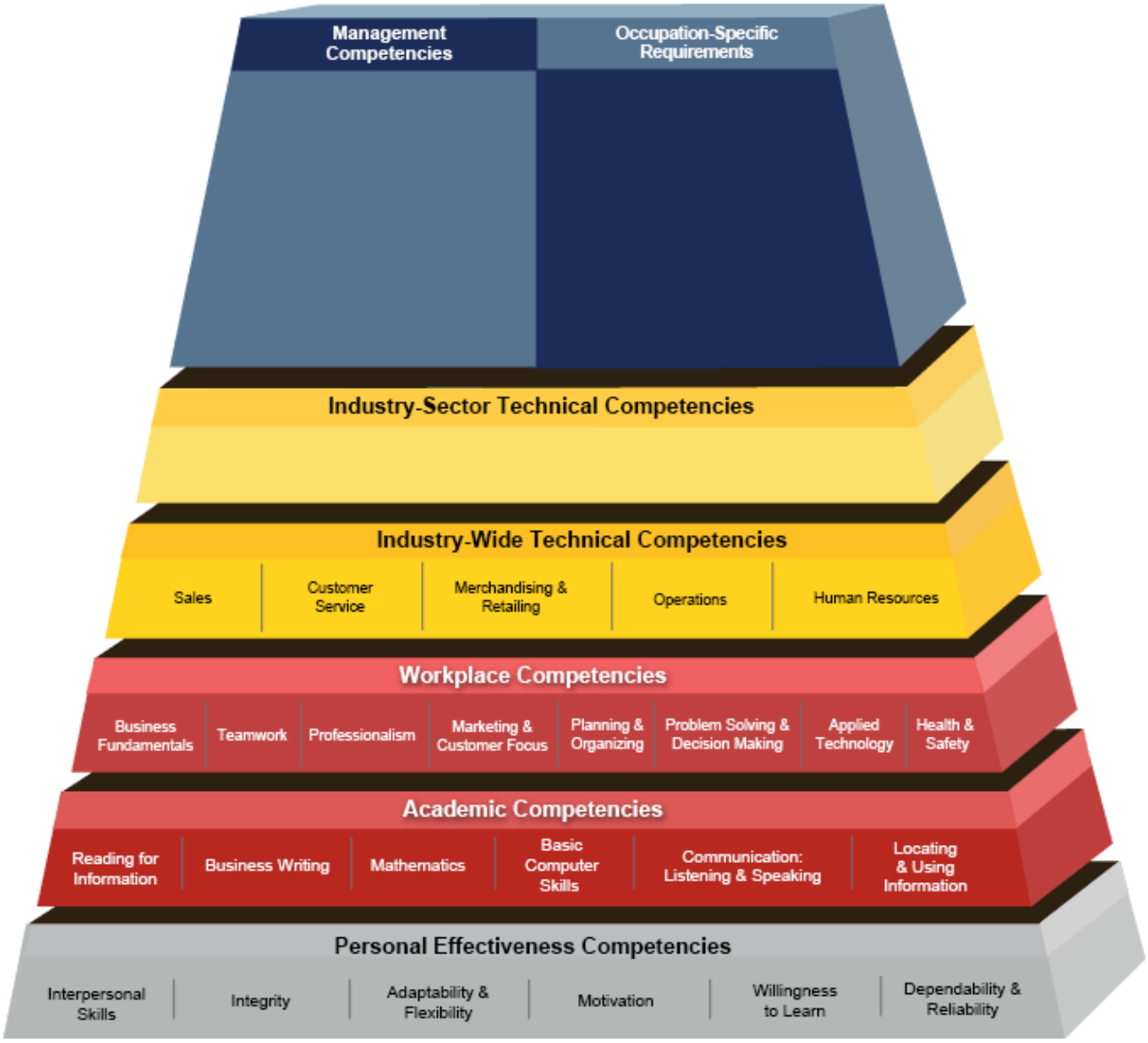
COMPETENCY MODEL CLEARINGHOUSE

Retail Industry Competency Model



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About the Model

The Retail Industry Competency Model is depicted in a graphic consisting of up to nine tiers. The arrangement of the tiers in a pyramidal shape is not meant to be hierarchical, or to imply that competencies at the top are at a higher level of skill. The model's shape represents the increasing specialization and specificity in the application of skills as you move up the tiers. Tiers 1-4 of the Retail Industry Competency Model have been developed and are divided into blocks. The blocks represent competency areas, that is, the applied skills, knowledge, abilities essential to successful performance in the retail industry. A table of the competency definitions and associated key behaviors follows the graphic.

Tiers 1 through 3 contain Foundation Competencies, which form the foundation needed to be ready to enter the workplace.

- **Tier 1 –Personal Effectiveness Competencies** are shown as the base of the pyramid because these competencies are essential for all life roles. Often referred to as "soft skills," personal effectiveness competencies are generally learned in the home or community and reinforced and honed at school and in the workplace. They represent personal attributes that may present some challenges to teach or assess.

Competency – A cluster of related knowledge, skills, and abilities that affects a major part of one's job (a role or responsibility), that correlates with performance on the job, that can be measured against well-accepted standards, and that can be improved via training and development.

- **Tier 2 – Academic Competencies** are critical competencies primarily learned in a school setting. They include cognitive functions and thinking styles. Academic competencies are likely to apply to all industries and occupations.
- **Tier 3 – Workplace Competencies** represent motives and traits, as well as interpersonal and self-management styles. They generally are applicable to a large number of occupations and industries.

Tiers 4 and 5 contain Industry Competencies, which are specific to an *industry or industry sector.* Cross-cutting industry-wide technical competencies make it possible to create career lattices within an industry wherein a worker can move easily across industry sub-sectors. Rather than narrowly following a single occupational career ladder, this model supports the development of an agile workforce.

