
Retail Trade in the Phoenix Area

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Table of Contents

Table of Contents	1
Executive Summary	3
INTRODUCTION	7
DATA AND METHODOLOGY	7
INDUSTRY SCOPE AND TRENDS	9
Overview	9
Gross Domestic Product	10
Supply Chain	12
Employment	13
Establishments	17
Wages	19
Industry Demographics	22
WORKFORCE	24
Job Growth by Occupation	28
Wage Analysis for Retail Occupations	29
Job Postings Analysis	34
Jobs Flow Analysis	35
GEOGRAPHIC COMPARISON	37
Overview	37
Job Growth	38
Wage Growth	39
Assessment for Select Retail Industries	40
BUSINESS INTELLIGENCE	47
Notable Retailers	47
Industry Associations	48
Education Programs and Initiatives	49
Employment Maps	52
Occupation Profiles and Career Pathways Report	66
Occupation Selection:	66
Job Zone 1 Occupations	70
Cashiers (SOC 41-2011)	71
Counter and Rental Clerks (SOC 41-2021)	74
Job Zone 2 Occupations	76
Parts Salespersons (SOC 41-2022)	77
Retail Salespersons (SOC 41-2031)	80
Job Zone 3 Occupations	83

First-Line Supervisors of Retail Sales Workers (SOC 41-1011).....	84
Customer Services Representatives (SOC 43-4051)	87
Shipping, Receiving, and Traffic Clerks (SOC 43-5071).....	91
Stock Clerks, Sales Floor (SOC 43-5081.01).....	94
Packers and Packagers, Hand (SOC 53-7064).....	96
Job Zone 4 Occupations.....	98
General and Operations Managers (SOC 11-1021).....	99
Sales Managers (SOC 11-2022).....	104
Critical Skills	108
Career Pathways.....	109
Appendix A – National Retail Services Initiative Competency Model.....	124

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Executive Summary

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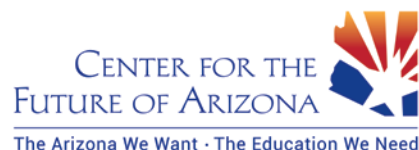
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EXECUTIVE SUMMARY

Introduction

This report establishes a profile and provides an analysis of the retail sector and its key occupations in the Greater Phoenix region. The work is in support of RetailWorks AZ, an initiative of the Center for the Future of Arizona in collaboration with retailers and other partners to develop innovative strategies to make it easier and faster for front-line, entry-level retail workers to move up the career ladder. Labor market information, primarily from the United States Bureau of Labor Statistics, the United States Census Bureau and the Arizona Office of Economic Opportunity, is used to estimate the scope and value of the sector. Trend analysis is used to evaluate the health and competitive strength of the sector. Finally, the characteristics of the sector's workers, particularly front-line and entry-level workers are analyzed. Key findings are summarized here.

Importance of the sector

Eight industries have been identified by the state as the high-value targets of its economic development efforts. This list of industries, which includes high-profile entries like aerospace and defense, clean energy and biosciences, has been the topic of numerous economic analyses over recent years. Retail trade, as a generally population-driven sector, is not often the subject of intense analysis or state-level strategic planning.

It is not possible, however, to overstate the importance of the retail sector to the economies of both Arizona and the greater Phoenix area. More than 229,000 people, or just under 12% of all the region's workers, are employed by businesses primarily engaged in retail trade in the greater Phoenix metro. In 2015, the retail sector contributed just under \$16 billion to the state's gross regional product. The contribution of the retail sector is comparable to those of the manufacturing, finance and health care sectors.

Health and recession recovery

The Great Recession devastated the retail sector in Phoenix. Between 2001 and the Great Recession, Phoenix had been adding jobs at a startling rate of just under 4.0% per year. No comparable markets were close. A recession that was unusually deep and long in the region did unprecedented levels of damage to the retail sector. Since the recovery began, Phoenix has been adding jobs at a rate of about 2.2% per year. That is healthy, but it lags most comparable markets. Even a rudimentary analysis of the impact of the Great Recession illustrates the volatility of the retail sector and its inherent susceptibility to economic downturns. It is one of the first sectors to decline and among the last to recover.

The current health and competitive strength of the Phoenix retail sector are strong. Average earnings in the Phoenix metro (\$32,240) are higher than the national average. Retail jobs have grown by just under 23% since 2001, while total jobs in the valley have increased by just over 16% during that same time. As a percentage of total jobs, the Phoenix metro employs more people in retail (11.9%) than the nation as a whole (10.7%) or any of the comparable Metropolitan Statistical Areas (MSAs) in this study

Types of retail in Phoenix

Supermarkets and other grocery stores account for the largest number of retail jobs in the Phoenix MSA, by far. This is followed by warehouse clubs and supercenters and new car dealers. Other top types of retail business found in the valley include used merchandise stores, paint and wallpaper stores, motorcycle/ATV stores, recreational vehicle dealers, health and personal care stores, used car dealers and furniture stores.

Large retailers are obviously a significant part of the region's retail sector, but more than 62% of Phoenix retail establishments employ fewer than 10 people. Just under 40% employ fewer than five. Employers with more than 500 workers at an establishment are not common, although there are several in the valley.

The highest-paying retail industry in Phoenix is Health and Personal Care Stores, which includes prosthetics retailers, hearing aid suppliers, etc. Second is Recreational Vehicle Dealers.

The workers

Characteristics of the workforce

The Phoenix retail workforce is comparatively young. More than 47% are below the age of 35. For all sectors, that number is 36.0%. An interesting aspect of this research is its glance at gender and age equity within retail careers. Front-line workers in the retail sector predictably tend to be younger than supervisors and managers. Employment in both occupation groups declines precipitously after age 55, suggesting a tendency for retail workers to finish their careers in other lines of work. Total employment in the retail sector is roughly evenly distributed by gender (53% male vs. 47% female). However, females are overrepresented in the front-line positions, while the inverse is true of the supervisory positions.

Compensation

Compensation for retail workers in the Phoenix metro has actually declined over the last decade or so. After adjusting for inflation, the average annual wage in the retail sector in Phoenix was 2 percent lower in 2015 than in 2002. By contrast, the average wage across all industries has increased by 10 percent. As a percentage of the average wage for all industries, the retail sector has declined from 63.7% in 2001 to 57.1% in 2015.

There are legitimate opportunities for livable wages in the retail sector, however. For example, one of the region's retail industries (new car dealers) pays an average wage that is greater than the average wage for all industries in the Phoenix MSA.¹

Career potential

Careers in the retail sector, as with all sectors, include management/supervisory roles, administrative and logistics positions, real estate specialists and a host of other occupations that don't necessarily spring to mind when we talk about careers in retail. Front-line retail workers like cashiers and salespersons form the backbone of the retail workforce. The skills and experiences associated with these positions are also critical components of a number of more sophisticated careers within the retail sector as well as in other higher-profile and more lucrative fields. Cashiers, for example, develop competencies related to customer service, time management, communication, applied mathematics, and relationship-building. There are a number of entry-level careers in other fields in which these skills are also fundamental. Additionally, more sophisticated

¹ The 2015 average wage across all industries in the Phoenix MSA was \$49,649 (Emsi 2016.3).

and better compensated careers in other fields often require a similar set of foundational competencies. There are multiple career pathways in the retail sector that don't necessarily require a four-year college degree but that offer livable wages and job security.

