

## Retail Industry Competency Model

### Employer Competency Needs Analysis Worksheet

Use this worksheet to rate the importance of worker competencies in your workplace.

Order	Code	Competencies (from model)	Not Important	Preferred	Essential
1	1	<b>Tier 1: Personal Effectiveness Competencies</b>			
2	1.1	<b>Interpersonal Skills: Displaying skills to work with people.</b>			
3	1.1.1	Use good manners			
4	1.1.2	Develop constructive and cooperative working relationships and maintain them over time			
5	1.1.3	Negotiate with others to resolve conflicts and settle disputes			
6	1.2	<b>Integrity: Displaying accepted social and work behaviors.</b>			
7	1.2.1	Exhibit ethical behavior			
8	1.2.2	Act fairly – treat others with honesty, fairness, and respect			
9	1.2.3	Adhere to company policy and regulations to foster trust			
10	1.2.4	Practice honesty with regard to company time and property			
11	1.2.5	Take responsibility to accomplish work goals with accepted timeframes			
12	1.3	<b>Adaptability and Flexibility: Being open to change (positive or negative) and to considerable variety in the workplace.</b>			
13	1.3.1	<b>Entertain new ideas</b>			
14	1.3.1.1	Be open to considering new ways of doing things			
15	1.3.1.2	Actively seek out and carefully considers the merits of new approaches to work			
16	1.3.1.3	Willingly embrace new approaches when appropriate and discard approaches that are no longer working			
17	1.3.2	<b>Deal with ambiguity</b>			
18	1.3.2.1	Take effective action when necessary without having to have all the necessary facts in hand			
19	1.3.2.2	Change gears in response to unpredictable or unexpected events			
20	1.3.2.3	Effectively change plans, goals, actions, or priorities to deal with changing situations			
21	1.4	<b>Motivation: Demonstrating a willingness to work.</b>			
22	1.4.1	Establish personally challenging achievement goals			
23	1.4.2	Employ personal skills to succeed			
24	1.4.3	Take initiative to increase the variety and scope of the job assigned			
25	1.4.4	Take personal responsibility for achieving organizational objectives			
26	1.4.5	Take initiative to build a customer base			
27	1.5	<b>Willingness to Learn: Understanding the importance of learning new information for both current and future problem-solving and decision-making.</b>			
28	1.5.1	Employ skills to promote self-development; seek feedback; modify behavior for improvement			
29	1.5.2	Keep up-to-date technically; applying new knowledge on the job			
30	1.5.3	Develop personal and professional goals; participate in training			
31	1.6	<b>Dependability and Reliability: Displaying responsible behaviors at work.</b>			
32	1.6.1	Maintain attendance			
33	1.6.2	Demonstrate promptness			
34	1.6.3	Be responsible in fulfilling work duties			
35	1.6.4	Comply with store policies			
36	2	<b>Tier 2: Academic Competencies</b>			

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37	2.1	<b>Reading for Information: Reading and understanding: Manufacturers' information about products; store memos, procedures, policies, instructions, and emergency directives; training materials; newsletters; marketing promotions; and customer letters.</b>			
38	2.1.1	Employ general reading skills to obtain information			
39	2.1.2	Understand written sentences in work related materials			
40	2.2	<b>Business Writing: Using standard business English to: write messages to co-workers and customers; reports to managers and associates; and letters to customers.</b>			
41	2.2.1	<b>Organization and development</b>			
42	2.2.1.1	Communicate thoughts, ideas, information, messages, and other written information, which may contain technical material, in a logical, organized, coherent, and persuasive manner			
43	2.2.1.2	Ideas are well developed with supporting information and examples			
44	2.2.2	<b>Grammar and Language mechanics</b>			
45	2.2.2.1	Use standard syntax and sentence structure			
46	2.2.2.2	Use correct spelling, punctuation, and capitalization; uses appropriate grammar (e.g., correct tense, subject-verb agreement, no missing words)			
47	2.2.2.3	Tone – Write in a manner appropriate for business; uses language appropriate for the target audience; uses appropriate tone and word choice (e.g., writing is professional and courteous)			
48	2.3	<b>Mathematics: Using mathematics to calculate: markups and discounts; taxes, shipping, and other fees; conversions to other currencies or units of measure; and differences on returns and exchanges.</b>			
49	2.3.1	<b>Computation</b>			
50	2.3.1.1	Add, subtract, multiply, and divide with whole numbers, fractions, decimals, and percents			
51	2.3.1.2	Calculate averages, ratios, proportions, and rates; convert decimals to fractions			
52	2.3.1.3	Convert fractions to percents			
53	2.3.2	<b>Application</b>			
54	2.3.2.1	Perform basic math computations accurately			
55	2.3.2.2	Translate practical problems into useful mathematical expressions			
56	2.3.2.3	Use appropriate mathematical formulas and techniques			
57	2.3.2.4	Calculate staff time needed to cover a shift, figuring in breaks and hours worked per week			
58	2.3.2.5	Calculate time to complete the timesheet			
59	2.4	<b>Basic Computer Skills: Using information technology and related applications, including adaptive devices and software, to convey and retrieve information.</b>			
60	2.4.1	<b>Digital literacy</b>			
61	2.4.1.1	Understand the basic functions and terminology related to computer hardware, software, network connectivity, information systems, and communication devices (such as laptops or computer kiosks).			
62	2.4.1.2	Use basic computer software, hardware, communication devices, and assistive technologies to perform tasks.			
63	2.4.1.3	Use common operating systems, such as Windows and MacOS, to perform basic tasks such as opening, saving, and deleting files, accessing the Internet, and sending and receiving email.			
64	2.4.1.4	Use mobile devices to perform basic tasks such as sending and receiving text messages and email, installing and using mobile applications (apps), and accessing the Internet.			

