



Blueprint for Trainer Development

A Customized Competency Model for the Hospitality Industry

Overview

The connection between great people practices and organizational achievement in the hospitality industry is widely recognized. Less understood are the crucial roles of the trainer and human resource professional in this equation.

As the premier association dedicated to advancing training in the hospitality industry, the Council of Hotel and Restaurant Trainers (CHART), in partnership with Batrus Hollweg International (BHI), commissioned a hallmark study to define the competencies necessary for success across a variety of roles in restaurant/hospitality training.

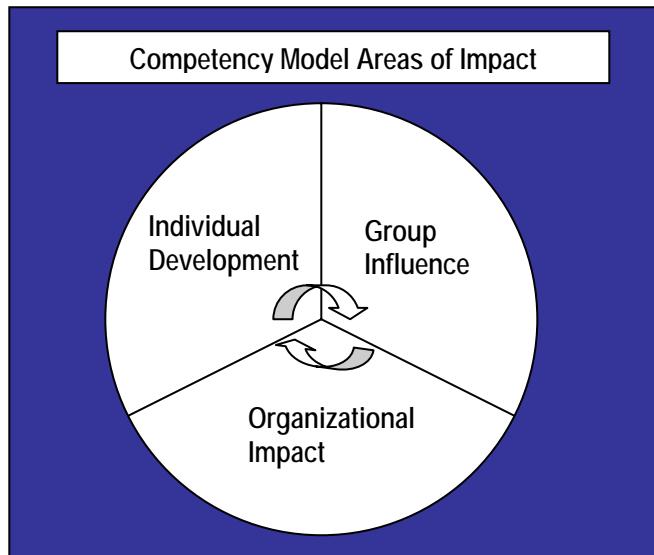
"The *Blueprint for Trainer Development* study identifies competencies of winners in the hospitality training profession," said Joleen Flory-Lundgren, SPHR, FMP, vice president of human resources and training for Famous Dave's of America and CHART president. "The model provides a professional development plan for helping trainers grow and provide more value to their organizations."

"Trainers in the hospitality industry face unique challenges," said Linda Pharr, president & chief operating officer of Batrus Hollweg International. "The competency model addresses these challenges and provides a development solution for CHART members and the industry."

Key Findings:

Blueprint for Trainer Development provides a competency framework and outlines behavior by a trainer's level and role: Training Executive, Training Manager/Curriculum Developer and Trainer.

The structure for the competency model includes three areas of impact: individual development, group influence and organizational impact.



As part of the study, distinctive drivers and dynamics of the hospitality business were identified and integrated into the competency model:

Individual Development:

- **Credibility Currency:** The purchase price of a place at the leadership table is credibility with operators. Operators are the core driving force of hospitality businesses and, as such, they hold the power. For training professionals, the stronger their operational credibility is, the more compelling their voice will be.
- **Be the Brand:** The essence of the high touch hospitality business is the brand promise and the delivery on that brand at every point of contact with customers. For training professionals, understanding the heart of the brand and then interpreting the brand experience behaviors through every type of training program pays big dividends.

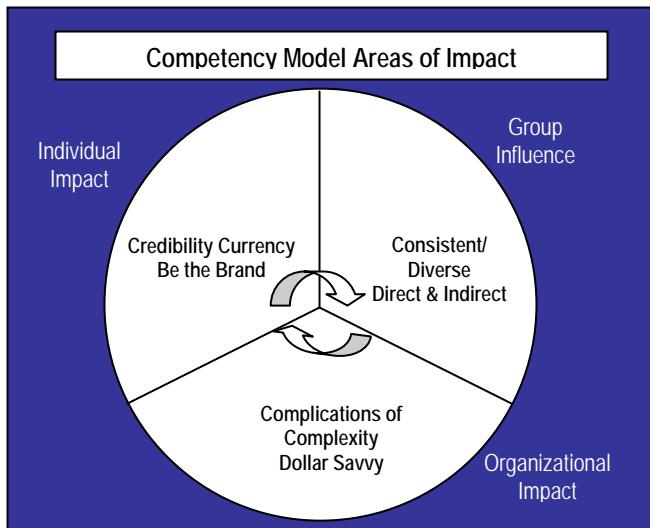
Group Influence:

- **Consistent but Diverse:** Consistency of the brand experience is the key to success in the hospitality business, yet training for this consistent experience must be delivered in many locations, each with environments that are diverse in a myriad of ways: regionalism, gender, ethnicity, educational and generational.
- **Direct and Indirect:** Multiple locations spread across the country and around the world along with operational logistics require training professionals to work virtually through others as well as work hands on.

