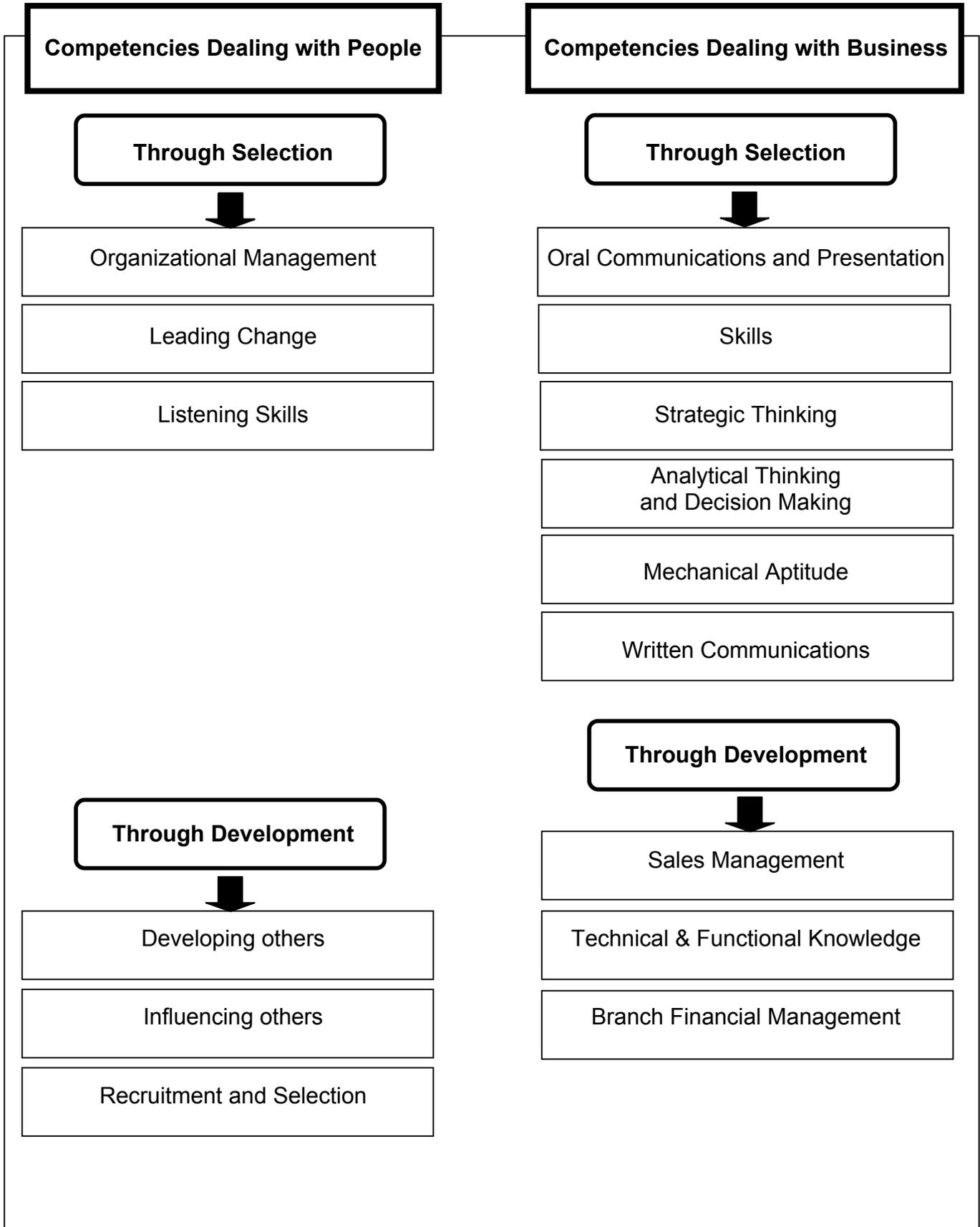


BRANCH MANAGER COMPETENCY MODEL



KEY RESPONSIBILITIES, MAJOR TASKS AND PERFORMANCE MEASURES

KEY RESPONSIBILITY: BRANCH FINANCIAL MANAGEMENT

Managing branch assets and sales in order to achieve or exceed corporate financial benchmarks.