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65	2.4.1.5	Perform basic maintenance and troubleshooting, such as updating or installing new software and creating/changing password or log-in credentials.			
66	2.4.2	<b>Using software</b>			
67	2.4.2.1	Use word processing software to compose, organize, edit, and print documents and other business communications.			
68	2.4.2.2	Use spreadsheet software to create spreadsheets, enter, manipulate, edit, and format text and numerical data.			
69	2.4.2.3	Use presentation software to create, manipulate, edit, and present digital representations of information to an audience.			
70	2.4.2.4	Use database software to manage data.			
71	2.4.2.5	Use electronic mail (i.e., email) software to manage contacts; send and receive email; and add, open, or download file attachments.			
72	2.4.2.6	Use calendar and scheduling software to schedule appointments, meetings, and tasks for oneself and others.			
73	2.4.2.7	Use image editing software to open, manipulate, edit, and combine images.			
74	2.4.2.8	Use video editing software to open, manipulate, edit, and export video files in common video formats.			
75	2.4.2.9	Use online data storage and sharing services (i.e., the cloud) to securely store, retrieve, and share files.			
76	2.4.2.10	Use collaborative/groupware software to communicate and share information with others.			
77	2.4.2.11	Use video conferencing software to initiate or join and participate in online calls and virtual meetings.			
78	2.4.2.12	Use appropriate prompting techniques with allowable generative AI interfaces to perform work-related tasks.			
79	2.4.2.13	Use payroll and timekeeping software to clock in and out, report hours worked, and schedule leave.			
80	2.4.2.14	Create and maintain a well-organized digital file storage system.			
81	2.4.3	<b>Communicating and interacting</b>			
82	2.4.3.1	Communicate and collaborate effectively using software and online tools, including email, text messaging, instant messaging applications, video conferencing, collaborative software, and multimedia tools.			
83	2.4.3.2	Select and use appropriate methods and formats for personal and professional communication.			
84	2.4.3.3	Use appropriate tone and language when communicating with others electronically and through social media.			
85	2.4.3.4	Cultivate, manage, and protect one's online identity and reputation when communicating with others electronically and online.			
86	2.4.3.5	Collaborate with technical support or help desk staff to troubleshoot and resolve computer problems and other technical issues when appropriate.			
87	2.4.3.6	Follow best practices for safe online communication, including when sending or receiving sensitive or private information.			