- **Tier 4 – Industry-Wide Technical Competencies** represent the knowledge and skills that are common across sectors within a broader industry. These technical competencies build on, but are more specific than, competencies represented on lower tiers.
- **Tier 5 – Industry-Sector Technical Competencies** represent a sub-set of industry technical competencies that are specific to an industry sector.

Tiers 6 through 9 represent the specialization that occurs within specific *occupations* within an industry. Information on occupational competencies is available through O*NET OnLine (https://www.onetonline.org/).

Tier 1: Personal Effectiveness Competencies

1.1 Interpersonal Skills: Displaying skills to work with people.
1.1.1 Use good manners **1.1.2 Develop constructive and cooperative working relationships and maintain them over time** **1.1.3 Negotiate with others to resolve conflicts and settle disputes**
1.2 Integrity: Displaying accepted social and work behaviors.
1.2.1 Exhibit ethical behavior **1.2.2 Act fairly – treat others with honesty, fairness, and respect** **1.2.3 Adhere to company policy and regulations to foster trust** **1.2.4 Practice honesty with regard to company time and property** **1.2.5 Take responsibility to accomplish work goals with accepted timeframes**
1.3 Adaptability and Flexibility: Being open to change (positive or negative) and to considerable variety in the workplace.
1.3.1 Entertain new ideas 1.3.1.1 Be open to considering new ways of doing things. 1.3.1.2 Actively seek out and carefully considers the merits of new approaches to work. 1.3.1.3 Willingly embrace new approaches when appropriate and discard approaches that are no longer working. **1.3.2 Deal with ambiguity** 1.3.2.1 Take effective action when necessary without having to have all the necessary facts in hand. 1.3.2.2 Change gears in response to unpredictable or unexpected events. 1.3.2.3 Effectively change plans, goals, actions, or priorities to deal with changing situations.
1.4 Motivation: Demonstrating a willingness to work.
1.4.1 Establish personally challenging achievement goals **1.4.2 Employ personal skills to succeed** **1.4.3 Take initiative to increase the variety and scope of the job assigned** **1.4.4 Take personal responsibility for achieving organizational objectives** **1.4.5 Take initiative to build a customer base**
1.5 Willingness to Learn: Understanding the importance of learning new information for both current and future problem-solving and decision-making.
1.5.1 Employ skills to promote self-development; seek feedback; modify behavior for improvement **1.5.2 Keep up-to-date technically; applying new knowledge on the job** **1.5.3 Develop personal and professional goals; participate in training**

