



NATIONAL RETAIL SERVICES INITIATIVE COMPETENCY MODEL

IMPLEMENTATION FRAMEWORK DRAFT

ABSTRACT

An outline of actions, key conversations, and operational considerations to aid in your plan to implement the National Retail Services Initiative (NRSI) Competency Model

CONTENTS

3

INTRODUCTION

4

Section I. About the Initiative

5

Section II. How to Use the Model & Implementation Framework

7

Section III. The Implementation Framework

9

PREPARATION

10

- Foundational

11

- Infrastructure

12

- Recruitment

12

- *Hiring**

13

- *Professional Development**

13

- *Evaluation**

**Recruitment, Hiring, and Professional Development may be developed and implemented on a case by case basis.*

14

Section IV. Summary & Conclusion

15

Section V. Appendixes

16

- i. Appendix 1: The Business Case

17

- ii. Appendix 2: References and links

A collection of key job aids and support documents aligned with the Implementation Framework for use through the various stages of the implementation process.

INTRODUCTION



A key business success factor is reducing attrition, many know that hiring and training employees is expensive. Recently, an organization was faced with a turnover rate of 60% and looked for a new way to retain its employees. While their recruiters were finding employees with the degrees and experience the leadership surmised that something was missing. A system was implemented to define and measure who had the competencies needed for specific roles. *"We could train people on technical skills but it's really hard to teach things like compassion and understanding."* The result was a drop in turnover to under 20%.

Competencies are commonly described as the knowledge and skills a person applies to successfully perform and operate in professional, educational, and life contexts. We all use competencies in our daily activities and in the work setting they focus on the specific knowledge, skills, and abilities (KSAs) needed to perform at level of success. More formally we can define them as:

WHAT IS A COMPETENCY?

A competency is the capability to apply a set of related knowledge, skills, and abilities to successfully perform functions or tasks in a defined work setting. Competencies often serve as the basis for skill standards that specify the level of knowledge, skills, and abilities needed for success, as well as potential measurement criteria for assessing competency attainment.

WHAT IS A COMPETENCY MODEL?

A competency model is a collection of competencies that together define successful performance in a particular work setting. Competency models are the foundation for important human resource functions such as recruitment and hiring, training and development, and performance management. Competency models can be developed for specific jobs, job groups, organizations, occupations, or industries.

[Competency Model Clearinghouse](#)

Employers are seeking employees who have certain characteristics that are above and beyond the criteria listed in many job descriptions. And the changing demographics in the workforce now bring a younger as well as older community to the common roles and teams. With Millennials now expected to fill up to more than half the workforce roles available, they bring expectations for a rewarding, purposeful work experience, constant learning and development opportunities, and dynamic career progression. At the same time, Baby Boomers working into their 70s and 80s are being challenged to adapt to new roles as mentors, coaches, and often subordinates to junior colleagues. Also, the global nature of business has made the workforce more diverse, demanding a focus on inclusion and shared beliefs to tie people together⁽¹⁾.

The National Retail Services Initiative (NRSI) Competency Model is a plan to redefine the working relationship and clearly define expectations and pathways to career growth. This implementation framework is designed to help organizations begin the analysis of current processes, practices, and culture and focus leadership across the organization on new ways to support and manage this new workforce.





SECTION I—ABOUT THE INITIATIVE

An overview of the National Retail Services Initiative (NRSI) Competency Model, its partners, and why it works to help connect the retail workforce with rewarding careers.

The National Retail Services Initiative (NRSI) is a capacity building, systemic investment with three key elements: (1) to build, test, and validate a retail services competency model, map, and credentials for retail services and the related logistics and information technology industry; and 2) support the scaling of nationally portable and industry-accepted credentials for retail services through technology operationalize the competency model, maps, credentials, and pathways to inform employers, influence learning design and industry credential development; and allow working learners to clearly understand the competency and credentialing requirements for different careers and jobs in retail services; and 3) to explore how employers are operationalizing the competency model to “Hire for Competency.”

The National Retail Services Initiative is driven by a National Retail Services Advisory Council that plays a critical leadership role in defining the competencies and underlying knowledge, skills, abilities, and behaviors. The Council is composed of seven retail industry associations, including the Business Roundtable and employer representatives from each of the retail services and related sectors of grocery, restaurant, foods, hospitality, lodging, information technology, transportation, logistics, and distribution.

The Council has created, validated, and built consensus on the sector-wide retail services competency model set forth in the ensuing pages. The model serves as the foundation to educate/train, recruit, hire, and retain a highly skilled and credentialed retail services workforce. NRSAC members will continue to play a critical role in testing and validating a new retail services technology platform, informing association members and peer employers about credentials, competencies, and pathways, while also operationalizing the use of the competency model to hire for competency.

