organisation in developing staff and support existing performance management & progress systems.	UKCES Archive
Motor	Trefnant Garage Ltd	How National Occupational Standards strengthen employee confidence and raise the profile of a small enterprise in rural Wales (2013)	NOS provide a benchmark across the country, recognisable transferable skills and the basis for training programmes; they can be used as part of the recruitment process and help maintain customer confidence in the services provided by the business.	UKCES Archive
Public Sector	Glamorgan Archives	How National Occupational Standards can be used to enhance staff development (2013)	Outlines how NOS can help to improve the provision of services, produce job descriptions, benchmark staff performance, and improve the prospects of unqualified staff.	UKCES Archive

Sector	Organisation	Title	Summary	Source
Retail	Kwik-Fit	How Kwik-Fit uses NOS to maintain its status as a brand (2013)	Describes the use of NOS to write own internal assessments and create job descriptions, redefining job roles and training programmes. They are also seen as useful in the recruitment process and maintaining working practices.	UKCES Archive
Sales & Marketing	Professional body	(2011)	Notes how NOS can be used to ensure that employees recognise their benefits to the organisation.	Pye Tait Report
Social Care	Bridgend County Borough Council Youth Service	(2014)	Explains that NOS are used to inform setting agendas, writing policies, guidelines and procedures which help staff work more effectively with young people.	www.businesswales.gov.wales/skillsgateway/qualifications
Social Care	Care Council for Wales	Case Study 7 Policy Develop-ment (2013)	Illustrates how NOS can help managers in developing in reviewing and developing policies within a care organisation.	www.ccwales.org.uk

PERFORMANCE REVIEW/PERFORMANCE MANAGEMENT				
Sector	Organisation	Title	Summary	Source
Justice	North Wales Police	NOS for Healthcare Professionals working in police custody settings	Outlines the steps to develop the NOS for working in police custody settings. The NOS are seen as particularly useful as part of the Performance Development Review (PDR) process, career planning and promotion.	www.sfjuk.com
Media	Skillset	NOS for Armoury	Notes that NOS offer a benchmark to check an individual's ability to do the job, and provides productions with a more accurate account of what their armourer needs to be able to do.	UKCES Archive
Social Care	Care Council for Wales	Case Study 5 Performance Management of the Workforce (2013)	Identifies how NOS can be used to develop the performance of the individual manager in the organisation.	www.ccwales.org.uk

Sector	Organisation	Title	Summary	Source
Social Care	Care Council for Wales	Case Study 6 Performance Management of Organisations (2013)	Identifies how NOS can be used in managing the performance of an organisation.	www.ccwales.org.uk

DEVELOPING QUALIFICATIONS				
Sector	Organisation	Title	Summary	Source
Public Sector, Voluntary	Local Government	Promoting NOS to make it a reality for practitioners and improving working practices	Outlines steps to promote NOS and to develop a Working with Parents qualification based on NOS.	Pye Tait Report
Public Services	Welsh Government	Use of NOS for a new profession (2011)	Presents information about work to develop a new qualification which included mapping staff training to NOS, developing an Operational Delivery Competence Framework and a Certificate in Operational Delivery Excellence. Existing Chartered Management Institute (CMI) modules were identified that could be mapped to the Competence Framework to develop the qualification. This qualification was delivered as part of the accredited CMI Level 5 Leadership and Management qualification. A Level 3 qualification was also developed.	Pye Tait Report

CURRICULUM DEVELOPMENT

Sector	Organisation	Title	Summary	Source
Archaeology	English Heritage, Centre for Archaeology	Establishing an Internship (2002/3)	Curriculum for an internship in archaeological science developed - based on Archaeology NOS, also the basis of an accreditable Archaeology NVQ at level 4.	www.archaeologists.net

IDENTIFYING SKILLS NEEDS

Sector	Organisation	Title	Summary	Source
Archaeology	Foundations Archaeology	A Skills Audit	Outlines how NOS were used to identify skills needs for Foundations Archaeology.	www.archaeologists.net

IMPROVING STANDARDS

Sector	Organisation	Title	Summary	Source
Public Sector	Driving Standards Agency	How the use of NOS will lead to safer, more competent drivers. (2013)	Outlines work to harmonise ADI (Approved Driving Instructor) Standards with NOS. Embedding the work in within the NOS framework should result in improvement and greater transparency in Standards.	UKCES Archive

Appendix 1 – New Case Studies

The following are new NOS case studies which were commissioned by the Welsh Government in 2014.

- Betsi Cadwaladr University Health Board (x 2 case studies)
- Bridgend County Borough Council - Youth Service
- City of Cardiff Council
- Gwynedd Council
- NewLink Wales
- Owen & Palmer ltd Electrical Contractors
- RDM Electrical Services, Swansea
- Rhondda Cynon Taf County Borough Council (x 2 case studies)
- Wales Blood Service
- Wales & West Utilities

Appendix 2 - List of Contributors

Contributions to the project include provision of leads to potential sources for existing case studies, development of new case studies, general/specific information about the use of NOS in organisations.

Sector representative bodies

- Care Council for Wales
- CITB
- Cogent
- Creative Skillset
- Energy & Utility Skills
- e-Skills UK
- Financial Skills Partnership
- IMI
- Improve ltd
- MPQC
- SEMTA
- SkillsActive
- Skills for Health
- Skills for Justice
- Skills for Security
- Summit Skills

Employers, Trade Associations, etc

- Airbus plc
- Aneirin Bevan University Health Board
- BBC Cymru/Wales
- Betsi Cadwaladr University Health Board
- Bridgend County Borough Council – Youth Services
- Cardiff and Vale Health Board
- Cardiff City Council
- Care Forum Wales
- Coleg Sir Gâr
- Cyngor Sir Gâr, Carmarthenshire County Council
- Cyngor Gwynedd
- Electrical Contractors Association
- Melin Tregwynt, Pembrokeshire
- NewLink Wales
- NHS in Wales
- Owen & Palmer Ltd, Electrical Contractors, Bangor

- RDM Electrical Services
- Rhondda Cynon Taf Council
- Siemens Plc, Llanberis
- Wales & West Utilities
- Welsh Blood Service
- Scottish Qualifications Authority (SQA)
- UK Commission for Employment and Skills (UKCES)
- Welsh Government

This project was also informed by Contributors to previous research relating to Welsh NOS in 2014 (via their responses to a questionnaire on the use of Welsh NOS)

- Acorn Learning Solutions
- Antur Teifi
- Arfon Dwyfor Training Ltd
- Babcock Training Ltd
- Cambrian Training
- Kaplan Financial
- LLETS Swansea
- North Wales Training
- University of Wales Trinity St Davids
- Urdd Gobaith Cymru
- YMCA College

Appendix 3 - Key sources

UKCES Archive of NOS Case Studies
Sector representative bodies' websites, in particular:

- Care Council for Wales
- CITB
- Cogent-SSC
- Creative Skillset
- Improve Ltd
- SEMTA
- Skills for Health
- Skills for Justice
- Skills for Security
- SkillsActive
- Oxford Archaeologists

Published/unpublished reports

- Pye Tait Consulting: NOS Evaluation Framework final report (March 2011) for UKCES
- DfES, Welsh Government: Usage of NOS by employers in Wales. Internal project report (July 2011)
- DfES Welsh Government: The use of Welsh translations of national occupational standards. Internal project report. September 2014. Questionnaire responses.