



## **CONTROLLER JOB COMPETENCY MODEL**

### **Key Responsibilities**

#### **Weekly Business Analysis**

##### *Major Tasks*

- Identify and react to current sales trends; review weekly trends down to SKU level; make recommendations to improve business
- Control receipt flow to match plan; approve orders, based on OTB and discussions with buyer(s)
- Provide analysis or information for special projects to buyer/finance/marketing etc.
- Make adjustments to strategy sheets based on current information from buyer on quality and/or shipping issues; key in all adjustments to plans/strategy sheets
- Communicate with 3-4 assigned DSMs, resolve issues, make recommendations and share information with buyers and/or other departments as needed
- Review regional and top store inventories with Distribution Manager; make recommendations to maximize their business
- Oversee and manage distribution staff and their process; including shipping strategies, flow of good through DC, 991 merchandise, execution of tests and floor sets
- Tracks history to identify trends or set basis of potential growth

#### **Associate Development**

##### *Major Task*

- Train and develop Distribution Manager(s) and Planners
- Set goals, communicate expectations, review performance and provide feedback to team members
- Prepare associates for promotion to next level
- Keep team informed on any issues company and/or department that may affect the distribution of merchandise
- Develop associates to see "the whole" picture, what results of their decisions are what impact they have on department and company results

## **CONTROLLER**

### **Key Responsibilities**

#### **Seasonal Plans**

##### *Major Tasks*

- Develop sales and inventory plans by month and season with buyer(s) and MM; including *MMII*, IMU, Gross Margin, Markdowns, Sales, Stock and merchandise turnover
- Achieve financial goals for Sales, IMU, MM-U, Turn, MD's and stock
- Determine key item potential with buyer; develop plan to achieve key item potential; develop and coordinate test for key item; evaluate and communicate results of test (upsides/downsides)
- Recommend chain roll-out strategy for key item

#### **Monthly Plans and MPC**

##### *Major Tasks*

- Current Season
  - Update sales, markdowns, IMU from the past month for the department
  - Review sales, markdowns, IMU and inventory for balance of existing season - Adjust strategy sheets and recommend pricing strategies, where appropriate
- Upcoming Season
  - Update and project sales, IMU, inventory and markdown departmental plans
  - Update and project key item strategy for department
- Present analysis and recommendations for improving business, markdown savings, promotional ideas, improved margin ideas to buyer, MM and GMM, then, at monthly planning meeting to President, CFO, and other executives
- Insures strategy sheets roll to total department plan

#### **Markdowns**

##### *Major Tasks*

- Estimate markdowns; projecting by week, day, type of promotion
- Work with inventory control to maintain integrity of deflation table and proper value of inventory
- Tie plans to the most recent marketing calendar; make adjustments to markdown plan as marketing calendar changes to include debits, mark-out of stocks, POS, redlines, and various other MD implications

#### **Assortment Plans**

##### *Major Tasks*

- Develop buy-plans based on regional or volume group tendencies by month or receipt flow period
- Recommend size breaks to insure balance of mix by stores
- Complete a color analysis to support assortment buy; make recommendations to buyer

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## **CONTROLLER**

### **Critical Core Competencies**

#### **DEFINITIONS**

**Analytical:** Identifying and interpreting information from multiple sources to make decisions and recommendations to drive the business

- Gathers and evaluates complete and accurate information from several sources to make decision, before making a recommendation
- Seeks out knowledgeable people to obtain information or clarify a problem
- Display a good understanding of math/statistics and the ability to apply toward various business situations
- Is resourceful in searching out new ways to make the most effective decisions
- Uses available tools (system and reports) to effectively analyze and evaluate opportunities to drive business
- *Balances hindsight with new information and trends when planning or making a decision*
- *Generates alternative solutions to problems; weighs the pros and cons of each before deciding on a course of action*

**Communication:** Sharing opinions, concepts and facts in a confident and persuasive way

- Organizes and expresses ideas clearly, concisely and accurately, verbally and in writing
- Actively participates in meetings; shares ideas, asks for others' opinions to gain consensus
- Keeps business partners informed about progress and problems
- Asks probing questions to seek out information
- Communicates professionally, with confidence and poise
- Takes time to listen to people's ideas, and concerns and offers constructive feedback
- Delivers presentations with an assertive and a persuasive style supported by quantitative analysis
- Influences others thoughts and actions to do what is right for the business