Policy developments

This report focuses on economic and labor market forces; we are aware of a number of policy trends that could also impact the region's retail sector, and recommend those be explored in depth in separate research efforts. These policy considerations include Arizona's recent voter-approved measures to raise the minimum wage and to require certain employers to provide paid sick time. Nationally, standardized scheduling practices also could impact retail employers.

Additional Miscellaneous Findings

- The average retail establishment in Phoenix has more employees (22.75) than do retail establishments in other parts of the country (national average is 14.9). The large number of employees per establishment is driven by employment in some of the region's most prevalent industries, including Warehouse Clubs and Supercenters (270 employees per establishment), Department Stores (155) and New Car Dealers (108).
- More than 62% of Phoenix retail establishments employ fewer than 10 people. Just under 40% employ fewer than five. Practically none employ more than 500. (p. 11)
- One unique approach in this report was to evaluate the wage growth potential for retail workers who stay in the same position. The difference between median and 90th percentile wages was used as an indicator. Drivers/sales workers show the largest difference between the median and 90th percentile wage rates with a median rate of \$20,779 and a 90th percentile wage of \$49,566. There are a number of retail occupations that offer a real opportunity to earn above-average wages. (p. 24)
- The top types of retail businesses found in the valley include used merchandise stores, paint and wallpaper stores, motorcycle/ATV stores, recreational vehicle dealers, health and personal care stores, used car dealers and furniture stores. (p. 30)
- The Phoenix retail workforce is comparatively young. More than 47% are below the age of 35. For all sectors, that number is 36.0%. (p. 16)

INTRODUCTION

This report focuses on retail trade in the Phoenix area, and uses socio-economic data to roughly measure retail's contribution to the local economy. Retail trade represents the final step in the distribution of merchandise to the general public, and as such typically represents a large portion of any economy.

We use demographic and economic data to help us measure the retail sector's contribution to the Phoenix economy, and we find that retail accounts for 12 percent of total employment and 8 percent of total gross domestic product. We look at trends for these socio-economic data to understand how the retail sector has changed in recent years, and we compare trends in Phoenix to national trends to add context to the analysis. Labor market data analyzed include GDP, employment, wages and establishments; we also look at industry employment demographics.

We also use these demographic and economic data to compare Phoenix's retail sector to that of several metropolitan areas across the country. We chose areas with similar population sizes and that are geographically distributed across the country. With respect to the industries, we chose those that have high employment concentrations in Phoenix relative to the national average. The data provide insight on retail types that are thriving in Phoenix, particularly when compared with these other areas.

Finally, this report includes a Business Intelligence section, which provides information on notable retailers operating in Phoenix in addition to industry associations and university and college initiatives related to retail trade.

DATA AND METHODOLOGY

The main data source used in this report is EMSI, a private data provider that uses publicly available data from federal statistical agencies in conjunction with a proprietary model to provide estimates for labor market information statistics. This report also uses data from the United States Census Bureau, the Bureau of Labor Statistics (BLS), the Bureau of Economic Analysis (BEA) and the National Bureau of Economic Research (NBER).

This report defines retail trade based on the North American Industry Classification System (NAICS). NAICS is the standard used by federal statistical agencies. NAICS is structured as a 2- through 6-digit hierarchical classification system, and each digit in the code is part of a series of progressively narrower categories. The hierarchy is as follows, going from the broadest category to the most detailed.²

- Economic sector (two-digit NAICS)
- Subsector (three-digit NAICS)
- Industry group (four-digit NAICS)
- Industry (five-digit NAICS)
- National industry (six-digit NAICS)

NAICS classifies retail trade under the 44-45 codes. For the purposes of this report, we work with NAICS codes at the two and six-digit level. Whenever we talk about retail trade as a whole, we are referring to the retail trade sector, as defined by the 44-45 two-digit NAICS code. When referring to specific retail industries, we are defining these using six-digit NAICS codes. For occupations, we use the U.S. Department of Labor's Standard Occupational Classification system, in which occupations are grouped into families represented by a two-digit code and then progressively divided into six-digit codes for specific occupations. Any occupations in this report are based on the six-digit SOCs, the most detailed available.

² <http://www.census.gov/eos/www/naics/faqs/faqs.html#q5>

We analyze the retail industry mainly at the Metropolitan Statistical Area (MSA) level of geography. MSAs are delineated by the Office of Management and Budget for use by Federal statistical agencies. MSAs contain an urban core area with a population of at least 50,000 people, and consist of one or more counties with a high degree of economic integration. The Census Bureau measures economic integration using commuting patterns. The Phoenix-Mesa-Scottsdale MSA consists of Maricopa and Pinal counties.³ Throughout this report, the terms Phoenix MSA, Phoenix area, Phoenix, and Valley-wide all refer to the Phoenix Metropolitan Statistical Area.

Due to limitations of source data, EMSI counts both full- and part-time jobs equally; in other words, estimates are not adjusted to full-time equivalents. This is important to note because the retail sector is typically considered to have a large proportion of part-time workers, and labor market data in this report does not distinguish between part-time and full-time retail workers.

Throughout this report we use average wages in addition to wages at certain percentiles. The metric used varies depending on whether we are analyzing an industry or an occupation. Wage percentiles are not available for industry data, so we rely strictly on average wage data. For occupations, data are available for various percentile level, so we use these data. For occupations, we mostly rely on the median (50th) percentile.

We adjust for inflation whenever we compare dollar values across time, and we identify those occasions in which we use inflation-adjusted data, either by explicitly stating (in text or in a footnote) that the values are inflation adjusted, or by referring to a data point as “real.” For example, a reference to real GDP means we use GDP values that adjust for inflation. If we did not adjust for inflation, we refer to values as being in current dollars. We also use the term “nominal” for values which have not been adjusted for inflation. We mostly use nominal dollars when discussing 2015 wage data.

The Bureau of Economic Analysis provides inflation-adjusted values for GDP. BEA adjusts for inflation by using a chain-weighted index approach, and we use these values whenever we work with GDP across time. We use nominal figures when calculating sector GDP as a percentage of total GDP for 2015 because, per the BEA’s methodology paper, chained values are not additive; in other words, they do not add to total GDP.

Statistical agencies and EMSI do not provide wage data in real terms, so we had to manually adjust the nominal values. We specifically used the Consumer Price Index (CPI) provided by Bureau of Labor Statistics. The CPI program produces monthly data on price changes paid by urban consumers for a basket of goods of services, and is available for the nation as a whole, for broad geographic regions, and for a group of select metropolitan statistical areas. The BLS provides a CPI for all the MSAs included in this report; therefore, we use the corresponding index when applicable (the Phoenix MSA index when working with Phoenix data, the national index when adjusting national-level data, etc.).