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88	2.4.4	<b>Using the Internet and social media</b>			
89	2.4.4.1	Use the Internet to search for online information and interact with websites.			
90	2.4.4.2	Use the Internet and web-based tools to manage basic workplace tasks (such as, email, video conferencing, calendar management, contacts management, payroll, scheduling, and timekeeping).			
91	2.4.4.3	Understand the different types of social media, their appropriate workplace and non-workplace uses, and the impact that various social media activities can have on one's personal and professional life.			
92	2.4.4.4	Use social media for professional communication with coworkers and the public.			
93	2.4.4.5	Monitor and manage how one's online activities are tracked by websites and other service providers (i.e., one's digital footprint) including, for example, the acceptance or rejection of cookies.			
94	2.4.4.6	Evaluate the trustworthiness and reliability of online information sources, including websites, videos, and social media content.			
95	2.4.5	<b>Cybersecurity and privacy</b>			
96	2.4.5.1	Understand and comply with employer's privacy policy and information security guidelines, including adaptation of compliance practices when other organizations' policies may apply, such as for the handling of personally identifiable information (PII).			
97	2.4.5.2	Know and follow the organization's policies for responding to confirmed or suspected security breaches.			
98	2.4.5.3	Make decisions about how and when to share information online with due regard for the ability of other parties to identify and track online activities.			
99	2.4.5.4	Defend against potential abuses of one's own private information and private information to which one has access.			
100	2.4.5.5	Recognize and respond appropriately to suspicious or inappropriate activities or communications, such as emails with unrecognized hyperlinks or bullying behavior.			
101	2.4.5.6	Keep security software, web browser, and operating system up to date to protect against online threats.			
102	2.4.5.7	Use appropriate methods to keep one's accounts and user credentials secure and prevent unauthorized access to personal and professional computer systems and information, such as by using strong unique passwords and multifactor authentication (MFA).			
103	2.4.5.8	Refrain from using personal or sensitive information acquired online in ways that harm or threaten others.			
104	2.4.6	<b>Digital resilience</b>			
105	2.4.6.1	Demonstrate resilience in adapting to changing digital technology.			
106	2.4.6.2	Problem solve and navigate digital transformations.			
107	2.4.6.3	Apply digital skills across multiple device types.			
108	2.4.7	<b>Computational literacy</b>			
109	2.4.7.1	Use a variety of digital tools to search for, locate, access, and store data and information, including online search engines, databases, social media, and websites.			
110	2.4.7.2	Access, store, manipulate, and produce data and information using a variety of software or application systems and in a variety of formats.			
111	2.4.7.3	Identify, organize, manage, and share data and information to be accessed and used later by oneself or others.			

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112	2.4.7.4	Evaluate the credibility and reliability of data and information sources, including identifying intentionally false or misleading information.			
113	2.4.7.5	Evaluate and analyze data and information critically.			
114	2.4.7.6	Access, interpret, and utilize metadata and data usage information to improve the management and efficiency of digital resources. This includes understanding data properties, analyzing usage patterns, and making informed decisions based on this information.			
115	2.4.7.7	Recognize text, visual, and video content that may have been altered from its original version.			
116	2.4.7.8	Assess the provenance of content provided by third parties that may have been generated or modified by artificial intelligence tools.			
117	2.4.7.9	Examine thoroughly any content produced by generative AI interfaces for conformity to Federal law, organizational policies, and professional norms regarding accuracy, validity, reproducibility, or reliability of information.			
118	2.4.8	<b>Using and creating digital content</b>			
119	2.4.8.1	Summarize and analyze numerical data using digital tools, such as spreadsheets and data visualization applications, and appropriate mathematical and statistical methods.			
120	2.4.8.2	Produce representations and summaries of data and information in written, visual, and multimedia formats.			
121	2.4.8.3	Produce well-formatted, visually appealing documents using word processing and desktop publishing software.			
122	2.4.8.4	Prepare live or recorded multimedia presentations using presentation and multimedia software.			
123	2.4.8.5	Create social media posts and other web-based communication products using social and multimedia platforms and tools.			
124	2.4.8.6	Use features such as text-to-speech, language and translation options, font adjustments, color contrasts, and web accessibility standards to create accessible content.			
125	2.4.8.7	Find, edit, and reuse existing data, information, and media products, in whole or in part, to create new products and content.			
126	2.4.8.8	Tailor digital products and communications to the intended audience.			
127	2.4.8.9	Incorporate the principles of Universal Design for Learning to optimize teaching and learning for all people through content design.			
128	2.4.8.10	Know and follow applicable copyright law, the employer's guidelines for content use and publication, and generally accepted practices for using and crediting materials found online.			
129	2.4.8.11	Use appropriate prompting techniques to generate needed content from generative AI interfaces.			
130	2.4.8.12	Use appropriate prompting techniques to generate or debug software code using generative AI interfaces.			
131	2.4.8.13	Adhere to Federal law and organizational policies regarding appropriate uses of generative AI interfaces, including creation and distribution of AI generated content.			

