



Recognition of Prior Learning and Assessment Kit

SIR40316 Certificate IV in Retail Management

HOW TO USE THIS RPL ASSESSOR KIT

This RPL Assessor Kit is divided into sections to allow you to easily access only those sections you require at any given time. These sections are:

SECTION A – Assessor Information

You need to read this information before conducting an assessment. It outlines the intent and processes surrounding this RPL assessment and how it differs from assessment undertaken following formal training.

SECTION B – Candidate Information and Application Forms

You give this information to the candidate. It tells them about the assessment process as well as containing simple forms for the applicant to fill out. From the information provided by the candidate on these forms, you will be able to gain a general understanding of the skills and experience the candidate may have, as well as potential referee contacts.

SECTION C – Competency Conversation

You use this section to determine and record candidate competence via a competency conversation. In other words, these questions guide your conversation with the applicant and assist in your assessment of their competence. The notes you take about this conversation are important evidence for assessment.

SECTION D – Practical Tasks and Observation Recording Sheets

You use this section to assess competencies through a practical demonstration of the candidate's skills. It contains practical tasks/scenarios on the outcomes required to determine competency and a place to record your observation. The notes you take are important evidence for assessment.

SECTION E – Resources for Practical Tasks

You use this section to access required resources for performing practical tasks and scenarios.

SECTION F – Third Party Verification

You give this section to the referees to confirm the candidate's skills and experience in this qualification/occupation. The referees may fill out the appropriate form and return to you to confirm your judgement. You may be able to complete this part of evidence gathering in person while at the workplace.

SECTION G – Assessment Tables

You use this table as a reference tool to see at a glance how units/elements of competency are assessed within the tool. All the elements and performance criteria within the competency units are cross-matched in this table with a corresponding assessment question/task/scenario. This allows you to validate the assessment process against the qualification.

SECTION A

Assessor Information

It is VITAL you read this information prior to commencing your RPL assessment. It provides generic information on assessment, as well as an overview of this streamlined RPL assessment process.

ADVICE FOR ASSESSORS

This RPL Assessors Kit streamlines the RPL assessment process for Certificate IV in Retail by taking a practical approach to RPL and increasing the use of on-site questioning and observation. This will assist in developing a “picture of the candidate’s skills and knowledge”. This picture can then be compared with industry standards enabling a determination of whether the candidate has achieved the required outcomes.

IMPORTANT ASPECTS TO REMEMBER:

A sound knowledge of assessment and the qualification is essential

It is important to have a good understanding of the competencies and qualification/s appropriate to the candidate’s goals.

Assessing a single unit of competency is rarely cost or time effective. Where possible, effort should be made to assess several units at the same time taking advantage of any commonality in content. This means looking at the whole picture of a particular job role as it happens in industry and assessing holistically. This saves valuable time in the assessment process.

Assessment involves judgement

This tool encourages the use of a “*competency conversation*” to maximise the candidate’s opportunities to demonstrate competence. This is NOT an oral exam. It is about using the two or three holistic questions provided to start a conversation with the candidate which draws out their actual individual experiences and relevant skills. In other words, it is about the assessor probing the candidate through a conversation to draw out further information on the candidate’s experience which may not be forthcoming due to nerves or confusion over technical terminology.

The tool also provides observable tasks to allow candidates to demonstrate skills.

Authentication/verification is integral to RPL assessment

It is critical information gleaned from the interview and observation be confirmed with those who can vouch for the candidate’s skill over time. Supervisors would generally perform this role. Authentication may also be done through conversation but it cannot be stressed enough that it is essential assessors **take careful notes** to back up and record their judgement.

Recording assessment is critical

Keep careful records of all aspects of conversations, skills demonstration or documentation viewed that support the claim of prior learning. Remember – the record is the document that makes sense of the assessment and why a particular judgment was made. Keeping **detailed notes** about the candidate’s response is vital, as is the **rationale** for judgement.

The assessment record is a **legal document** and must be signed, dated and stored according to requirements of the State Training Authority and the *AQTF Standards for Registered Training Organisations*.

To access further information on the Australian Qualifications Framework, you can visit:

<http://www.aqf.edu.au/>

Employability Skills

Assessment of a candidate’s employability skills should be integrated into the assessment of their technical skills and knowledge. Where possible, employability skills have been embedded within the bank of questions and practical assessment tasks in this RPL Assessor Kit. Therefore, assessors should make and document holistic judgements about a learner’s attainment of employability skills as part of the RPL assessment. For more information about the employability skills requirements for particular qualifications, refer to the training package.

To access further general information on employability skills, refer to Employability Skills at:

<http://www.deewr.gov.au/Schooling/CareersandTransitions/EmployabilitySkills/Pages/Overview.aspx>

COMPETENCIES IN THIS RPL ASSESSMENT TOOL

SIR40316 CERTIFICATE IV IN RETAIL MANAGEMENT

CORE UNITS – GROUP A

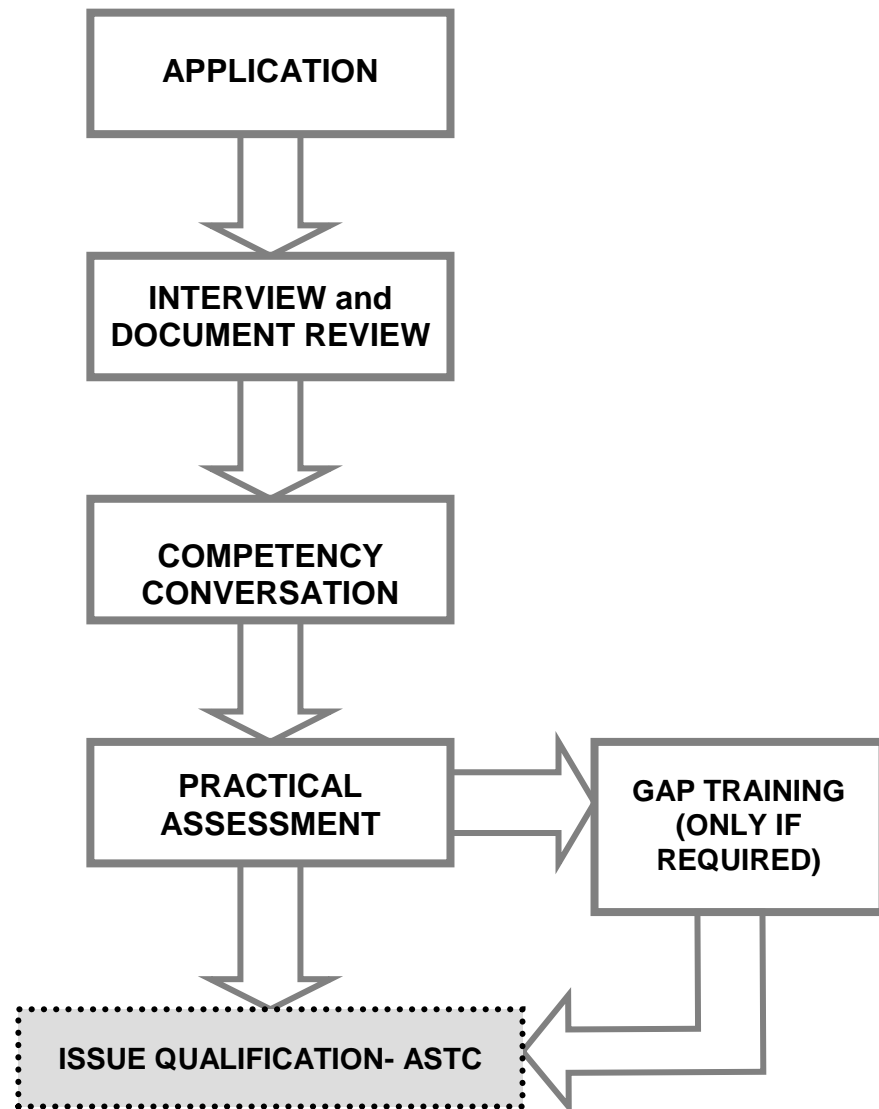
Unit Code	Unit Title	Questions	Practical
SIRRRTF002	Monitor retail store financials	✓	✓
SIRXCEG004	Create a customer centric culture	✓	✓
SIRXHRM002	Maintain employee relations	✓	✓
SIRXMGT002	Lead a frontline team	✓	✓
SIRXRSK002	Maintain store security	✓	✓
SIRXSLS003	Achieve sales results	✓	
SIRXWHS003	Maintain workplace safety	✓	✓

ELECTIVE UNITS

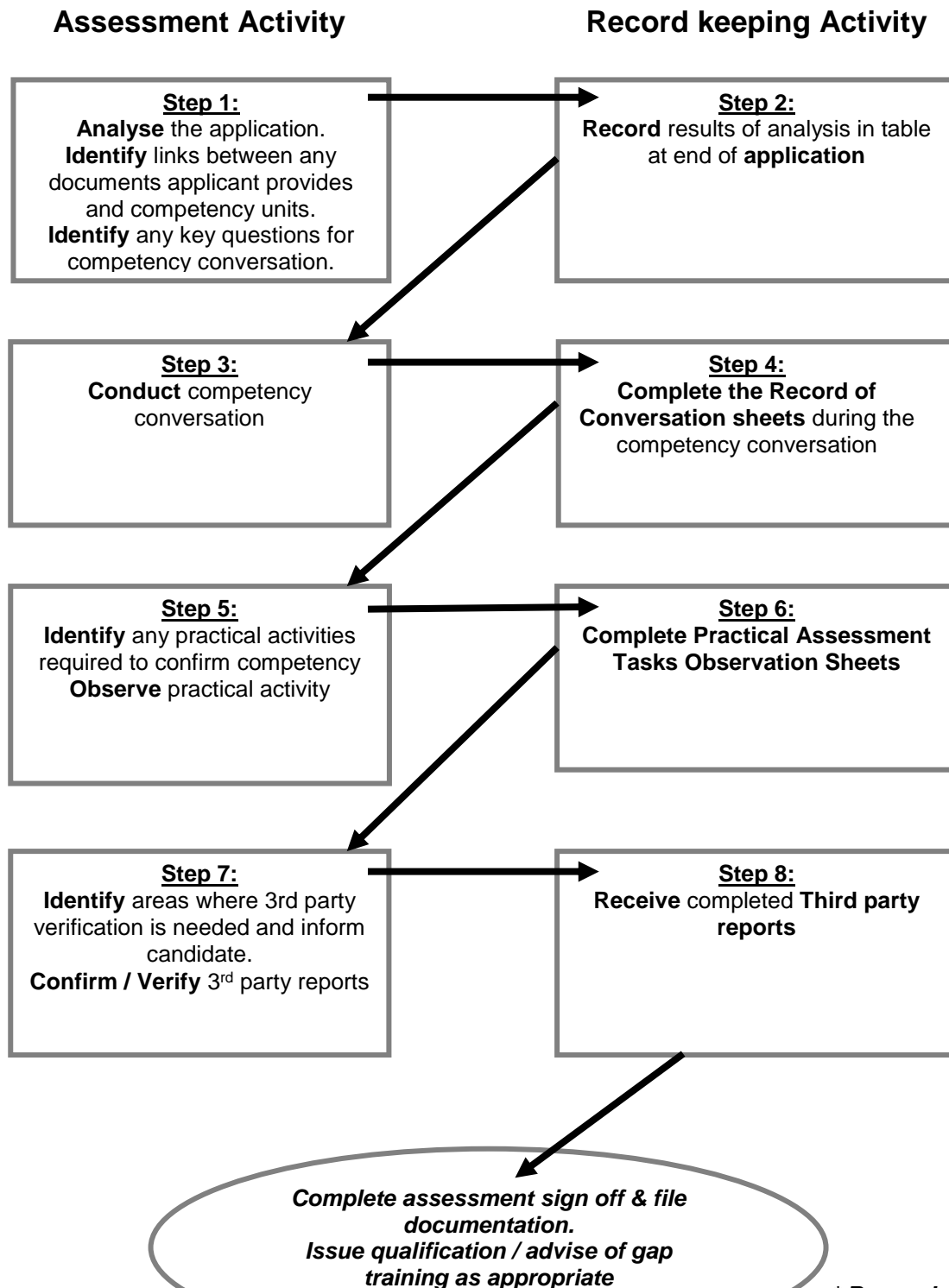
Unit Code	Unit Title	Questions	Practical
SIRXCEG003	Build customer relationships and loyalty	✓	✓
SIRXSLS001	Sell to the retail customer	✓	✓
BSBCUS401	Coordinate implementation of customer service strategies	✓	✓
BSBINN301	Promote innovation in a team environment	✓	✓

OVERVIEW OF RECOGNITION PROCESS

This kit has been developed to streamline the application for recognition of prior learning.