1.6 Dependability and Reliability: Displaying responsible behaviors at work.
1.6.1 Maintain attendance **1.6.2 Demonstrate promptness** **1.6.3 Be responsible in fulfilling work duties** **1.6.4 Comply with store policies**

Tier 2: Academic Competencies

2.1 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.

2.1.1 Employ general reading skills to obtain information

2.1.2 Understand written sentences in work related materials

2.2 Business Writing: Using standard business English to: write messages to co-workers and customers; reports to managers and associates; and letters to customers.

2.2.1 Organization and development

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.

2.2.1.2 Ideas are well developed with supporting information and examples.

2.2.2 Grammar and Language mechanics

2.2.2.1 Use standard syntax and sentence structure.

2.2.2.2 Use correct spelling, punctuation, and capitalization; uses appropriate grammar (e.g., correct tense, subject-verb agreement, no missing words).

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).

2.3 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.

2.3.1 Computation

2.3.1.1 Add, subtract, multiply, and divide with whole numbers, fractions, decimals, and percents.

2.3.1.2 Calculate averages, ratios, proportions, and rates; convert decimals to fractions.

2.3.1.3 Convert fractions to percents.

2.3.2 Application

2.3.2.1 Perform basic math computations accurately.

2.3.2.2 Translate practical problems into useful mathematical expressions.

2.3.2.3 Use appropriate mathematical formulas and techniques.

2.3.2.4 Calculate staff time needed to cover a shift, figuring in breaks and hours worked per week.

2.3.2.5 Calculate time to complete the timesheet.

2.4 Basic Computer Skills: Using information technology and related applications, including adaptive devices and software, to convey and retrieve information.

2.4.1 Digital literacy

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).

2.4.1.2 Use basic computer software, hardware, communication devices, and assistive technologies to perform tasks.

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.

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.

2.4.1.5 Perform basic maintenance and troubleshooting, such as updating or installing new software and creating/changing password or log-in credentials.

2.4.2 Using software

2.4.2.1 Use word processing software to compose, organize, edit, and print documents and other business communications.

2.4.2.2 Use spreadsheet software to create spreadsheets, enter, manipulate, edit, and format text and numerical data.

2.4.2.3 Use presentation software to create, manipulate, edit, and present digital representations of information to an audience.

2.4.2.4 Use database software to manage data.

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.

2.4.2.6 Use calendar and scheduling software to schedule appointments, meetings, and tasks for oneself and others.

2.4.2.7 Use image editing software to open, manipulate, edit, and combine images.

2.4.2.8 Use video editing software to open, manipulate, edit, and export video files in common video formats.

2.4.2.9 Use online data storage and sharing services (i.e., the cloud) to securely store, retrieve, and share files.

2.4.2.10 Use collaborative/groupware software to communicate and share information with others.

2.4.2.11 Use video conferencing software to initiate or join and participate in online calls and virtual meetings.

2.4.2.12 Use appropriate prompting techniques with allowable generative AI interfaces to perform work-related tasks.

2.4.2.13 Use payroll and timekeeping software to clock in and out, report hours worked, and schedule leave.

2.4.2.14 Create and maintain a well-organized digital file storage system.

2.4.3 Communicating and interacting

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.

2.4.3.2 Select and use appropriate methods and formats for personal and professional communication.

2.4.3.3 Use appropriate tone and language when communicating with others electronically and through social media.

2.4.3.4 Cultivate, manage, and protect one's online identity and reputation when communicating with others electronically and online.

2.4.3.5 Collaborate with technical support or help desk staff to troubleshoot and resolve computer problems and other technical issues when appropriate.

