




		Occupational Qualification Document		
Occupational Code	Qualification Title	NQF Level	Logo	
142103	Occupational Certificate: Retail Manager - General (Retail Chain Store Manager)	5		
	Name	Email	Phone	Logo
Development Quality Partner	Wholesale & Retail SETA	imarrian@wrseta.org.za	012 622 9500	
Assessment Quality Partner	Wholesale & Retail SETA	imarrian@wrseta.org.za	012 622 9500	

QUALIFICATION DETAILS

Qualification Title: Occupational Certificate: Retail Manager - General (Retail Chain Store Manager)

Occupational Code: 142103

Curriculum Code: 142103001

Quality Assuring Body: Quality Council for Trades and Occupations (QCTO)

Sub Framework: Occupational Qualifications Sub-Framework

Field: Field 11 - Services

Subfield: Wholesale and Retail

NQF Level: 5

Credits: 106

Originator/Development Quality Partner (DQP): Wholesale & Retail SETA

Originating Provider/Assessment Quality Partner (AQP): Wholesale & Retail SETA

Qualification Type: Occupational Certificate

Registered qualifications and or learning programmes to be replaced:

- None

RATIONALE

Feedback from the Wholesale and Retail sector have identified the positions of Retail Chain Store Manager to be a national scarce skill.

The industry is struggling to find qualified people to fill the Retail Chain Store Manager role and as a result, most major retail chains have their own Trainee Manager programme running over 12, 18 or 21 months.

Although this is a step in the right direction, there is no consistency as each organisation trains just enough to produce managers to manage their stores according to their standards. This necessitates a national qualification that sets a national standard, which will allow individuals to be able to move between organisations.

The qualification developed by the Wholesale and Retail sector at level 6 and titled Retail Store Manager, was developed for the manager or owner of a retail business that has to run his own business without the assistance of a Head Office.

This qualification is designed for Managers of retail stores that form part of a chain store businesses, with a Head Office that performs many of the tasks that an owner who has no Head Office would have to perform by themselves. It is for this reason that this qualification is set at level 5 and not at level 6.

There are many vacancies opening up each year through the opening of new stores by the many national chains stores, through expansion, promotion and through current employees leaving the industry.

These managers control anything from two or three, all the way to 20 or 30 staff members and have millions of Rands worth of assets under their control. Unless properly trained, they can cost their employers many millions in losses.

Prospective learners include unemployed persons with Grade 12 attending technical universities or colleges, employed learners moving from a supervisory position into store management. Qualified learners will manage retail chain stores.

The Wholesale and Retail industry is of the opinion that the qualification will serve to equip qualifying learners with the fundamental knowledge, skills and attitude necessary demonstrate knowledge relating to stock control, improvement of retail chain store's financial performance and maintenance of assets in a retail chain store.

PURPOSE

The purpose of this qualification is to prepare a learner to operate as a Retail Chain Store Manager

A Retail Chain Store Manager manages the functions of a branch of a retail chain store.

A qualified learner will be able to:

- Lead teams to achieve retail chain store operational objectives
- Manage service standards of a retail chain store
- Manage stock control in a retail chain store
- Improve the financial performance of a retail chain store

RULES OF COMBINATION

This qualification is made up of the following compulsory Knowledge and Practical Skill Modules:

Knowledge Modules:

- 142103001-KM-01: Concept and principles of retail operations management, NQF Level 5, Credits 4
- 142103001-KM-02: Concept and principles of communication in retail, NQF Level 4, Credits 4
- 142103001-KM-03: Concepts and principles of leading teams in a retail chain store environment, NQF Level 5, Credits 7
- 142103001-KM-04: Concept and principles of managing service standards of a retail chain store, NQF Level 5, Credits 2
- 142103001-KM-05: Concepts and principles of stock control in a retail chain store, NQF Level 5, Credits 3
- 142103001-KM-06: Concept and principles of implementing promotional activities in a retail chain store, NQF Level 5, Credits 3
- 142103001-KM-07: Concept and principles of improving the financial performance of a retail chain store, NQF Level 5, Credits 3

Total number of credits for Knowledge Modules: 26

Practical Skill Modules:

- 142103001-PM-01: Manage retail chain store employee performance, NQF Level 5, Credits 3
- 142103001-PM-02: Manage retail chain store operational processes, NQF Level 5, Credits 2

- 142103001-PM-03: Manage retail chain store service standards, NQF Level 5, Credits 2
- 142103001-PM-04: Maintain effective retail chain store stakeholder relations, NQF Level 5, Credits 2
- 142103001-PM-05: Manage stock control in a retail chain store, NQF Level 5, Credits 3
- 142103001-PM-06: Propose improvements to a retail chain store's range and layout, NQF Level 5, Credits 2
- 142103001-PM-07: Implement plans to improve sales in a retail chain store, NQF Level 5, Credits 2
- 142103001-PM-08: Implement plans to improve a retail chain store's financial performance, NQF Level 5, Credits 2
- 142103001-PM-09: Manage risk and maintain assets in a retail chain store, NQF Level 5, Credits 3

Total number of credits for Practical Skill Modules: 21

This qualification also requires the following Work Experience Modules:

- 142103001-WM-01: Processes and procedures for planning and implementing retail chain store operations, NQF Level 5, Credits 9
- 142103001-WM-02: Processes and procedures for leading teams in a retail chain store environment, NQF Level 4, Credits 8
- 142103001-WM-03: Processes and procedures for managing retail chain store service standards, NQF Level 5, Credits 8
- 142103001-WM-04: Processes and procedures for maintaining effective retail chain store stakeholder relations, NQF Level 5, Credits 4
- 142103001-WM-05: Processes and procedures for managing stock levels and influencing store range and layout, NQF Level 5, Credits 8
- 142103001-WM-06: Processes and procedures for improving the retail chain store's bottom line, NQF Level 5, Credits 8
- 142103001-WM-07: Processes and procedures for managing sales and promotional activities, NQF Level 5, Credits 6
- 142103001-WM-08: Processes and procedures for managing risk and maintaining assets in a retail chain store, NQF Level 5, Credits 8

Total number of credits for Work Experience Modules: 59

ENTRY REQUIREMENTS

- National Vocational Certificate (NCV) at NQF level 4

EXIT LEVEL OUTCOMES AND ASSOCIATED ASSESSMENT CRITERIA

- **Exit Level Outcome 1**

Maintain or improve customer service standards in a retail chain store. (15%)

Associated Assessment Criteria

- The customer service standards provided are evaluated and shortfalls in service delivery are identified according to scenario given
- Actions proposed to improve service delivery are practical and are within the organisations policies and procedures for maintaining and building customer relations
- Service standards meeting or exceeding customer service expectations are identified and proposed action to acknowledge staff performance is practical and within organisational policies and procedures and would encourage the staff members concerned

- **Exit Level Outcome 2**

- *Associated Assessment Criteria*

- Manage stock levels
- Reports on stock performance are evaluated and problem areas identified
- The quantities of stock ordered meet the expected sales of the store and take into account stock on hand and outstanding orders
- Stock shortages are identified and actions to obtain stock are practical and within the organisations policies and procedures
- Excess and obsolete stocks are identified and actions to reduce these stock levels are practical and within the organisations policies and procedures

- **Exit Level Outcome 3**

Manage retail chain store operations.

Associated Assessment Criteria

- Daily and weekly operational objectives are allocated according to their importance, frequency and the time it is expected for them to be completed
- The scheduling of staff takes into account experience of the staff, legal working hours and the time expected for the tasks to be completed and will result in all tasks being completed on time.
- Operational plans are updated according to unexpected additional tasks required and staff absenteeism and still ensure all tasks are completed on time.
- Inadequate staff performance is identified and tasks rescheduled to ensure they are completed on time and within timeframes.

- **Exit Level Outcome 4**

Minimise shrinkage and losses in a retail chain store

Associated Assessment Criteria

- Checklists developed will highlight all potential areas of loss in the store
- The use of the checklist highlights all areas of potential loss in the given scenario

- Action plans developed to minimise shrinkage and losses are practical, legal and within organisational policies and procedures and would have the desired effect of minimising the chances of losses occurring.

