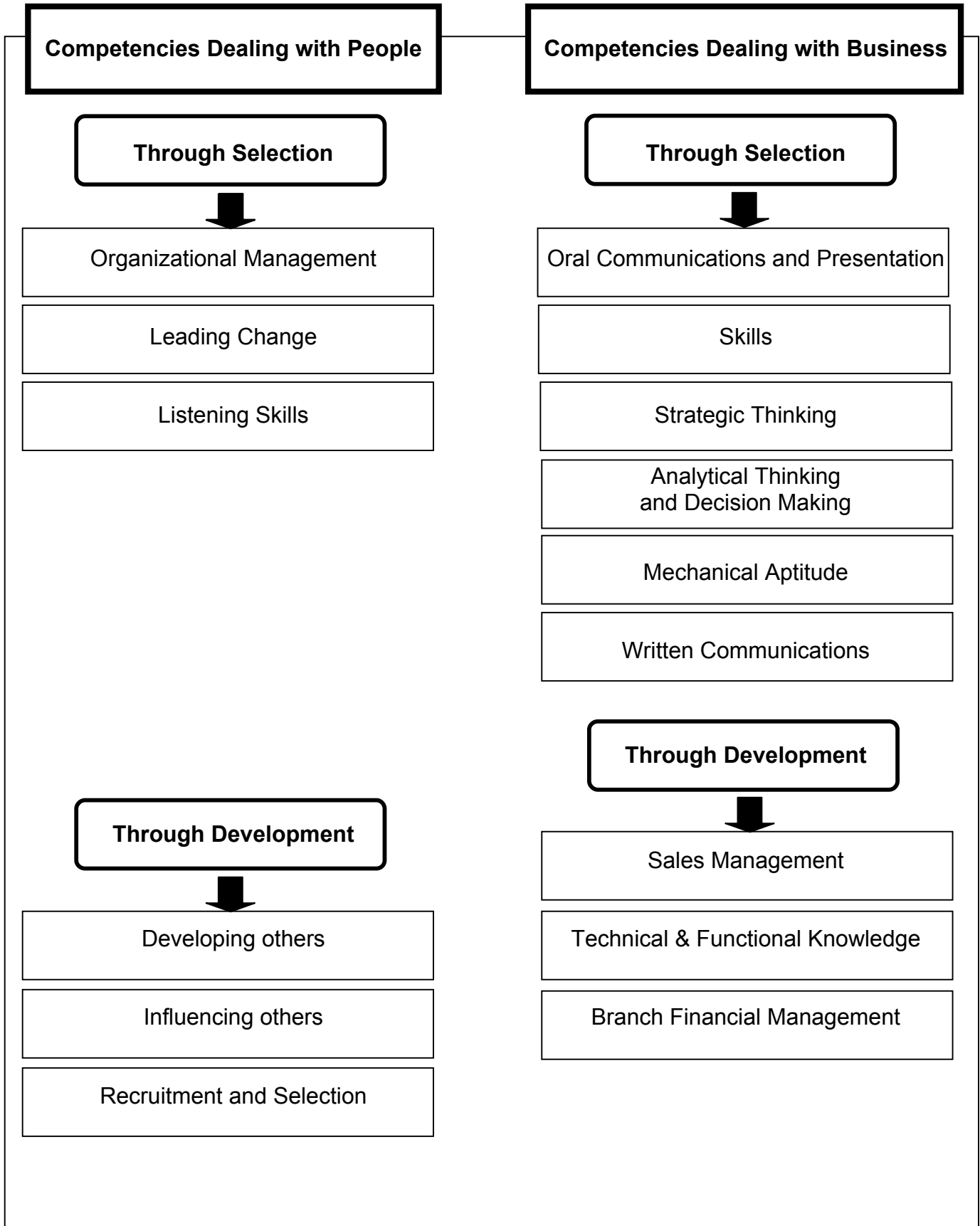


## BRANCH MANAGER COMPETENCY MODEL



## **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.