The four job roles and seven competencies define how requirements build on each other as they progress upward from the entry role to the leader role. Individuals can use the model to identify new experiences, education, and training that will prepare them to move to new jobs in other job roles. Effective talent managers can use the model to design clear and completely integrated programs from recruitment through career development. Organizations that have their job titles and competencies arranged differently to meet specific strategic needs can align to the NRSC Model and leverage their efforts and resources with those of other partners. All of this and more is possible through the framework provided in the NRSC Model that communicates what is needed in jobs throughout all of retail services and its related industries.

SECTION II—HOW TO USE THE MODEL & IMPLEMENTATION FRAMEWORK

An overview of the basic elements that make up the National Retail Services Initiative Competency Model and the Implementation Framework.

The NRSI Implementation Framework is intended to be used as a guide for companies interested in implementing the NRSI Competency Model for recruiting, talent management, and professional development focused on the goal of increased employee engagement and retention. Every company will be at a different point in their own efforts to use and implement this model while meeting their own unique demands for an engaged and skilled workforce.

The Implementation Framework is built around a visual framework with six key phases: **Foundational, Infrastructure, Recruitment, Hiring, Professional Development, and Evaluation**. The model shown has three phases while the other three contain an asterisk. These graphic indicators represent our recommendation that the **Foundational, Infrastructure, and Evaluation** phases all organizations will need to address while the boxes with asterisks represent Recruitment, Hiring, and Professional Development—these may be developed and implemented on a case by case basis. While many will want to move directly into the implementation phase, whether by maximizing existing programs or developing a new program to launch the NRSI Competency Model, it is recommended that

you consider all six phases to ensure effective outcomes. This Framework is designed to provide context of the Competency Model's intent while focusing on the issues and opportunities that have been identified from industry representatives gathered through interviews and surveys focused on creating success. A checklist of the stakeholders who need to be considered as key partners in implementing the competency model is included as each stakeholder has concerns and brings invaluable information to the process. Stakeholders influence operational implementation and their support is key to the overall success. Commonly identified stakeholders have been included, however each organization will have others that need to be considered and included.

The Implementation Framework starts with a **Global Resources page**. Included in this list is the Common Employability Skills tool created and shared by the National Network of Business and Industry Associations. A recent publication the National Network commissioned from Burning Glass has 52 occupational profiles of the most in-demand jobs from across 17 of the National Network's member industry associations referencing specific data points employers can use to build competency-based job descriptions. Also, the Lominger Standard 67 Competencies and Related Descriptions has definitions to use in writing descriptions.

RESOURCES TO CONSIDER:

[Common Employability Skills](#)

[Occupational Profiles](#)

[Learning is Earning](#)

[Lominger 67 Competencies](#)

[Food and Beverage Service Competency Model](#)

[Industry Competency Models](#)

[Building Competency-based Apprenticeships](#)

[Readiness Assessment Checklist](#)

[Communication Plan](#) ↓

[Integration Points](#) ↓

[Open Item Tracking Sheet](#) ↓

[Process Mapping Template](#) ↓

[Reference Checks](#) ↓

For each of the six phases, the Framework has identified the top three or four key processes specific for that phase and links to online resources and templates for your use. Other processes that have been identified during the discovery phase are included for consideration, simply click and follow the "Click here for additional topics to consider" option and all items have been included in each section described below. Each process is a conversation that needs to be considered having in your unique implementation process. These resources are guides to assist you in asking questions and beginning conversations that should be considered in the context of how your organization functions in the various operational areas ranging from Payroll and Budget to Operations and Information Technology teams.

This Implementation Framework is a summary of strategies and recommended practices with additional information located at the ACT Foundation website. (<http://actfdn.org/>)



SECTION III—THE IMPLEMENTATION FRAMEWORK

An in-depth examination of the Framework with topics and actions to consider taking in order to plan for a successful National Retail Services Initiative Competency Model implementation.

As you prepare to implement the NRSI Competency Model consider the following questions:

- ◆ Why is my company implementing this model as a recruiting strategy?
- ◆ What do we want to accomplish?
- ◆ Is this a completely new initiative or are we enhancing our current efforts?
- ◆ What resources will be required to implement the plan?
- ◆ How will we define and measure success?
- ◆ What does success look like in a functional organization that has implemented using this model?
- ◆ How will success be measured?
- ◆ How will we get from current state to future state where the Competency Model has been implemented?