2.4.3.6 Follow best practices for safe online communication, including when sending or receiving sensitive or private information.

2.4.4 Using the Internet and social media

2.4.4.1 Use the Internet to search for online information and interact with websites.

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).

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.

2.4.4.4 Use social media for professional communication with coworkers and the public.

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.

2.4.4.6 Evaluate the trustworthiness and reliability of online information sources, including websites, videos, and social media content.

2.4.5 Cybersecurity and privacy

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).

2.4.5.2 Know and follow the organization's policies for responding to confirmed or suspected security breaches.

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.

2.4.5.4 Defend against potential abuses of one's own private information and private information to which one has access.

2.4.5.5 Recognize and respond appropriately to suspicious or inappropriate activities or communications, such as emails with unrecognized hyperlinks or bullying behavior.

2.4.5.6 Keep security software, web browser, and operating system up to date to protect against online threats.

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).

2.4.5.8 Refrain from using personal or sensitive information acquired online in ways that harm or threaten others.

2.4.6 Digital resilience

2.4.6.1 Demonstrate resilience in adapting to changing digital technology.

2.4.6.2 Problem solve and navigate digital transformations.

2.4.6.3 Apply digital skills across multiple device types.

2.4.7 Computational literacy

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.

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.

2.4.7.3 Identify, organize, manage, and share data and information to be accessed and used later by oneself or others.

2.4.7.4 Evaluate the credibility and reliability of data and information sources, including identifying intentionally false or misleading information.

2.4.7.5 Evaluate and analyze data and information critically.

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.

2.4.7.7 Recognize text, visual, and video content that may have been altered from its original version.

2.4.7.8 Assess the provenance of content provided by third parties that may have been generated or modified by artificial intelligence tools.

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.

2.4.8 Using and creating digital content

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.

2.4.8.2 Produce representations and summaries of data and information in written, visual, and multimedia formats.

2.4.8.3 Produce well-formatted, visually appealing documents using word processing and desktop publishing software.

2.4.8.4 Prepare live or recorded multimedia presentations using presentation and multimedia software.

2.4.8.5 Create social media posts and other web-based communication products using social and multimedia platforms and tools.

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.

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.

2.4.8.8 Tailor digital products and communications to the intended audience.

2.4.8.9 Incorporate the principles of Universal Design for Learning to optimize teaching and learning for all people through content design.

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.

2.4.8.11 Use appropriate prompting techniques to generate needed content from generative AI interfaces.

2.4.8.12 Use appropriate prompting techniques to generate or debug software code using generative AI interfaces.

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.

2.4.9 Using technology and tools to develop solutions and explore perspectives

2.4.9.1 Use digital tools in innovative ways to discover patterns, trends, and anomalies in datasets.

2.4.9.2 Leverage digital tools to improve efficiency, accuracy, and transparency in all aspects of one's work.

2.4.9.3 Identify and describe problems and tasks in ways that are suited to using digital tools.

2.4.9.4 Use visual and multimedia tools to analyze and communicate complex information.

2.4.9.5 Break complex information and tasks down into simplified, generalized components that can be applied to other problems.

2.4.9.6 Develop repeatable, step-by-step approaches to performing complex tasks.

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.

2.5 Communication: Listening and Speaking so others can understand. Communicate in spoken English well enough to be understood by supervisors, co-workers, and customers.

2.5.1 Listening and Speaking

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.

2.5.1.2 Speak clearly.

2.5.1.3 Use correct grammar.

2.5.1.4 Effectively use eye-contact and non-verbal expression.

2.5.1.5 Present ideas in a persuasive manner.

2.5.1.6 Communicate with customers to enhance company image.

2.5.1.7 Communicate with customers whose primary language is not English.

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.

2.6 Locating and Using Information: Knowing how to find information and identifying essential information (information gathering).

2.6.1 Looking up and Understanding

2.5.1.1 Floor Diagrams and Displays.

2.5.1.2 Charts and tables for different products.

2.5.1.3 Tracking procedures for merchandise.

2.5.1.4 Inventory forms.

2.5.1.5	Special order forms.
2.5.1.6	Tracking procedures for sales performance.

Tier 3: Workplace Competencies

3.1 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.