- **Exit Level Outcome 5**

Plan to improve the bottom line contribution of a retail chain store

Associated Assessment Criteria

- Store reports are analysed and key areas requiring action are identified and prioritised
- The proposed action plan to improve the Gross Profit of the store is practical for a chain store environment and would have the desired effect of improving the Gross Profit
- The proposed action plan to reduce identified expenses requiring action are practical for a chain store environment and would have the desired effect of reducing costs

INTERNATIONAL COMPARABILITY

An internet search showed that this qualification could be ground breaking in South Africa. Qualification for Chain Store Managers could not be found.

Retail Manager qualifications were abundant, but these matched the existing South African Retail Store Manager qualification at level 6 already approved by the QCTO and SAQA. Managers training internally in chain store environments go through structured Trainee Manager Programmes at the retailer for whom they work.

This is the reality worldwide, and South Africa is no exception. To the in-house Trainee Manager's detriment, their training is not recognised as a national qualification. This affirms the need and appeal in South Africa for a recognised national qualification for Retail Chain Store Managers and, the establishment of this may be ground breaking.

In order to maintain their competitive edge, national retailers were not prepared to disclose details of their training but this qualification was matched to what they detailed in job requirements and descriptions found on the internet.

Target Jobs – United Kingdom (UK)

Retail managers are responsible for every aspect of the day-to-day supervision of retail outlets, including sales, staff, stock and resources management.

Typical responsibilities of the job include:

- Recruiting, training, supervising and appraising staff
- Managing budgets
- Maintaining statistical and financial records
- Planning
- Promoting and marketing the business
- Dealing with customer queries and complaints
- Overseeing pricing and stock control
- Maximising profitability and meeting sales targets
- Ensuring compliance with health and safety legislation
- Preparing promotional materials and displays

Being a store manager you will be part of a busy, dynamic environment that changes every day. Your list of duties will be varied, ranging from ensuring high levels of customer service to reviewing security issues.

Other jobs on your to-do list will include:

- Reaching sales targets and increasing profits
- Dealing with customer service issues such as queries and complaints
- Interviewing and recruiting new staff
- Supervising departmental managers and organising training
- Organising rotas and holidays
- Overseeing stock control and receiving orders

Responsibilities

Store Operations

- Dealing with all monetary aspects for the store.
- The store's sales figures. This includes looking for new ways to increase sales
- Improve the efficiency of the team.
- Promotions
- Maintaining security of the store
- The manager is often the last port-of-call for complaints.

Human Resources

- Recruitment and training of all new members of staff.
- Resolve problems and ensure the smooth running of the shop's team.
- Motivating the team
- Schedule staff

Retail Council of Canada

Their training programme covers the following;

- Professionalism: This module teaches the finer points of acting and dressing professionally, and working in a team with others.
- Customer Service and Sales: Customer service and sales go hand-in-hand. This module leads students through the sales cycle: providing in-store customer service, making the sale, closing the sale, and providing after-sales service.
- Inventory: This module explains how sales associates can expand their traditional roles and contribute to the monitoring and managing of inventory.
- Store Appearance: This module teaches sales associates how to boost sales by improving the store appearance. Special attention is paid to maintaining stock and product displays.

- Security and Safety: Sales associates have an important part to play in loss prevention. This module describes how sales associates can identify security threats and prevent loss.
- Communication: This module teaches active listening skills, writing skills and other communication skills that sales associates need in their day-to-day work. This module is worthwhile for sales associates with all levels of experience.

National Retail Federation United State of America (USA)

This professional certification validates knowledge in primary retail disciplines, including:

- Sales and customer service;
- Merchandising;
- Human resources;
- Operations;
- Administrative and financial accountability.

Marks & Spenser United Kingdom

We have filled our stores with the affordable luxury, must-have products our customers love. Your task will be to turn these into dynamic commercial growth and an opportunity to win over customers – old and new. Hitting sales targets will obviously be important. But it is about more than just the numbers. Knowing our ranges inside out and setting the highest possible standards in service, you will be an exceptional leader to your team and an inspiration to your customers.

The sheer scale of our operations makes retail management an entirely different proposition at M&S. It is not unusual for some of our departments to generate a £multi-million turnover and employ up to 25 people. So whether you're in charge of a Food Hall or an entire Womenswear department, it is likely that this will be a big departure from what you are used to. But that is the appeal of the role.