In addition, while CPI data are available going back 30 years or more at the national level (and for certain MSAs), Phoenix MSA CPI data are only available beginning with 2002; therefore we constrain any inflation-adjusted analysis related to wages to the 2002 to 2015 time period, and we also re-index all CPI data to 2002, for consistency

Finally, data used in this report are subject to a margin of error, and we do not conduct any statistical significance testing. While our results can be interpreted as being fairly indicative, they are not statistically significant.

³ <https://www.census.gov/population/metro/>

INDUSTRY SCOPE AND TRENDS

Overview

This report uses general labor market and economic statistics to measure the Phoenix MSA's retail trade sector. Retail trade accounts for a significant portion of any economy, in large part because the retailing process is the final step in the distribution of merchandise to consumers. In the Phoenix MSA, retail trade accounted for 8 percent, or \$15.87 billion, of the total economy in 2015, as measured by real (inflation-adjusted) gross domestic product.⁴ Nationally, retail trade accounted for approximately 6 percent of the total economy. With respect to jobs 229,057 people were employed in more than 10,000 retail establishments in the Phoenix area in 2015. The average wage for these jobs was \$32,240 in Phoenix in 2015, which is higher than the 2015 national average retail wage of \$29,739.

These statistics provide evidence of the large role that retail trade plays in the Phoenix economy, especially when compared with the nation as a whole. Another way to assess retail trade at a local level is through location quotients (LQ). An LQ is a ratio of employment concentration between a region and the country. An LQ value of 1.0 represents a ratio equal to the national average. If a region has an LQ greater than 1.0, it means that employment in that industry is more concentrated in the analysis region (in this case the Phoenix MSA), compared with national employment for that industry. Industries with high LQs generally have robust supply chains and a readily available workforce within the region of interest. Retail trade in Phoenix has an LQ of 1.11, indicating somewhat higher employment concentration in retail compared with the nation as a whole.

Phoenix MSA retail industry

Statistic	Phoenix MSA	Arizona	United States
2015 Real GDP (in billions)	\$15.87	\$20.92	\$957.13
Percent of Total GDP, 2015	7.9%	7.9%	5.9%
Percent Change GDP, 2010-2015	13.8%	11.6%	11.0%
2015 Jobs	229,057	320,132	15,639,034
Percent of Total Jobs, 2015	11.9%	11.8%	10.7%
Percent Change Jobs, 2010-2015	11.3%	9.4%	8.0%
2015 Business Establishments	10,070	15,721	1,047,211
Percent of Total Business Establishments	8.4%	10.3%	10.9%
Average industry wage, 2015	\$32,240	\$30,814	\$29,739
2015 Location Quotient, employment	1.11	1.10	1.0

Source: United States Bureau of Economic Analysis; Emsi 2016.3 QCEW and non-QCEW.

Notes: Real GDP in chained 2009 dollars.

Percent of total GDP calculated using GDP in current dollars because according to the BEA methodology, chained values do not sum to total GDP.

Wages in current dollars.

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⁴ <http://www.bea.gov/regional/definitions/>

Gross Domestic Product

The retail trade sector accounted for \$15.87 billion of real GDP in the Phoenix MSA in 2015. This represents 8 percent of total GDP, making retail trade the sixth largest sector in terms of output.

It is worth noting that the difference between the third largest sector and the retail sector (in terms of contribution to GDP) is quite small. Only two sectors accounted for a notably larger proportion of 2015 GDP relative to the retail trade sector. These sectors were the real estate/rental/leasing and government sectors.

The charts on the following page highlight GDP trends for the years 2001 to 2015. The first chart illustrates the retail sector’s GDP in the Phoenix MSA for that time period. The shaded portions represent years when the national economy was in recession. Overall, the retail sector’s GDP has grown in the long-run, despite decreasing during the Great Recession. Specifically, retail GDP increased by 39 percent from 2001 to 2015.

However, even though the retail sector is practically at pre-recession GDP levels, the industry’s output has grown at a slower pace following the recession. From 2001 to 2007, the retail sector in the Phoenix MSA grew at a compounded annual growth rate (CAGR) of 5.7 percent. By contrast, retail trade GDP grew at a CAGR of 2.6 percent from 2009 to 2015.

The second chart shows year-over-year growth rates for retail GDP and total GDP in Phoenix, in addition to the national YOY growth rates for both retail and total GDP. As illustrated in the chart, the Phoenix MSA’s retail sector tends to follow regional and national trends, but exhibits slightly more volatility. In times of expansion, the retail sector increases at a higher rate, but in times of contraction it also tends to decrease at a faster rate. It is also susceptible to decreases when the economy grows as a whole, as evidenced by the years 2007, 2012 and 2013.

Contribution to the Phoenix MSA GDP

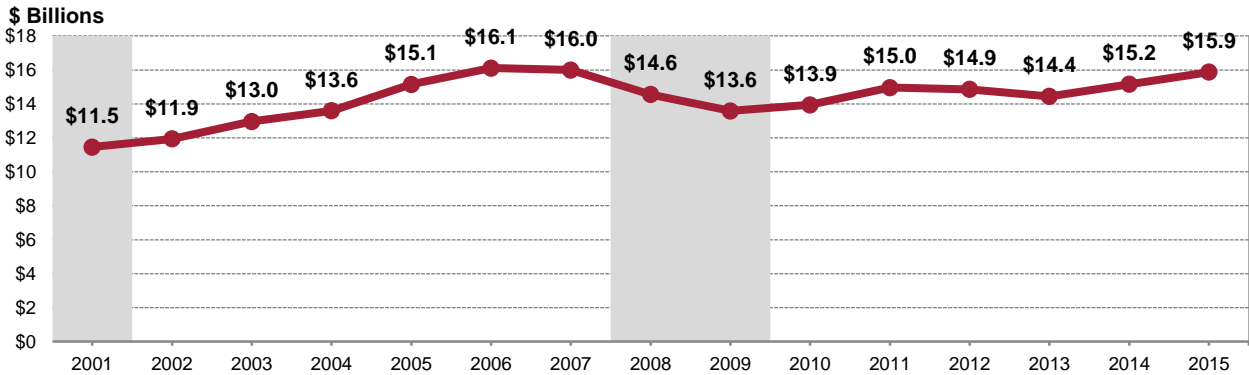
Sector	Percent of 2015 GDP
Real estate and rental and leasing	16.8%
Government	10.1%
Manufacturing	8.2%
Finance and insurance	8.0%
Health care and social assistance	8.0%
Retail trade	7.9%
Wholesale trade	6.5%
Professional, scientific, and technical services	6.0%
Administrative and waste management services	5.2%
Construction	4.2%
Accommodation and food services	3.3%
Transportation and warehousing	3.3%
Information	3.1%
Other services, except government	2.1%
Utilities	1.8%
Management of companies and enterprises	1.7%
Educational services	1.2%
Arts, entertainment, and recreation	1.1%
Mining	0.9%
Agriculture, forestry, fishing, and hunting	0.4%

Source: Bureau of Economic Analysis annual GDP by state in current dollars.

