



Australian Government

Department of Education, Employment and Workplace Relations

SIRXSRM809 Manage retail operations in a region or area

Release: 1

SIRXSRM809 Manage retail operations in a region or area

Modification History

The version details of this endorsed unit are in the table below. The latest information is at the top.

Release	Comments
First Release	New unit

Unit Descriptor

This unit describes the performance outcomes, skills and knowledge required to manage, develop and report the performance of stores in a region or area.

The unit addresses the management and retailing skills and knowledge required to plan, oversee and support the operations of a number of stores within a defined area of operation.

The manager combines extensive retailing skills with the ability to deliver a strong market presence for the network while responding to the differing needs of individual stores.

The unit requires the demonstration of high-level planning and reporting skills, effective communication and motivational skills, and the ability to take decisions to ensure optimal operation of each store.

Application of the Unit

This unit of competency supports the needs of senior managers and business owners with significant responsibility for providing management of a region or area containing a number of retail outlets.

Licensing/Regulatory Information

No licensing, legislative, regulatory or certification requirements apply to this unit at the time of endorsement.

Pre-Requisites

Nil

Employability Skills Information

This unit contains employability skills.

Elements and Performance Criteria Pre-Content

Elements and Performance Criteria

Element	Performance Criteria
Elements describe the essential outcomes of a unit of competency.	Performance criteria describe the performance needed to demonstrate achievement of the element. Where bold italicised text is used, further information is detailed in the required skills and knowledge section and the range statement. Assessment of performance is to be consistent with the evidence guide.
1. Establish region's strategy and performance requirements.	1.1. Analyse the organisation's strategic and business plans to ensure regional strategies are aligned. 1.2. Audit current performance of all stores within the region to identify opportunities for increased performance. 1.3. Analyse the location, market focus and performance of competitors within the region. 1.4. Identify, prioritise and document regional retailing strategies for action. 1.5. Consult and negotiate to establish meaningful budgets and <i>performance measures</i> for each store within the regional network. 1.6. Gain authorisation for the regional strategy in line with standard organisational policies and procedures.
2. Drive performance of the region's stores.	2.1. Identify, cost and budget the resources required to support the implementation of the regional and store strategy. 2.2. Communicate the regional strategy and individual store budget and performance requirements to store managers and appropriate staff. 2.3. Establish and communicate to stores a schedule of visits to oversee and support operations. 2.4. Establish and maintain effective communication and feedback mechanisms to manage performance and inform adjustments to strategy based on changing circumstances. 2.5. Provide effective and actionable advice to store staff to ensure high quality merchandising, stock management and selling. 2.6. Provide direction, advice, resources and support to store staff engaged in rolling out promotional and marketing strategies.

3. Oversee and develop store staff.
 - 3.1. Identify the staffing and skill requirements of stores within the region.
 - 3.2. Manage staff selection for stores in line with organisational **HR policies and procedures**.
 - 3.3. Manage staff **performance appraisals** according to organisational policies and processes and using standardised instruments.
 - 3.4. Foster staff **skill development** to lift their individual and team performance.
 - 3.5. Provide **motivation** and coaching of staff on improved sales, merchandising, planning and stock management processes.
 - 3.6. Respond to problems or issues raised by store staff in a prompt, effective and courteous manner.
 - 3.7. Build a shared understanding and commitment to the regional and store strategy.
 - 3.8. Identify and manage conflict between individuals according to organisational policies and procedures.
4. Plan and implement new programs.
 - 4.1. Lead the development of **new programs and initiatives** that will drive increased sales performance and profitability.
 - 4.2. Ensure new programs and initiatives are appropriately resourced.
 - 4.3. Communicate **in-store requirements** to staff to support the new program, in line with organisational policies and procedures.
5. Report and manage performance of stores and region.
 - 5.1. Establish and manage the regular collection of data to monitor performance against established performance measures.
 - 5.2. Use performance data to identify area's performance and make adjustments as required in response to changed environmental conditions.
 - 5.3. Canvass options and solutions to address under-performance against established performance measures.
 - 5.4. Identify required strategy or structural changes in line with standard organisational policies and procedures and seek authorisation as required.

Required Skills and Knowledge

This section describes the skills and knowledge required for this unit.

Required skills

- analytical and problem-solving skills to:
 - identify rationale and need for store and regional strategy
 - select strategies that best match the organisation's requirements
- interpersonal skills to communicate with store managers and staff from diverse backgrounds
- literacy and numeracy skills to:
 - analyse financial performance of stores in a region or area
 - conduct performance reviews
 - prepare business reports
 - set budgets for a retail region or area
- planning and organising skills to:
 - implement new programs
 - manage staff development
- technology skills to use computer applications
- time-management skills to plan and prioritise work

Required knowledge

- contemporary retail concepts, models and techniques
- concepts and models of strategic and business planning
- concepts and models of leadership and management
- financial analysis techniques
- motivation techniques
- organisational mission, vision, values and goals
- organisational strategy, policy and procedures relating to management of region or area in the retail industry
- product knowledge
- project management methodologies
- sales techniques
- staff management principles
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Evidence Guide

The evidence guide provides advice on assessment and must be read in conjunction with the performance criteria, required skills and knowledge, range statement and the

Assessment Guidelines for the Training Package.