RPL ASSESSMENT PROCESS FLOWCHART FOR ASSESSORS



** Remember RPL assessment is an accumulative process of collecting evidence.*

STEPS IN THE RPL PROCESS

1. Complete application

The candidate completes the application forms in **SECTION B**. It is important candidates provide as much information of their previous experience in the retail industry as is available.

Documents that may be available include but are not limited to:

- brief CV or work history
- certificates/results of assessment
- certificates/results of assessment – interstate/overseas
- certificates/results of assessment – universities
- results/statement of attendance/certificates – vendor training courses, in-house courses, workshops, seminars, symposiums
- results/statements of attendance/ certificates – club courses e.g. first aid, officials, surf life saving, etc
- photographs of work undertaken (eg merchandising presentations etc)
- membership of relevant professional associations
- hobbies/interests/special skills outside work
- references/letters from previous employers/supervisors
- industry awards
- any other documentation that may demonstrate industry experience

Candidates also need to provide contact details for one or two referees who can confirm their industry skills in context and over time.

To have skills formally recognised under the Australian Qualifications Framework, you must ensure the candidate's skills meet industry standards.

2. Interview about candidate's documentary information

Review the information provided by the candidate and arrange a time for both you and the candidate to discuss. Begin alignment of documentation and skills to the following qualification:

SIR40316 Certificate IV in Retail Management

The candidate will have the opportunity to discuss and identify previous experience with you. The available documents are step one in collecting information and you will need to determine which units of competency, if any, are fully covered at this stage. You use your own or ASTC's assessment recording forms to record this stage of the assessment.

There may be instances where the candidate has little, or no, documentary information of industry experience. This is **not** a barrier to gaining recognition. This will just require you to rely on the questioning, practical assessment and referee validation phases of the RPL process.

3. Questions for the Competency Conversation

The bank of questions in **SECTION C** is the next phase in collecting evidence for the RPL process. The questions are designed to enable you to have a “competency conversation” with the candidate to further gain evidence of their past experience. **REMEMBER**, the primary focus is on the candidate’s experience.

Each question has “key points” to look for in responses. You may use the list of key points to formulate questions of your own if you wish, or contextualise the question to the candidate’s particular work situation. The Record of Conversation sheets indicate relevant content that should be sought. Place a tick next to each key point as you hear this topic being discussed during the conversation. You should read the “industry requirements” of each competency before the candidate answers the questions posed. You may also target the assessment to those aspects that present the *greatest risk* in the industry. Questions are aligned with the relevant unit/s of competency in **SECTION G**.

It is not intended every question for all competencies is asked, only those competencies the initial interview about the candidate’s documentary evidence has failed to **fully** address. The question bank covers most but not all units in the kit. Units without questions are covered in the practical assessment/scenario section.

4. Practical assessment tasks

It is important that you use both Steps 3 (Questioning) and 4 (Practical Assessment) in doing this assessment. The RPL process is a streamlined RPL process which **does not** rely solely on practical assessment but uses a combination of questioning and practical to provide evidence of candidate competence.

This is the third phase in collecting evidence. A practical skills test is then conducted by you at the candidate’s workplace or another suitable venue. Appropriate permission must be sought before entering workplaces.

This is a further opportunity for candidate to demonstrate competence. It is expected the practical assessment will comprise **only those competencies** the candidate is still unable to demonstrate knowledge/experience in after documentary review and questioning have been applied. These assessments contain the practical skills and application of knowledge for the qualification. A number of holistic practical assessments are included in this kit (**SECTION D**) to assist you with tasks suitable for observation on the job.

You decide if the response to questions and practical assessment tasks fulfils the requirements of the standard and may choose to pursue the issue further for a determination to be made. The assessment is a conversation/observation, not an exam, and you are encouraged to assist candidates to focus responses toward relevant issues.

Assessing through observation and questioning, particularly on the job, will speed up and streamline the RPL assessment process.

NOTE: Where candidate’s documentation and questions meet the assessment requirement, it is still strongly recommended the candidate undertake one practical assessment so you are confident in making a judgement of “competent”. The practical assessment selection should be negotiated between you and the candidate.

Recording sheets for candidate information, questioning and the practical assessments have been included in **SECTION D**. You may use other recording mechanisms provided these also keep a

complete record of assessment *and justification of judgement*. Candidate responses, observations of skills demonstrated and documents presented as evidence must be noted in enough detail so anyone external to the process (e.g. a fellow assessor, auditor, lawyer, etc) can read the record and retrace your judgement.

5. Gap training

RPL is an assessment process designed to show areas of competence and to identify IF a candidate has gaps in skills and knowledge against a whole qualification.

Not all candidates will have skill/knowledge gaps.

If a candidate has skills gaps, a pathway to complete training in the outstanding units can be negotiated to assist the client to gain the full qualification.

EVIDENCE REVIEW

To satisfy AVETMISS audit requirements, the assessor completes this Evidence Review sheet to demonstrate that there has been a consideration of all the evidence provided during the assessment at the unit of competency level.

(Place a tick in the appropriate evidence collection method column for each unit of competency. Place a line through those units not examined as part of this RPL assessment.)

Unit Code	Unit Title	Questions	Practical	Documents	3 rd Party Report	Other evidence
Core Units						
SIRRRTF002	Monitor retail store financials					
SIRXCEG004	Create a customer centric culture					
SIRXHRM002	Maintain employee relations					
SIRXMGT002	Lead a frontline team					
SIRXRSK002	Maintain store security					
SIRXSLS003	Achieve sales results					
SIRXWHS003	Maintain workplace safety					
Elective Units						
SIRXCEG003	Build customer relationships and loyalty					
SIRXSLS001	Sell to the retail customer					
BSBCUS401	Coordinate implementation of customer service strategies					
BSBINN301	Promote innovation in a team environment					

Assessor's Name: _____

Assessor's Signature: _____

Date: _____

SECTION B

Candidate Information and Application Forms

You give this information to the candidate for them to read about the RPL process and to complete the appropriate forms.

WHAT DOES IT MEAN TO BE RECOGNISED IN RETAIL?

Did You Know...

- The Retail Industry employs the largest number of employees in the whole economy - 14.5%.
- Employment rose within the industry by over 20% from 1993 to 2000.
- The Retail Industry makes up over 7% of Australia's total GDP.

Retail is a people business. Everyday in retail is unique because you are meeting a variety of different people. From customers to suppliers, each interaction you have is about meeting individual needs and expectations. Effective communication is the name of the game and every moment is an opportunity to improve on the moment before.

Retail is an exciting and challenging career. It develops skills that are not only effective in the workplace but also in everyday life.

Retail provides attractive salaries and on-going career opportunities if you have what it takes. Many successful retailers have started on the sales floor and gone on to manage the company. Age is not a barrier to success within the industry as many assistants and store managers are under the age of twenty-five.

People who want to succeed in the industry should have the following:

- Good communication skills
- A strong customer focus
- Smart presentation and grooming
- Organisational skills
- Ability to work in a team
- Ability to work well under pressure
- Good technical skills and knowledge

The Retail Industry now provides qualifications for every level of your retail career so nothing you learn is ever wasted.

TIPS AND HINTS TO HELP YOU PREPARE FOR RECOGNITION

To have skills formally recognised in the national system, assessors must make sure you have the skills and knowledge to meet the industry standard. This means you must be involved in a careful and comprehensive process that covers the content of all unit/s or qualification/s you can be recognised for.

Assessment happens in a variety of ways. Being prepared can save you valuable time and hassle and make the recognition process stress-free for you.

Here are some tips and hints for you:

1. Be prepared to talk about your job roles and your work history. Bring a resume or jot down a few points about where you have worked, either paid or unpaid, and what you did there.
2. Bring your position description and any performance appraisals you have from any retail shops or facilities you have worked in.
3. Consider the possibilities for workplace contact. Are you in a workplace that is supporting your goal to get qualified? Would you feel comfortable to have the assessor contact your workplace or previous workplaces so your skills can be validated?
4. Think about who can confirm your skill level. Think about current or recent supervisors who have seen you work in the past 18 months and will be able to confirm your skills. The assessor will need to contact them. You may also have community contacts or even clients themselves who can vouch for your skill level.
5. Collect any certificates from in-house training or formal training you have done in the past.
6. You can speak with your training organisation about other ways you can show your skills in the retail industry. These could be letters from employers, records of your professional development sessions, employers or clients in related industries or government agencies, acknowledgements, workplace forms (as long as they don't show client details) or other relevant documents.

STEPS IN THE RPL PROCESS

Step 1 – Provide information of your skills and experience

Complete the attached forms and provide as much information of your previous experience in the retail industry as you can. This is your first opportunity (and not the last) to provide proof of your variety of experience in the industry. Here you can supply examples of your work history which could include:

- brief CV or work history
- certificates/results of assessment
- certificates/results of assessment – interstate/overseas
- certificates/results of assessment – universities
- results/statement of attendance/certificates – vendor training courses, in-house courses, workshops, seminars, symposiums
- results/statements of attendance/ certificates – club courses e.g. first aid, officials, surf life saving, etc
- photographs of work undertaken (eg merchandising presentations etc)
- membership of relevant professional associations
- hobbies/interests/special skills outside work
- references/letters from previous employers/supervisors
- industry awards
- any other documentation that may demonstrate industry experience

Depending on the industry you have worked in, you may or may not have documentary evidence available. This should not deter you from seeking RPL as the Assessor will work with you during the RPL process.

You will also need to supply contact details of one or two work referees who can confirm your skills in the industry.

Step 2 – Conversation with Assessor

An assessor will review the information you have provided (usually with you) and begin to match up your skills to the units/subjects in the qualification. At this point, you will have the opportunity to discuss and identify your previous experience with the assessor who will understand your industry experience and conduct a competency conversation with you. You will be required to answer retail industry related questions to identify your current skills.

Step 3 – Practical demonstration of your skills

The assessor will conduct a practical skills test at your workplace (if appropriate) or at another suitable venue. This, again, is an opportunity to demonstrate your level of competence. This assessment will be focussed on skills that are required in the qualification. Your assessor will identify the skills that he/she will want you to demonstrate.

Further steps

After the assessment, your assessor will give you information about the skills that have been recognised and whether you have gained the full qualification. If you do have skill gaps, these may be addressed through flexible training.

APPLICATION – Self Assessment Questionnaire

SIR40316 Certificate IV in Retail Management

Candidate Name: _____ **Date Completed:** _____

Please identify your level of experience in each competency.

Unit Code	Unit Title	I have performed these tasks		
		Frequently	Sometimes	Never
CORE UNITS				
SIRRRTF002	Monitor retail store financials			
SIRXCEG004	Create a customer centric culture			
SIRXHRM002	Maintain employee relations			
SIRXMGT002	Lead a frontline team			
SIRXRSK002	Maintain store security			
SIRXSLS003	Achieve sales results			
SIRXWHS003	Maintain workplace safety			
ELECTIVE UNITS				
SIRXCEG003	Build customer relationships and loyalty			
SIRXSLS001	Sell to the retail customer			
BSBCUS401	Coordinate implementation of customer service strategies			
BSBINN301	Promote innovation in a team environment			

Candidate Signature: _____ **Date:** _____

RPL APPLICATION FORM

Applicant Details:

1. Occupation you are seeking recognition in	SIR40316 Certificate IV in Retail Management	
2. Personal Details		
Family name		
Preferred Title (Mr, Mrs, Ms, Miss)		
First Name/s		
Any other name used		
Home Address		
Postal address if different from above		
Telephone Numbers	Home:	Work:
	Mobile:	Fax:
Date of Birth	/ /	
Gender	MALE <input type="checkbox"/> / FEMALE <input type="checkbox"/> / OTHER <input type="checkbox"/>	
Age		
Are you a permanent Resident of Australia	YES <input type="checkbox"/> / NO <input type="checkbox"/>	
3. Current Employment		
Are you currently employed?	YES <input type="checkbox"/> / NO <input type="checkbox"/>	
If Yes, in which occupation are you currently employed?	
Who is your current employer?	
4. Armed Forces details (If Applicable)		
Branch of Service		
Trade classification on discharge		

5. Further Training	
Have you undertaken any training courses related to the occupation applied for?	YES <input type="checkbox"/> / NO <input type="checkbox"/>
If Yes	
What occupation were you trained in?	
Training completion Date (month, year)	
Country where you trained	
Name of course and institution (if applicable)	
6. Is there any further information you wish to give in support of your application	
7. Professional Referees (relevant to work situation)	
Name
Position
Organisation
Phone Number
Mobile Number
Email Address
Name
Position
Organisation
Phone Number
Mobile Number
Email Address

APPLICANT EMPLOYMENT HISTORY FORM

Name, Address and Phone number of Employers	Period of Employment (DD/MM/YYYY)		Position Held	Full Time Part-time Casual	Description of Major Duties
	From	To			
1.					
2.					
3.					
4.					