Note: Calculated using GDP in current dollars because chained values are not additive.

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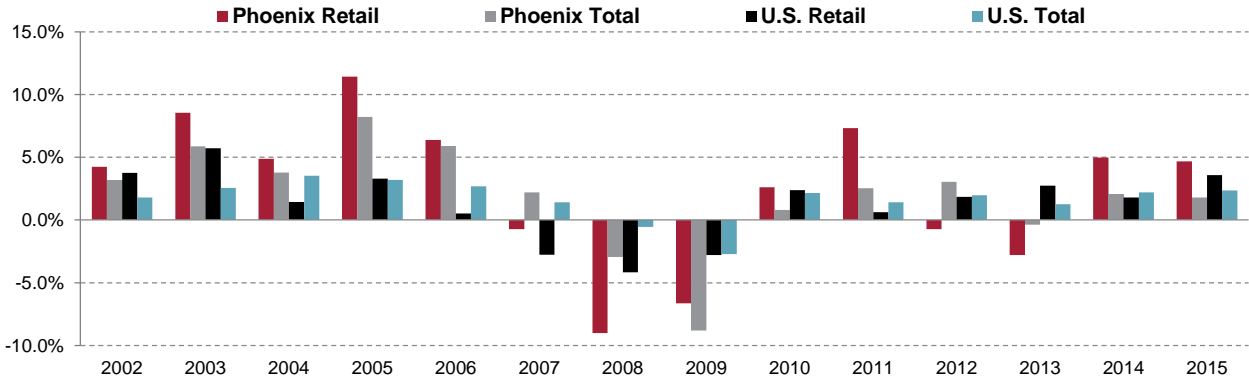
Phoenix retail GDP, 2001-2015



Source: Bureau of Economic Analysis, annual real GDP by state in chained 2009 dollars.
 Shaded areas roughly represent years in which the national economy was in recession. Business cycle data are available quarterly, but we used annual GDP figures, therefore the shaded areas are not an exact representation of recessions.

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GDP percent change, 2002-2015



Source: Bureau of Economic Analysis, annual real GDP by state in chained 2009 dollars.

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Supply Chain

The retail sector in the greater Phoenix area purchases goods and services from a wide range of industries. The demand for the output of these industries created by the retail sector speaks to its impact, not only direct, but indirect and induced as well on the levels of overall economic activity in the region. The table below is based on the Make-Use Tables of the United States Bureau of Economic Analysis.

Retail Sector Supply Chain Analysis, Phoenix MSA

NAICS	Purchases from	In-region	% In-region	Imported	% Imported	Total Purchases
5311	Lessors of Real Estate	\$666.40	68.5%	\$306.20	31.5%	\$972.59
5511	Management of Companies and Enterprises	\$508.67	71.7%	\$200.77	28.3%	\$709.44
4931	Warehousing and Storage	\$341.12	62.8%	\$201.84	37.2%	\$542.96
5313	Activities Related to Real Estate	\$387.31	82.0%	\$85.05	18.0%	\$472.36
5418	Advertising, Public Relations, and Related Services	\$238.25	60.6%	\$155.12	39.4%	\$393.37
5312	Offices of Real Estate Agents and Brokers	\$284.77	86.8%	\$43.12	13.2%	\$327.89
4841	General Freight Trucking	\$137.90	69.3%	\$61.17	30.7%	\$199.07
5416	Management, Scientific, and Technical Consulting Services	\$133.43	71.3%	\$53.75	28.7%	\$187.18
3363	Motor Vehicle Parts Manufacturing	\$40.27	26.9%	\$109.21	73.1%	\$149.49
5221	Depository Credit Intermediation	\$126.41	84.7%	\$22.88	15.3%	\$149.29
5241	Insurance Carriers	\$114.22	77.0%	\$34.19	23.0%	\$148.41
5412	Accounting, Tax Preparation, Bookkeeping, and Payroll Services	\$100.50	70.2%	\$42.68	29.8%	\$143.18
5191	Other Information Services	\$24.93	18.9%	\$106.91	81.1%	\$131.84
5331	Lessors of Nonfinancial Intangible Assets	\$122.94	97.7%	\$2.87	2.3%	\$125.81
4921	Couriers and Express Delivery Services	\$95.10	76.0%	\$30.05	24.0%	\$125.16

Employment

Approximately 229,000 people worked in retail in the Phoenix MSA in 2015, accounting for about 12 percent of the region's total employment. Retail trade is the third largest sector in the Phoenix MSA in terms of employment, with only the government and health care and social assistance sectors employing more people.

Phoenix MSA retail employment, 2015

NAICS	Industry	2015 Jobs	% of Total Jobs in the Phoenix MSA
90	Government	247,467	12.9%
62	Health Care and Social Assistance	233,600	12.1%
44	Retail Trade	229,057	11.9%
56	Administrative and Support and Waste Management and Remediation Services	185,378	9.6%
72	Accommodation and Food Services	176,506	9.2%
52	Finance and Insurance	124,750	6.5%
31	Manufacturing	118,752	6.2%
54	Professional, Scientific, and Technical Services	102,108	5.3%
23	Construction	101,190	5.3%
42	Wholesale Trade	73,483	3.8%
81	Other Services (except Public Administration)	61,947	3.2%
48	Transportation and Warehousing	60,489	3.1%
61	Educational Services	51,299	2.7%
53	Real Estate and Rental and Leasing	38,452	2.0%
51	Information	35,412	1.8%
71	Arts, Entertainment, and Recreation	30,322	1.6%
55	Management of Companies and Enterprises	27,605	1.4%
11	Crop and Animal Production	8,540	0.4%
22	Utilities	7,956	0.4%
99	Unclassified Industry	6,583	0.3%
21	Mining, Quarrying, and Oil and Gas Extraction	3,311	0.2%

Source: Emsi 2016.3 QCEW and non-QCEW.

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The following table provides the 20 largest retail industries in the Phoenix MSA in terms of employment and as defined by 6-digit NAICS codes. Supermarkets and other grocery stores account for the largest number of retail jobs in the Phoenix MSA, by far. This is followed by warehouse clubs and supercenters and new car dealers. Thirteen of the 20 largest retail industries in Phoenix have LQs that are greater than 1.0, indicating a higher employment concentration relative to the nation.