The NRSI Competency Model defines the path for employees to follow and this Implementation Framework begins to define the processes, procedures, and systems that a company will need to have in place to support them. As we examine the Framework in greater detail, the visual highlights a recommended pathway. Three phases **Foundational, Infrastructure, and Evaluation** will be required for all levels of implementation while the three other phases **Recruitment, Hiring, and Professional Development** (with asterisks), may be part of your implementation or phased in over time.

SECTION III—THE IMPLEMENTATION FRAMEWORK

PREPARATION

Planning begins and continues throughout the implementation process with a cross-functional team that includes individuals currently involved in hiring and recruiting, training and development, information systems and technology, and leaders that represent the business operational teams. There will also be a need to include representatives from internal communications and marketing as well as research and quality specialists to help tell the story of this initiative and to measure your success.

It is this team that will begin to determine where you are now and what it will take to get you to where you want to be. As this cross-functional team gathers certain key conversations need to begin. Some questions to consider include:

1. Do you have a good understanding of your company's current recruiting, hiring, and advancement practices and do you have executive level support for the NRSI Competency Model and its implementation?
 - a. Assess the current state of recruiting, hiring, and professional development that leads to advancement of your workforce. Is there a clear gap in your current processes? This is the time to begin identifying where you may want to focus your initial efforts.
 - b. Define the overall purpose and scope of the initiative.
2. Develop global strategies and begin identifying who may be the tactical owner of implementation actions.
 - a. Is there a clear understanding of what you will achieve and what improvements to expect from the changes to your recruiting, hiring, and professional development strategy that leads to advancement?
3. Define goals and metrics
 - a. Are your policies, procedures, practices, and processes ready to support a strong and effective recruitment, engagement, and retention strategy?
4. Align company personnel, systems, and practices to support the needs of employees

The goal is to bring the people together who will help implement, support, and champion the introduction of the Competency Model to your organization. This Implementation Framework is a tool to help the conversations and planning this strategic team will need to have as they move into tactical actions.

RECOMMENDED ACTIONS

- ◆ Create a project team that is cross-functional and include operational leaders as well as individual employees who, together, will be responsible for creating an implementation strategy to meet the unique needs to your organization. From integrating the NRSI Competency Model into the recruitment, hiring, and professional development policies, systems, and the procedures this team will represent the entire organization.
- ◆ Identify a project leader/manager to oversee the overall implementation.
- ◆ Initiate the development of detailed short- and long-term strategic plans The project team will be charged with the development of the short- and long-term Implementation Frameworks aligned to the objectives determined by senior leadership. The plans should focus on the phases identified in the Implementation Framework guide.
- ◆ Identify critical milestones and indicators, and assign accountability. Your project plan should contain critical milestones and performance indicators that will help the task force ensure that implementation is on track. Not every company will implement all phases noted in the Implementation Framework guide and phase implementation may be done together or separately. Once the project team has identified your organizations need and timelines the project team can begin its work.

SECTION III—THE IMPLEMENTATION FRAMEWORK

FOUNDATIONAL

The **Foundational** phase is where the strategic meets the tactical in terms of goals and objectives. A key component of being able to define success is being able to measure it. As you begin planning take the time to define the goals that this initiative wants to meet. Create a benchmark of those metrics as they are today, as the implementation matures you will have reliable data to track your progress. Review existing policies and analyze how they impact the recruitment, hiring, and advancement of your employees. Having a base of information will identify gaps to address while building on the core strengths that currently exist.

RECOMMENDED ACTIONS:

- ◆ Determine current strategies that are driving recruitment, hiring, and professional development that leads to advancement. Key questions to consider include: Why is your company considering implementing the NRSI Competency Model? What is the business case for your company? Are you starting from scratch with a recruitment, hiring, and professional development strategy or trying to enhance an already proven one? Any talent/human resource initiative must be driven by company business strategies to be effective.
- ◆ Conduct a Readiness Assessment and review major topic areas that may need to be addressed as you begin implementing this initiative. Every organization has culture in place and change management is a process that will need to be integral to the implementation process. Focus on the topic areas that matter most for your organization, keep communication open and active.
- ◆ Identify your “champion” and create an active, visible role for this senior leader. This sponsor provides the team with support to the organization that this is an important project. This individual can also assist in helping the team interview other key leaders to gain a deeper understanding of their goals and objectives for implementing the NRSI Competency Model. It will help knowing what is important to them and how they measure success as the planning team develops the business case and project plan.
- ◆ Define what a successful implementation of the NRSI Competency Model would look like in your organization. This will need all the organizational teams brought together to agree on what outcomes, skills, and competencies are and will be measured across the organization. Some initial topics areas to consider include:
 - ◆ Increase in employee retention by a defined amount (number or percentage).
 - ◆ Increased employee advancement—increased numbers of promotions within company, not just an individual business unit.
 - ◆ Increased levels of employee satisfaction as measured by levels of engagement.
 - ◆ Broad knowledge of a career path all employees would know and be able to work towards development of their career.
- ◆ Create active and robust communications and training programs led by senior leadership and begin cascading the message and plan down to entire organization. Expectations must be clearly communicated.
- ◆ Being the change to culture by having leadership model experiences and use common, agreed upon processes.
- ◆ A public commitment of time. For this to succeed there must be a job for people to grow to so this might not always be available when the person is so time for opportunities must be built into this model.