Attach additional sheet if required

If you are including documents in your application, please provide a brief description below

Document Description (e.g. resume, photos, awards etc)	Office Use Only – Assessor to use this section to align documents to specific units of competency and identify key questions for competency conversation

Declaration

I declare that the information contained in this application is true and correct and that all documents are genuine.

Candidate Signature: _____ **Date** _____

SECTION C

Competency Conversation

Once you have assessed the candidate's documentary information and determined which competencies you still require more information/evidence on, you use the question bank and Record of Conversation sheets in this section to document evidence of past experience. It is not intended that every question for all competencies be discussed during the conversation, only those competencies the initial documentary review has failed to fully address.

Each question has "key points" to look for in responses. You may use the list of key points to formulate questions of your own if you wish, or contextualise or rephrase the suggested question to the candidate's particular work situation. The questions are not intended to be a formal 'script' for the assessor to follow, but to provide guidance in exploring the range of the candidate's skills, knowledge and experience in performing a particular task or function.

The Record of Conversation sheets indicate relevant content that should be sought. Place a tick next to each key point as you hear this topic being discussed during the conversation. In doing so, you are making a statement of fact about what you hear the candidate say during the competency conversation. Use the Comments section to provide further detail about the context of the discussion or briefly outline any examples discussed by the candidate. You may also use the Comments section to make a brief analysis of the responses or summary judgements about the quality of the candidate's responses in relation to the requirements of the competency standard.

Remember, the notes you take about this conversation are important evidence and should be retained in the candidate's assessment record.

QUESTION BANK

Note to Assessors: Refer to “Record of Conversation” sheets

Unit of Competency	Question
SIRRRTF002 Monitor retail store financials	<ol style="list-style-type: none"> 1. Discuss how you have prepared and monitored a staff roster 2. Discuss how controlled stock levels 3. Discuss how you interpreted financial information on store performance 4. Discuss how you reported on store performance with regard to three of the following situations: <ol style="list-style-type: none"> i. significant deviations from budget occurs ii. scheduled labour is too high due to sales achievement below forecast iii. scheduled labour is too low due to sales achievement above forecast iv. shrinkage is high due to theft of goods v. cost of goods is high due to markdowns vi. cost of goods is high due to damaged stock vii. sales targets consistently not achieved.
SIRXRSK002 Maintain store security	<ol style="list-style-type: none"> 5. Describe how you detect and prevent theft and stock loss 6. How do you ensure the safety and security of staff and customers in the event of robbery within your retail operation? 7. Outline the critical components that are considered in relation to the security of a retail operation. Discuss the procedures that you have implemented with regard to: <ol style="list-style-type: none"> i. opening and closing premises ii. cash security iii. non-cash transactions iv. stock control to minimise loss and dissipation
SIRXWHS003 Maintain a safe work environment	<ol style="list-style-type: none"> 8. Describe your responsibilities to the “team’ with relation to Work Health and Safety issues and information 9. What are the safe work procedures within your workplace? 10. Using an example from your workplace, discuss how you have maintained, managed and applied emergency procedures 11. Discuss how you have developed and shared knowledge of WHS, health and hygiene legislation and industry codes of practice within your workplace 12. Discuss in detail how your knowledge of WHS allows you to review and make recommendations for improvements with regard to store policy

Unit of Competency	Question
BUSCUS401A Coordinate implementation of customer service strategies	<p>13. Discuss a recommendation you made to management to improve on meeting customer needs. What methods did you use to assess customer needs?</p> <p>14. Outline your organisations policy and procedure on implementing customer service and how you have monitored it is put in to practice?</p> <p>15. How does your organisation promote and encourage good customer service?</p>
SIRXCEG004 Create a customer centric culture	<p>16. Outline where you have monitored and reviewed customer service standards, on three different occasions</p> <p>17. How did you document a plan to improve customer service standards based on your observations</p> <p>18. How can you demonstrate the following approaches to promoting a customer-centric culture:</p> <ul style="list-style-type: none"> i. role-modelling customer service standards ii. observing standard of customer service delivery iii. coaching team members towards improvement iv. identifying and rectifying customer service delivery issues.
SIRXSLS001 Sell to the retail customer SIRXCEG003 Build customer relationships and loyalty	<p>19. Outline how you establish customer needs. Consider the importance of communication, rapport and relationship building.</p> <p>20. What role can product and/or services knowledge play in the sales process?</p> <p>21. Outline the techniques you have used to facilitate the sale of products and services.</p>
SIRXSLS003 - Achieve sales results	<p>22. Outline how you have monitored sales performance against sales targets over a designated organisational sales period by:</p> <ul style="list-style-type: none"> A. reviewing sales targets and determining strategies for achievement B. communicating sales targets to team members C. responding to the following situations: <ul style="list-style-type: none"> i. sales targets consistently not achieved ii. sales targets achieved iii. internal factors impacting on sales iv. external factors impacting on sales.

Unit of Competency	Question
<p>SIRXMGT002 Lead a frontline team</p>	<p>23. How do you facilitate commitment within your team to your organisation's vision and objectives?</p> <p>24. What strategies have you found to be effective in developing a high performance work team?</p> <p>25. Describe an example of feedback you have given or received, and how it has been used to improve a work situation.</p> <p>26. How do you ensure the continuing development of yourself and your staff?</p> <p>27. How do you demonstrate leadership to your workgroup?</p> <p>28. Discuss how you have delegating workplace tasks and responsibilities to a team</p> <p>29. Discuss how and why you have coached for improvement in performance on two occasions</p>
<p>BSBINN301 Promote innovation in a team environment</p>	<ul style="list-style-type: none"> • Describe the process of idea generation to implementation and evaluation, including how and why are ideas generated, how are they validated, • How are they communicated? • Describe in detail, using an example from your workplace, where you have provided information and learning opportunities to foster innovation.
<p>SIRXHRM002- Maintain employee relations</p>	<ul style="list-style-type: none"> • What are some other key aspects of legislation, codes of practice, awards and agreements which govern you in your role as manager? • What other types of support have you offered team members who have struggled to achieve the goals and/or targets you have set for them? <p>35. Outline how you have counselled one team member on an employment related issue</p> <p>36. How have you resolved one employment related dispute</p> <p>37. How have you resolved one employment related grievance</p>

RECORD OF CONVERSATION
SIRRRTF002 Monitor retail store financials

CANDIDATE'S NAME: _____ **ASSESSOR'S NAME:** _____ **DATE:** _____

Question 1 Discuss how you have prepared and monitored a staff roster

Question 2 Discuss how to control stock levels

Question 3 Discuss how you interpreted financial information on store performance

Question 4 Discuss how you reported on store performance with regard to three of the following situations:

- i. significant deviations from budget occurs
- ii. scheduled labour is too high due to sales achievement below forecast
- iii. scheduled labour is too low due to sales achievement above forecast
- iv. shrinkage is high due to theft of goods
- v. cost of goods is high due to markdowns
- vi. cost of goods is high due to damaged stock
- vii. sales targets consistently not achieved

KEY POINTS	INDUSTRY REQUIREMENTS	Indicate if response addresses KP and IR	COMMENTS
The candidate's response should evidence the following	These must be evidenced in the candidate's response		Record other key points and examples from conversation. Identify whether a practical assessment is warranted.
Question 1	Organisational policies and procedures Fair Work Act 2009 National Employment Standards (NES)		
equitable distribution of special shift requests, unpopular shifts and shifts attracting penalty rates			
Staff are deployed across twenty-four (24) hours per day on a twenty eight (28) day roster in sufficient numbers to meet the average known/predicted workload of a particular retail area			

<p>KEY POINTS</p> <p>The candidate's response should evidence the following</p>	<p>INDUSTRY REQUIREMENTS</p> <p>These must be evidenced in the candidate's response</p>	<p>Indicate if response addresses KP and IR</p>	<p>COMMENTS</p> <p>Record other key points and examples from conversation. Identify whether a practical assessment is warranted.</p>
Rostering systems endeavour to support work life balance and address "safe working hours" limits	Key elements of applicable awards		
Rostering shows wage costs as the roster is written, giving accurate forecasts and budget control.	EEO		
Attempts to meet team member special needs (if appropriate)	Open communication		
Question 2	Active listening		
Meet customer demand, maximise sales and minimise shrinkage.	Codes of Practice		
Identify shrinkage costs and trends and take preventative action to minimise future shrinkage.	Reporting processes		
Question 3	Organisational grievance procedures		
Cost of goods sold (i.e. cost of direct labour and any raw materials used to produce your goods or services)	Negotiation and Mediation		
Operating expenses (i.e. cost of indirect labour and any other costs not directly linked to the production of good or services).	Tax Legislation		
How much sales have risen or fallen since your previous profit and loss report			
Breaking sales figures down into individual products or product lines to see which products are performing well and which products need attention.			
Difference between total sales and the cost of producing the goods or services sold			
Uses appropriate problem solving techniques to deal with financial issues			
Refers issues to management (if appropriate)			
Question 4			
Candidate specific			

RECORD OF CONVERSATION
SIRXRSK002 Maintain store security

CANDIDATE'S NAME: _____ **ASSESSOR'S NAME:** _____ **DATE:** _____

Question 5: Describe how you detect and prevent theft and stock loss

Question 6: How do you ensure the safety and security of staff and customers in the event of robbery within your retail operation?