Seven of Phoenix's 20 largest retail industries pay average wages that are higher than the average wage for the retail sector as a whole, and one of the top 20 retail industries (new car dealers) pays an average wage that is greater than the average wage for all industries in the Phoenix MSA.⁵

Phoenix MSA employment by retail industry, 2015

NAICS	Description	2015 Jobs	2015 Average Wage	Establishments	Location Quotient
445110	Supermarkets and Other Grocery (except Convenience) Stores	35,000	\$28,171	490	1.05
452910	Warehouse Clubs and Supercenters	22,427	\$26,231	83	1.19
441110	New Car Dealers	16,704	\$60,797	154	1.17
454111	Electronic Shopping	12,253	\$45,843	315	4.73
452112	Discount Department Stores	11,374	\$17,735	141	1.00
447110	Gasoline Stations with Convenience Stores	9,799	\$23,250	764	0.93
444110	Home Centers	8,630	\$25,841	85	0.97
443142	Electronics Stores	8,499	\$44,451	415	1.41
446110	Pharmacies and Drug Stores	8,269	\$45,837	821	0.88
452111	Department Stores (except Discount Department Stores)	7,266	\$25,339	47	1.11
441310	Automotive Parts and Accessories Stores	5,796	\$29,766	325	1.21
453310	Used Merchandise Stores	4,957	\$22,574	174	2.21
448140	Family Clothing Stores	4,734	\$15,689	242	0.86
451110	Sporting Goods Stores	4,323	\$21,590	265	1.08
442110	Furniture Stores	3,840	\$41,595	292	1.33
448120	Women's Clothing Stores	3,704	\$16,085	256	0.99
452990	All Other General Merchandise Stores	3,684	\$15,375	186	0.71
448210	Shoe Stores	3,014	\$17,233	227	1.10
442299	All Other Home Furnishings Stores	2,799	\$19,477	164	1.25
441320	Tire Dealers	2,754	\$37,787	256	1.16
----	All other retail industries	49,231	\$34,557	4,368	----
----	Total Retail	229,057	\$32,240	10,070	----

Source: Emsi 2016.3 QCEW and non-QCEW; ACA calculations.

Wages in current dollars.

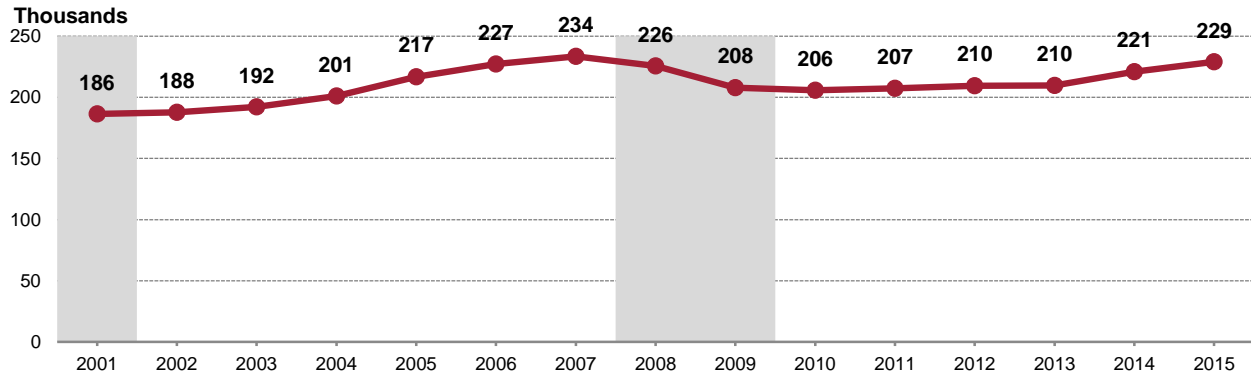
Excludes NAICS 451212 news dealers and newsstands from wage and jobs columns because of insufficient data.

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⁵ The 2015 average wage across all industries in the Phoenix MSA was \$49,649 (Emsi 2016.3).

The following chart shows total retail employment in the Phoenix MSA for the years 2001 to 2015. From 2001 to 2007, retail employment grew at a CAGR of 3.3 percent. Employment in retail peaked in 2007, when 234,000 people worked in the sector. The number of jobs in retail subsequently declined by 12 percent following the Great Recession, and have since increased at a CAGR of 2.2 percent. Retail employment has yet to regain all the jobs lost during the recession. Similar to GDP, retail jobs in the Phoenix MSA exhibit more volatility relative to total employment in the region in addition to the national retail industry.

Arizona retail jobs, 2001-2015

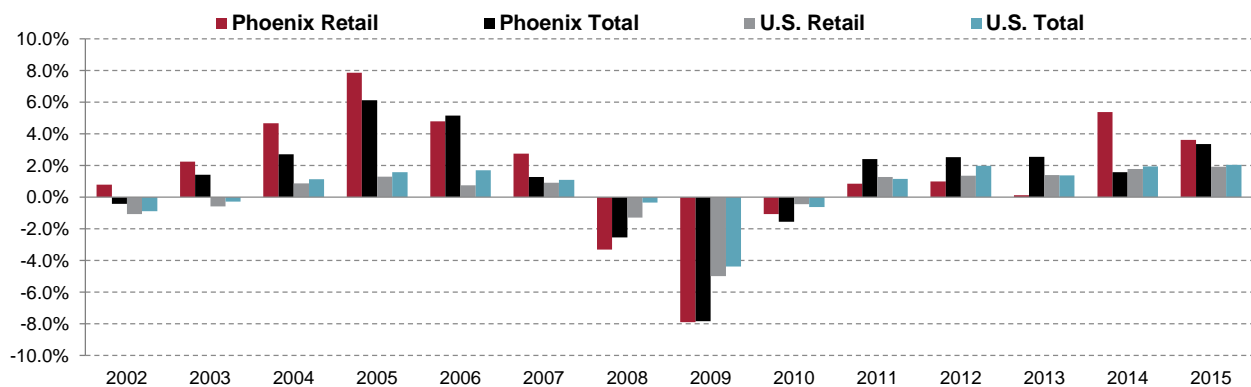


Sources: Emsi 2016.3 QCEW and non-QCEW; National Bureau of Economic Research

Shaded areas roughly represent years in which the national economy was in recession. Business cycle data are available quarterly, but employment numbers are provided annually, therefore the shaded areas are not an exact representation of recessions.

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Jobs percent change, 2002-2015



Source: Emsi 2016.3 QCEW and non-QCEW.

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The following table shows the retail industries that added the most jobs from 2010 to 2015. The electronic shopping industry added 9,000 in that time period. This is far more than any other retail industries, and represents almost 40 percent of all retail jobs added during that period. The electronic shopping industry consists of establishments engaged in retailing merchandise using the internet. New car dealer establishments added the second most jobs (3,445) since 2010, followed by gasoline stations with convenience stores, which added 2,015 jobs from 2010 to 2015. Five of the 10 industries with the most job growth paid an average wage that was greater than the average wage for the entire retail sector in 2015.