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132	2.4.9	<b>Using technology and tools to develop solutions and explore perspectives</b>			
133	2.4.9.1	Use digital tools in innovative ways to discover patterns, trends, and anomalies in datasets.			
134	2.4.9.2	Leverage digital tools to improve efficiency, accuracy, and transparency in all aspects of one's work.			
135	2.4.9.3	Identify and describe problems and tasks in ways that are suited to using digital tools.			
136	2.4.9.4	Use visual and multimedia tools to analyze and communicate complex information.			
137	2.4.9.5	Break complex information and tasks down into simplified, generalized components that can be applied to other problems.			
138	2.4.9.6	Develop repeatable, step-by-step approaches to performing complex tasks.			
139	2.4.9.7	Seek out opportunities to explore and learn about new and emerging digital tools with appropriate caution and skepticism regarding their use.			
140	2.5	<b>Communication: Listening and Speaking so others can understand. Communicate in spoken English well enough to be understood by supervisors, co-workers, and customers.</b>			
141	2.5.1	<b>Listening and Speaking</b>			
142	2.5.1.1	Give full attention to what other people are saying, taking time to understand the points being made, ask questions as appropriate, and do not interrupt at inappropriate times			
143	2.5.1.2	Speak clearly			
144	2.5.1.3	Use correct grammar			
145	2.5.1.4	Effectively use eye-contact and non-verbal expression			
146	2.5.1.5	Present ideas in a persuasive manner			
147	2.5.1.6	Communicate with customers to enhance company image			
148	2.5.1.7	Communicate with customers whose primary language is not English			
149	2.5.1.8	Ask questions or report problems or concerns to people in authority when information or procedures are unclear or need improvement, or when feeling unsafe or threatened in the workplace			
150	2.6	<b>Locating and Using Information: Knowing how to find information and identifying essential information (information gathering).</b>			
151	2.6.1	<b>Looking up and Understanding</b>			
152	2.6.1.1	Floor Diagrams and Displays			
153	2.6.1.2	Charts and tables for different products			
154	2.6.1.3	Tracking procedures for merchandise			
155	2.6.1.4	Inventory forms			
156	2.6.1.5	Special order forms			
157	2.6.1.6	Tracking procedures for sales performance			

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158	3	<b>Tier 3: Workplace Competencies</b>			
159	3.1	<b>Business Fundamentals: Knowledge of business and management principles. The knowledge and skills that enable individuals to connect what is going on in the company industry to what they sell and provide to the customer.</b>			
160	3.1.1	<b>Economic, Business, and Financial Principles</b>			
161	3.1.1.1	Understand fundamental economic concepts			
162	3.1.1.2	Understand the environments in which businesses function			
163	3.1.1.3	Identify economic trends and indicators to measure economic conditions			
164	3.1.1.4	Knowledge of the industry at large			
165	3.1.1.5	Knowledge of suppliers' practice, dependability, and flexibility			
166	3.1.1.6	Knowledge of sources of information about new and/or competitors' products and services			
167	3.1.2	<b>Business Acumen</b>			
168	3.1.2.1	Understand and have an appreciation of what it takes for a business to be profitable			
169	3.1.2.2	Understand how one's performance can impact the success of the organization			
170	3.1.2.3	Consider the relative costs and benefits of potential actions to choose the most appropriate one			
171	3.1.3	<b>Business Ethics</b>			
172	3.1.3.1	Act in the best interests of the company, co-workers, community, and the environment			
173	3.1.3.2	Comply with the spirit of applicable laws as well as the letter			
174	3.1.3.3	Proper use of company property, minimizing loss and waste			
175	3.1.3.4	Maintain privacy and confidentiality of company information, as well as that of customers and co-workers			
176	3.1.4	<b>Marketing</b>			
177	3.1.4.1	Demonstrate an understanding of market trends, company's position in the market place, defined market segments			
178	3.1.4.2	Understand position of product/service in relation to market demand			
179	3.1.4.3	Uphold the company and product brand through building and maintaining customer relations			
180	3.2	<b>Teamwork: Apply interpersonal skills to meet customer needs and expectations, arrange schedules, and complete work assignments.</b>			
181	3.2.1	<b>Work with Others</b>			
182	3.2.1.1	Work as part of a team to achieve company goals			
183	3.2.1.2	Develop and maintain good working relationships with supervisors and co-workers			
184	3.2.1.3	Recognize behaviors and/or actions that best support co-workers and work performance			
185	3.2.1.4	Work the assigned schedule			
186	3.2.1.5	Communicate with incoming staff to facilitate shift transition			
187	3.2.1.6	Create competitive advantage			
188	3.2.1.7	Assist with training new employees			

