

SHOP MANAGER JOB COMPETENCIES

TECHNICAL COMPETENCIES	BEHAVIOURAL COMPETENCIES
COMMERCIAL FOCUS	LEADERSHIP
Takes personal responsibility for the store achieving its sales budget.	Demonstrates the ability to provide direction and ensure commitment of their team to their objectives.
Uses relevant financial information to allocate space in line with sales.	Lead by example, working alongside their team members to ensure personal awareness of the situation on the ground
Uses management reports to develop the business	Always acts and dresses in a professional manner
Maintains costs in line with budget, takes remedial action if necessary.	Always displays a positive mental attitude, continuously promoting ExtraCare's philosophy
Ensures stock rotation is completed as per guidelines. Takes remedial action if there are stock shortages.	Displays sincerity and integrity, taking responsibility for the team's results, good or bad
Optimises pricing in line with local competition.	Copes with pressure by maintaining objectivity
Maintains density at agreed level. Takes remedial action to address stock shortages.	Is flexible in approach, paving the way for innovation and change
Drives corporate sales campaigns.	Displays accountability for their own and their team's actions
	Able to make timely decisions, considering the implications and displaying sound judgment
MANAGING PEOPLE	ORGANISATION & PLANNING
Retains deputy manager through a programme of induction & training ensuring job satisfaction and technical ability.	Plans ahead
Leads by example.	Is personally well organised and their team performs efficiently
Recruits, develops and retains volunteers so that workload and sales are achieved.	Takes action to prioritise the requirements of customers
Develops key volunteers to take responsibility of the shop in an emergency.	Consistently meets deadlines to ensure standards and service delivery are high.

Works actively with the probation service and local agencies to provide staff.	Demonstrates resilience and stamina
Manages performance issues in line with company guidelines.	Shows an ability to deal with stress by identifying and responding to the causes
	Gives clear directions and is able to give constructive feedback.
	Demonstrates determination to achieve budgets and bring about successful outcomes
CUSTOMER CARE	LISTENING & EMPATHY
Ensures the sales floor is staffed at all times. Ensures volunteers are recruited to fill any gaps.	Rather than merely hearing, actively listens to, and acts upon, the comments, opinions and concerns of staff, volunteers and customers.
Sets excellent customer service standards ensures volunteers are trained to deliver excellent customer service.	Takes time to show empathy with customer's building strong relationships based on understanding their needs
Trains all volunteers to ensure an efficient till operation.	TEAM FOCUS
Handles exchanges and refunds efficiently, and in line with company guidelines ensuring the ExtraCare brand image is protected.	Demonstrates the ability to build a team, promote teamwork and understand the benefits of everyone working together
Merchandises store layout to match seasonality.	Is approachable and supportive to the members of their team.
Dresses windows to reflect current seasonal fashion trends or to encourage sales performance.	Displays support for other shops in their times of need.
	Encourages their team to proactively complete routine tasks with prompting.
STOCK MANAGEMENT	COMMUNICATION
Keeps sort room clean, tidy and organised.	Is able to communicate effectively, using appropriate communication to deliver standards and achieve objectives.
Sorts stock quickly and efficiently onto the sales floor.	Is able to convey, either orally or in writing, information to customers, staff, volunteers and outside parties as appropriate.
Prioritises stock processing in line with Company guidelines.	Positions their language and style of message according to the situation and

	the audience.
Stores all excess stock in an organised manner to allow for efficient stock replenishment.	
Ensures only quality stock is merchandised on the sales floor.	
Manages the stock collector, takes remedial action if stock returns are low or poor quality.	
Actively encourages over the door donations	
HEALTH & SAFETY	
Fully understands their legal responsibility regarding Health and Safety regulations.	
Actively encourages a safe working environment	
Takes responsibility for the training of volunteers and deputy manager in H&S issues.	
Ensures relevant H&S checks are completed in line with guidelines	