Retail industries with the most job growth, 2010-2015

NAICS	Description	2010 Jobs	2015 Jobs	Change, 2010-2015	Percent change, 2010 – 2015	2015 LQ	2015 Wages
454111	Electronic Shopping	3,241	12,253	9,012	278.1%	4.73	\$45,843
441110	New Car Dealers	13,259	16,704	3,445	26.0%	1.17	\$60,797
447110	Gasoline Stations with Convenience Stores	7,784	9,799	2,015	25.9%	0.93	\$23,250
452910	Warehouse Clubs and Supercenters	20,549	22,427	1,878	9.1%	1.19	\$26,231
453310	Used Merchandise Stores	3,339	4,957	1,618	48.4%	2.21	\$22,574
452112	Discount Department Stores	9,832	11,374	1,542	15.7%	1.00	\$17,735
441120	Used Car Dealers	1,470	2,720	1,250	85.0%	1.34	\$51,360
454390	Other Direct Selling Establishments ⁶	1,050	2,151	1,101	104.9%	2.80	\$62,088
452990	All Other General Merchandise Stores	2,902	3,684	782	27.0%	0.71	\$15,375
446110	Pharmacies and Drug Stores	7,528	8,269	741	9.8%	0.88	\$45,837

Source: Emsi 2016.3 QCEW and non-QCEW; ACA calculations.

Notes: Based on 6-digit NAICS.

Wages in current dollars.

Arizona Commerce Authority

⁶ This industry consists of establishments primarily engaged in retailing merchandise (except food for immediate consumption and fuel) via direct sale to the customer by means such as in-house sales (i.e., party plan merchandising), truck or wagon sales, and portable stalls.

Establishments

There were 10,070 retail establishments in the Phoenix MSA in 2015. These establishments accounted for approximately 8 percent of all business establishments in the area, and employed, on average, 23 people per establishment.

Emsi provides establishment data for the years 2004 to 2015. The number of retail establishments has increased at a fairly consistent average annual rate of 1 percent during this time period.

The United States Census Bureau's County Business Patterns program provides estimates on establishments by employee size at the MSA level. In 2014, which is the most recent year for which data are available, approximately 81 percent of retail establishments in the Phoenix MSA had fewer than 20 employees, and about 92 percent of establishments had fewer than 50 employees.

Less than 1 percent of retail establishments had more than 250 employees in 2014. Warehouse clubs and supercenters and department stores are the retail establishments that employ the largest number of people per establishment, based on Emsi data.

Retail establishments in the Phoenix MSA, 2004-2015

Year	Establishments	Employees per establishment
2004	8,905	23
2005	9,378	23
2006	9,946	23
2007	10,601	22
2008	10,882	21
2009	10,150	20
2010	10,046	20
2011	9,990	21
2012	10,035	21
2013	9,987	21
2014	10,094	22
2015	10,070	23

Source: Emsi 2016.3 QCEW and non-QCEW; ACA calculations

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Retail employment by establishment in the Phoenix MSA, 2014

Employees	Percent of Total Establishments
1 to 4	39.5%
5 to 9	23.3%
10 to 19	17.7%
20 to 49	11.4%
50 to 99	3.9%
11 to 249	3.5%
250 to 499	0.6%
500+	0.0%

Source: U.S. Census Bureau County Business Patterns 2014

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The following table provides the top 10 retail industries in the Phoenix MSA in terms of number of establishments. Pharmacies and drug stores and gasoline stations with convenience stores have the most establishments, approximately 820 and 765, respectively. Supermarkets and other grocery stores, all other miscellaneous store retailers (except tobacco stores)⁷ and electronics stores round out the five industries with the most establishments in the Phoenix MSA.

Retail industries with the most establishments in the Phoenix MSA

NAICS	Description	2015 Jobs	2015 Average Wage	2015 Establishments	Employees per estab.
446110	Pharmacies and Drug Stores	8,269	\$45,837	821	10
447110	Gasoline Stations with Convenience Stores	9,799	\$23,250	764	13
445110	Supermarkets and Other Grocery (except Convenience) Stores	35,000	\$28,171	490	71
453998	All Other Miscellaneous Store Retailers (except Tobacco Stores)	2,586	\$36,774	428	6
443142	Electronics Stores	8,499	\$44,451	415	20
441310	Automotive Parts and Accessories Stores	5,796	\$29,766	325	18
454111	Electronic Shopping	12,253	\$45,843	315	39
442110	Furniture Stores	3,840	\$41,595	292	13
451110	Sporting Goods Stores	4,323	\$21,590	265	16
441320	Tire Dealers	2,754	\$37,787	256	11

Source: Emsi 2016.3 QCEW and non-QCEW.

Wages in current dollars.

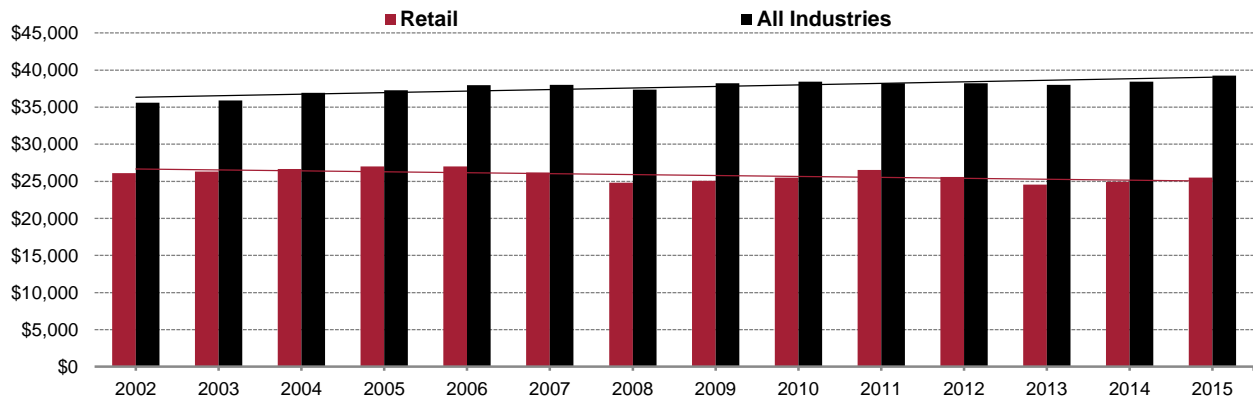
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⁷ This industry consists of establishments retailing specialized merchandise, and includes things such as art supply stores, candle shops, flower shops and other goods not classifiable elsewhere.

Wages

After adjusting for inflation, the average annual wage in the retail sector in Phoenix decreased by 2 percent from 2002 to 2015. By contrast, the average wage across all industries increased by 10 percent from 2002 to 2015, adjusting for inflation. The following chart illustrates how the average retail wage has lagged the overall average wage in the Phoenix MSA during the 2002 to 2015 time period.