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189	3.2.2	<b>Influence and Negotiate</b>			
190	3.2.2.1	Observe and coach others for improved performance			
191	3.2.2.2	Lead, Influence, motivate, and persuade others to achieve company goals			
192	3.2.2.3	Employ leadership skills to facilitate work flow			
193	3.3	<b>Professionalism: Maintaining a professional presentation and ethical standards.</b>			
194	3.3.1	<b>Personal Presentation</b>			
195	3.3.1.1	Maintain good personal appearance; dress appropriately; maintain good personal hygiene			
196	3.3.1.2	Exhibit good work habits			
197	3.3.1.3	Demonstrate self-control; Maintain composure and keep emotions in control			
198	3.3.1.4	Avoid aggressive behavior			
199	3.3.1.5	Maintain a positive attitude			
200	3.3.2	<b>Work with people from diverse backgrounds</b>			
201	3.3.2.1	Be flexible and open-minded when dealing with a wide range of people			
202	3.3.2.2	Listen to and consider others' viewpoints			
203	3.3.2.3	Alter opinion when it is appropriate to do so			
204	3.3.2.4	Work well and develop effective relationships with highly diverse personalities			
205	3.4	<b>Marketing and Customer Focus: Actively looking for ways to identify market demands and meet the customer or client need.</b>			
206	3.4.1	<b>Know the customer</b>			
207	3.4.1.1	Understand internal and external customers			
208	3.4.1.2	Demonstrate a desire to understand customer needs			
209	3.4.1.3	Understand customer needs			
210	3.4.1.4	Ask questions as appropriate			
211	3.4.1.5	Address customer comments, questions, concerns, and objections with direct accurate and timely responses			
212	3.4.1.6	Evaluate customer satisfaction			
213	3.5	<b>Planning and Organizing: Plan and prioritize work to manage time effectively and accomplish assigned tasks.</b>			
214	3.5.1	<b>Plan</b>			
215	3.5.1.1	Approach work in a methodical manner			
216	3.5.1.2	Plan and schedule tasks so that work is completed on time			
217	3.5.1.3	Keep track of details to ensure work is performed accurately and completely			
218	3.5.2	<b>Prioritize</b>			
219	3.5.2.1	Prioritize various competing tasks			
220	3.5.2.2	Perform tasks quickly and efficiently according to their urgency			
221	3.5.2.3	Find new ways of organizing work area or planning work to accomplish work more efficiently			
222	3.5.3	<b>Multi-tasking</b>			
223	3.5.3.1	Demonstrate the ability to perform more than one activity at a time			



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224	3.6	<b>Problem Solving and Decision Making: Apply problem-solving and critical-thinking skills to help grow the business and/or to resolve workplace conflict.</b>			
225	3.6.1	<b>Identify the problem</b>			
226	3.6.1.1	Recognize the existence of a problem			
227	3.6.1.2	Define the problem			
228	3.6.1.3	Identify potential causes of the problem			
229	3.6.2	<b>Analyze the problem</b>			
230	3.6.2.1	Exercise good judgment			
231	3.6.2.2	Choose an effective solution without assistance when appropriate			
232	3.6.2.3	Recall previously learned information that is relevant to the problem			
233	3.6.2.4	Generate a number of different approaches to problems			
234	3.6.2.5	Evaluate the relative merits of the various solutions			
235	3.6.3	<b>Choose and implement a solution</b>			
236	3.6.3.1	Decisively choose the best solution after contemplating available approaches to the problem			
237	3.6.3.2	Make difficult decisions even in highly ambiguous or ill-defined situations			
238	3.6.3.3	Develop a realistic approach for implementing the chosen solution			
239	3.6.3.4	Observe and evaluate the outcomes of implementing the solution to assess the need for alternative approaches and to identify lessons learned.			
240	3.6.3.5	Communicate the problem to appropriate personnel			
241	3.7	<b>Applied Technology: Developed capacities to operate and troubleshoot electric and electronic equipment, mechanical and electrical products.</b>			
242	3.7.1	Use electric and electronic equipment such as cash registers, printers, and lighting			
243	3.7.2	Use a telephone or other device to convey and receive information			
244	3.7.3	Operate mechanical and electrical products and displays			
245	3.7.4	Use appropriate methods and instructions to insure equipment is used safely and without damage to the equipment			
246	3.8	<b>Health and Safety: Supporting a safe and healthy workplace.</b>			
247	3.8.1	<b>Maintaining a healthy and safe environment</b>			
248	3.8.1.1	Take actions to ensure the safety of self and others, in accordance with established personal and jobsite safety practices			
249	3.8.1.2	Anticipate and prevent work-related injuries and illnesses			
250	3.8.1.3	Comply with federal, state, and local regulations, and company health and safety policies			
251	3.8.1.4	Recognize common hazards and unsafe conditions that occur at work, their risks, and appropriate controls to address them			
252	3.8.1.5	Follow organizational procedures and protocols for workplace emergencies, including safe evacuation and emergency response			
253	3.8.1.6	Maintain a sanitary and clutter-free work environment			
254	3.8.1.7	Administer first aid or CPR, if trained, and summon assistance as needed			
255	3.8.1.8	Properly handle and dispose of hazardous materials			