RESOURCES TO CONSIDER:

[*Common Employability Skills*](#)
[*Organizational Support*](#)
[*Readiness Assessment Checklist*](#)
[*Foundational Work*](#) 

Business case
Philosophy/Framework
Training Design
Employment Goals

Financial Model
Project Plan
Communication Plan

SECTION III—THE IMPLEMENTATION FRAMEWORK

INFRASTRUCTURE

The Infrastructure phase is the common tools, systems, and ways to share information beginning with developing role descriptions, posting open jobs and accepting applications, and the various support systems an employee needs ranging from Payroll to a Learning Management System (LMS). Infrastructure is the common set of tools used across the organization. Creating the seamless flow of information will enable the organization to move effectively and efficiently forward.

RECOMMENDED ACTIONS:

- ◆ Develop career pathways with specific paths clearly defined so employee can take ownership of their development preparing for future roles.
- ◆ Identify opportunities to automate processes as much as possible so tools reduce the need for human data input. Systems to track roles and people must be identified to ensure the sharing of talent status and availability as well as job availability.
- ◆ Seamless systems to match jobs to internal talent and connect HR to Ops needs.
- ◆ Assess and develop the methodology to capture data from the information systems used in your organization. These may include systems used to recruit external employees, systems where internal employee data is kept, systems used in delivering and tracking internal learning and training materials, and other systems such as payroll.
- ◆ Review current data collection of hiring and existing employee data to identify if key dates (length of time in role, etc.) and measures are already being collected. Wherever possible try to leverage all existing systems for data collection or identify what can be obtained, in terms of technology, or modified, in terms of current systems data input options, to track, monitor, and report the defined metrics.
- ◆ Create an automated method to identify people ready for next level job (have acquired the skills, education, training, etc. defined for next job) and match to openings across organization, not just business unit.

RESOURCES TO CONSIDER:

[*Learning Management Software*](#)

[*Career Paths*](#)

[*Performance & Talent Development Plans*](#)

[*Budget templates*](#)

[*Infrastructure Document*](#) 

Tracking competencies

Reports out to promote

Operational feedback

Progress reports

Alerts connecting people to open roles

Budget cycle



SECTION III—THE IMPLEMENTATION FRAMEWORK



RECRUITMENT

The Recruitment phase traditionally refers to new employees, however it is just as important to recruit current employees to open roles strengthening your internal talent pipeline. It is vital to create strong relationships within the Human Resource team as well as with the hiring managers in the operational business units to ensure that as roles are written and job postings updated the descriptions align with defined specific knowledge, skills, and abilities/attitudes (KSA's) and include the organizational competencies needed to be successful in the role. Aligning these postings with interview guides and skilled interviewers will ensure the people will meet the needs of the organization from a technical and cultural “fit.”

RECOMMENDED ACTIONS:

- ◆ Assess current recruitment practices for both new hire and internal promotions. Every organization has a unique perspective to this process and as you begin to implement the NRSI Competency Model you will need a solid understanding of what is being done now and what will be changed to attract new and current employees.
- ◆ Review and modify Human Resources policies, procedures, forms, and data systems as needed to better reflect terminology used in the description of the knowledge, skills, and abilities/attitudes within the competency-based job descriptions.
- ◆ Review and modify interview guides to ensure the practices and tactics used during the interview process are focused on behavioral questions and the defined competencies listed in the role posting and description.
- ◆ Interview recent employees on their experience with the recruiting and interviewing processes they experienced. Create a lessons learned document and include as appropriate to future modification of these processes. Key topics to consider asking include:
 - ◆ Did you find the job you are doing now to be clearly represented in the initial posting to which you applied? What is different?
 - ◆ How was your interview conducted? Who did the interviewing? What kinds of questions did they ask?
- ◆ Based on the modifications to the documents, guides, and procedures, develop and train impacted staff on these changes. This may range from HR staff on how to write competency-based job postings to hiring managers on how to conduct a behavior-based interview.