Critical aspects for assessment and evidence required to demonstrate competency in this unit

Evidence of the following is essential:

- analyses the retailing needs and challenges within a designated region or area
- coordinates and manages retailing operations across a designated region or area
- establishes and closely manages performance requirements for stores within the region or area
- demonstrates leadership, development and motivation of retail staff within the region or area
- shows problem-solving and negotiation skills to respond to and resolve performance or customer service issues
- shows retail skills and creativity to identify and implement new retailing strategies and programs
- reports and analyses store and region or area performance.

Context of and specific resources for assessment

Assessment must ensure access to:

- a retail work environment with multiple store outlets
- relevant documentation, such as:
 - regional plans and objectives
 - store performance indicators
 - store budget data
 - in-store requirements relating to new programs and initiatives
 - human resources policies and procedures relating to:
 - staff selection
 - staff skills development
 - performance appraisal.

Method of assessment

A range of assessment methods should be used to assess practical skills and knowledge. The following examples are appropriate for this unit:

- observation of performance in the workplace
- a role play
- answers to questions about specific skills and knowledge
- review of portfolios of evidence and third-party workplace reports of on-the-job performance.

Guidance information for assessment

Holistic assessment with other units relevant to the industry sector, workplace and job role is recommended.

Range Statement

The range statement relates to the unit of competency as a whole. It allows for different work environments and situations that may affect performance. Bold italicised wording, if used in the performance criteria, is detailed below. Essential operating conditions that may be present with training and assessment (depending on the work situation, needs of the individual, accessibility of the item, and local industry and regional contexts) may also be included.

Performance measures may include:

- customer satisfaction ratings
- financial analysis using techniques, including:
 - balance sheet analysis
 - break even analysis
 - cash flow analysis
 - cost-benefit analysis
 - daily sales and trend analysis
 - gross profit
 - profit and loss analysis
 - return of assets analysis
 - return on investment (ROI) analysis
 - sales per employee
 - sales per square metre of floor space
 - sales to inventory ratio
 - stock turnover rate
- mystery shopping reports
- number of business referrals
- performance in industry benchmarking studies
- staff feedback received
- volume of repeat business.

HR policies and procedures must conform to current legal requirements and may include:

- application of industrial relations legislation and regulation (e.g. Fair Work Act)
- enterprise bargaining agreements and awards
- HR administration of records and databases
- induction processes and programs
- job description and performance appraisals
- leave entitlements
- work health and safety (WHS)
- recruitment and selection
- remuneration practices
- rewards and recognition practices
- termination procedures
- workforce capacity planning.

- Performance appraisals** may include:
- 360 degree feedback
 - counselling meetings
 - formal annual, half yearly or quarterly performance appraisals Note: performance appraisals may be linked to outcome targets negotiated annually with staff members
 - informal one-to-one review discussions
 - probationary reviews.
- Skill development** may be facilitated by methods, including:
- acting at a higher level
 - buddy system
 - coaching
 - counselling
 - job rotation
 - mentoring
 - on or off-the-job training and development.
- Motivation of staff** may be understood by reference to theories, including:
- David C. McClelland's theories of achievement motivation
 - Herzberg's motivation theory
 - Maslow's hierarchy of needs
 - Theory X
 - Theory Y.
- New programs and initiatives** may include:
- addition of a new retail location
 - change of sales techniques
 - change of stock control processes
 - changes to company structures, including trends towards:
 - changed ownerships
 - merged or diversified organisations
 - multi-service organisations
 - development of major loyalty program
 - establishment of a new business
 - introduction of a major new technology to support business operations, including:
 - e-retailing
 - radio frequency identification devices (RFIDs)
 - self-service checkout
 - social networking media as a marketing and sales channel
 - new or changing levels and ranges of services and products including:
 - blurring of product categories (e.g. bookshops with cafes)
 - brand extension
 - customisation of products and services

- generationally targeted products (e.g. for the over 50s)
 - new product launch
 - promotions, including:
 - seasonal promotions (e.g. Christmas, Easter, Valentine's Day)
 - regular sales (e.g. half yearly clearance)
 - special sales (e.g. warehouse sale, overstocked sale)
 - re-orientation of retail focus, customer base and goods or services
 - repositioning within the marketplace (e.g. to a high end or discount retailer).
- In-store requirements*** may include:
- additional staff for peak requirements
 - changed opening hours
 - changed reporting processes
 - lighting
 - marketing support
 - merchandising tactics
 - physical space and facilities
 - product prices
 - product range
 - sales targets
 - visual merchandising, including conforming to brief provided to stores

Unit Sector(s)

Cross-Sector

Competency Field

Retail Management