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256	3.8.2	<b>Safeguarding one's person</b>			
257	3.8.2.1	Engage in safety training			
258	3.8.2.2	Use equipment and tools safely			
259	3.8.2.3	Use appropriate personal protective equipment			
260	3.8.2.4	Recognize how workplace risks can affect one's life and one's family			
261	3.8.2.5	Understand the legal rights of workers regarding workplace safety and protection from hazards			
262	3.8.2.6	Report injuries, incidents, and workplace hazards to a supervisor as soon as safely possible			
263	3.8.2.7	Contribute to discussions of safety concerns in the workplace, making suggestions as appropriate			
264	4	<b>Tier 4: Industry-Wide Technical Competencies: Retail Associate</b>			
265	4.1	<b>Sales: Initiative to build and close sales.</b>			
266		<b>Critical Work Functions:</b>			
267	4.1.1	Learn about products and services			
268	4.1.2	Assess customer needs			
269	4.1.3	Build the sale			
270	4.1.4	Gain customer commitment and closes the sale			
271		<b>Technical Content Areas:</b>			
272	4.1.5	Knowledge of company policies and procedures			
273	4.1.6	Knowledge of principles and methods for showing, promoting, and selling products or services			
274	4.1.7	Product or service policy awareness and use			
275	4.1.8	Knowledge of complementary promotional products and services			
276	4.1.9	Demonstrate product or service demonstration techniques			
277	4.1.10	Demonstrate sales procedures and techniques			
278	4.2	<b>Customer Service: Initiative to build a customer base and customer loyalty.</b>			
279		<b>Critical Work Functions:</b>			
280	4.2.1	Initiate customer contact			
281	4.2.2	Educate the customer			
282	4.2.3	Build customer relations			
283	4.2.4	Meet customer needs and provide ongoing support			
284		<b>Technical Content Areas:</b>			
285	4.2.5	Knowledge of company policies and procedures			
286	4.2.6	Handling questions, problems, complaints			
287	4.2.7	Ensure customer satisfaction and commitment to product or service			
288	4.3	<b>Merchandising and Retailing: Knowledge of company's and competing product lines and the methods to display them.</b>			
289		<b>Critical Work Functions:</b>			
290	4.3.1	Maintain appearance of department/store			
291	4.3.2	Maintain stock, selling and customer service area			
292	4.3.3	Build and dismantle product presentations and display			

## Retail Industry Competency Model

### Employer Competency Needs Analysis Worksheet

Use this worksheet to rate the importance of worker competencies in your workplace.