MAJOR TASKS

- Making money for the company.
- Developing a branch business plan.
- Preparing a branch budget.
- Forecasting sales, profitability, and costs.
- Controlling inventory levels.
- Controlling costs, i.e.: freight, expenses, supplies, salaries.
- Managing Receivable.
- Monitoring compliance with pricing policies.

PERFORMANCE MEASURES

- Sales Dollars
- Gross Profit
- Investment
- Inventory
- Earn-Turn Ratio
- Quality Impact Credits
- Freight Recovery
- Receivable
- Salaries and Wages

KEY RESPONSIBILITY: CREATING JUBILANT CUSTOMERS

Making our targeted customers jubilant by distributing world-class products in our selected technologies and by providing innovative total solutions that keep them competitive.

MAJOR TASKS

- Managing personal sales accounts.
- Negotiating contracts and agreement for "win-win outcomes.
- Following up to ensure that customer complaints are resolved quickly and to the customer's satisfaction.
- Communicating to customers the value documented by DVA Reports.
- Maintaining on-time and error-free service levels.
- Collecting customer feedback (QI Dialogues and other methods).
- Measuring customer satisfaction with branch service levels.
- Creating a customer-focused environment.
- Selecting competent and effective branch associates.

PERFORMANCE MEASURES

- Customer Jubilation Letters
- On-Time and Error-Free Performance Reports.
- DVA Reports
- Sales growth by customer
- Complaint Log
- Associates' Performance Appraisals

KEY RESPONSIBILITY: MANAGING ASSOCIATE PERFORMANCE

To build and maintain an efficient and effective branch staff.

MAJOR TASKS

- Recruiting and selecting Associates.
- Dealing with substance abuse problems.
- Applying Associate discipline within guidelines.
- Managing Associate performance.
- Complying with regulatory agencies.
- Responding to complaints from employees.

PERFORMANCE MEASURES

- Associate absenteeism.
- Costs of legal actions.
- Degree of compliance with OSHA and other local, state and federal regulatory agencies.
- Results of branch audits.

KEY RESPONSIBILITY: DEVELOP ASSOCIATES

Assuring that all associates are trained and developed to their fullest potential.

MAJOR TASKS

- Identifying developmental needs of overall branch and individual associates.
- Providing product and service training.
- Mentoring, coaching and teaching associates as appropriate.
- Using teamwork concepts, principles and practices to create positive environment.
- Setting expectations for all associates to work in accordance with Core Values.
- Building the sales skills of Outside Sales Associates.
- Building the operational skills of the Branch Operations Manager.
- Encouraging and supporting associates in the management of their own development.
- Giving associates assignments that will help develop their abilities.

PERFORMANCE MEASURES

- Associate productivity
- Customer feedback
- Training records
- Developmental Dialogues and/or Performance Appraisals with Associates.
- Quality Meetings
- Attrition levels
- Recognition of branch as a training ground.
- Designated as an "A" branch with certified CSSR.

KEY RESPONSIBILITY: IMPLEMENTING THE VISION

Understanding and implementing corporate strategies and philosophies and providing linkage to the branch.

MAJOR TASKS

- Communicating vision to branch associates.
- Establishing branch goals that align with the corporate strategies and philosophies.
- Promoting and maintaining, at the branch level, the focus of corporate strategies, such as:
- SBU Mix
- ISO Certification
- DVA
- Core Values
- Best Practices
- Cornerstones of the marketing strategy
- Providing constructive feedback from associates and customers to the corporate strategy champions and to one's own management.