Question 7: Outline the critical components that are considered in relation to the security of a retail operation. Discuss the procedures that you have implemented with regard to:

- i. opening and closing premises
- ii. cash security
- iii. non-cash transactions
- iv. stock control to minimise loss and dissipation

KEY POINTS The candidate's response should evidence the following	INDUSTRY REQUIREMENTS These must be evidenced in the candidate's response	Indicate if response addresses KP and IR	COMMENTS Record other key points and examples from conversation. Identify whether a practical assessment is warranted.
Question 4			
Implements, monitors and reviews policies and procedures in relation to:	Organisational policies and procedures		
Internal and external theft	WHS (OH&S) legislation and guidelines		
Cash handling, transactions (till counts and clearing, banking)	Australian Consumer Law		
High value and easily stolen merchandise	Codes of Practice		
Keys	Confidentiality		
Theft and armed robbery	Effective communication		
Security systems and alarms (Opening and Closing procedures)	Team work principles		
Staff awareness and training			
Legislation and statutory regulations in relation to			

<p>KEY POINTS</p> <p>The candidate's response should evidence the following</p>	<p>INDUSTRY REQUIREMENTS</p> <p>These must be evidenced in the candidate's response</p>	<p>Indicate if response addresses KP and IR</p>	<p>COMMENTS</p> <p>Record other key points and examples from conversation. Identify whether a practical assessment is warranted.</p>
checking customer bags and purchases			
Reporting relevant details			
Ensures adequate training is provided to staff			
Ensures alarm systems and security systems are operational			
Reports faults in alarm systems and security systems and follows up on reporting			
Ensures all communication is appropriate			
Seeks feedback from staff in relation to store security			
Acts on feedback received from staff in relation to store security			
Provides feedback to staff in relation to store security			
Reports breaches of security and procedures to appropriate personnel in appropriate format/proforma			
Question 5			
Ensures adequate training is provided to staff			
Ensures posters and pamphlets appropriate and available			
Simulated events			
Ensures alarm systems and security systems are operational			
Legislation and statutory regulations in relation to WHS (OHS)			
Question 6			
Record Maintenance			

<p>KEY POINTS</p> <p>The candidate's response should evidence the following</p>	<p>INDUSTRY REQUIREMENTS</p> <p>These must be evidenced in the candidate's response</p>	<p>Indicate if response addresses KP and IR</p>	<p>COMMENTS</p> <p>Record other key points and examples from conversation. Identify whether a practical assessment is warranted.</p>
<p>Implements, monitors and reviews policies and procedures in relation to:</p>			
<p>Minimising out-of-date stock</p>			
<p>Minimising theft</p>			
<p>Monitoring stock levels</p>			
<p>Quality control</p>			
<p>Stocktaking and cyclical counts</p>			
<p>Internal and external theft</p>			
<p>Cash handling, transactions (till counts and clearing, banking)</p>			
<p>High value and easily stolen merchandise</p>			
<p>Keys</p>			
<p>Theft and armed robbery</p>			
<p>Security systems and alarms (Opening and Closing procedures)</p>			
<p>Staff awareness and training</p>			
<p>Legislation and statutory regulations in relation to checking customer bags and purchases</p>			
<p>Reporting relevant details</p>			
<p>Ensures adequate training is provided to staff</p>			
<p>Ensures alarm systems and security systems are operational</p>			
<p>Reports faults in alarm systems and security systems and follows up on reporting</p>			
<p>Ensures all communication is appropriate</p>			
<p>Seeks feedback from staff in relation to store security</p>			

<p>KEY POINTS</p> <p>The candidate's response should evidence the following</p>	<p>INDUSTRY REQUIREMENTS</p> <p>These must be evidenced in the candidate's response</p>	<p>Indicate if response addresses KP and IR</p>	<p>COMMENTS</p> <p>Record other key points and examples from conversation. Identify whether a practical assessment is warranted.</p>
<p>Acts on feedback received from staff in relation to store security</p>			
<p>Provides feedback to staff in relation to store security</p>			
<p>Reports breaches of security and procedures to appropriate personnel in appropriate format/proforma</p>			

RECORD OF CONVERSATION
SIRXWHS403 Provide a safe work environment

CANDIDATE'S NAME: _____ **ASSESSOR'S NAME:** _____ **DATE:** _____

Question 8: Describe your responsibilities to the “team’ with relation to Work Health and Safety issues and information

Question 9: What are the safe work procedures within your workplace?

Question 10: Using an example from your workplace, discuss how you have maintained, managed and applied emergency procedures

Question 11: Discuss how you have developed and shared knowledge of WHS, health and hygiene legislation and industry codes of practice within your workplace

Question 12: Discuss in detail how your knowledge of WHS allows you to review and make recommendations for improvements with regard to store policy

KEY POINTS The candidate's response should evidence the following	INDUSTRY REQUIREMENTS These must be evidenced in the candidate's response	Indicate if response addresses KP and IR	COMMENTS Record other key points and examples from conversation. Identify whether a practical assessment is warranted.
Question 8	Organisational policies and procedures WH&S legislation and guidelines Codes of Practice Effective communication Team work principles		
Actively stays abreast of changes and industry trends in relation to identification and management of workplace health and safety hazards and risks			
Implements store policies and procedures in relation to WH&S			
Ensures information exists and provides access to information such as policies, procedures, guidelines, WH&S Committee Meeting Minutes			
Consults and communicates with team members on WH&S issues			
Models safe work practices in relation to handling and moving of stock			

<p>KEY POINTS</p> <p>The candidate's response should evidence the following</p>	<p>INDUSTRY REQUIREMENTS</p> <p>These must be evidenced in the candidate's response</p>	<p>Indicate if response addresses KP and IR</p>	<p>COMMENTS</p> <p>Record other key points and examples from conversation. Identify whether a practical assessment is warranted.</p>
Coaches team members in relation to safe handling and moving of stock			
Provides opportunities for team members to contribute to workplace safety through involvement in, or presentation of issues to, WH&S Committee			
Implements emergency policies and procedures			
Implements policies and procedures in relation to handling and storage unsafe or hazardous goods/chemicals			
Provides first aid facilities/training			
Question 9			
<i>Implementing monitoring and reviewing of policies in relation to:</i>			
Identifying need for training in WHS areas including changes to legislation and work practices			
Providing training in WHS areas including reporting			
Investigating WHS issues raised including risks and hazards			
Identifying and rectifying hazards and risks through regular audit and analysis			
Eliminating hazard/risk			
Implementing control measures to deal with/reduce hazards and/or risks			
Monitoring control measures			
Recording and investigating risks in line with organisational policies and procedures and legislative guidelines			
Providing training on use of PPE			

<p>KEY POINTS</p> <p>The candidate's response should evidence the following</p>	<p>INDUSTRY REQUIREMENTS</p> <p>These must be evidenced in the candidate's response</p>	<p>Indicate if response addresses KP and IR</p>	<p>COMMENTS</p> <p>Record other key points and examples from conversation. Identify whether a practical assessment is warranted.</p>
Providing training on safe manual handling			
Maintaining PPE and manual handling/WH&S equipment			
Providing training on emergency/bomb threat/evacuation procedures			
Promptly resolving or referring WHS issues			
Reporting process for and issues resolution, injury or accidents			
Sickness and accident reporting procedures			
Storage and use of flammable materials			
Store evacuation			
Workplace inspection and safety audits.			
Question 10			
<i>Displays awareness and application of policy and procedure for:</i>			
accidents			
armed robbery			
bomb threats			
chemical spills			
events likely to endanger staff or customers			
fires			
locating and using alarms			
sickness			
Question 11			
Actively stays abreast of changes and industry trends in relation to identification and management of workplace health and safety hazards and risks			

<p>KEY POINTS</p> <p>The candidate's response should evidence the following</p>	<p>INDUSTRY REQUIREMENTS</p> <p>These must be evidenced in the candidate's response</p>	<p>Indicate if response addresses KP and IR</p>	<p>COMMENTS</p> <p>Record other key points and examples from conversation. Identify whether a practical assessment is warranted.</p>
Ensures information exists and provides access to information such as policies, procedures, guidelines, WH&S Committee Meeting Minutes			
Consults and communicates with team members on WH&S issues			
Models safe work practices in relation to handling and moving of stock			
Coaches team members in relation to safe handling and moving of stock			
Provides opportunities for team members to contribute to workplace safety through involvement in, or presentation of issues to, WH&S Committee			
Provides opportunities for first aid facilities/training			
Provides opportunities for fire and emergency evacuation training			
Induction training			
Provides opportunities for ongoing professional development training, including WHS implications			
Provides opportunities for on-the-job training, off-the job training or a combination of both			
Provides opportunities for training for specific hazards identified in the industry			

<p>KEY POINTS</p> <p>The candidate's response should evidence the following</p>	<p>INDUSTRY REQUIREMENTS</p> <p>These must be evidenced in the candidate's response</p>	<p>Indicate if response addresses KP and IR</p>	<p>COMMENTS</p> <p>Record other key points and examples from conversation. Identify whether a practical assessment is warranted.</p>
<p>Question 12</p>			
<p><i>Identifies ability to:</i></p>			
<p>Establish and monitor system for maintaining WHS records to facilitate identification of patterns of work injury and disease according to store policy.</p>			
<p>Assess effectiveness of the WHS system and related policies, procedures and programs according to store policy.</p>			
<p>Develop and implement improvements to the WHS system to ensure more effective achievement of store policy.</p>			
<p>Assess compliance with WHS legislation and codes of practice to ensure that legal WHS standards are maintained</p>			

RECORD OF CONVERSATION

BSBCUS401 Coordinate implementation of customer service strategies

CANDIDATE'S NAME: _____ **ASSESSOR'S NAME:** _____ **DATE:** _____

Question 13: Discuss a recommendation you made to management to improve on meeting customer needs. What methods did you use to assess customer needs?

Question 14: Outline your organisations policy and procedure on implementing customer service and how you have monitored it is put in to practice?

Question 15: How does your organisation promote and encourage good customer service?

KEY POINTS The candidate's response should evidence the following	INDUSTRY REQUIREMENTS These must be evidenced in the candidate's response	Indicate if response addresses KP and IR	COMMENTS Record other key points and examples from conversation. Identify whether a practical assessment is warranted.
Question 13	Organisational policies and procedures Effective Communication Conflict resolution Negotiation Confidentiality Privacy legislation Codes of Practice WHS (OH&S) policies and procedures		
Discusses recommendation – delivery times, price offer, product/service availability, refund/guarantee offer			
Customer survey			
Complaint forms			
Customer database			
Customer service statistics			
Analysis of data			
Written reports			
Minutes of meetings			
Question 14			

<p>KEY POINTS</p> <p>The candidate's response should evidence the following</p>	<p>INDUSTRY REQUIREMENTS</p> <p>These must be evidenced in the candidate's response</p>	<p>Indicate if response addresses KP and IR</p>	<p>COMMENTS</p> <p>Record other key points and examples from conversation. Identify whether a practical assessment is warranted.</p>
Expected standard of service	WHS (OH&S) legislation		
Approach the staff member should take to the customer e.g. accept full responsibility	Australian Consumer Law		
Types of issues the member can deal with themselves			
Issues that should be referred to a manager or supervisor			
Returns and refund procedure			
Dealing with a complaint about service			
Having products repaired			
Returning goods to suppliers			
Dealing with goods under warranty or guarantee			
Recording of complaints or difficulties			
Strategies to ensure customer is happy with solution e.g. offer discount on next purchase			
<i>Monitor</i>			
Reviews customer service data – surveys, complaints, questionnaires			
Identifies changes required			
Reports to designated personnel			
Makes recommendations for future strategies			
Maintains records to compare outcome			
Question 15			
Provides clear instructions			
Documents procedures			
Inducts new staff			

KEY POINTS The candidate's response should evidence the following	INDUSTRY REQUIREMENTS These must be evidenced in the candidate's response	Indicate if response addresses KP and IR	COMMENTS Record other key points and examples from conversation. Identify whether a practical assessment is warranted.
Involves everyone in the process			
Sets sales targets			
Provides incentives			
Conducts training			

RECORD OF CONVERSATION
SIRXCEG004 Create a customer centric culture

CANDIDATE'S NAME: _____ **ASSESSOR'S NAME:** _____ **DATE:** _____

Question 16. Outline where you have monitored and reviewed customer service standards, on three different occasions

Question 17. How did you document a plan to improve customer service standards based on your observations

Question 18. How can you demonstrate the following approaches to promoting a customer-centric culture:

- i. role-modelling customer service standards
- ii. observing standard of customer service delivery
- iii. coaching team members towards improvement
- iv. identifying and rectifying customer service delivery issues

KEY POINTS The candidate's response should evidence the following	INDUSTRY REQUIREMENTS These must be evidenced in the candidate's response	Indicate if response addresses KP and IR	COMMENTS Record other key points and examples from conversation. Identify whether a practical assessment is warranted.
Question 15	Organisational policies and procedures Organisational visual merchandising standards WH&S legislation Effective communication Australian Consumer Law Fair Practices Act Pricing procedures		
Identifies items for presentation			
Plans presentation according to budget, timeframes, space, resources etc			
Considers target audience, store image and product			
Considers timing of promotion, themes, advertising etc			
Establishes evaluation criteria			
Informs staff and other personnel of display/requirements /promotion/timing and product knowledge			
Creates display			
Ensures display meets safety requirements			

<p>KEY POINTS</p> <p>The candidate's response should evidence the following</p>	<p>INDUSTRY REQUIREMENTS</p> <p>These must be evidenced in the candidate's response</p>	<p>Indicate if response addresses KP and IR</p>	<p>COMMENTS</p> <p>Record other key points and examples from conversation. Identify whether a practical assessment is warranted.</p>
Ensures display meets security requirements			
Applies basic visual merchandising principles to ensure colour and shape of display, maximum use of available space and flow of product, in addition to the safety of the display			
Ensures the display is maintained for cleanliness, currency, stock and safety			
Evaluates display against pre-determined criteria			
Provides feedback on display/presentation/merchandising to appropriate personnel			
Question 16			
<p>Developed and implemented store policies and procedures in regard to :</p> <ul style="list-style-type: none"> • equipment • fittings • fixtures • store premises 			
Developed and managed rosters or schedules, ensuring store housekeeping standards are monitored and maintained.			
Initiated contingency plan in the event of merchandise or store presentation problems.			
Question 17			
Implements policies and procedures in relation to pricing			
Ensures that regular reviews of pricing policy are undertaken and that updates are distributed			
Ensures staff and other key stakeholders are aware of pricing changes			

<p>KEY POINTS</p> <p>The candidate's response should evidence the following</p>	<p>INDUSTRY REQUIREMENTS</p> <p>These must be evidenced in the candidate's response</p>	<p>Indicate if response addresses KP and IR</p>	<p>COMMENTS</p> <p>Record other key points and examples from conversation. Identify whether a practical assessment is warranted.</p>	
Effectively utilises resources to ensure updates occur as required				
Uses and maintains electronic labelling and ticketing equipment				
Ensures stock is stored appropriately and that rotation and re-ordering occurs as needed/according to organisational guidelines				
Question 18				
<i>Identifies the components of store promotions, including:</i>				
Managed and implemented store policies and procedures in regard to store <i>promotional activities</i> .				
Organised activities in line with anticipated or researched customer requirements.				
Managed <i>promotions</i> in order to achieve maximum customer impact.				
Negotiated arrangements with suppliers in regard to special promotional activities.				
Coordinated store activities to complement complex promotions of shopping centre or retail operation.				
Developed and implemented <i>assessment</i> checks to measure effectiveness of promotions.				
Documented and reported on promotional activities				
corporate or locally-based activities				
dealing with advertising agencies and consultants				
external and in-store activities.				