Order	Code	Competencies (from model)	Not Important	Preferred	Essential
293		<b>Technical Content Areas:</b>			
294	4.3.4	Knowledge of store or department display and promotion practices			
295	4.3.5	Knowledge of stock room organization, re-stock, and overstock practices			
296	4.3.6	Knowledge of store cleanliness policies and procedures			
297	4.4	<b>Operations: Knowledge of the functions that support sales and service.</b>			
298		<b>Critical Work Functions:</b>			
299	4.4.1	Follow safety and security procedures			
300	4.4.2	Identify and prevent loss			
301	4.4.3	Track inventory			
302	4.4.4	Follow procedures to record and track sales			
303		<b>Technical Content Areas:</b>			
304	4.4.5	<b>Workplace Safety and Security</b>			
305	4.4.5.1	Knowledge of relevant federal and state health and safety regulations (e.g. pertinent OSHA regulations)			
306	4.4.5.2	Knowledge of company health, safety and security standards for both customers and employees.			
307	4.4.5.3	Knowledge of company procedures for handling and reporting unexpected health issues, violent and threatening behavior of customers and co-workers, and other emergency situations. e.g. lost child or personal belongings, accidents, fire, etc.			
308	4.4.6	<b>Inventory Control and Loss Prevention</b>			
309	4.4.6.1	Knowledge of supply chain activities (receiving, distribution, inventory tracking)			
310	4.4.6.2	Inventory maintenance and control (monitor, take, transfer stock)			
311	4.4.6.3	Back room procedures			
312	4.4.6.4	Knowledge of company policies regarding what employees should do to deter and prevent unauthorized access to, use, or theft of property or resources			
313	4.4.7	<b>Financial Reporting</b>			
314	4.4.7.1	Cash register operation			
315	4.4.7.2	Financial aspects of day-to-day business operations			
316	4.4.7.3	Sales against goals - track sales versus established standards			
317	4.4.7.4	Use of reporting tools (daily, weekly, monthly reports)			
318	4.5	<b>Human Resources: The practices and policies relating to employee interaction, recruitment, selection, management, and dismissal.</b>			
319		<b>Critical Work Functions:</b>			
320	4.5.1	Adhere to company policies regarding time, attendance, and personal conduct			
321	4.5.2	Participate in training activities			
322	4.5.3	Coach, instruct, and mentor other employees			
323		<b>Technical Content Areas:</b>			
324	4.5.4	Knowledge of company policy related to time and attendance			
325	4.5.5	Knowledge of company policy related to compensation and promotion			
326	4.5.6	Knowledge of company policies related to aiding or participating in illegal or inappropriate behavior			
327	4.5.7	Knowledge of privacy laws and company standards for obtaining, using, and protecting information obtained from a customer or another employee			

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Order	Code	Competencies (from model)	Not Important	Preferred	Essential
328	4	<b>Tier 4: Industry-Wide Technical Competencies: Retail Manager</b>			
329	4.1	<b>Sales: The initiative and business knowledge to increase sales and revenue.</b>			
330		<b>Critical Work Functions:</b>			
331	4.1.1	Communicates daily, weekly, monthly, seasonal, and annual sales and profit goals			
332	4.1.2	Schedules required staff to support daily sales and major sales events			
333	4.1.3	Informs staff about promotions and rewards programs			
334	4.1.4	Establishes selling and service goals			
335	4.1.5	Models selling and service behaviors			
336		<b>Technical Content Areas:</b>			
337	4.1.6	Knowledge of principles and methods for showing, promoting, and selling products or services			
338	4.1.7	Knowledge of product or service			
339	4.1.8	Use business acumen techniques for revenue generation and expense control to optimize profit			
340	4.1.9	Knowledge of complementary promotional products and services			
341	4.1.10	Product or service demonstration			
342	4.2	<b>Customer Service: Initiative to build a customer base and customer loyalty.</b>			
343		<b>Critical Work Functions:</b>			
344	4.2.1	Supports a store culture that promotes and builds customer satisfaction and loyalty			
345	4.2.2	Executes service expectations			
346	4.2.3	Reinforces priorities through regular meetings			
347	4.2.4	Interacts with customers and associates			
348	4.2.5	Resolves customer complaints			
349		<b>Technical Content Areas:</b>			
350	4.2.6	Knowledge of company policies and procedures			
351	4.2.7	Handling questions, problems, complaints			
352	4.2.8	Ensure customer satisfaction and commitment to product or service by understanding customer expectations and creating processes and teams that enhance customer loyalty			
353	4.3	<b>Merchandising and Retailing: Knowledge of company's and competing product lines and the methods to display them.</b>			
354		<b>Critical Work Functions:</b>			
355	4.3.1	Understands and executes merchandise receiving, staging and presentation processes according to standards			
356	4.3.2	Organizes staff, equipment, and staging area for receiving process			
357	4.3.3	Monitors staff to insure efficiency of receiving process, quality control and execution of safety procedures			
358	4.3.4	Oversees merchandise processing, price changes, transfers, return to vendor (RTVs) and damages			
359	4.3.5	Understands stock performance data			
360	4.3.6	Sets and directs the execution of visual merchandise presentations according to selling floor standards			
361	4.3.7	Ensures floor is set according to plan-o-gram standards			
362	4.3.8	Directs and executes floor recovery			
363	4.3.9	Understands pricing laws and ensures compliance			
364	4.3.10	Manages sales set up and ensures timeliness and accuracy with proper signing and pricing			