Organizational Impact:

- **Complications of Complexity:** Hospitality businesses are among the most complex operations, with each local unit functioning as both a manufacturing and service delivery operation. As a result, the complexity of the role of training professionals is significantly intensified. They have to be able to address training needs that span from food inventories, preparation, safety, and presentation to equipment operation, maintenance, and repair to customer reception, interaction, and satisfaction.
- **Dollar Savvy:** Understanding the way restaurants and hotels make money is crucial. Profit margins are slim and subject to risk from a wide variety of uncontrollable costs. Training professionals are challenged to maximize every training budget dollar. They must be exceedingly innovative and effective. They must be resourceful in tapping talent at all levels to enlist them in the training process. They must be flexible to adapt and adjust as business realities fluctuate.

These particular hospitality industry drivers and dynamics are integrated into the framework of the training professional competency model as illustrated below:



Within each of these impact areas are competencies specific to each of the three key training positions. The competencies for the Executive Trainer and the Curriculum Developer/Training Manager are shown in the diagram below:

Executive Competency Model

<i>Group Influence</i>
Communicate & Influence
Leadership & Management
Talent Management
Coaching & Developing
<i>Organizational Impact</i>
Financial Responsibility
Labor Management
Process Improvement
Working Knowledge of Operations
<i>Individual Development</i>
Personal Excellence
Self-Development
Technical Knowledge & Education
Presentation Effectiveness

The competencies for the Trainer are aligned within the impact areas as shown in the diagram below. Competencies identified for the Trainer but not the other positions are: Feedback and Development; Flexibility/Adapting to the Environment; and Managing Relationships. Competencies identified as critical for the Executive and Curriculum Developer/Training Manager yet of lesser emphasis for the Trainer position include: Labor Management; Leadership and Management; Financial Responsibility; and Working Knowledge of Operations.

Trainer Competency Model

<i>Group Influence</i>
Feedback & Development
Communication & Influence
Managing Relationships
<i>Organizational Impact</i>
Process Improvement
<i>Individual Development</i>
Personal Excellence
Self-Development
Flexibility/Adapting to the Environment
Presentation Effectiveness
Technical Knowledge/Education

While some competencies at first glance appear similar across the key positions, there are differences in the competency definitions and the detailed behaviors that support the competencies for each position. For example, the competency of process improvement is common to both the Executive Trainer and the Trainer positions. The examples below illustrate the differences in both the defined competency and the number and complexity of specific behaviors.

EXECUTIVE TRAINER	COMPETENCY: Process Improvement
<p>Competency Definition: Continual enhancement of training programs enables organizations to capitalize on their talent. We seek people who understand the current training environment, new trends and developments, and resource availability; people who use creativity and innovation to maximize effectiveness and impact of training processes and approaches.</p>	<p>Competency Behaviors:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Identifies & communicates when challenges can be addressed by training or when other causes exist <input type="checkbox"/> Emphasizes relevant safety/security issues when building training programs <input type="checkbox"/> Regularly updates training programs & materials to stay current with best practices <input type="checkbox"/> Conducts frequent, formal measurement of training effectiveness through surveys & other feedback <input type="checkbox"/> Utilizes available technologies to make training process efficient <input type="checkbox"/> Consistently evaluates effectiveness of training programs <input type="checkbox"/> Champions company's commitment to "hot topics" such as alcohol awareness, food safety, etc. <input type="checkbox"/> Follows up with "internal clients" to measure training effectiveness <input type="checkbox"/> Incorporates experiential learning into training programs <input type="checkbox"/> Maintains a current inventory of training solutions to address field needs <input type="checkbox"/> Collaborates with operations leaders when developing new programs/offerings
<p>Competency Definition: The consistent evaluation and improvement upon training curriculum and processes ensures that the changing needs and expectations of an organization are met. We want people who keep abreast of industry trends and best practices; people who are intimately involved in the design of training curriculum; people who are open to approaches that are different from their own.</p>	<p>Competency Behaviors:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Consistently evaluates effectiveness of training processes <input type="checkbox"/> Gets involved in design of training curriculum <input type="checkbox"/> Actively shares best practices, knowledge, and expertise with other instructors <input type="checkbox"/> Collaborates with others to develop effective training methods <input type="checkbox"/> Maintains flexibility and considers approaches suggested by others

The complete competency model for all three training positions with defined competencies and specific supporting competency behaviors will be available on the CHART website at www.chart.org. The model for the Training Executive position includes 12 defined competencies with 93 supporting behaviors. The Curriculum Developer/Trainer Manager position includes 12 defined competencies with 58 supporting behaviors. The Trainer model includes 9 defined competencies with 76 supporting behaviors.