PERFORMANCE MEASURES

- Implementation of Best Practices
- ISO Certification
- SBU Mix
- DVA Reports
- GAP achievement
- Incentive program
- Implementation of Cornerstone Strategies
- QI Dialogues

COMPETENCIES TO SELECT FOR

LISTENING SKILLS

SKILL: The ability to hear, understand and respond to oral information received from others.

OBSERVABLE BEHAVIORS:

- Receives complete message before reacting.
- Focuses on the message regardless of internal or external distractions.
- Recognizes patterns in the message for themes and intentions.
- Maintains focus on the message, not the emotions expressed.
- Empathizes with the speaker.
- Responds effectively to both the words and tone of voice (meaning behind the words).
- Summarizes or paraphrase what others have said to verify understanding and preventing miscommunication.

ORAL COMMUNICATIONS

SKILL: The ability to express oneself clearly in conversations, presentations, and interactions with others.

OBSERVABLE BEHAVIORS:

- Speaks logically so that others can follow the reasoning.
- Speaks clearly enough so that others can understand the words.
- Uses appropriate grammar and vocabulary that do not detract from credibility.
- Directs the flow of a conversation by paraphrasing what the other person has said.
- Organizes ideas clearly.
- Presents ideas and opinions forcefully and directly:
- Organizes.
- Illustrates key points with concrete examples.
- Chooses explanations and examples that are appropriate for the audience.
- Predicts which topics might draw questions and is prepared to answer the questions.
- Uses visual aids effectively.
- Avoids distracting mannerisms.
- Focuses audience's attention on the desired outcome.

MECHANICAL APTITUDE

SKILL The ability to apply mechanical principles in order to understand our products and services and their applications. These principles relate to our SBUs:
Fluidics, friction, leverage, etc.

OBSERVABLE BEHAVIORS:

- Applies a principle to describe the how a system works.
- Provides appropriate educational credentials.
- Demonstrates work experience that required use of mechanical aptitude.
- Demonstrates ability to use mechanical terms and principal when discussing technologies.

ORGANIZATIONAL MANAGEMENT

SKILL: The ability to manage oneself and one's resources in order to achieve Applied's goals.

OBSERVABLE BEHAVIORS:

- Organizes resources to meet goals.
- Conveys a sense of urgency to achieve goals.
- Identifies what needs to be done and takes action.
- Follows up with others to ensure that commitments are kept.
- Maintains commitments in the face of obstacles and frustrations.
- Does what it takes to make the business successful.
- Produces accurate and meaningful reports,

STRATEGIC THINKING

SKILL: The ability to anticipate the implications and consequences of situations in a market that impact the branch's short and long-term performance.

OBSERVABLE BEHAVIORS

- Evaluates the branch's strengths and weaknesses as compared to competitors.
- Displays an in-depth understanding of competitive products and services within the marketplace.
- Analyzes the marketplace and the branch's current and potential opportunities.
- Discusses market conditions with colleagues in like industries.
- Prepares a branch business plan that addresses short and long-term strategies.

WRITTEN COMMUNICATIONS

SKILL: The ability to express oneself clearly in business writing.

OBSERVABLE BEHAVIORS

- Organizes written ideas clearly.
- Uses concrete, specific language.
- Spells and punctuates correctly.
- Writes grammatically.
- Uses graphics and diagrams effectively to convey complex or technical information.
- Tailors communications to effectively reach a specific audience.

LEADING CHANGE

SKILL: The ability to effectively transform _____'s vision, mission, strategies and values into concrete actions that achieve results.

- Establishes a sense of urgency by examining the market and competitive realities.
- Creates a guiding coalition by getting upper management involved to support the change.
- Gets the branch associates to work together as teams to implement the change.
- Develops strategies that direct the change effort.
- Communicates the change vision and acts as a role model.
- Empowers action by identifying obstacles, and challenging structures that undermine the
 - o change.
- Encourages risk taking and innovation.
- Generates short-term wins and recognizes the associates who made it possible.
- Hires, develops, and promotes associates who can implement the change.
- Champions new approaches.
- Provides opportunities for people to learn to work together as a team.
- Ensures that all team members are treated fairly.
- Recognizes and encourages the behaviors that contribute to teamwork.
- Assigns important project to cross-functional teams.
- Empowers teams with decision-making authority.