<p>KEY POINTS</p> <p>The candidate's response should evidence the following</p>	<p>INDUSTRY REQUIREMENTS</p> <p>These must be evidenced in the candidate's response</p>	<p>Indicate if response addresses KP and IR</p>	<p>COMMENTS</p> <p>Record other key points and examples from conversation. Identify whether a practical assessment is warranted.</p>
corporate or locally-based activities			
advertising			
catalogues			
internet			
newspapers			
posters			
radio or television			
suppliers			
website			

RECORD OF CONVERSATION
SIRXSL001 Sell to the retail customer
SIRXCEG003 Build Customer relationships and loyalty

CANDIDATE'S NAME: _____ **ASSESSOR'S NAME:** _____ **DATE:** _____

Question 19 Outline how you establish customer needs. Consider the importance of communication, rapport and relationship building.

Question 20 What role can product and/or services knowledge play in the sales process?

Question 21 Outline the techniques you have used to facilitate the sale of products and services.

KEY POINTS The candidate's response should evidence the following	INDUSTRY REQUIREMENTS These must be evidenced in the candidate's response	Indicate if response addresses KP and IR	COMMENTS Record other key points and examples from conversation. Identify whether a practical assessment is warranted.
Question 19	Organisational policies and procedures Effective Communication Negotiation Confidentiality Privacy legislation Codes of Practice WHS policies and procedures WHS legislation		
<i>Identifies components of rapport and confidence building, including:</i>			
Uses timely, professional and courteous greeting (and farewell)			
Employs open questioning and active listening techniques			
Uses non-verbal techniques (including observation)			
Identifies cues and other non-verbal signals			
Clarifies customer needs			
Considers individuality of customers (age, income, gender, location, motivation, behaviour etc)			
Uses jargon free communication			
Displays a high level of product knowledge			
Ensures knowledge of warranties, range of products and services and manufacturer information is current and relevant to product/s			

<p>KEY POINTS</p> <p>The candidate's response should evidence the following</p>	<p>INDUSTRY REQUIREMENTS</p> <p>These must be evidenced in the candidate's response</p>	<p>Indicate if response addresses KP and IR</p>	<p>COMMENTS</p> <p>Record other key points and examples from conversation. Identify whether a practical assessment is warranted.</p>
Displays high level of pricing and discounting/GST knowledge			
Uses effective selling techniques (add-ons and complementary products)			
Overcomes customer objections			
Ensures after sales service is available and utilised (including back-up service)			
Provides customer with other information required for post-sales service/assistance			
Enters customer details into database			
Discusses payment options with customer			
Ensures that policies in relation to client confidentiality and security of information are provided to the customer			
Closes sale effectively			
Maintains customer database and checks with customer in relation to changes in details			
Follows up with customers to ensure satisfaction and future sales			
Uses customer information to advise on other products/ services available			
Deals with escalated customer complaints			
Implements customer loyalty schemes (if appropriate)			
Applies store policies and procedures to ensure consistency			
Operates within legislative guidelines			
Ensures work is conducted ethically and promotes the store and credibility			

KEY POINTS The candidate's response should evidence the following	INDUSTRY REQUIREMENTS These must be evidenced in the candidate's response	Indicate if response addresses KP and IR	COMMENTS Record other key points and examples from conversation. Identify whether a practical assessment is warranted.
Question 20			
Plans sales presentation according to product characteristics/requirements			
Contacts manufacturer/product supplier for promotional materials/presentation information/details			
Invites/chooses customer/target group according to product characteristics			
Accesses and distributes promotional materials relevant to the product			
Ensures that presentation meets customer and store requirements, store image and plan			
Ensures that all staff are aware of presentation			
Ensures all staff have adequate product knowledge			
Uses effective communication techniques to pitch/present product to group			
Demonstrates use of product (if appropriate)			
Evaluates presentation according to criteria (sales, enquiries)			
Uses evaluation to determine future presentations/promotions			
Question 21			
Outlines characteristics of difficult customers			
<i>Uses effective communication strategies for dealing with customer complaints including:</i>			
Empathy			
Active listening			

<p>KEY POINTS</p> <p>The candidate's response should evidence the following</p>	<p>INDUSTRY REQUIREMENTS</p> <p>These must be evidenced in the candidate's response</p>	<p>Indicate if response addresses KP and IR</p>	<p>COMMENTS</p> <p>Record other key points and examples from conversation. Identify whether a practical assessment is warranted.</p>
Negotiation – seek win-win resolution			
Ensures that customer is satisfied with resolution of complaint			
Demonstrates a supportive attitude			
Ensures outcome is appropriate to store image/ product range etc			
Ensures outcome meets legislative requirements			
Reports customer complaint to supervisor (if appropriate)			
Completes appropriate documentation (if appropriate)			

RECORD OF CONVERSATION
SIRXSL003 Achieve sales results

CANDIDATE'S NAME: _____ **ASSESSOR'S NAME:** _____ **DATE:** _____

Question 22: Outline how you have monitored sales performance against sales targets over a designated organisational sales period by:

- A. reviewing sales targets and determining strategies for achievement
- B. communicating sales targets to team members
- C. responding to the following situations:
 - i. sales targets consistently not achieved
 - ii. sales targets achieved
 - iii. internal factors impacting on sales
 - iv. external factors impacting on sales.

KEY POINTS	INDUSTRY REQUIREMENTS	Indicate if response addresses KP and IR	COMMENTS
The candidate's response should evidence the following	These must be evidenced in the candidate's response		Record other key points and examples from conversation. Identify whether a practical assessment is warranted.
Question 22			
Demonstrates knowledge of store merchandise and service range	Organisational policies and procedures		
Uses a variety of sources to monitor sales and service delivery including complaints	Effective Communication		
Researches and analyses customer needs including considering individuality (age, income, gender, location, motivation, behaviour etc)	Conflict resolution		
Ensures all staff are aware of sales targets	Negotiation		
Ensures all team members are aware of customer sales and service delivery standards and complaints handling procedures	Confidentiality		
<i>Uses effective communication strategies for dealing with team members including:</i>	Privacy legislation		
	Codes of Practice		
	WH&S policies and procedures		

<p>KEY POINTS</p> <p>The candidate's response should evidence the following</p>	<p>INDUSTRY REQUIREMENTS</p> <p>These must be evidenced in the candidate's response</p>	<p>Indicate if response addresses KP and IR</p>	<p>COMMENTS</p> <p>Record other key points and examples from conversation. Identify whether a practical assessment is warranted.</p>
<ul style="list-style-type: none"> • Empathy 	<p>WH&S legislation</p>		
<ul style="list-style-type: none"> • Uses jargon free communication 	<p>Australian Consumer Law</p>		
<ul style="list-style-type: none"> • Active listening 	<p>Computer skills</p>		
<ul style="list-style-type: none"> • Negotiation – seek win-win resolution 			
<ul style="list-style-type: none"> • Ensures that customer is satisfied with resolution of complaint 			
<ul style="list-style-type: none"> • Demonstrates a supportive attitude 			
<ul style="list-style-type: none"> • Ensures outcome is appropriate to store image/ product range etc 			
<ul style="list-style-type: none"> • Ensures outcome meets legislative requirements 			
<ul style="list-style-type: none"> • Completes appropriate documentation (if appropriate) 			
<p>Uses a variety of techniques to encourage team to take responsibility for meeting customer requirements</p>			
<p>Informs team of any changes to targets for customer sales and service delivery</p>			
<p>Seeks feedback from customers in relation to sales and service delivery</p>			
<p>Seeks feedback from team in relation to sales and service delivery</p>			
<p>Provides feedback to team on performance and sales targets</p>			

<p>KEY POINTS</p> <p>The candidate's response should evidence the following</p>	<p>INDUSTRY REQUIREMENTS</p> <p>These must be evidenced in the candidate's response</p>	<p>Indicate if response addresses KP and IR</p>	<p>COMMENTS</p> <p>Record other key points and examples from conversation. Identify whether a practical assessment is warranted.</p>
<p>Uses a variety of techniques to implement, communicate and review policies and procedures for sales and service targets on a regular basis.</p>			
<p>Maintains adequate resource allocation for client service provision.</p>			
<p>Ensure sales and service targets and plans are consistent with quality and functional specifications.</p>			
<p>Ensures current and accurate records on sales are available to authorised personnel.</p>			
<p>Provides information to management regarding sales and service targets and plans according to implementation schedules</p>			
<p>Information takes appropriate format/proforma</p>			
<p>Uses appropriate problem solving techniques to deal with customer service and delivery issues</p>			
<p>Promptly resolves or refers factors that may cause disruption to operations</p>			
<p>Monitors corrective actions for future operational planning.</p>			
<p>Evaluates corrective actions according to target criteria (sales/delivery)</p>			
<p>Uses evaluation to determine future sales and service delivery</p>			

<p>KEY POINTS</p> <p>The candidate's response should evidence the following</p>	<p>INDUSTRY REQUIREMENTS</p> <p>These must be evidenced in the candidate's response</p>	<p>Indicate if response addresses KP and IR</p>	<p>COMMENTS</p> <p>Record other key points and examples from conversation. Identify whether a practical assessment is warranted.</p>
<p>Negotiating and implementing arrangements with sales targets gives consideration to buying plans, selling trends, seasonal fluctuations</p>			
<p>Convey complete and accurate records of negotiations and agreements to appropriate personnel within designated time limits.</p>			
<p>Uses appropriate problem solving techniques to deal with sales target issues</p>			
<p>Promptly resolves or refers sales target issues.</p>			
<p>Identifies and develop new suppliers to maintain and improve sales targets</p>			
<p>Clarifies the purpose of the report/correspondence</p>			
<p>Identifies the audience for the report/correspondence</p>			
<p>Uses appropriate language, grammar, spelling etc</p>			
<p>Uses appropriate format for correspondence/report</p>			
<p>Provides correspondence/report to appropriate personnel</p>			

RECORD OF CONVERSATION
SIRXMG002 Lead a frontline team

CANDIDATE'S NAME: _____ **ASSESSOR'S NAME:** _____ **DATE:** _____

- Question 23:** How do you facilitate commitment within your team to your organisation's vision and objectives?
Question 24: What strategies have you found to be effective in developing a high performance work team?
Question 25: Describe an example of feedback you have given or received, and how it has been used to improve a work situation.
Question 26: How do you ensure the continuing development of yourself and your staff?
Question 27: How do you demonstrate leadership to your workgroup?
Question 28. Discuss how you delegate workplace tasks and responsibilities to a team
Question 29. Discuss how and why you have coached for improvement in performance on two occasions