RESOURCES TO CONSIDER:

[Interview Guides](#)
[Job Descriptions](#)
[Organizational Competencies](#)
[NIMS Career Pathway Tool](#)

[Recruitment Document](#) ↓
[Competency Model Development](#)
[Marketing/ Posting](#)
[Prior work Assessment](#)

[Maturity model](#)
[Job Profiling](#)

SECTION III—THE IMPLEMENTATION FRAMEWORK



HIRING*

The Hiring phase is the *single most important thing you can do to ensure the success of your organization*. The hard work done is now seen as skilled employees fill open positions. Operational and strategic work done in the Foundational phase takes form as the collaboration between the business teams integrate with the recruiting teams, as new employees are brought onboard and provided orientation to the organization, their new team, and their new role. Work continues to address the individual's growth with training supporting key areas ranging from specialized business practices to cultural competencies meeting the organization's values.

RECOMMENDED ACTIONS:

- ◆ Interview recent employees on their experience with the on-boarding and orientation process. Ask how their professional development plan is going and training experiences they have had. Create a lessons learned document and include as appropriate to future modification of these processes. Key topics to consider asking include:
 - ◆ Did you find the job you are doing now to be clearly represented in the initial posting you applied to?
 - ◆ As you look back on your first few months what do you recall as being the most important part of your onboarding process? The least useful? What would you suggest be changed to make more effective for others?
 - ◆ What is your next role in the organization? Have you developed a training plan to get you to the next role? What training have you found most valuable? What has been the least valuable?
- ◆ Review and revise as needed onboarding documents and processes. Review the corporate level information and the business level information to ensure consistency and avoid duplication.
- ◆ Identify what the individual will need to advance to the next role/level. Plan a personal development plan that may include internal training, external education, and other learning opportunities such as job shadowing or working on task teams. Create career pathways.
- ◆ Begin communications to the organization focused on the benefits to the individual as well the business team. Highlight success stories and personal victories that bring benefit to the organization as well.
- ◆ Implement a review process between business units and the HR/Recruiting teams to ensure job postings are consistently providing technical skills (KSAs) and organizational competencies that are aligned and clearly defined.

RESOURCES TO CONSIDER:

[Onboarding](#)
[Orientation & training](#)
[Development model](#)
[Retention planning](#)

[Hiring strategies](#)
[HFC Project Map](#) 
[Higher Order Thinking Skills \(HOTS\) question template](#)

[Reporting](#)
[Touchpoints Identified](#)
[Operational/HR/Budget](#)
[Intervention plan](#)

SECTION III—THE IMPLEMENTATION FRAMEWORK

PROFESSIONAL DEVELOPMENT*

The Professional Development phase is where internal expertise is honed and opportunities to expand the impact of the NRSI Competency Model. From the design of internal training focused on the KSAs and competencies to the strategic business view of succession planning, the focus is on enabling every worker to be a working learner. Areas of opportunity will impact every employee as each individual can look for ways to advance their career and will have different skills and abilities so will each development plan have different choices to follow. The key theme is every role has defined competencies that the employee will be aware of and measured by.

RECOMMENDED ACTIONS

- ◆ Leadership must create an internal succession plan and communicate the importance and value of the NRSI Competency Model to each employee. This communication will identify the career pathing model the organization has developed and the different ways an employee can begin to obtain the defined competencies that lead to career advancement.
- ◆ The Learning & Development/Training team reviews current offerings with focus on design methodology and assessment strategies to meet competency model.
- ◆ Conduct a review of external content providers (colleges, third-party services, etc.) to identify what they offer and how it can be used and measured within the competency framework.
- ◆ Additional development experiences need to be identified by team including business, HR, and L&D/Training. Examples include:
 - ◆ Stretch assignments
 - ◆ Specific projects
 - ◆ Committees and/or task teams with defined start/ stops
 - ◆ Job shadowing
 - ◆ Temporary job assignments
 - ◆ Mentoring & coaching

RESOURCES TO CONSIDER:

[Curriculum/Training design](#)

[Curriculum Development Model](#)

[Succession planning](#) 

[Training Assessment Strategies](#)

[Professional Development Template](#) 

[A Guide for Developing Competency Models](#)

[Learning & Development Support](#)

[Delivery Model: Competency Courses](#)

[Grading/badging](#)

[Lesson/Course Evaluations](#)

[Activity and Success](#)

[OJT tools](#)

[Mentor/coach](#)



SECTION III—THE IMPLEMENTATION FRAMEWORK



EVALUATION*

The Evaluation phase is where you learn if all your hard work has begun to impact the organization and where you identify the areas that need revision. All of the phases are reviewed and measured against the goals you defined during the Foundational phase. Measuring what matters and how the NRSI Competency Model impacts the business is the most effective manner to identify where new strategies may be required or revisions to current processes need to occur. The metrics that were defined are used on all four levels of NRSI Competency Model as the plan focuses on career pathways, however it is vital to include the human factor and obtain feedback from all groups that are impacted by the implementation of this Model. This feedback will provide valuable insights and guidance to identify topic areas and processes that need to be revised or replaced.