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### Employer Competency Needs Analysis Worksheet

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Order	Code	Competencies (from model)	Not Important	Preferred	Essential
365	4.3.11	Identifies and communicates merchandise issues and selling opportunities			
366	4.3.12	Executes seamless transition between seasonal merchandise setups			
367		<b>Technical Content Areas:</b>			
368	4.3.13	Knowledge of retailing and merchandising principles and terms			
369	4.3.14	Product, presentation, people – the 3 P's of retailing			
370	4.3.15	Retail landscape			
371	4.3.16	The Merchandise Plan			
372	4.3.17	The Merchandise Floor			
373	4.3.18	Employ innovation and differentiation			
374	4.4	<b>Operations: Knowledge of the functions that support sales and service.</b>			
375		<b>Critical Work Functions:</b>			
376	4.4.1	Maintain the store's physical conditions and appearance			
377	4.4.2	Ensures that the store is a comfortable and safe shopping experience			
378	4.4.3	Executes safety and security procedures to prevent accidents and respond to emergency situations			
379	4.4.4	Executes shortage programs and merchandise protection standards			
380	4.4.5	Ensures compliance with all laws, regulations, guidelines, policies and procedures			
381	4.4.6	Conducts daily, monthly, seasonal physical inventory and reconciliation.			
382	4.4.7	Develop and execute merchandise and sales plans			
383	4.4.8	Interpret profit/loss statements			
384	4.4.9	Maintain selling and non-selling expense budgets			
385		<b>Technical Content Areas:</b>			
386	4.4.10	<b>Workplace Safety and Security</b>			
387	4.4.10.1	Knowledge of relevant federal and state health and safety regulations (e.g. pertinent OSHA regulations)			
388	4.4.10.2	Safety standards			
389	4.4.10.3	Loss prevention			
390	4.4.10.4	Operation and asset protection – protecting people, product, and profit			
391	4.4.11	<b>Inventory Control and Loss Prevention</b>			
392	4.4.11.1	Purchasing systems			
393	4.4.11.2	Inventory control			
394	4.4.11.3	Quality and continuous improvement systems			
395	4.4.11.4	Process improvement			
396	4.4.11.5	Optimization of operations			
397	4.4.12	<b>Financial Reporting</b>			
398	4.4.12.1	Financial aspects of business operations, accounting, and budgeting			
399	4.4.12.2	Sales against goals; track sales versus established standards			
400	4.4.12.3	Reporting tools (daily, weekly, monthly reports): purpose and use			
401	4.4.12.4	Analysis of report data			
402	4.4.12.5	Continuous improvement practice			

## Retail Industry Competency Model

### Employer Competency Needs Analysis Worksheet

Use this worksheet to rate the importance of worker competencies in your workplace.

Order	Code	Competencies (from model)	Not Important	Preferred	Essential
403	4.5	<b>Human Resources: The practices and policies relating to employee interaction, recruitment, selection, management, and dismissal.</b>			
404		<b>Critical Work Functions:</b>			
405	4.5.1	Sources and interviews applicants for selling and support positions			
406	4.5.2	Selects and hires associates who best match the job requirements			
407	4.5.3	Orients, trains, and coaches associates to perform job requirements			
408	4.5.4	Sets up and uses hourly compensation process			
409	4.5.5	Observes and measures individual and team performance			
410	4.5.6	Regularly evaluates associates' performance, provides positive feedback, and addresses poor performance			
411	4.5.7	Inspires the team through effective communication			
412	4.5.8	Recognizes and rewards individual and team accomplishments and celebrates success			
413		<b>Technical Content Areas:</b>			
414	4.5.9	Recruitment and selection practices			
415	4.5.10	Orientation and training methods			
416	4.5.11	Technical and service training			
417	4.5.12	Maximizing performance, coaching, motivating			
418	4.5.13	Goal setting and performance appraisal			
419	4.5.14	Managing communications			
420	4.5.15	Legal knowledge in support of Federal EEO laws and regulations and relevant state and local employment laws and policies			

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