KEY POINTS The candidate's response should evidence the following	INDUSTRY REQUIREMENTS These must be evidenced in the candidate's response	Indicate if response addresses KP and IR	COMMENTS Record other key points and examples from conversation. Identify whether a practical assessment is warranted.
Question 23	Effective communication		
Involves team members in developing vision and objectives	Effective change management		
Regularly communicates vision and objectives to team	Management skills		
Recognises achievement of goals through rewards	Application of equity principles		
Leads by example in demonstrating commitment to vision	Compliance with standard operating procedures		
Ensures team work activities relate to organisation vision and objectives	Effective Communication		
Question 24	Cultural Sensitivity		
Gains commitment of staff to organisation's goals			
Rewards high performance			
Applies equity principles to staff			

<p>KEY POINTS</p> <p>The candidate's response should evidence the following</p>	<p>INDUSTRY REQUIREMENTS</p> <p>These must be evidenced in the candidate's response</p>	<p>Indicate if response addresses KP and IR</p>	<p>COMMENTS</p> <p>Record other key points and examples from conversation. Identify whether a practical assessment is warranted.</p>
Communicates regularly with staff			
Provides staff opportunity for input and feedback into overall goals			
Encourages staff ideas and innovations			
Supports staff with team training and development			
Adopts positive approaches to resolving conflict			
Question 25			
Demonstrates experience in giving and receiving feedback in a range of circumstances			
Creates a work environment which encourages open feedback from all members			
Uses feedback to achieve positive improvements e.g. system changes or changes to job roles			
Obtains feedback from external parties to workgroup			
Addresses issues of under-performance quickly and proactively			
Question 26			
Prepares individual and team professional development plans			
Provides resources for training and development in annual budget			
Reviews job roles and potential changes and plans training to address these			
Provides training for new technology			
Encourages team members to undertake training and apply new skills			
Leads by example in developing own professional skills			

<p>KEY POINTS</p> <p>The candidate's response should evidence the following</p>	<p>INDUSTRY REQUIREMENTS</p> <p>These must be evidenced in the candidate's response</p>	<p>Indicate if response addresses KP and IR</p>	<p>COMMENTS</p> <p>Record other key points and examples from conversation. Identify whether a practical assessment is warranted.</p>
Question 27			
Promotes the vision of the organisation consistently			
Encourages participative decision making			
Demonstrates positive and transparent decision making			
Empowers others			
Encourages innovation and development among work team			
Allocates tasks fairly			
Reacts positively to change			
Applies principles of equity and ethical behaviour			
Question 28			
Clearly define team and individual responsibilities and limits of responsibilities.			
Consult with and inform team members about expected standards of performance using appropriate communication methods.			
Question 29			
Recognised coaching needs			
Explanation, questioning, listening to trainee			
Observing and evaluating trainee competency			
Uses feedback to achieve positive improvements			

RECORD OF CONVERSATION
BSBINN301A Promote innovation in a team work environment

CANDIDATE'S NAME: _____ **ASSESSOR'S NAME:** _____ **DATE:** _____

- Question 30:** Describe the process of idea generation to implementation and evaluation, including how and why are ideas generated, how they are validated.
- Question 31:** Describe how are they communicated?
- Question 32:** Describe in detail, using an example from your workplace, where you have provided information and learning opportunities to foster innovation

KEY POINTS The candidate's response should evidence the following	INDUSTRY REQUIREMENTS These must be evidenced in the candidate's response	Indicate if response addresses KP and IR	COMMENTS Record other key points and examples from conversation. Identify whether a practical assessment is warranted.
Question 30	Organisational policies and procedures Effective Communication		
Ideas are generated to fulfil an identified or perceived need			
Ideas are generated using a collaborative approach			
Ideas a generated using a range of creative thinking techniques such as brain-storming; mind mapping, six thinking hats			
Ideas are analysed against needs to ensure relevance			
Question 31			
Ideas are appropriately presented to a group for feedback			
Feedback and evaluation of ideas leads to modification where required			
Question 32			
Demonstrated an understanding of and ability to:			

<p>KEY POINTS</p> <p>The candidate's response should evidence the following</p>	<p>INDUSTRY REQUIREMENTS</p> <p>These must be evidenced in the candidate's response</p>	<p>Indicate if response addresses KP and IR</p>	<p>COMMENTS</p> <p>Record other key points and examples from conversation. Identify whether a practical assessment is warranted.</p>
Share relevant information, knowledge and skills within the organisation.			
Provide formal learning opportunities to help develop skills needed for innovation at work.			
Create active learning opportunities in which managers and staff can learn from the experience of others			
formal training or education			
informal learning			
coaching and mentoring			
job rotation			
information seminars			
on-line learning			
conferences			
policy and procedures			
reports.			

RECORD OF CONVERSATION

SIRXHRM002 Maintain employee relations

CANDIDATE'S NAME: _____ **ASSESSOR'S NAME:** _____ **DATE:** _____

Question 33: What are some other key aspects of legislation, codes of practice, awards and agreements which govern you in your role as manager?

Question 34: What other types of support have you offered team members who have struggled to achieve the goals and/or targets you have set for them?

Question 35: Outline how you have counseled one team member on an employment related issue

Question 36: How have you resolved one employment related dispute

Question 37: How have you resolved one employment related grievance

<p>KEY POINTS</p> <p>The candidate's response should evidence the following</p>	<p>INDUSTRY REQUIREMENTS</p> <p>These must be evidenced in the candidate's response</p>	<p>Indicate if response addresses KP and IR</p>	<p>COMMENTS</p> <p>Record other key points and examples from conversation. Identify whether a practical assessment is warranted.</p>
Question 34	WHS legislation		
Rrefers to relevant aspects including WHS, EO, IR and anti-discrimination rules	Industry codes of practice		
Identifies reporting relationships	Anti Discrimination legislation		
Identifies relationships to other projects in the organisation	Enterprise policies and procedures		
Identifies required resources (including human resources)	Interpersonal skills		
Question 34	Effective communication		
Ensures team members are clear about roles and responsibilities	Leadership and teamwork		
Ensures team members are clear about goals	Workplace procedures		
Implements training as required	Conflict resolution		
Provides support as required	Respect for person		
	Code of conduct / ethical		

<p>KEY POINTS</p> <p>The candidate's response should evidence the following</p>	<p>INDUSTRY REQUIREMENTS</p> <p>These must be evidenced in the candidate's response</p>	<p>Indicate if response addresses KP and IR</p>	<p>COMMENTS</p> <p>Record other key points and examples from conversation. Identify whether a practical assessment is warranted.</p>
Maintains records for progress reports	standards		
Communicates frequently with team			
Question 35, 36, 37			
Making contact, open communication, confidentiality, non discriminatory, building trust and relationships, contributing ideas and information, action, meeting outcomes, providing feedback, sharing information, being supportive			
Analysis of problem/issue, communication, listening, facilitation of discussion, consultation and mediation, support, counselling, policies and procedures, training, coaching, mentoring, staff development plans, feedback, review			
Analyse the difficulty, issue or problem not the person			
Discuss the difficulties and work towards a resolution			
Provide support and encouragement			
Provide training and development opportunities			
Assist with goal setting and time management strategies			
Use consultative processes to improve work performance			
Acknowledgement and recognition of work well done			
Gain agreement on time to review progress			

SECTION D

Practical Tasks and Observation Recording Sheets

You use this section to assist you in determining a candidate's competency in those areas where they have not yet successfully demonstrated their skills, knowledge and prior experience. Therefore, candidates are not required to complete all tasks. You select tasks after considering available evidence collected through previous phases and according to context and needs of each candidate.

Candidates are **not** required to complete **all** tasks. The Assessor is to select tasks after considering available evidence collected through previous phases and according to the context and needs of each candidate.

Unit of Competency	Practical Task
<p>SIRRTF002 Monitor retail store financials</p>	<p>Task 1:</p> <p>Using the documents and examples in your workplace, demonstrate to the assessor how you do the following functions.</p> <ol style="list-style-type: none"> 1. Complete roster planning activities involving dates, times and staff ratios 2. Amend a roster to account for changes to staffing requirements 3. Maintain and interpret budget 4. Manage stock levels 5. Identify shrinkage costs and trends and take preventative action to minimise future shrinkage 6. Process documentation 7. Reconcile and monitor financial data against budget 8. Communicate to the team cost control measures within their area of responsibility 9. Use organisational software and equipment to monitor and plan retail financials <p>Demonstrate how you would respond to three of the following situations:</p> <ul style="list-style-type: none"> ▪ significant deviations from budget occurs ▪ scheduled labour is too high due to sales achievement below forecast ▪ scheduled labour is too low due to sales achievement above forecast ▪ shrinkage is high due to theft of goods ▪ cost of goods is high due to markdowns ▪ cost of goods is high due to damaged stock ▪ sales targets consistently not achieved.
<p>SIRXRSK002 Maintain store security</p> <p>SIRXWHS003 Maintain a safe work environment</p>	<p>Task 2:</p> <p>Conduct a brief safety / security audit identifying primary areas of review and concern.</p> <p>During this audit:</p> <ol style="list-style-type: none"> 1. Perform a hazard and risk/analysis audit on both safety and security of your store/premises 2. Document/report findings using organisational forms and following organisational procedures <p>Open/close your store.</p> <p>Demonstrate:</p> <ul style="list-style-type: none"> • Procedures for opening/closing the store

Unit of Competency	Practical Task
<p>BUSCUS401A Coordinate implementation of customer service strategies</p> <p>SIRXCEG004 Create a customer centric culture</p> <p>SIRXSLS001 sell to the retail customer</p> <p>SIRXCEG003 Build customer relationships and loyalty</p>	<p>Task 3</p> <p>This task requires you to demonstrate the implementation of customer service strategies and standards applied in your workplace.</p> <p>Options</p> <ul style="list-style-type: none"> • If you are being assessed in your workplace you may be able to train a staff member on your company's customer service strategies and standards and how to meet customer's special needs using business networks you and your company have established. <p>If you are not being assessed in your workplace then step through the same training outline with your assessor.</p> <p>This task requires the candidate to gather workplace documents demonstrating how they have implemented customer service strategies in the workplace. Some <i>examples</i> which may be asked of the candidate may include:</p> <ul style="list-style-type: none"> ♦ your organisations Customer Service Standard ♦ records of training programs you have developed or coordinated to support the Customer Service Standards ♦ minutes of meetings where you have discussed customer services issues, problems or innovations ♦ strategies you have implemented to build rapport with customers ♦ documents show how you have investigated and resolve a customer problem or complaint ♦ how you manage stress in the workplace ♦ research you have undertaken on what your services your organisation's competitors are providing and how they compare to your organisations services ♦ customers satisfaction surveys you have conducted ♦ reward programs you coordinate to recognise customer service excellence amongst staff ♦ innovations you have developed to improve the Customer Service Standard ♦ how you have monitored and reviewed the implementation of recommendations for improvement in customer service ♦ strategies you have developed or implement to bring lost customers back ♦ "mystery shopper" programs you have implemented to test levels of customer service ♦ how you have reviewed or developed work instructions, manuals which codify customer service standards ♦ how you have researched customers trends and developed innovative strategies to meet the emerging needs of consumers in the marketplace.