RECOMMENDED ACTIONS:

- ◆ Solicit feedback and make changes to improve the process. As changes are being made, engage the groups brought together during the Foundational phase and include other impacted groups. Use multiple methods including focus groups, quick surveys, and interviews to gather information.
- ◆ Develop a scorecard and/or dashboard to report the defined metrics related to the implementation of the NRSI Competency Model. Some suggested metrics might include measuring:
 - ◆ Increase in employee retention.
 - ◆ Increased employee advancement—increased numbers of promotions within company, not just business unit.
 - ◆ Higher levels of customer satisfaction (measured by surveys).
 - ◆ Higher levels of employee satisfaction (engagement surveys).
 - ◆ Have a career path all employees know and are able to work toward.
 - ◆ Measurable impact on key company metrics (the items above would be an enabler of better company results such as sales, returning customers, quality, etc.)
- ◆ Share results using the communication channels in place. This might include an internal website, emails, and branded marketing materials such as posters and short videos that highlight the initiative and share information.

RESOURCES TO CONSIDER:

[Performance reviews](#) 

[Evaluation of defined metrics](#)

[Stakeholder Feedback](#)



SECTION IV—SUMMARY & CONCLUSION

Implementing the NRSI Competency Model can help companies implement strategies to address the skills gap and help design work-based learning opportunities that improve recruitment, hiring practices, onboarding, training, and advancement, while developing a robust talent pipeline. More than 20 companies were asked for their input on key actions that would need to be addressed during implementation, and the following items were identified most often. As you prepare to implement the NRSI Competency Model in your organization should consider the following:

- ◆ Robust communications and training programs led by senior leadership and cascading down to the entire organization must be in place and actively used. Expectations must be clearly communicated.
- ◆ Be very aware that this type of initiative will change your culture. Plan for it, embrace it, actively talk about it. Use this change as a way to use competencies as a pay-for-proficiency model allowing growth and career development to be based on newly acquired skills and competencies that can be demonstrated in advance.
- ◆ This will take more time than you plan for, not only for the actual implementation, but for internal jobs to open up. Be patient. This is a leadership commitment to build for long-term success and growth.
- ◆ Automate as much as possible so tools to track are identified to ensure the sharing of talent status, talent availability, as well as job availability.
- ◆ Make sure role descriptions, role postings, and interview guides are aligned in terms and skills for consistency across organization.
- ◆ Tell the story often. Communicate how and when people get promoted, stress personal success and the benefit to the organization. Create a success story catalog.
- ◆ Engage a champion—preferably HR + SVP of a business unit as leaders.
- ◆ Pilot first. Use a medium-sized group that has openings so people can be promoted.

IN CONCLUSION THIS IMPLEMENTATION FRAMEWORK SUGGESTS THAT YOU:

- ◆ Assess your current recruiting, hiring, and professional development outreach practices.
- ◆ Identify key business goals and metrics to measure that senior leadership identifies as vital for business success.
- ◆ Define the business case, the purpose, and scope of implementing the NRSI Competency Model. Identify what changes need to be made as well as costs and timelines.
- ◆ Identify a senior leader as sponsor: the “champion,” of this initiative.
- ◆ Develop detailed strategic and tactical plans that include critical milestones and accountability.
- ◆ Identify system, policy, and organizational changes, as well as required resources to implement.
- ◆ Define goals and metrics.
- ◆ Communicate the importance and value of the NRSI Competency Model to employees and leaders.
- ◆ Review current infrastructure systems and policies, procedures, forms, and data collection systems as needed.
- ◆ Provide training and support to impacted parties on changes that this initiative will create.
- ◆ Share the stories of success, highlight future growth options for current employees, and showcase people succeeding.

SECTION V—APPENDIXES

APPENDIX 1: THE BUSINESS CASE

This section highlights the benefits of using the National Retail Services Initiative Competency Model, why now is the best time to act, the impact on business, and additional resources.

The “traditional” career pathway is becoming more untraditional every year. Rather than consecutively completing education, entering the workforce, and staying in one or two jobs until retirement, many people now weave together diverse experiences in learning and working throughout their entire careers. These individuals are known as “working learners,” or those actively engaged in working and learning in pursuit of greater economic security and overall life satisfaction. Today, working learners represent the majority of America’s workforce.

