## **NACS College Store Competency Model**

The green shaded areas represent the Threshold-level KSA—marked for easy identification.

## LEADERSHIP AND HUMAN RESOURCES (LHR)

Sub-category	Knowledge Base, Skill Set, or Ability Objectives	Experience Level(s)
LHR.A. Attaining Professional	LHR.A.1. Effective communication skills	Threshold
Success	LHR.A.2. Effective decision-making	
	LHR.A.3. Mediate and resolve conflict	
	LHR.A.4. Time management	
	LHR.A.5. Prioritizing and organization	
	LHR.A.6. Maintain personal balance and control	
	LHR.A.7. Cross-train education	
	LHR.A.8. Run effective meetings	
	LHR.A.9. Leadership development	
	LHR.A.10. Presenting and networking	
	LHR.A.11. Identify and understand purpose of other relevant associations in retail and higher	
	education, including:	
	American Council on Education (ACE)	
	Association of College and Research Libraries (ACRL)	
	Association of College Unions International (ACUI)	
	Association of Research Libraries (ARL)	
	EDUCAUSE	
	National Association of College and University Business Officers (NACUBO)	
	National Association of College Auxiliary Services (NACAS)	
	National Retail Federation (NRF)	
LHR.B. Staff Development	LHR.B.1. Empower teams and staff	Threshold
	LHR.B.2. Delegation and feedback	
	LHR.B.3. Management versus leadership	
	LHR.B.4. Manage others effectively	
	LHR.B.5. Identify common purpose or goals	
	LHR.B.6. Diversity in staff and teams	
	LHR.B.7. Motivation and rewards	
	LHR.B.8. Project management	
	LHR.B.9. Group leadership and facilitation skills	
LHR.C. Hiring and Performance	LHR.C.1. Candidate searches, screening, and interviewing	Intermediate

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Management	LHR.C.2. Can/Will/Fit and hiring practices	Advanced
	LHR.C.3. Interpersonal skills and personality/behavioral traits	
	LHR.C.4. Develop and implement orientation/training programs	
	LHR.C.5. Evaluation, feedback, and benchmarks for performance	
	LHR.C.6. Recognition and rewards	
	LHR.C.7. Performance coaching, discipline, and conflict management	
	LHR.C.8. Position descriptions and department/organization charts	
LHR.D. Human Resources	LHR.D.1. Understand the human resource function	Intermediate
	LHR.D.2. Employ effective staff scheduling practices	Advanced
	LHR.D.3. Design and management an effective compensation program	
	LHR.D.4. Produce an employee handbook to provide relevant documentation	
	LHR.D.5. Policy manuals	
	LHR.D.6. Employee benefits	
	LHR.D.7. Worker's compensation	
	LHR.D.8. Unions	
	LHR.D.9. Understand diversity issues related to Human Resources	
	LHR.D.10. Federal employment laws	
	Minimum Wage	
	Age discrimination	
	Equal Employment Opportunity	
	Affirmative Action	
	Sexual harassment laws	
	Family and Medical Leave Act (FMLA)	
	Americans with Disabilities Act (ADA)	
	Laws regarding interviewing and hiring	

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