3.1.1 Economic, Business, and Financial Principles

- 3.1.1.1 Understand fundamental economic concepts.
- 3.1.1.2 Understand the environments in which businesses function.
- 3.1.1.3 Identify economic trends and indicators to measure economic conditions.
- 3.1.1.4 Knowledge of the industry at large.
- 3.1.1.5 Knowledge of suppliers' practice, dependability, and flexibility.
- 3.1.1.6 Knowledge of sources of information about new and/or competitors' products and services.

3.1.2 Business Acumen

- 3.1.2.1 Understand and have an appreciation of what it takes for a business to be profitable.
- 3.1.2.2 Understand how one's performance can impact the success of the organization.
- 3.1.2.3 Consider the relative costs and benefits of potential actions to choose the most appropriate one.

3.1.3 Business Ethics

- 3.1.3.1 Act in the best interests of the company, co-workers, community, and the environment.
- 3.1.3.2 Comply with the spirit of applicable laws as well as the letter.
- 3.1.3.3 Proper use of company property, minimizing loss and waste.
- 3.1.3.4 Maintain privacy and confidentiality of company information, as well as that of customers and co-workers.

3.1.4 Marketing

- 3.1.4.1 Demonstrate an understanding of market trends, company's position in the market place, defined market segments.
- 3.1.4.2 Understand position of product/service in relation to market demand.
- 3.1.4.3 Uphold the company and product brand through building and maintaining customer relations.

3.2 Teamwork: Apply interpersonal skills to meet customer needs and expectations, arrange schedules, and complete work assignments.

3.2.1 Work with Others

- 3.2.1.1 Work as part of a team to achieve company goals.
- 3.2.1.2 Develop and maintain good working relationships with supervisors and co-workers.
- 3.2.1.3 Recognize behaviors and/or actions that best support co-workers and work performance.
- 3.2.1.4 Work the assigned schedule.
- 3.2.1.5 Communicate with incoming staff to facilitate shift transition.

3.2.1.6 Create competitive advantage. 3.2.1.7 Assist with training new employees. **3.2.2 Influence and Negotiate** 3.2.2.1 Observe and coach others for improved performance. 3.2.2.2 Lead, Influence, motivate, and persuade others to achieve company goals. 3.2.2.3 Employ leadership skills to facilitate work flow.
3.3 Professionalism: Maintaining a professional presentation and ethical standards.
3.3.1 Personal Presentation 3.3.1.1 Maintain good personal appearance; dress appropriately; maintain good personal hygiene. 3.3.1.2 Exhibit good work habits. 3.3.1.3 Demonstrate self-control; Maintain composure and keep emotions in control. 3.3.1.4 Avoid aggressive behavior. 3.3.1.5 Maintain a positive attitude. **3.3.2 Work with people from diverse backgrounds** 3.3.2.1 Be flexible and open-minded when dealing with a wide range of people. 3.3.2.2 Listen to and consider others' viewpoints. 3.3.2.3 Alter opinion when it is appropriate to do so. 3.3.2.4 Work well and develop effective relationships with highly diverse personalities.
3.4 Marketing and Customer Focus: Actively looking for ways to identify market demands and meet the customer or client need.
3.4.1 Know the customer 3.4.1.1 Understand internal and external customers. 3.4.1.2 Demonstrate a desire to understand customer needs. 3.4.1.3 Understand customer needs. 3.4.1.4 Ask questions as appropriate. 3.4.1.5 Address customer comments, questions, concerns, and objections with direct accurate and timely responses. 3.4.1.6 Evaluate customer satisfaction.
3.5 Planning and Organizing: Plan and prioritize work to manage time effectively and accomplish assigned tasks.
3.5.1 Plan 3.5.1.1 Approach work in a methodical manner. 3.5.1.2 Plan and schedule tasks so that work is completed on time. 3.5.1.3 Keep track of details to ensure work is performed accurately and completely. **3.5.2 Prioritize** 3.5.2.1 Prioritize various competing tasks. 3.5.2.2 Perform tasks quickly and efficiently according to their urgency.