A recent guidebook, [*Work-and-Learn in Action: Successful Strategies for Employers*](#), underscored the need employers are facing with recent reports showing more than 14 million working learners in the U.S. who are seeking simultaneous opportunities to gain skills and work experiences that lead to good jobs. For those organizations who want to increase retention, the NRSI Competency Model can help companies implement strategies to address the skills gap and help design work-based learning opportunities that improve workforce recruitment, training, and advancement, and develop a robust talent pipeline from within the organization.

There is a strong business case for implementing a model like this. During 2015, Equifax [*reported*](#) that more than 50 percent of all employees who left their jobs did it within their first year of employment. When asked why they were leaving, a common response focused on staying current in the marketplace, [*which suggests employees are not getting the growth and development experiences they need from their current employer*](#). Companies need only consider the administrative costs associated with a separating employee, of recruiting and hiring someone, training that new employee, and the loss of productivity because of under-staffing, and the shifting of the former employee’s work to other employees. While the average age of the [*wholesale and retail trades workforce is 39.3 years*](#), it is vital to develop the talent pipeline for continued business growth as many Baby Boomers retire and the economy continues to gain strength. [*The Bureau of Labor Statistics*](#) shows the continued decrease in unemployment in this sector (5.4% as of May 2016) and openings growing from year to year at a rate of over 90% (May 2016). A recent study conducted by the American Institute of CPAs (AICPA) and Chartered Institute of Management Accountants found that [*43% of the CEOs, CFOs, and HR directors surveyed said their companies have missed financial goals in the past 18 months because of inadequacies in human capital management*](#).



SECTION V—APPENDIXES (CONTINUED)

Hiring for competencies and focusing on future career opportunities creates an environment that engages the employee and aligns work with the worker, as well as identifying continued opportunities for growth. *It now becomes possible for employees to understand the competency requirements for lateral movement and advancement along a chosen career path. This greatly facilitates a sense of empowerment and engagement among employees, as they have a better understanding of what it will take to advance in their careers and how to set plans to achieve their goals. Employees, therefore, are more likely to stay with the organization longer, increasing retention rates and reducing turnover costs. Conversely, employees who cannot see a career path within their organization are more likely to leave for other organizations offering more opportunities for career growth.*

A recent study that included more than 5,257 hiring managers from 312 businesses who had collectively hired more than 20,000 employees listed the top five reasons for new hire failure. Competencies are key attributes we look for in productive employees and might be surprising in order of priority:

1. **Coachability (26%):** The ability to accept and implement feedback from bosses, colleagues, customers, and others.
2. **Emotional Intelligence (23%):** The ability to understand and manage one's own emotions, and accurately assess others emotions.
3. **Motivation (17%):** Sufficient drive to achieve one's full potential and excel in the job.
4. **Temperament (15%):** Attitude and personality suited to the particular job and work environment.
5. **Technical Competence (11%):** Functional or technical skills required to do the job.

Top 5 Reasons for New Hire Failure

As you plan to implement the NRSI Competency Model, these key personal attributes are the qualities needed to work as a part of a team and grow into an organizational leader. The business case is one of professional development as a strategic component leading to a broader base of internal expertise, increased retention of your skilled workers, and an engaged employee that is focused on the same business goals and success you are.

SECTION V—APPENDIXES

APPENDIX 2: REFERENCES AND LINKS

GLOBAL RESOURCES

Common Employability Skills

http://www.nationalnetwork.org/wp-content/uploads/2015/05/Common_Employability_Skills-03-30-152.pdf

Occupational Profiles

http://www.nationalnetwork.org/wp-content/uploads/2015/05/National-Network-2016-05-17-Final-Profiles_updated.pdf

Lominger 67 Competencies

<http://files.ctctcdn.com/d7e7fceb101/65679e23-4faa-4ee7-a7a5-7bfd3740da99.pdf>

Learning is earning

<http://www.iftf.org/future-now/article-detail/learning-is-earning/>

Food and Beverage Service Competency Model

<http://www.careeronestop.org/COMPETENCYMODEL/competency-models/food-service.aspx>

Industry Competency Models

<http://www.careeronestop.org/CompetencyModel/competency-models/pyramid-home.aspx>

Building Competency-based Apprenticeships

http://nationalnetwork.org/wp-content/uploads/2015/05/Competency_Based_Models-03-30-151.pdf

Readiness Assessment Checklist

<http://www.cio.ca.gov/opd/pdf/itla/21/OCM-FISCAL-Readiness-Guide.pdf>

Communication Plan

<http://hmgcreative.com/Clients/2016/ACTFDN/Tool-Kit/assets/COMMUNICATION-PLAN.xls>