During the nine-month program, you will receive in-depth training in Merchandising, Inventory Management, and Production and in three brands in our portfolio. In each rotation, you will learn the inner workings of these critical product pipeline functions while contributing to the teams.

SAIT Politechnic (Canada)

Grocery Retail Management Certificate

- Communicating Effectively
- Essential Supervisory Skills
- Financial Management Skills
- Operations Management
- Managing Employee Performance
- Sales and Service
- Managing Employee Relations

John Lewis Partnership (United Kingdom)

The John Lewis apprenticeship programme features two levels; the Modern Apprenticeship Scheme, for those who have left school at the age of 16, and the Advanced Apprenticeship Scheme for young people who have already completed their A-Levels. Both are one year programmes and if completed successfully,

apprentices on the Modern scheme will be rewarded the equivalent of five GCSEs and those on the Advanced scheme, the equivalent of two additional A-levels. Waitrose run a similar scheme.

The Waitrose apprenticeship scheme launched in Autumn 2012, to offer a career pathway from education to work for people with no or little work experience, as an alternative to traditional education. At the end of the programme, apprentices are awarded an Intermediate Apprenticeship in Retail from Skillsmart, the Skills Sector Council for Retail. To achieve this, they gain qualifications in three key areas - Technical, Knowledge, and Key Skills - all of which are achieved by on the job training and learning and are accredited by the awarding body, City and Guilds. As well as completing several qualifications, apprentices gain valuable workplace experience and practical skills that can be applied both in the retail sector and elsewhere

Primark United Kingdom

The programme is designed to give real hands-on experience of how a store works and is broken down into these modules:

- Sales floor - the sharp end of retail. All day-to-day aspects of where the customer meets the product, including customer service, staff management and merchandising.
- Merchandising - this is where you get to know the products, how they're priced and how they're sold. Includes in-store displays and promotions.
- Cash office – you will learn about the processes and systems used to manage the cash taken in the store and ensure its security.
- Stock room training - this will include stock control, goods inwards, and administration.
- Human Resource Management - Employee management and HR, health and safety and payroll procedures

This ground breaking South African Retail Chain Store Manager qualification covers all the above aspects of all the above qualifications and job requirements and will allow a qualified learner to qualify for employment in any of these countries, while it also fits the needs and requirements of the industry in South Africa

INTEGRATED ASSESSMENT

Integrated formative assessment:

The skills development provider will use the curriculum to guide them on the stipulated internal assessment criteria and weighting. They will also apply the scope of practical skills and applied knowledge as stipulated by the internal assessment criteria. This formative assessment leads to entrance into the integrated external summative assessment.

Integrated summative assessment:

An external integrated summative assessment, conducted through the relevant QCTO Assessment Quality Partner is required for the issuing of this qualification. The external integrated summative assessment will focus on the exit level outcomes and associated assessment criteria.

RECOGNITION OF PRIOR LEARNING (RPL)

RPL for access to the external integrated summative assessment: Accredited providers and approved workplaces must apply the internal assessment criteria specified in the related curriculum document to establish and confirm prior learning. Accredited providers and workplaces must confirm prior learning by issuing a statement of result or certifying a work experience record.

RPL for access to the qualification: Accredited providers and approved workplaces may recognise prior learning against the relevant access requirements.

ARTICULATION:

Horizontal articulation to:

- Occupational Certificate: Supply Chain Practitioner,
- Occupational Certificate: Retail Buyer

Vertically articulation to:

- Retail Store Manager NQF Level 6.

NOTES:

Qualifying for external assessment:

In order to qualify for the external summative assessment, learners must have a copy of a completed and signed Statement of Work Experience as well as proof of successful completion of the following subjects and modules or alternative programmes where applicable.

Foundational learning competence is NOT a pre-requisite for the award of this qualification.

Additional legal or physical entry requirements:

None

Criteria for the accreditation of providers

Accreditation of providers will be done against the criteria as reflected in the relevant curriculum on the QCTO website.

The curriculum title and code is: 142103001: Retail Chain Store Manager

This qualification encompasses the following trades as recorded on the NLRD:

- None

Part Qualifications

- None