Unit of Competency	Practical Task
<p>BSBINN301</p> <p>Promote innovation in a team environment</p>	<p>Task 4:</p> <p>You are to organise and facilitate a team planning meeting where the goals are to explore the issues the organisation has with it's current customer/business relationships and develop innovative strategies/concepts for:</p> <ul style="list-style-type: none"> (a) Establish and maintain new customers (b) Innovative communication strategies (c) Terms of reference for new customer relationships (d) Improvement and management of the relationships (e) Promotion of customer relationships (f) Review of customer relationships (g) Supports the application of innovative practices including the provision of information and learning opportunities to foster innovation (h) Change management <p>During this meeting you will demonstrate your skills in applying techniques in keeping attendees motivated and drawing ideas out using creative thinking methods</p>
<p>SIRXSL003</p> <p>Achieve sales results</p>	<p>Task 5:</p> <ul style="list-style-type: none"> • Demonstrate how you maintain, monitor and evaluate sales performance. <p>Include:</p> <ul style="list-style-type: none"> • Communication to team • Negotiating and arranging supply of goods according to sales target, store policy and procedures • Maintaining, monitoring and evaluating sales targets according to organisational processes and systems requirements • Dealing with contingencies which may impact on sales targets and performances

Unit of Competency	Practical Task
<p>SIRXMGT002 Lead a frontline team</p> <p>SIRXHRM002 Maintain employee relations</p>	<p>Task 6:</p> <p>To complete this task there are 4 stages.</p> <p>A. From the business plan determine how many team members you need to run your section effectively and mix of skill and knowledge you need. Develop a position description for each.</p> <p>B. Consult team through a performance planning and review process to identify:</p> <ul style="list-style-type: none"> ♦ business and/or personal requirements that may need to be considered when organising rosters and other functions of managing the business ♦ professional development ♦ performance and non-performance ♦ short and long term goals <p>D. Develop guidelines for team that includes:</p> <ul style="list-style-type: none"> ♦ code of conduct ♦ customer/client charter ♦ family/community charter ♦ contingency plans for events that are expected and not expected ♦ flexibility for effective work/life balance ♦ debriefing/supervision <p>E. Hold a team meeting to discuss and review team goals and objectives, strengths and weaknesses, time for operational/planning commitments, team retention and other relevant issues.</p>

OBSERVATION RECORDING SHEET

Practical Tasks

CANDIDATE'S NAME: _____ **SIGNATURE:** _____ **DATE:** _____

ASSESSOR'S NAME: _____ **SIGNATURE:** _____ **DATE:** _____

LOCATION: _____

NB: The skills listed below must be verified by a competent assessor through observed demonstration either in the candidate's workplace as part of the candidate's normal work duty OR as part of a practical assessment/demonstration set by the assessor.

Unit and element covered in task	Task No.	Observable behaviours in task	Industry requirements	Assessor's comments	Indicate if behaviour observed	Date assessed
SIRRTF002 Monitor retail store financials	1	<p>Develops implementation plan including allocation of resources:</p> <ul style="list-style-type: none"> • Stock • Staff • Financial resources <p>Numeracy skills to complete roster planning activities involving dates, times and staff ratios.</p> <p>Problem-solving skills to adjust rosters to account for changes to staffing requirements.</p> <p>Technology skills to use organisational software and equipment to monitor and plan retail financial</p>	<p>Organisational policies and procedures</p> <p>Fair Work Act 2009</p> <p>National Employment Standards (NES)</p> <p>Key elements of applicable awards</p> <p>EEO</p> <p>Open communication</p> <p>Active listening</p> <p>Codes of Practice</p> <p>Reporting processes</p> <p>Organisational grievance procedures</p>			

Unit and element covered in task	Task No.	Observable behaviours in task	Industry requirements	Assessor's comments	Indicate if behaviour observed	Date assessed
			Negotiation and Mediation Tax Legislation			
SIRXCCS003A Coordinate interaction with customers	1	Consults with staff regarding complaint. Analyses complaint and identifies problem Supervises resolution of complaint in line with store policy (refund, exchange, credit). Including checking customer satisfaction Documents/Reports to management on complaints including referring unresolved complaints if appropriate.	Organisational policies and procedures			
SIRXRSK002 Maintain store security SIRXWHS003 Maintain a safe work environment	2	Demonstrates an objective approach to review Hazards and risks identified during the audit may include: <i>Safety</i> <ul style="list-style-type: none"> • Slip and trip hazards • Electrical hazards • Hazardous materials storage/access • Falling hazards • Safety of stock storage procedures • Use of personal protective equipment • Incident reporting Monitors security of the store Follows procedures	Organisational policies and procedures Responsibilities of other staff WH&S legislation and guidelines			

Unit and element covered in task	Task No.	Observable behaviours in task	Industry requirements	Assessor's comments	Indicate if behaviour observed	Date assessed
BUSCUS401A Coordinate implementation of customer service strategies SIRXCEG004 Create a customer centric culture SIRXSLS001 Sell to the retail customer SIRXCEG003 Build customer relationships and loyalty	3	Promotes customer service strategies Encourages quality customer service standards Outlines strategies to deal with complaints and difficulties Implements customer service systems Discusses approaches in assessing customer needs Outlines strategies to help customer articulate needs Discusses various special needs and how to address such needs Demonstrates reporting processes and forms Refers to team as required Access network to address customer needs Outlines strategies to establish and maintain business networks Demonstrates effective communication techniques Accesses appropriate organisational forms as required Discusses review of customer service strategies and recommendations	Legislation Enterprise policies and procedures Customer service standards Legal requirements and constraints Effective Communication Negotiation Confidentiality Privacy legislation Codes of Practice Australian Consumer Law Fair Practices Act Pricing procedures WHS policies and procedures WHS legislation			

Unit and element covered in task	Task No.	Observable behaviours in task	Industry requirements	Assessor's comments	Indicate if behaviour observed	Date assessed
BSBINN301 Promote innovation in a team environment	4	Creates a physical environment that supports innovation Analyse idea/concept in terms of effectiveness Identifies problems through own experiences or experiences of other team members Applies innovation to identify possible solutions to problems or possible improvements. Identifies opportunities for improved work practices Analyses risk factors involved with change Plans and implements change Encourages others to foster change Encourages suggestions on innovation and improved work practices Communicates change goals and objectives Uses business technology to implement change Provides learning on change – mentoring/coaching Overcomes change problems with team members Maintains relationships and communication during change process Monitors and evaluates effectiveness of change Presents findings to assessor using an appropriate communication method	Organisational policies and procedures WH&S legislation and guidelines			

Unit and element covered in task	Task No.	Observable behaviours in task	Industry requirements	Assessor's comments	Indicate if behaviour observed	Date assessed
SIRXSL003 Achieve sales results	5	Monitors sales performance against sales targets over a designated organisational sales period by: Reviews sales targets and determining strategies for achievement Communicates sales targets to team members Determines corrective action for response to poor performance	Organisational policies and procedures Effective Communication Conflict resolution Negotiation Confidentiality Privacy legislation Codes of Practice WH&S policies and procedures WH&S legislation Australian Consumer Law Computer skills			

Unit and element covered in task	Task No.	Observable behaviours in task	Industry requirements	Assessor's comments	Indicate if behaviour observed	Date assessed
SIRXMGT002 Lead a frontline team SIRXHRM002 Maintain employee relations	6	<i>Documents provide evidence of:</i> Organisation's vision, mission and objectives Promotion within the workgroup Development and support of workgroup members Effective work allocation Conflict resolution Performance management Regular feedback on performance Team and workgroup action plans Staff guidance and support Innovative work practices	Interpersonal skills Effective communication Management skills Application of equity principles Compliance with standard operating procedures WHS legislation Industry codes of practice Anti Discrimination legislation Leadership and teamwork Conflict resolution Respect for person Code of conduct / ethical			

SECTION E

Resources for Practical Tasks

You use this section to access any resources required by the candidate to undertake the practical task/s or scenario/s. They are suggested resources only. You may wish to modify or use other resources for the assessment tasks.

In undertaking RPL Assessment utilising this tool, assessors and participants may wish to visit the following site for possible resources:

- Resource Generator - www.resourcegenerator.gov.au

SECTION F

Third Party Verification

The preferred approach in gaining third party validation is to take the forms in this section to the candidate's previous employers or referees to gain confirmation of the candidate's skills against the required competencies. This would be done during a conversation or interview with these people.

It may be beneficial to make contact with the employers/referees early in the recognition process to make appointments, particularly if you have to travel some distance to visit them. This may be done on the same day as a practical assessment in the workplace if appropriate.

It is recommended that verification be obtained from one or two referees who can confirm the candidate's industry skills in context over time.

REFEREE TESTIMONIAL

(Date)

To whom it may concern,

RE: _____ skills in/as _____
(insert candidate name) (insert industry/job title)

I certify that the above named person has:

worked at _____ for a period of ___ years

regularly undertaken the following activities within the workplace since commencing employment with this organisation:

➔ *Initial those skills/ competencies (below) that the candidate has or can successfully perform in the workplace*

- Participates effectively in the monitoring of store financials and management of stock
- Shows an awareness of and where required, store security measures according to organisational and legislative guidelines
- Actively and effectively develops methods to attract customers based on the prevailing retail market
- Effectively built and maintained relationships with customers, clients and colleagues
- Created, maintained and monitored the accuracy and effectiveness of in-store merchandising displays
- Effectively contributed to the administrative requirements of a retail business
- Displayed proficiency in the use and maintenance of retail IT systems (eg, Customer Databases)
- Accurately prepared financial documents such as transaction and bank reconciliations, debtor and creditor statements
- Effectively contributed to the awareness and implementation of store safety and security procedures according to organisational and legislative requirements
- Contributed to the continuous improvement of store operations through the generation of innovative ideas
- Conducted team member interviews and developed rosters according to organisational and legislative requirements
- Utilised knowledge of specialised products to effectively identify and satisfy customer needs

If you would like any further information or would like to discuss any of the above, I can be contacted on _____

Yours faithfully

Signature
Print Name and Position

SECTION G

Assessment Tables

You use these tables as a reference tool to see at a glance which units/elements of competency are within the qualification.

Question numbers refer to those found in **SECTION C** of this kit.

Practical assessment/scenarios numbers refer to those found in **SECTION D** of this kit.

It is important to note that this section is used for validation purposes only. Any mapping should be done after questions and tasks have been selected.

Elements	Performance Criteria	Questions	Practical Tasks
SIRRRRTF002 Monitor retail store financials			
1 Control cost of labour.	1.1.Develop rosters according to relevant industrial agreements and wage budgets and organisational policies and procedures. 1.2.Maximise operational and customer service efficiency while minimising wage costs. 1.3.Combine duties where appropriate to ensure effective use of team members. 1.4.Roster teams with most effective skills mix to meet operational requirements. 1.5.Use roster systems and equipment to administer rosters to team members. 1.6.Amend rosters and labour spend as required	1 3 1, 2, 3, 4 1 1,, 4 1	1 1 1 1 1
2. Control stock levels.	2.1.Manage stock levels to meet customer demand, maximise sales and minimise shrinkage. 2.2.Identify shrinkage costs and trends and take preventative action to minimise future shrinkage.	2, 3 3 4	1 1
3. Review and address financial performance.	3.1.Analyse and report on budget and sales revenue and expenditure figures according to budget targets. 3.2.Interpret financial data to identify variations from budget, and take appropriate corrective action where deviations from budget occur. 3.3.Take action to minimise budget overspend and control costs. 3.4.Communicate to the team cost control measures within their area of responsibility.	3, 4 3, 4 3, 4 3, 4	1 1 1 1

Elements	Performance Criteria	Questions	Practical Tasks
SIRXCEG004 Create a customer-centric culture			
1. Promote a customer focused culture.	1.1.Ensure team understanding of and commitment to providing quality customer service and enhancing the customer’s experience. 1.2.Promote customer service standards within the team and encourage ownership over delivery of service standards. 1.3.Act as a positive role model displaying customer centric behaviours and consistently delivering on customer service standards.	16, 18 16, 17, 18 18	3 3 3
2. Foster the customer culture.	2.1.Ensure adequate team resourcing to ensure delivery on customer service standards. 2.2.Monitor customer service and take action when standards are not met. 2.3.Provide feedback to team on their ability to meet customer service standards. 2.4.Provide coaching to team members to enhance customer service delivery.	16, 17, 18 16 16, 18 18	3 3 3 3
3. Monitor and adjust customer service.	3.1.Seek feedback from team and customers on customer service standards. 3.2.Review customer trends and demands and seek opportunities to enhance customer experience based on findings. 3.3.Develop and document customer service improvement plans in consultation with the team	16, 18 16, 17, 18 17, 18	3 3 3