Integration Points

<http://hmgcreative.com/Clients/2016/ACTFDN/Tool-Kit/assets/INTEGRATION-POINTS.docx>

Open Item Tracking Sheet

<http://hmgcreative.com/Clients/2016/ACTFDN/Tool-Kit/assets/OPEN-ITEM-TRACKING-SHEET.xlsx>

Process Mapping Template

<http://hmgcreative.com/Clients/2016/ACTFDN/Tool-Kit/assets/PROCESS-MAPPING-TEMPLATE.xlsx>

Reference Checks

<http://hmgcreative.com/Clients/2016/ACTFDN/Tool-Kit/assets/REFERENCE-CHECKS.docx>

FOUNDATIONAL

Common Employability Skills

http://www.nationalnetwork.org/wp-content/uploads/2015/05/Common_Employability_Skills-03-30-152.pdf

Organizational Support

http://icma.org/en/results/management_strategies/resources/assessment_tools

Readiness Assessment Checklist

<http://www.cio.ca.gov/opd/pdf/itla/21/OCM-FISCAL-Readiness-Guide.pdf>

Foundational Work

<http://hmgcreative.com/Clients/2016/ACTFDN/Tool-Kit/assets/FOUNDATIONAL-WORK.docx>

INFRASTRUCTURE

Learning Management Software

<https://www.lms.org/reviews/>

Career Paths

<http://humanresources.about.com/od/glossary/g/career-pathing.htm>

Performance & Talent Development Plans

<http://usfweb2.usf.edu/human-resources/Talent-Management/pdfs/overviewperformancemanagement.pdf>

Budget templates

<http://www.vertex42.com/ExcelTemplates/project-budget.html>

Infrastructure Document

<http://hmgcreative.com/Clients/2016/ACTFDN/Tool-Kit/assets/INFRASTRUCTURE.docx>

RECRUITMENT

Interview Guides

<http://www.hrpersonality.com/Resources/BehavioralInterviewGuide.aspx>

Job Descriptions

<http://hr.ofm.wa.gov/workforce-data-planning/workforce-planning/competencies>

Organizational Competencies

http://cullencoates.com/images/Managing_Organizational_Competencies_.pdf

NIMS Career Pathway Tool

<http://nimsready.org/pathway/>

Competency Model Development

http://www.careeronestop.org/CompetencyModel/Info_Documents/TAG.pdf

Job Profiling

<http://www.act.org/content/act/en/products-and-services/workforce-solutions/act-workkeys/job-profiling.html>

Recruitment Document

<http://hmgcreative.com/Clients/2016/ACTFDN/Tool-Kit/assets/RECRUITMENT.docx>

HIRING*

Onboarding

<https://welcome.mit.edu/managers/checklists>

Orientation & training

<http://www.hrzone.com/talent/retention/a-recipe-for-successful-onboarding-and-a-handy-onboarding-checklist>

Development model

<http://www.hrcouncil.ca/hr-toolkit/learning-implementing.cfm>

Retention planning

<http://work.chron.com/write-retention-plan-12119.html>

Hiring strategies

<http://www.inc.com/articles/2002/01/23815.html>

HFC Project Map

Link TBD until interactive portion is uploaded to server.

Higher Order Thinking Skills HOTS question template

<http://medicine.wright.edu/sites/default/files/page/attachments/QuestionTemplates.pdf>

PROFESSIONAL DEVELOPMENT

Curriculum/ Training design

http://www.slideshare.net/simon_priest/competencybased-curriculum-development

Curriculum Development Modell

<http://www.slideshare.net/kmmhasan/developing-a-competency-based-curriculum>

Succession planning

<http://www.cpshr.us/workforceplanning/documents/SuccessionPlanningTemplates.doc>

Training Assessment Strategies

http://www.cognology.com.au/learning_center/cbawhatis/

Professional Development Template

<http://hmgcreative.com/Clients/2016/ACTFDN/Tool-Kit/assets/Professional-Development-discussion-planning-guide.pptx>

A Guide for Developing Competency Models

http://www.careeronestop.org/CompetencyModel/Info_Documents/Guide-for-Developing-CompetencyModels.pdf

EVALUATION

Performance reviews

<http://www.cpshr.us/workforceplanning/documents/WorksheetPerfEvalCompetOptions.doc>

Evaluation of defined metrics

<http://www.metisstrategy.com/managing-through-metrics-the-other-sides-of-smart-executive-summary/>

Stakeholder Feedback

<http://boxesandarrows.com/a-stakeholder-interview-checklist/>

NRSI

National Retail Services Initiative



ACT

FOUNDATION™

DRAFT—OCTOBER 2016