**Developing Others:** Taking accountability for the growth and development of Distribution Managers and Planners

- Ensures associates have clear, measurable goals and responsibilities; lets associates know what is expected of them with clear time-frames
- Provides training to associates on their job responsibilities
- Shares information, advice and suggestions to help others be more successful; coaches effectively
- Gives associates opportunities/assignments to help their development; prepares others for next career step
- Provides specific performance feedback, both positive and corrective
- Deals firmly and promptly with performance issues; willing to make tough decisions in conjunction with Human Resources and Director
- Motivates others by example and removes obstacles, provides recognition, acknowledges and thanks people for contributions

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**Team Orientation:** Ensuring that the team develops goals and works together to achieve business and financial targets that support the Brand

- Gets others' opinions and/or agreements when making decisions
- Provides opinions/information to others in a timely, consistent and professional manner
- Encourages and supports others' ideas and plans
- Shares expertise with others
- Gives honest and constructive feedback to team members; accepts positive challenges from others
- Understands that a company success may require a departmental sacrifice; doesn't take it personally
- Establishes and builds credibility with business partners through their decisions and contributions

## **CONTROLLER**

### **Critical Core Competencies**

#### **DEFINITIONS**

**Results Orientation:** Focusing individual *and team efforts* on achieving results

- *Identifies what needs to be done and does it before being asked or required by the situation*
- *Commits to results and maintains commitment, regardless of obstacles and frustrations*
- *Demonstrates a passion and desire to maximize all business opportunities*
- *Owens the process, plan and results; believe in their analysis and sells their ideas*
- *Leads change by overcoming obstacles, confronting issues and ensuring decisions are made*
- *Displays a self starter style which anticipates the need to achieve results on a timely basis to affect change*
- *Persistently identifies positive and negative trends in business with plan of action or variety of options*

**Flexibility:** *Demonstrating openness to different and new ways of doing things; willingness to change from a traditional way of doing things*

- *Looks at an issue or situation from all sides, not just his/her own*
- *Quickly understands and adapts to new ideas*
- *Generates a different plan or strategy when the initial one is unsuccessful*
- *Accepts change readily when presented with better suggestions or ideas*
- *Demonstrates a business curiosity and resourcefulness; continually seeks new information or ideas to improve business*

**Technical Expertise:** *Having depth of knowledge in planning and allocation systems and thought processes*

- *Demonstrates in-depth knowledge of having the right merchandise, in the right place, at the right price philosophy at the right time*
- *Keeps informed and initiates system enhancements and new reports where necessary*
- *Is sought out as an expert for analysis and problem solving relating to seasonal plans, assortment plans, MPC and store allocations*

**Organizational Skills:** *Keeping track of schedules, people, resources and other information in a way that supports the accomplishment of goals*

- *Knows the appropriate people to go to for the best answers, gets them involved and makes decisions*
- *Provides accurate, timely information; coordinates schedules to flow the goods*
- *Develops and uses system to organize and keep track of information or status of work of others*
- *Delegates task and responsibilities to develop associates*
- *Sets priorities and adjusts when business needs*

**Strategic Thinking:** *Understanding and driving \_\_\_\_\_'s BRAND position and profitability*

- *Demonstrates awareness and commitment to the customer and the BRAND*
- *Understands \_\_\_\_\_'s strengths and weaknesses as compared to the competition and uses this information to improve business*

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- *Understands the inter-relationships of different functions/departments and outside resources and successfully uses them to drive the business*
- *Links new ideas to the BRAND identity and profitability*

**Project Management:** *Taking strategy through allocation to sales (dollars and margin)*

- *Identifies the necessary steps to achieve goals*
- *Leads and manages the details of a project*
- *Takes responsibility for results*



**INTERVIEW GUIDE**

Candidate \_\_\_\_\_

Interviewer \_\_\_\_\_

Date \_\_\_\_\_

Position Applying For: **CONTROLLER**

*Directions:* Use this rating scale when scoring the competencies below.

