



NAMA Skill Competencies

Food/Beverage
Product Control (Purchasing/Receiving/Storing/Issuing)
Calculating Actual Food/Beverage Costs
Menu Planning/Merchandising
Sanitary Food Handling
Coffee
Leadership: Communication
Informing
Presentation Skills
Written Communication
Listening
Leadership: Time Management
Management of Time
Delegation
Staff Scheduling
Priority Setting
Leadership: Interpersonal Skills
Peer Relationships
Interpersonal Savvy
Boss Relationships
Direction (Supervision)
Accountability
Negotiating Relationships
Understanding Others
Comfort Around Top Management
Leadership: Conflict Management
Conflict Management Techniques
Confronting Direct Reports
Command Skills
Leadership: Employee Training and Professional Development
Employee Orientation and Training
Coaching
Developing Subordinates
Work Improvement
Learning Leader

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Technical Learning
Managing Change
Human Resources
Diversity
Hiring and Staffing
Selecting Human Resources
Team Building
Planning Human Resource Needs
Legal Issues (Human Resources)
Accounting/Financial Management
Cost Concepts/Breakeven
Pricing Concepts
Revenue (Cash) Systems Management
Organizational Budgeting
Cash Flow Forecasting
Financial Statements
Financial Analysis
Implementing Labor Cost Controls
Budgeting
Compensation/Benefit Administration
Multi-unit Management
Capital Budgeting
General Management: Decision-Making
Results
Goal Setting and Planning
Decision Quality
Problem Solving
Decision Making
General Management: Work Performance
Organizing
Process Management
Job Analysis/Design
Managing and Measuring
General Management: Other Skills
Creates Vision
Strategic Agility
Business Acumen
Crisis Management
Organizational "Agility"
Managing Through Systems
Industry Vision
Marketing
Logistics/Supply Chain Management
Strategic Marketing Planning
Service Marketing Principles

Market Research
Community Relations
Sales Management
Customer Relationships
Sales
New Client Development
Prospect/Opportunity Management
Key Account Management
Safety, Security and Asset Management
Controlling Product Theft
Preventing Revenue Theft
Safety/Security
Truck (fleet) Management
Vending Equipment Management
Security of Vending Equipment
Insurance/Risk Management
Vending-Specific Legal Concerns
Cleaning/Maintenance
Contracted Services
Managing Preventive Maintenance
Technology
Management of Technology
V-Commerce
Technology Trends/Future
Technology (Hardware/Software)



NAMA Body of Knowledge

Product Control (Purchasing/Receiving/Storing/Issuing) – Can apply basic principles of product purchasing **(including the use of buying groups)** and receiving to assure that quality specifications are met and that purchase costs are controlled. Can apply basic principles of product storing (including product rotation) and issuing (including warehousing) to maintain product quality and to minimize costs.

Calculating Actual Food/Beverage Costs – Can accurately determine actual **food and beverage product (including coffee)** costs incurred to generate applicable revenue for the accounting period.

Menu Planning – Can use effective strategies to plan and determine **the variety and quantity of vended products/categories on a day part basis.**

Sanitary Food Handling – Can describe food and beverage handling procedures incorporating general knowledge of microorganisms to help prevent food borne illness **and recognizes the competitive advantage of consistently effective food handling.**

Leadership: Communication

Informing – Provides the information people must know to do their jobs and to feel good about being a member of the team, unit, and/or the organization; provides direct feedback and timely information to individuals so that they can make accurate decisions. **Understands the role of technology including e-mail, websites and data management in effective communication.**

Presentation Skills – Is effective in a variety of formal presentation settings: one-on-one, small and large groups, with peers, subordinates and bosses; is effective both inside and outside the organization on both cool data and hot and controversial topics; commands attention and can manage group processes during the presentation; can change tactics midstream when something isn't working.

Written Communication – Is able to write clearly and succinctly in a variety of communication settings and styles; can get messages across that have the desired effect.

Listening – Practices attentive and active listening; has the patience to hear people out; can accurately restate the opinions of others even when he/she disagrees.

Leadership: Time Management

Management of Time – Uses time effectively and efficiently; sets priorities; values time; separates the critical few from the trivial many and concentrates efforts accordingly, **effectively uses technology to manage time.**

Delegation – **Establishes clear goals** and comfortably delegates both routine and important tasks and decisions; broadly shares both responsibility and accountability; trusts people to perform **but checks progress**; lets subordinates finish their own work.

Staff Scheduling – Can identify tasks and time requirements when planning employees' work.

