



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

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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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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

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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*

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INTERVIEW GUIDE

Candidate _____

Interviewer _____

Date _____

Position Applying For: **CONTROLLER**

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

Weakness	OK	Strength	Don't Know
1	2	3	DK

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