Putting the Model into Practice

By researching and designing competency models customized for the training profession, CHART provides members with a robust structure and strategic tools to impact the effectiveness of individuals, teams and organizations. To chart your course for training success, follow these practical application ideas:

Individual Trainer Development

Begin with a self assessment using the competency behaviors outlined in this model. Ask yourself:

- What competencies are already strengths I can leverage?
- What competencies will I need to build to reach my short term career goals?
- What competencies will I need to put on the horizon for long term career goals?
- How can I build these competencies? What resources are available to utilize?

Talk with your mentors and supervisors to gain their insights and assist you with developing an individual development plan. Measure your progress along the way and make adjustments to your plan. CHART members can take advantage of CHART's educational sessions based on where they need to enhance their learning.

Training Group Development

Training managers can use the competency model as guide to:

- Define roles and clarify job descriptions
- Recruit new talent for the team
- Plan talent needs for the future
- Discuss and manage performance
- Manage expectations of business partners
- Communicate results

Organizational Effectiveness

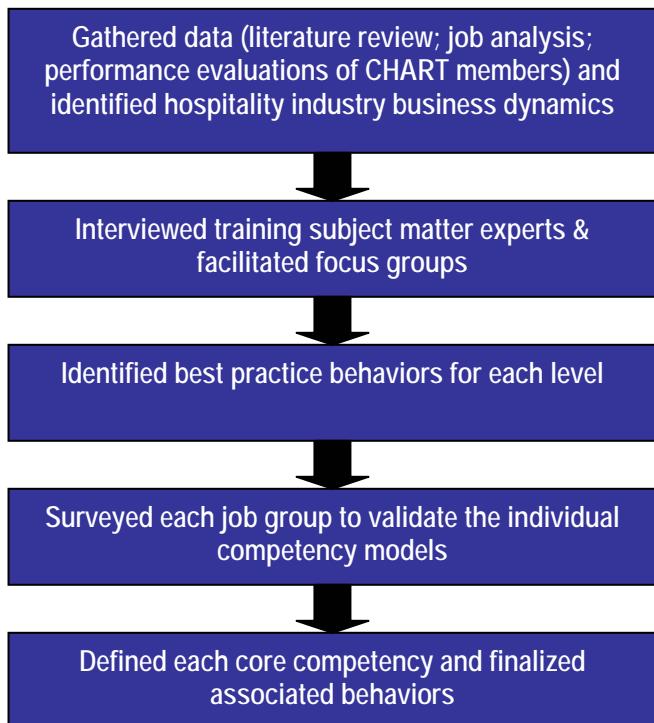
Training professionals can use the competency model as a structure to align talent selection, development, performance management, and succession planning with human resource strategies and organizational goals. This integrated approach creates a clear focus on the most effective levers to achieve business results. In addition, the competencies provide a common language for powerful coaching and performance management.

Study Methodology

The *Blueprint for Trainer Development* study began with a complete alignment model to ensure not only that the competency models are appropriately tailored to the unique requirements in various job families, but also that they are:

- ❑ Customized in optimal ways to power strategic business directions
- ❑ Capable of integrating sophisticated models of selection, development, and succession planning processes for transforming the performance culture of CHART and its members.

The competency model development process from beginning to end included studying the best practices of leading training professionals within the industry along with careful analysis of the business dynamics specific to hospitality operations. To develop the competency models BHI:



About CHART

CHART is one of the oldest and largest nonprofit organizations dedicated to training the hospitality industry. Members number over 500 and represent multi-unit restaurant and hotel companies. A typical CHART member holds over 10 years of training and human resources experience and impacts over 5,000 employees in 80 units. By helping trainers do their jobs better, CHART positively impacts millions of employees, customers and companies and the industry as a whole. CHART's mission is to develop hospitality training professionals to advance industry training practices and improve operational results by providing access to education, tools and resources.

About BHI

Founded in 1969, Batrus Hollweg International (BHI) is the leading resource of assessment and development experts for the foodservice industry. BHI partners with organizations to achieve growth and increase profitability through customized, cost-effective systems to select and develop the best talent, tap organizational energy, and focus teams on business results. BHI has the largest data base of assessment profiles for the restaurant industry and has conducted extensive research on restaurant jobs and the competencies necessary for success. BHI's groundbreaking research for the restaurant industry includes:

- ❑ *Tackling the Multi-Unit Manager Challenge – A Roadmap to Identifying and Developing Top Performers*
- ❑ *Employee Productivity Crimes: Realities, Risks & Profit Potential*
- ❑ *Industry of Choice for the National Restaurant Association Educational Foundation*

For more information or for the complete competency models for all three training positions, call 1.800.463.5918 or visit the CHART website: www.chart.org