Priority Setting – Spends own time and that of others on what's important; quickly zeros in on the critical few and puts the trivial many aside; can quickly sense what will help or hinder accomplishing a goal; eliminates roadblocks; creates focus.

Leadership: Interpersonal Skills

Peer Relationships – Can quickly find common ground and solve problems for the good of all; can represent his/her own interests and yet be fair to other groups; can solve problems with peers with a minimum of noise; is seen as a team player and is cooperative; easily gains trust and support of peers; encourages collaboration; can deliver bad news effectively to peers.

Interpersonal Savvy – Relates well to all kinds of people (up, down, sideways, inside and outside the organization); builds appropriate rapport; listens; builds constructive and effective relationships; uses diplomacy and tact; truly values people; can diffuse even high-tension situations comfortably.

Boss Relationships – Responds and relates well to bosses; would go out of his/her way to work hard for a good boss; is open to learning from bosses who are good coaches and who provide autonomy; likes to learn from those who have been there before; easy to challenge and develop; is comfortably coachable.

Direction (Supervision) – **Is a servant-leader who can establish** clear directions; sets stretching objectives; distributes the workload appropriately; lays out work in a well-planned and organized manner; maintains two-way dialogue with subordinates on work and results; brings out the best in people.

Accountability – Recognizes that responsibility cannot be delegated and that managers must be held accountable for work and that of subordinates.

Negotiating Relationships – Can negotiate skillfully in tough situations with both internal and external groups; can settle differences with minimum noise; can win concessions without damaging relationships; can be both direct and forceful as well as diplomatic; gains trust quickly of other parties to the negotiations; has a good sense of timing, recognizes the need for executives to be involved in the development of important business opportunities.

Understanding Others – Listens carefully to understand various points of view whether he/she agrees; suspends judgment until others have had their say; can clearly state opposing views of others even if he/she

doesn't accept them; accepts diversity in others; can predict what others will say or do across different situations.

Comfort Around Top Management – Can deal comfortably with senior executives; can present bad news to top management without undue tension and nervousness; understands how top executives think and process; can determine the best way to get things done with executives by talking their language and by responding to their needs; can craft approaches likely to be seen as appropriate and positive.

Leadership: Conflict Management

Conflict Management Techniques – Steps up to conflicts and sees them as opportunities for improvement; can hammer out tough agreements and settle disputes equitably; good at focused listening; understands others quickly; can find common ground and obtain cooperation with minimum noise.

Confronting Direct Reports – Deals with problem direct reports firmly and in a timely manner; doesn't allow problems to fester; regularly reviews performance and holds timely discussions; can make negative decisions when all other efforts fail; deals effectively with troublemakers.

Command Skills – Is not afraid to take charge when trouble comes; does whatever is appropriately required to get the job done despite resistance; takes unpopular stands if necessary; faces difficult situations with guts and tenacity; encourages direct and tough debate but isn't afraid to end it and move on; is looked to for direction in a crisis; relishes leading.

Leadership: Employee Training and Professional Development

Employee Orientation and Training – Can plan/implement effective orientation/training programs.

Coaching – Demonstrates ability to influence the willingness and ability of subordinates and peers to successfully accomplish critical tasks while recognizing and adapting to the various readiness levels of people to perform.

Developing Subordinates – Provides challenging and stretching tasks and assignments; holds frequent development discussions; is aware of each subordinate's career goals; constructs compelling development plans and executes them; pushes subordinates to accept developmental moves; will take subordinates who need work; brings out the best in people; is a people builder.

Work Improvement – Can effectively train employees to perform their existing jobs better when new procedures are implemented.

Learning Leader – Advocates the need for continual learning and professional development as a competitive strategy linked to long-term company survival and industry professionalism.

Technical Learning – Picks up on technical things quickly; can learn new skills and knowledge; is good at learning new vending industry, company, product, or technical knowledge as well as business skills; does well in technical courses and business seminars.

Managing Change – Can use effective methods to determine the need for change including knowledge of organizational cultural elements that drive behavior and to use change management strategies including the solicitation of input from affected staff members.

Human Resources:

Diversity – Manages all kinds and classes of people equitably; deals effectively with all races, nationalities, cultures, handicaps, ages and both genders; hires variety and diversity without regard to class; supports equal and fair treatment and opportunity for all.

Hiring and Staffing – Has critical skills and experience and can adapt to the vending organization's culture when hiring/staffing; **understands the job descriptions and** hires the best people available from inside or outside; is not afraid of selecting strong people; assembles talented staff; works to make the vending organization the "Employer of Choice" within the community.