<b>Weakness</b>	<b>OK</b>	<b>Strength</b>	<b>Don't Know</b>
<b>1</b>	<b>2</b>	<b>3</b>	<b>DK</b>

<b>Competency</b>	<b>Rating</b>	<b>Comments</b>
<b>Analytical</b> Identifying and interpreting information from multiple sources to make decisions and recommendations to		
<b>Communication</b> Sharing opinions, concepts and facts in a confident and		
<b>Developing Others</b> Taking accountability for the growth and development of Distribution Managers and Planners		
<b>Team Orientation</b> Ensuring that the team develops goals and works together to achieve business and financial targets that support the Brand		
<b>Results Orientation</b> Focusing individual and team efforts on achieving results		
<b>Flexibility</b> Demonstrating openness to different and new ways of doing things; willingness to change from a traditional way of doing things		
<b>Technical Expertise</b> Having depth of knowledge in planning and allocation		
<b>Organizational Skills</b> Keeping track of schedules, people, resources and other information in a way that supports the		
<b>Strategic Thinking</b> Understanding and driving _____'s BRAND position		



Project Management Taking strategy through allocation to sales (dollars and and		
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**COMMENTS:** \_\_\_\_\_  
\_\_\_\_\_

**FINAL RECOMMENDATION:** \_\_\_\_\_ **Hire** \_\_\_\_\_ **Not Hire** \_\_\_\_\_ **Other Action**

**Please Return Completed Rating Form to \_\_\_\_\_ in Human Resources**





## **CONTROLLER INTERVIEW QUESTIONS**

### **OPENING QUESTIONS**

Opening questions generate wonderful opportunities to probe and understand a candidate's thought process, skill level and accomplishments.

Try one of these:

- Tell me about your business.
- Tell me about your company.
- How do you drive your business?

### **PROBES**

Probes allow you to clarify more information which we need to make a decision about a candidate's fit within our organization.

After asking a selection question, try to understand:

- 1) What prompted the candidate to take action?
- 2) What specific action did the candidate take?
- 3) What impact did the action have on business?
- 4) What did the candidate learn from that situation?

### **SELECTION QUESTIONS BASED ON COMPETENCIES**

#### **Analytical**

- Tell me about a particular analysis you did, that helped you prove a point
- Walk me through a complicated issue you were involved in.
- How do you plan your business?
- What systems have you worked with?
- Tell me about an idea you came up with that improved sales or profit.



## **Communication**

- Walk me through a conversation you had with the merchants about your particular department's business.
- Tell me about a presentation you gave to a group of people.
- Describe a time when you disagreed with a merchant. How did you handle it? What was the result?
- Tell me about a time when several people were involved with a decision you had to make.
- Tell me about a time when you didn't keep calm under pressure.



## **SELECTION QUESTIONS BASED ON COMPETENCIES**

### **Developing Others**

- Tell me about the associates that have worked for you.
- What steps have you taken to help them grow as professionals?
- How do you train a new person in your department?
- Tell me about an associate that failed to meet your expectations.
- What do you do to motivate your staff?

### **Team Orientation**

- Tell me about a time when you sought out someone else's opinion or expertise.
- Describe a time when you were sought out as an expert.
- Describe a time when you worked with people in other departments to achieve a goal.
- Describe a time when you felt like you gave up something so that another associate or the company could achieve something.

### **Result Orientation**

- Tell me about a time when you could not achieve a goal.
- Tell me about a time when you took initiative in a situation.
- Tell me about some of the frustrations you have with your current position.
- Describe a project when you had to overcome some obstacles

### **Flexibility**

- Tell me about a time when you changed your mind about something.
- Describe a time when you had to come up with a new plan because the initial one was unsuccessful.
- Tell me how you stay current on the things that influence your business.

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## **SELECTION QUESTIONS BASED ON COMPETENCIES**

### **Technical Expertise**

- Tell me about the systems you use for planning and allocation.
- Tell me about some of the reports you generate on a regular basis.
- Tell me about the last time you created a new report.
- What role have you played in decisions concerning new systems or reports?
- Tell me about any committees or task forces you have participated in.

### **Organizational Skills**

- Tell me how you keep organized.
- How do you set priorities?
- Describe a time when it was difficult to get something done. How did you handle it?  
What did you do?
- Tell me about the last time you delegated a project or task.
- Tell me about a time you missed a deadline.

### **Strategic Thinking**

- What is your company's/department's long term plan?
- How do you align your goals with the company's strategy?
- What are your business' strengths and weaknesses as compared to the competition?  
What actions have you taken based on this comparison?
- What are the market trends affecting the organization's position in the market place?

### **Project Management**

- Tell me about an idea you came up with and implemented that required the involvement of a variety of resources.
  - What was the idea?

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- Who did you need to involve?
- What steps did you take to insure the idea was implemented?
- What were some of the obstacles? - What was the result?
- What would you do differently, next time?