3.5.2.3 Find new ways of organizing work area or planning work to accomplish work more efficiently. **3.5.3 Multi-tasking** 3.5.3.1 Demonstrate the ability to perform more than one activity at a time.
3.6 Problem Solving and Decision Making: Apply problem-solving and critical-thinking skills to help grow the business and/or to resolve workplace conflict.
3.6.1 Identify the problem 3.6.1.1 Recognize the existence of a problem. 3.6.1.2 Define the problem. 3.6.1.3 Identify potential causes of the problem. **3.6.2 Analyze the problem** 3.6.2.1 Exercise good judgment. 3.6.2.2 Choose an effective solution without assistance when appropriate. 3.6.2.3 Recall previously learned information that is relevant to the problem. 3.6.2.4 Generate a number of different approaches to problems. 3.6.2.5 Evaluate the relative merits of the various solutions. **3.6.3 Choose and implement a solution** 3.6.3.1 Decisively choose the best solution after contemplating available approaches to the problem. 3.6.3.2 Make difficult decisions even in highly ambiguous or ill-defined situations. 3.6.3.3 Develop a realistic approach for implementing the chosen solution. 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. 3.6.3.5 Communicate the problem to appropriate personnel.
3.7 Applied Technology: Developed capacities to operate and troubleshoot electric and electronic equipment, mechanical and electrical products.
3.7.1 Use electric and electronic equipment such as cash registers, printers, and lighting **3.7.2 Use a telephone or other device to convey and receive information** **3.7.3 Operate mechanical and electrical products and displays** **3.7.4 Use appropriate methods and instructions to insure equipment is used safely and without damage to the equipment**
3.8 Health and Safety: Supporting a safe and healthy workplace.
3.8.1 Maintaining a healthy and safe environment 3.8.1.1 Take actions to ensure the safety of self and others, in accordance with established personal and jobsite safety practices. 3.8.1.2 Anticipate and prevent work-related injuries and illnesses. 3.8.1.3 Comply with federal, state, and local regulations, and company health and safety policies. 3.8.1.4 Recognize common hazards and unsafe conditions that occur at work, their risks, and appropriate controls to address them.

3.8.1.5	Follow organizational procedures and protocols for workplace emergencies, including safe evacuation and emergency response.
3.8.1.6	Maintain a sanitary and clutter-free work environment.
3.8.1.7	Administer first aid or CPR, if trained, and summon assistance as needed.
3.8.1.8	Properly handle and dispose of hazardous materials.
3.8.2	**Safeguarding one's person**
3.8.2.1	Engage in safety training.
3.8.2.2	Use equipment and tools safely.
3.8.2.3	Use appropriate personal protective equipment.
3.8.2.4	Recognize how workplace risks can affect one's life and one's family.
3.8.2.5	Understand the legal rights of workers regarding workplace safety and protection from hazards.
3.8.2.6	Report injuries, incidents, and workplace hazards to a supervisor as soon as safely possible.
3.8.2.7	Contribute to discussions of safety concerns in the workplace, making suggestions as appropriate.