Selecting Human Resources – Makes the best possible employment decisions based upon those applicants recruited for a position; considers education, experience and other attributes of applicants relative to those position characteristics judged most important to potential success in the position.

Team Building – Recognizes and utilizes various team strategies and behaviors to empower teams to work effectively and efficiently in leveraging the talents and resources of the organization for common goals and purpose.

Planning Human Resource Needs – Can effectively manage future human resource needs by identifying factors affecting labor supply, undertaking a human resources "audit" and planning professional development activities.

Legal Issues (Human Resources) – Can explain federal laws regulating the workplace and can discuss legal concerns in employment including Americans with Disabilities Act, Harassment and discrimination.

Accounting / Financial Management

Cost Concepts / Breakeven – Can identify different types of costs and use breakeven analysis for management decision-making.

Pricing Concepts – Can use objective pricing methods to establish selling prices for vended products.

Revenue (Cash) Systems Management – Can design and monitor systems to control cash received in multiple locations and processed in the organization's money room.

Organizational Budgeting – Can effectively plan and use the organization's operating budget and can use budget data to control financial aspects of the vending company.

Cash Flow Forecasting – Can explain the importance of and how to manage cash including differences between income and cash flows, functions of a cash budget and calculations of working capital.

Financial Statements – Can read balance sheets, statements of changes in financial position and income statements with special emphasis on issues of concern to vending organizations.

Financial Analysis – Can explain the functions/uses of liquidity, profitability and other common operating ratios specifically as they apply to a vending organization. Can develop and monitor necessary operational reports to identify units where corrective action is required; in familiar with key indicators **(financial markers)** of success.

Implementing Labor Cost Controls – Can control labor costs by establishing labor standards, determining productivity rates and developing/using staffing guides specifically applicable to a vending organization.

Budgeting – Can effectively interact with unit managers to develop budgets for each unit which identify financial goals and accountability.

Compensation / Benefit Administration – Can identify major concepts influencing compensation administration including external/internal equity for pay rates/ranges, methods of evaluating jobs, determining pay scales and 'comparable worth'.

Multi-unit Management – Can compare financial aspects of multiple accounts (locations) to take within-unit corrective actions as necessary.

Capital Budgeting – Can explain basics of capital expense budgeting and can describe budgeting models including accounting rate of return, net present value and internal rate of return.

General Management: Decision-Making

Results – Can be counted on to exceed goals successfully; is constantly and consistently one of the organization's top performers; very bottom-line oriented; steadfastly pushes self and others for results.

Goal Setting and Planning – Accurately scopes out length and difficulty of tasks and projects; sets objectives and goals; breaks down work into the process steps; develops schedules and task/people assignments; anticipates and adjusts for problems and roadblocks; measures performance against goals; **utilizes organizational history as input to the planning process**; evaluates results.

Decision Quality – Makes good decisions based upon a mixture of analysis, wisdom, experience and judgment; most solutions and suggestions turn out to be correct and accurate when judged over time; sought out by others for advice and solutions.

Problem Solving – Solves difficult problems with effective solutions; asks good questions and probes all fruitful sources for answers; can see underlying or hidden problems and patterns; is excellent at honest analysis; looks beyond the obvious and doesn't stop at the first answers.

Decision Making – Can utilize techniques of independent, consultative and consensus decision-making; makes tough decisions in a timely manner, sometimes with incomplete information and under tight deadlines and pressure; has a bias for action.

General Management: Work Performance

Organizing – Can marshal resources (people, funding, material, support) to get things done; can orchestrate multiple activities at once to accomplish a goal; uses resources effectively and efficiently; arranges information in a useful manner.

Process Management – Good at figuring out the processes necessary to get things done; knows how to organize people and activities; understands productivity analysis: how to separate and combine tasks into efficient work flow; knows what to measure and how to measure it; can see opportunities for synergy and integration where others can't; can simplify complex processes; gets more out of fewer resources.

Job Analysis/Design – Can analyze jobs in efforts to increase productivity, make work as easy as possible to perform while enhancing the productivity (output) of the position and reduce accidents while satisfying employees and customers.

Managing and Measuring – Clearly assigns responsibility for tasks and decisions; sets clear objectives and measures; monitors process, progress and results appropriately; delivers timely and objective feedback on accomplishments.