Elements	Performance Criteria	Questions	Practical Tasks
SIRXHRM0020 Maintain employee relations			
1. Apply relevant industrial awards, agreements and legislation to the workplace.	1.1. Identify and accurately interpret relevant industrial awards, agreements and legislation. 1.2. Apply relevant awards and agreements accurately and consistently to all team members. 1.3. Inform team members of changes in awards and agreements. 1.4. Provide information on relevant awards and agreements to team members as requested.	33 33 33 33	6 6 6 6
2. Minimise potential industrial problems.	2.1. Provide regular opportunities for team members to discuss problems that directly or indirectly affect their work. 2.2. Counsel team members on workplace issues as required, in a positive and constructive manner or refer to appropriate personnel when necessary. 2.3. Identify potential and actual conflicts between team members and take remedial action. 2.4. Accurately maintain records of team member counselling and conflict, including outcomes.	34 35 36, 37 35, 36, 37	6 6 6 6
3. Implement dispute settlement procedures.	3.1. Follow organisational dispute and grievance policies and procedures accurately and promptly in the instance of workplace disputes. 3.2. Inform team members of current organisational dispute and grievance policies and procedures. 3.3. Apply all policies and procedures in an impartial manner. 3.4. Record details of all disputes or grievances accurately and completely, and make available to authorised personnel. 3.5. Refer unsettled disputes or grievances to relevant personnel	35, 36, 37 34, 35, 36, 37 34, 35, 36, 37 36, 37	6 6 6 6

Elements	Performance Criteria	Questions	Practical Tasks
SIRXMG002 Lead a frontline team			
1. Lead the team.	1.1. Lead by example demonstrating high standards of personal performance and behaviours reflective of organisational values.	24, 27	6
	1.2. Promote an environment in which team members are motivated to achieve high standards of performance.	23, 24	6
	1.3. Communicate openly and honestly with team members to create a positive team culture.	23, 24	6
	1.4. Consult with team members when making decisions that impact them.	23, 24, 25	6
2. Delegate work.	2.1. Delegate tasks and responsibilities to team members, clearly defining team and individual responsibilities and limits of responsibilities.	28	6
	2.2. Consult with and inform team members about expected standards of performance using appropriate communication methods.	23, 24, 25	6
3. Monitor performance standards.	3.1. Provide team members with feedback on their performance against expected standards.	25, 29	6
	3.2. Recognise coaching needs and provide on the job coaching to team members for improved performance.	29	6
	3.3. Determine factors contributing to poor performance and implement solutions for improved performance.	24, 25, 26, 27, 28, 29	6
	3.4. Address ongoing poor performance according to organisational procedures.	28, 29	6
	3.5. Encourage team members to offer ideas, views or suggestions for improved operation.	26	6
4. Take action on performance issues.	4.1. Deal with team and individual workplace issues fairly, openly and promptly according to organisational policies and procedures.	23, 24	6
	4.2. Manage difficult conversations with team members and reach timely solutions.	24, 25, 26	6
	4.3. Complete accurate and neutral reporting on team member performance where performance issues exist.	24, 25	6
SIRXRSK002 Maintain store security			
1 Monitor and maintain store security.	1.1. Implement organisational policies and procedures to ensure store security is maintained.	5, 6, 7	2
	1.2. Monitor and review security procedures continually and act on opportunities to improve store security.	5, 6, 7	2
	1.3. Maintain security of merchandise, cash, points of sale and keys.	5, 6, 7	2
	1.4. Ensure store security equipment is used and in correct working order.	5, 6, 7	2
	1.5. Report matters impacting store security to relevant personnel.	5, 6, 7	2
	1.6. Document breaches of security as required.	5, 6, 7	2
2. Facilitate security awareness.	2.1. Inform team members of organisational policies and procedures for security.	5, 6, 7	2
	2.2. Provide team members with feedback on their implementation or non-implementation of security procedures.	5, 6, 7	2

Elements	Performance Criteria	Questions	Practical Tasks
	2.3. Provide team members with ongoing supervision and training to facilitate security awareness.	5, 6, 7	2
SIRXSL003 Achieve sales results			
1. Identify sales targets.	1.1. Access and review sales targets.	22	5
	1.2. Ensure sales targets are achievable and allow customer service standards to be maintained.	22	5
	1.3. Review internal and external factors that may affect sales achievement and take measures to reduce impact.	22	5
	1.4. Review past sales performance to inform achievement of sales targets.	22	5
	1.5. Determine sales strategies for achieving sales targets.	22	5
2. Create a sales environment.	2.1. Set and communicate team and individual sales targets.	22	5
	2.2. Ensure availability of adequate resources to achieve sales targets.	22	5
	2.3. Support team to achieve sales targets and provide feedback on performance.	22	5
	2.4. Resolve or limit operational issues that hinder sales target achievement.	22	5
3. Review sales targets.	3.1. Monitor achievement of sales targets, and provide feedback to team for ongoing improvement.	22	5
	3.2. Take corrective action when sales targets are not met.	22	5
	3.3. Report on sales target achievement in line with organisational reporting procedures	22	5

Elements	Performance Criteria	Questions	Practical Tasks
SIRXWHS003 Maintain workplace safety			
1. Facilitate team awareness of work health and safety.	1.1.Communicate relevant work health and safety legislation, and organisational policies and procedures to team members.	8, 10, 11	2
	1.2.Make all current work health and safety information readily accessible to staff.	8, 11	2
	1.3.Demonstrate adherence to work health and safety to reinforce information.	10, 11	2
	1.4.Regularly provide team members with information on identified hazards and risk control procedures	8, 10, 11	2
2. Involve team members in work health and safety matters.	2.1.Provide opportunities for team members to consult and contribute to work health and safety issues and practices.	8, 9, 11	2
	2.2.Resolve issues raised by team members promptly or refer to relevant personnel.	8, 12	2
3. Maintain a safe work environment.	3.1.Monitor team adherence to work health and safety requirements, and arrange work health and safety training as required.	8, 9, 11, 12	2
	3.2.Implement organisational policies and procedures for identifying, preventing and reporting potential hazards.	8, 9, 10, 11, 12	2
	3.3.Take prompt action to address non-compliance with procedures and safe work practices.	9, 10, 12	2
	3.4.Investigate unsafe or hazardous events, identify causes, and report inadequacies in risk control measures or resource allocation for risk control to relevant personnel.	10, 12	2
4. Maintain work health and safety records.	4.1.Complete and maintain work health and safety records according to organisational policies and procedures and legislative requirements.	8, 9, 10, 11, 12	2
	4.2.Use information from records to identify hazards and monitor risk control procedures.	8, 9, 10, 11, 12	2
	4.3.Provide feedback to relevant personnel on workplace health and safety and areas for improvement.		

Elements	Performance Criteria	Questions	Practical Tasks
SIRXCEG003 Build customer relationships and loyalty			
1. Develop relationships with customers.	1.1. Provide personalised service to customers in a professional manner that promotes repeat business. 1.2. Identify repeat business and acknowledge customer return. 1.3. Provide tailored recommendations for products and services based on known individual customer needs.	19, 20, 21 19, 21 21	3 3 3
2. Generate customer loyalty.	2.1. Convert customers to brand advocates through exemplary customer service. 2.2. Inform customers of benefits associated with promotions and loyalty programs as required. 2.3. Identify trends in customer demands for products and services and communicate with relevant personnel to ensure availability.	19, 20, 21 19, 20, 21 20	3 3 3
3. Deal with escalated customer complaints.	3.1. Clarify information regarding escalated customer complaints referred from team members. 3.2. Take action to pacify customer maintaining a calm and professional manner. 3.3. Identify source of customer dissatisfaction and seek appropriate solutions in consultation with the customer. 3.4. Ensure the customer is satisfied with solutions and offer compensation in line with level of responsibility	19, 21 19, 21 19, 21 19, 21	3 3 3 3

Elements	Performance Criteria	Questions	Practical Tasks
SIRXSL001 Sell to the retail customer			
1. Establish customer needs.	1.1.Connect with the customer within designated response times and establish rapport. 1.2.Use questioning and active listening to facilitate effective two-way communication. 1.3.Observe and determine appropriate level of interaction based on customer verbal and non-verbal cues. 1.4.Determine and clarify customer preferences, needs and expectations.	19 19, 21 19 19	3 3 3 3
2. Provide advice on products and services.	2.1.Use product and service knowledge to tailor options to specific customer needs, and offer alternatives when product is unavailable. 2.2.Clearly explain and promote product and service features and benefits where relevant. 2.3.Advise on promotional events where relevant. 2.4.Provide additional information to address customer questions and objections. 2.5.Offer comparisons to competitor product or service range as required. 2.6.Collaborate with the customer to determine product or service option most suited to their needs. 2.7.Take opportunities to upsell and cross sell products and services that enhance customer request and maximise profitability of sale.	20 20, 21 20, 21 20, 21 20, 21 19, 20, 21 20, 21	3 3 3 3 3 3
3. Facilitate the sale of products and services.	3.1.Select and use appropriate techniques to close sale. 3.2.Direct the customer to designated point-of-sale and process sale, as required, according to organisational procedures. 3.3.Farewell customer on leaving, and invite to return. 3.4.Provide any required after sales service according to organisational procedures.	21 21 19, 21 20, 21	3 3 3 3

Elements	Performance Criteria	Questions	Practical Tasks
BSBCUS401 Coordinate implementation of customer service strategies			
1 Advise on customer service needs	1.1 Clarify and accurately assess customer needs using appropriate communication techniques	13, 14, 15, 19	3
	1.2 Diagnose problems matching service delivery to customers and develop options for improved service within organisational requirements	14, 15	3
	1.3 Provide relevant and constructive advice to promote the improvement of customer service delivery	13, 14, 15	3
	1.4 Use business technology and/or online services to structure and present information on customer service needs	15	3
2 Support implementation of customer service strategies	2.1 Ensure customer service strategies and opportunities are promoted to designated individuals and groups	14, 15	3
	2.2 Identify and allocate available budget resources to fulfil customer service objectives	14, 15	3
	2.3 Promptly action procedures to resolve customer difficulties and complaints within organisational requirements	14, 15	3
	2.4 Ensure that decisions to implement strategies are taken in consultation with designated individuals and groups	14, 15	3
3 Evaluate and report on customer service	3.1 Review client satisfaction with service delivery using verifiable data in accordance with organisational requirements	14, 15	3
	3.2 Identify and report changes necessary to maintain service standards to designated individuals and groups	14, 15	3
	3.3 Prepare conclusions and recommendations from verifiable evidence and provide constructive advice on future directions of client service strategies	14, 15	3
	3.4 Maintain systems, records and reporting procedures to compare changes in customer satisfaction	14, 15	3

Elements	Performance Criteria	Questions	Practical Tasks
BSBINN301 Promote innovation in a team environment			
1 Create opportunities to maximise innovation within the team	1.1 Evaluate and reflect on what the team needs and wants to achieve	30	4
	1.2 Check out information about current or potential team members' work in the context of developing a more innovative team	30	4
	1.3 Bring people into the team or make suggestions for team members based on what needs to be achieved and the potential for cross fertilising ideas	30, 31	4
	1.4 Acknowledge, respect and discuss the different ways that people may contribute to building or enhancing the team	30, 31	4
2 Organise and agree effective ways of working	2.1 Jointly establish ground rules for how the team will operate	30, 31	4
	2.2 Agree and communicate responsibilities in ways that encourage and reinforce team-based innovation	31	4
	2.3 Agree and share tasks and activities to ensure the best use of skills and abilities within the team	30, 31	4
	2.4 Plan and schedule activities to allow time for thinking, challenging and collaboration	30, 31	4
	2.5 Establish personal reward and stimulation as an integral part of the team's way of working	30, 31	4
3 Support and guide colleagues	3.1 Model behaviour that supports innovation	30	4
	3.2 Seek external stimuli and ideas to feed into team activities	31	4
	3.3 Proactively share information, knowledge and experiences with other team members	30, 31	4
	3.4 Challenge and test ideas within the team in a positive and collaborative way	30, 31	4
	3.5 Proactively discuss and explore ideas with other team members on an ongoing basis	31	4
4 Reflect on how the team is working	4.1 Debrief and reflect on activities and on opportunities for improvement and innovation	31, 32	4
	4.2 Gather and use feedback from within and outside the team to generate discussion and debate	31, 32	4
	4.3 Discuss the challenges of being innovative in a constructive and open way	30, 31,32	4
	4.4 Take ideas for improvement, build them into future activities and communicate key issues to relevant colleagues	30, 31, 32	4
	4.5 Identify, promote and celebrate successes and examples of successful innovation	30, 31	4