Phoenix MSA real wages, 2002-2015

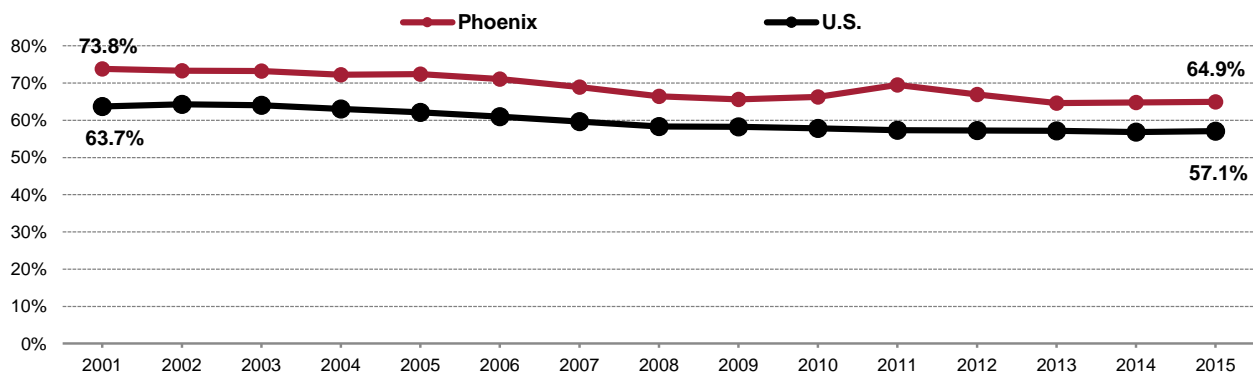


Source: Emsi 2016.3 QCEW and non-QCEW; Bureau of Labor Statistics; ACA Calculations
Adjusted for inflation using the BLS Consumer Price Index for the Phoenix MSA. Indexed to 2002.

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The next chart shows the retail wage as a percentage of the average wage for all industries, for the Phoenix MSA and the nation as a whole. Retail wages have not kept up with the average wage, both locally and nationally, and retail wages in Phoenix have lost more ground compared with retail wages across the nation.

Average retail wage as a percentage of the average wage for all industries



Source: Emsi 2016.3 QCEW and non-QCEW.

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The following table provides the 10 retail industries in Phoenix that pay the highest annual average wage. Eight of these 10 industries pay a wage that is greater than the state's overall average wage. The all other health and personal care stores⁸ retail industry pays an average annual wage of more than \$71,000, much higher than the average retail wage and the MSA's overall average wage.

Phoenix MSA's highest-paying retail industries, 2015

NAICS	Description	2015 Jobs	2015 Average Wage	2015 LQ
446199	All Other Health and Personal Care Stores	1,096	\$71,454	1.49
453930	Manufactured (Mobile) Home Dealers	96	\$63,623	0.57
454390	Other Direct Selling Establishments	2,151	\$62,088	2.80
441110	New Car Dealers	16,704	\$60,797	1.17
444210	Outdoor Power Equipment Stores	309	\$59,764	0.76
454113	Mail-Order Houses	2,300	\$52,470	1.32
441120	Used Car Dealers	2,720	\$51,360	1.34
444190	Other Building Material Dealers	2,343	\$50,789	0.79
454310	Fuel Dealers	367	\$48,630	0.37
442210	Floor Covering Stores	674	\$48,186	0.73

Source: Emsi 2016.3 QCEW and non-QCEW.

Wages in current dollars.

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⁸ This industry comprises establishments primarily engaged in retailing specialized lines of health and personal care merchandise (except drugs, medicines, optical goods, cosmetics, beauty supplies, perfume, and food supplement products). Examples include prosthetic stores, hearing aid stores and sick room supply stores. ([link](#))

The next table shows the 10 retail industries in Phoenix with the highest wage growth from 2010 to 2015, after adjusting for inflation.

Phoenix MSA retail industries with the highest wage growth, 2010-2015

NAICS	Description	2015 Jobs	2015 Average Wage	Percent Change, 2010-2015
453930	Manufactured (Mobile) Home Dealers	96	\$63,623	33.0%
442291	Window Treatment Stores	233	\$44,631	27.1%
454390	Other Direct Selling Establishments	2,151	\$62,088	49.3%
446199	All Other Health and Personal Care Stores	1,096	\$71,454	25.4%
448190	Other Clothing Stores	1,229	\$22,190	2.5%
446110	Pharmacies and Drug Stores	8,269	\$45,837	19.5%
444210	Outdoor Power Equipment Stores	309	\$59,764	17.3%
441110	New Car Dealers	16,704	\$60,797	-0.8%
441228	Motorcycle, ATV, and All Other Motor Vehicle Dealers	1,703	\$44,739	2.0%
448130	Children's and Infants' Clothing Stores	973	\$13,570	-5.0%

Source: Emsi 2016.3 QCEW and non-QCEW.

2015 average wages shown in current dollars. Percent change is based on inflation-adjusted wages.

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Industry Demographics

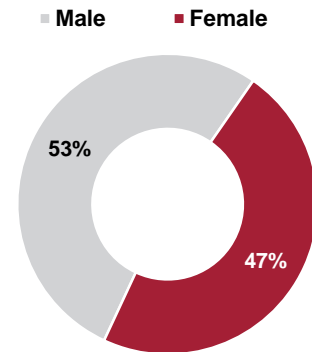
Emsi provides demographics for industry employment based on data from the U.S. Census Bureau. With respect to gender, 53 percent of retail workers are male, while 47 percent are female.

Employment in retail skews slightly younger relative to employment across all industries in the Phoenix MSA. Specifically, 21 percent of retail workers in Phoenix are younger than 25, whereas 13 percent of all workers in the Phoenix MSA are younger than 25.

Furthermore, approximately 50 percent of retail workers in the Phoenix area are 35 or older, whereas 59 percent of workers were 35 or older across all industries.

In terms of employment by race/ethnicity, employment in the retail sector essentially mirrors overall employment in the Phoenix MSA. 63 percent of retail workers are white (non-Hispanic), and about 25 percent workers are Hispanic/Latino (all races). Five percent of retail workers are black or African American, 3 percent are Asian and fewer than 3 percent are American Indian or Alaskan native, native Hawaiian or other Pacific Islander or two or more races.

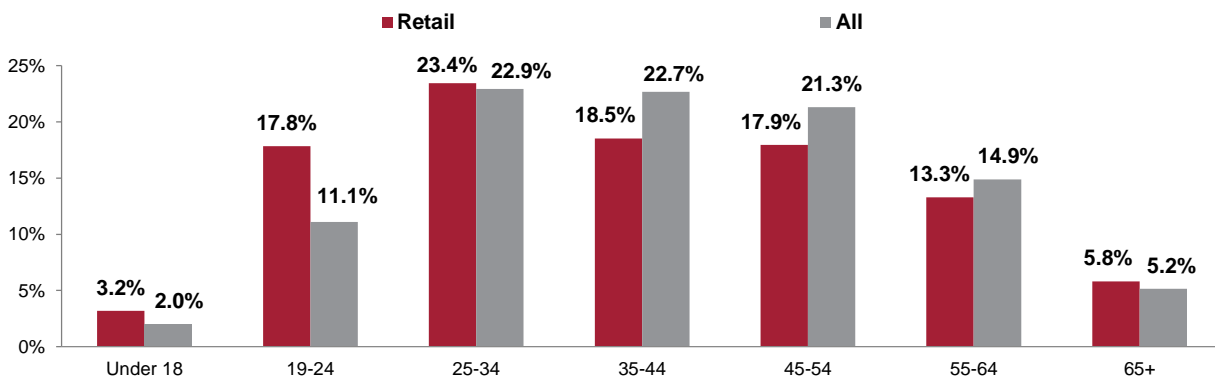
Retail employment by gender, Phoenix MSA



Source: Emsi 2016.3 QCEW and non-QCEW.