General Management: Other Skills

Creates Vision – Creates and communicates a compelling and inspired vision or sense of core purpose; sees beyond today to assess possibilities; is optimistic; creates mileposts and symbols to rally support behind the vision; makes the vision sharable by everyone; can inspire and motivate entire units or organizations; is charismatic.

Strategic Agility – Sees ahead clearly; can anticipate future consequences and trends accurately; has broad knowledge and perspective; is future-oriented; can articulately paint credible pictures and visions of possibilities and likelihoods; can create competitive and breakthrough strategies and plans.

Business Acumen – Knowledgeable in current and possible future policies, practices, trends, and information affecting the vending industry and the organization; knows the competition; is aware of how strategies and tactics work in the marketplace.

Crisis Management – Is skilled at situation analysis, alternative generation/selection and is able to make effective (or, at least, sufficient) and guide decisions to address crisis which occur.

Organizational "Agility" – Knowledgeable about how organizations function; knows how to get things done through both formal channels and the informal network; understands the origin and reasoning behind key policies, practices and procedures.

Managing Through Systems – Can design practices, processes, and procedures which allow managing by remote control; is comfortable letting things manage themselves without intervening personally; can make things work through others without being there; can impact people and results by remote communication.

Industry Vision – Understands the interrelationships of the various corporate players/segments in the industry, how each player/segment creates value and has network contacts crossing the boundaries of all industry segments.

Marketing

Logistics / Supply Chain Management – Understands major trends in supply chain logistics and their implications on the vending industry.

Strategic Marketing Planning – Can use principles of strategic marketing to develop an effective marketing plan for the organization including market segmentation and positioning to build a competitive market advantage.

Service Marketing Principles – Can explain components of effective service management for the vending industry and his/her organization and can use marketing principles critical for the success of the organization.

Market Research – Can use principles for conducting an organizational analysis and for analyzing the competition, markets and product choices.

Community Relations – Can tell the how vending organization can be a good “citizen” within the local business community.

Sales Management

Customer Relationships – Is dedicated to proactively meeting the expectations and requirements of internal and external customers; gets first-hand customer information and uses it **to enhance the customers’ buying experience**; talks and acts with customers in mind; establishes and maintains effective relationships with customers and gains their trust and respect; handles customer complaints; develops effective customer service training.

Sales – Knows and uses direct and indirect channel selling strategies and tactics effectively to generate new accounts.

New Client Development – Knows and uses effective and practical strategies and tactics including the “art and science” of negotiations to generate new accounts (location); is effective at gaining and retaining market share.

Prospect / Opportunity Management – **Monitors “cold call” successes; focuses sales staff on closing accounts**; knows the importance of managing sales as a system/process rather than as an individual event.

Key Account Management – Can use special techniques which emphasize the priority needed to retaining those accounts generating a significant percentage of business for the organization.

Safety, Security and Asset Management

Controlling Product Theft – Can control (minimize) product theft by employees of the organization by customers in account locations.

Preventing Revenue Theft – Can control (minimize) cash theft by employees of the organization and by customers in account locations.

Safety / Security – Can create and maintain an environment of reasonable care for the safety/security of employees, customers and other constituencies served by the vending organization.

Truck (Fleet) Management – Can explain concerns important in managing the fleet: acquisition, insurance, maintenance, ensuring efficient operations, route management, etc.

Vending Equipment Management – Can describe basics of “managing” equipment including functions/features warranty factors and preventive maintenance procedures.

Security of Vending Equipment – Can implement effective procedures to safeguard vending equipment and its contents at client’s sites.

Insurance / Risk Management – Can describe risk management/liability issues and the manager’s role in managing risk.

Vending – Specific Legal Concerns – Can review legal issues specific to the vending industry including uniform sales tax concerns and vending in schools.

Cleaning / Maintenance – Can describe basic procedures for cleaning/maintaining food service/other facilities.

Contracted Services – Can effectively manage refuse, pest control, telephone and grounds maintenance services.

Managing Preventive Maintenance – Can use effective preventive maintenance plans for all physical/mechanical systems.

Technology

Management of Technology – Can explain the role of computers in accounting/finance including accounts receivable/payable and applications for inventory management, purchasing and financial reporting.

V-Commerce – Knows and effectively utilizes key industry statistical information to benchmark and improve key areas of effectiveness.

Technology Trends / Future – Can relate future applications of technology including communications, operations and accounting/finance, marketing and other business-related applications.

Technology (Hardware/Software) – Can describe hardware/software useful for current and anticipated changes in future business applications.