Tier 4: Industry-Wide Technical Competencies: Retail Associate

4.1 Sales: Initiative to build and close sales.
Critical Work Functions: **4.1.1 Learn about products and services** **4.1.2 Assess customer needs** **4.1.3 Build the sale** **4.1.4 Gain customer commitment and closes the sale** **Technical Content Areas:** **4.1.5 Knowledge of company policies and procedures** **4.1.6 Knowledge of principles and methods for showing, promoting, and selling products or services** **4.1.7 Product or service policy awareness and use** **4.1.8 Knowledge of complementary promotional products and services** **4.1.9 Demonstrate product or service demonstration techniques** 4.1.10 **Demonstrate sales procedures and techniques**
4.2 Customer Service: Initiative to build a customer base and customer loyalty.
Critical Work Functions: **4.2.1 Initiate customer contact** **4.2.2 Educate the customer** **4.2.3 Build customer relations** **4.2.4 Meet customer needs and provide ongoing support** **Technical Content Areas:** **4.2.5 Knowledge of company policies and procedures** **4.2.6 Handling questions, problems, complaints** 4.2.7 **Ensure customer satisfaction and commitment to product or service**
4.3 Merchandising and Retailing: Knowledge of company's and competing product lines and the methods to display them.
Critical Work Functions: **4.3.1 Maintain appearance of department/store** **4.3.2 Maintain stock, selling and customer service area** **4.3.3 Build and dismantle product presentations and display** **Technical Content Areas:** **4.3.4 Knowledge of store or department display and promotion practices** **4.3.5 Knowledge of stock room organization, re-stock, and overstock practices** 4.3.6 **Knowledge of store cleanliness policies and procedures**
4.4 Operations: Knowledge of the functions that support sales and service.
Critical Work Functions: **4.4.1 Follow safety and security procedures**

4.4.2 Identify and prevent loss

4.4.3 Track inventory

4.4.4 Follow procedures to record and track sales

Technical Content Areas:

4.4.5 Workplace Safety and Security

4.4.5.1 Knowledge of relevant federal and state health and safety regulations (e.g. pertinent OSHA regulations).

4.4.5.2 Knowledge of company health, safety and security standards for both customers and employees.

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.

4.4.6 Inventory Control and Loss Prevention

4.4.6.1 Knowledge of supply chain activities (receiving, distribution, inventory tracking).

4.4.6.2 Inventory maintenance and control (monitor, take, transfer stock).

4.4.6.3 Back room procedures.

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.

4.4.7 Financial Reporting

4.4.7.1 Cash register operation.

4.4.7.2 Financial aspects of day-to-day business operations.

4.4.7.3 Sales against goals - track sales versus established standards.

4.4.7.4 Use of reporting tools (daily, weekly, monthly reports).

4.5 Human Resources: The practices and policies relating to employee interaction, recruitment, selection, management, and dismissal.

Critical Work Functions:

4.5.1 Adhere to company policies regarding time, attendance, and personal conduct

4.5.2 Participate in training activities

4.5.3 Coach, instruct, and mentor other employees

Technical Content Areas:

4.5.4 Knowledge of company policy related to time and attendance

4.5.5 Knowledge of company policy related to compensation and promotion

4.5.6 Knowledge of company policies related to aiding or participating in illegal or inappropriate behavior

4.5.7 Knowledge of privacy laws and company standards for obtaining, using, and protecting information obtained from a customer or another employee

Tier 4: Industry-Wide Technical Competencies: Retail Manager

4.1 Sales: The initiative and business knowledge to increase sales and revenue.
Critical Work Functions: **4.1.1 Communicates daily, weekly, monthly, seasonal, and annual sales and profit goals** **4.1.2 Schedules required staff to support daily sales and major sales events** **4.1.3 Informs staff about promotions and rewards programs** **4.1.4 Establishes selling and service goals** **4.1.5 Models selling and service behaviors** **Technical Content Areas:** **4.1.6 Knowledge of principles and methods for showing, promoting, and selling products or services** **4.1.7 Knowledge of product or service** **4.1.8 Use business acumen techniques for revenue generation and expense control to optimize profit** **4.1.9 Knowledge of complementary promotional products and services** 4.1.10 **Product or service demonstration**
4.2 Customer Service: Initiative to build a customer base and customer loyalty.
Critical Work Functions: **4.2.1 Supports a store culture that promotes and builds customer satisfaction and loyalty** **4.2.2 Executes service expectations** **4.2.3 Reinforces priorities through regular meetings** **4.2.4 Interacts with customers and associates** **4.2.5 Resolves customer complaints** **Technical Content Areas:** **4.2.6 Knowledge of company policies and procedures** **4.2.7 Handling questions, problems, complaints** 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**
4.3 Merchandising and Retailing: Knowledge of company's and competing product lines and the methods to display them.
Critical Work Functions: **4.3.1 Understands and executes merchandise receiving, staging and presentation processes according to standards** **4.3.2 Organizes staff, equipment, and staging area for receiving process** **4.3.3 Monitors staff to insure efficiency of receiving process, quality control and execution of safety procedures** **4.3.4 Oversees merchandise processing, price changes, transfers, return to vendor (RTVs) and damages** **4.3.5 Understands stock performance data**