ANALYTICAL THINKING AND DECISION MAKING

SKILL: The ability to approach a problem or situation using logical, systematic, and sequential thinking and make the correct decision.

OBSERVABLE BEHAVIORS

- Approaches a complex task or problem by breaking it down into its component parts and considering each part in detail.
- Identifies many possible causes for a problem.
- Collects information from multiple sources.
- Notices discrepancies and inconsistencies in available information.
- Proposes multiple solutions.
- Carefully weights the priority of things to be done.
- Weighs the costs, benefits, risks, and chances for success in making decisions.

COMPETENCIES THAT CAN BE DEVELOPED

RECRUITING AND SELECTION

SKILL: The ability to recognize the competencies of candidates, and to staff the branch with those who display the immediate and long-term potential for high performance

OBSERVABLE BEHAVIORS

- Follows _____'s hiring policies.
- Uses competencies model for function to identify the abilities for which to select.
- Identifies sources of qualified candidates.
- Uses a screening process to select high potential candidates to interview.
- Asks the right questions to validate competencies.
- Explains what the company offers.
- Describes the working conditions, key responsibilities, major tasks and performance measures of the job.
- Selects and hires the highest potential candidate.

SALES MANAGEMENT

SKILL: The ability to develop and implement sales strategies that increase revenues, profitability, and customer satisfaction (Customer Jubilation).

OBSERVABLE BEHAVIORS

- Champions _____'s Cornerstone Strategy.
- Creates a branch business plan that defines the sales strategies.
- Implements sales strategies to increase volume and profitability in one's own current and potential accounts.
- Creates strategies with sales associates to build their business.
- Develops the competencies of sales associates.
- Coaches sales associates to improve their performance.
- Maximizes leverage on the selling process by entering the sales cycle at the appropriate time.
- Models effective selling competencies.
- Creates win-win outcomes by negotiating effectively.
- Forms teams of specialists to support the sales process.
- Supports National Accounts activities.
- Develops alliances and partnerships with vendors and customers.

TECHNICAL AND FUNCTIONAL KNOWLEDGE

SKILL: The ability to use a depth of knowledge and skill of _____'s products, services and resources to meet customer needs.

OBSERVABLE BEHAVIOR

- Applies technical knowledge to effectively solve a range of problems.
- Stays up-to-date on new and developing technologies,
- Learns the customers' production processes.
- Develops the technical knowledge of others.

INFLUENCING OTHERS

SKILL: The ability to gain support from others for ideas, proposals, project and solutions

OBSERVABLE BEHAVIORS

- Presents arguments that address the most important concerns and issues of others and present win-win solutions.
- Involves others in a process or decision to ensure their support.
- Offers trade-offs or exchanges to gain commitment.
- Enlists experts or third parties to influence others.
- Works to make a strong impression on others.
- Seeks out and builds relationships with others who can help.
- Takes a personal interest in others.

DEVELOPING OTHERS

SKILL: The ability to help associates identify the competencies needed to become high performers; to help them set developmental goals; to help them identify and obtain the necessary resources; and to give them assignments that will help develop their competencies.

OBSERVABLE BEHAVIORS

- Plans and implements training for associates.
- Recognizes and praises behavior related to self-development,
- Provides opportunities to work on teams and projects.
- Involves associates in planning and decision making.
- Conducts regular developmental planning sessions with associates.
- Provides effective coaching and helpful feedback.

BRANCH FINANCIAL MANAGEMENT

SKILL: The ability to operate a branch that meets or exceeds _____'s financial targets.

OBSERVABLE BEHAVIORS

- Operates within the constraints of the branch budget.
- Forecasts accurately sales and costs.
- Controls inventories to prescribed levels.
- Controls accounts receivable within guidelines.
- Achieves business plan.