4.3.6 Sets and directs the execution of visual merchandise presentations according to selling floor standards

4.3.7 Ensures floor is set according to plan-o-gram standards

4.3.8 Directs and executes floor recovery

4.3.9 Understands pricing laws and ensures compliance

4.3.10 Manages sales set up and ensures timeliness and accuracy with proper signing and pricing

4.3.11 Identifies and communicates merchandise issues and selling opportunities

4.3.12 Executes seamless transition between seasonal merchandise setups

Technical Content Areas:

4.3.13 Knowledge of retailing and merchandising principles and terms

4.3.14 Product, presentation, people – the 3 P's of retailing

4.3.15 Retail landscape

4.3.16 The Merchandise Plan

4.3.17 The Merchandise Floor

4.3.18 **Employ innovation and differentiation**

4.4 Operations: Knowledge of the functions that support sales and service.

Critical Work Functions:

4.4.1 Maintain the store's physical conditions and appearance

4.4.2 Ensures that the store is a comfortable and safe shopping experience

4.4.3 Executes safety and security procedures to prevent accidents and respond to emergency situations

4.4.4 Executes shortage programs and merchandise protection standards

4.4.5 Ensures compliance with all laws, regulations, guidelines, policies and procedures

4.4.6 Conducts daily, monthly, seasonal physical inventory and reconciliation.

4.4.7 Develop and execute merchandise and sales plans

4.4.8 Interpret profit/loss statements

4.4.9 Maintain selling and non-selling expense budgets

Technical Content Areas:

4.4.10 Workplace Safety and Security

4.4.10.1 Knowledge of relevant federal and state health and safety regulations (e.g. pertinent OSHA regulations).

4.4.10.2 Safety standards.

4.4.10.3 Loss prevention.

4.4.10.4 Operation and asset protection – protecting people, product, and profit.

4.4.11 Inventory Control and Loss Prevention

4.4.11.1 Purchasing systems.

4.4.11.2 Inventory control.

4.4.11.3 Quality and continuous improvement systems.

4.4.11.4 Process improvement.

4.4.11.5 Optimization of operations.

4.4.12 Financial Reporting

4.4.12.1 Financial aspects of business operations, accounting, and budgeting.

4.4.12.2 Sales against goals; track sales versus established standards.

4.4.12.3 Reporting tools (daily, weekly, monthly reports): purpose and use.

4.4.12.4 Analysis of report data.

4.4.12.5 Continuous improvement practice.

4.5 Human Resources: The practices and policies relating to employee interaction, recruitment, selection, management, and dismissal.

Critical Work Functions:

4.5.1 Sources and interviews applicants for selling and support positions

4.5.2 Selects and hires associates who best match the job requirements

4.5.3 Orients, trains, and coaches associates to perform job requirements

4.5.4 Sets up and uses hourly compensation process

4.5.5 Observes and measures individual and team performance

4.5.6 Regularly evaluates associates' performance, provides positive feedback, and addresses poor performance

4.5.7 Inspires the team through effective communication

4.5.8 Recognizes and rewards individual and team accomplishments and celebrates success

Technical Content Areas:

4.5.9 Recruitment and selection practices

4.5.10 Orientation and training methods

4.5.11 Technical and service training

4.5.12 Maximizing performance, coaching, motivating

4.5.13 Goal setting and performance appraisal

4.5.14 Managing communications

4.5.15 Legal knowledge in support of Federal EEO laws and regulations and relevant state and local employment laws and policies