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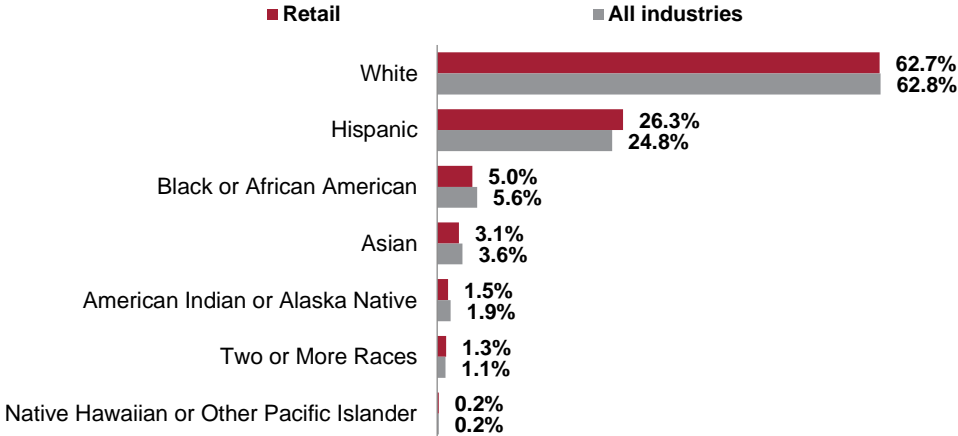
Employment by age group, Phoenix MSA



Source: Emsi 2016.3 QCEW and non-QCEW.

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Employment by race/ethnicity, Phoenix MSA



Source: Emsi 2016.3 QCEW and non-QCEW.

Notes: Hispanic category includes all races. All other races are non-Hispanic.

Arizona Commerce Authority

WORKFORCE

Emsi uses data from the Bureau of Labor Statistics in conjunction with its proprietary data model to estimate the percentage of total industry jobs by occupation, also known as staffing patterns. Occupations are identified using the taxonomy of the U.S. Department of Labor's Standard Occupational Classification system, in which occupations are grouped into families represented by a two-digit code and then progressively divided into six-digit codes for specific occupations. BLS provides these staffing patterns at a national level, and Emsi uses its proprietary model to estimate local-area staffing patterns.

The tables on pages 19-21 show the staffing patterns for the retail industry in the Phoenix area. The occupations included account for 90 percent of retail employment in the Phoenix MSA. Retail establishments provide a wide range of goods and services, so it's not surprising that the occupations from the staffing patterns are distributed across a wide-range range of job types. The following analysis will mostly focus on the top occupations, those that account for about 1 percent of retail jobs

The top three retail occupations consist of retail sales persons, cashiers, and stock clerks and order fillers. These three occupations account for 114,000 retail jobs, nearly half of all retail employment in the Phoenix area. These occupations have an employment concentration (LQ) that is fairly close to the national average, and pay wages that are significantly lower than the MSA's overall median wage.⁹

An education level of less than high school is the typical entry level education for these positions. We can assume many entry-level workers in retail are students, which could explain why this is the typical entry level education. Emsi does not provide the typical education level across these occupations, so we cannot identify if the typical education differs from the typical entry-level education.

The location quotients for the top retail occupations typically hover around 1.0, which indicates that employment concentration for these occupations is close to the national average. Two occupations with higher than average employment concentration are customer services representatives, first-line supervisors of office and administrative workers and pharmacy technicians.

Most of the top retail occupations only require up to a high school diploma in terms of the typical entry level education, and only a handful require a higher education degree.

Only a few of the top retail occupations pay median wages that are higher than the MSA's overall median wage for all occupations; these are occupations that require postsecondary education and/or some work experience. Most of the top retail occupations pay median wages that are lower than the overall median wage.

Some of the top retail occupations are almost exclusive to this sector. The "Percent of Occupation Jobs in Retail" column shows what percentage of jobs in an occupation are employed in retail. So, about 92 percent of retail salespersons work in the retail industry, and 88 percent of first-line supervisors of retail workers are in the retail industry. Eighty percent of cashiers in Phoenix work in retail, as do 71 percent of pharmacy technicians in the Phoenix MSA. Other occupations heavily employed in retail include pharmacists, tire repairers and changers, and parts salespersons. On the other hand, several occupations employed in retail industries are mostly employed in industries other than retail.

⁹ The median wage for all occupations in the Phoenix MSA is \$42,945, based on Emsi 2016.3 data. In current dollars.

Top occupations in retail, Phoenix MSA

Description	Jobs in Retail, 2015	% of Total Retail Industry Jobs	Total Jobs, 2015	% of Occupation Jobs in Retail Industry	Median Annual Wages	LQ	Typical Entry Level Education
Retail Salespersons	60,350	26.1%	65,289	92.4%	\$21,727	1.08	Less than H.S.
Cashiers	35,082	15.4%	43,677	80.3%	\$19,306	0.95	Less than H.S.
Stock Clerks and Order Fillers	18,588	8.1%	26,324	70.6%	\$23,796	1.03	Less than H.S.
First-Line Supervisors of Retail Sales Workers	16,159	7.0%	18,293	88.3%	\$38,563	1.17	H.S. diploma
Customer Service Representatives	8,864	3.9%	64,253	13.8%	\$31,060	1.85	H.S. diploma
Automotive Service Technicians and Mechanics	4,980	2.2%	9,198	54.1%	\$39,161	1.08	PSNDA
Pharmacy Technicians	4,793	2.1%	6,752	71.0%	\$31,991	1.34	H.S. diploma
Laborers and Freight, Stock, and Material Movers, Hand	4,223	1.9%	32,158	13.1%	\$25,927	0.97	Less than H.S.
General and Operations Managers	3,780	1.7%	28,816	13.1%	\$86,668	0.99	Bachelor's degree
First-Line Supervisors of Office and Administrative Support Workers	3,676	1.6%	27,849	13.2%	\$48,139	1.45	H.S. diploma
Combined Food Preparation and Serving Workers, Including Fast Food	2,710	1.2%	46,597	5.8%	\$18,671	1.09	Less than H.S.
Pharmacists	2,690	1.2%	4,312	62.4%	\$123,677	1.10	Doctoral/professional degree
Light Truck or Delivery Services Drivers	2,683	1.2%	11,367	23.6%	\$29,162	1.02	H.S. diploma
Office Clerks, General	2,542	1.1%	39,417	6.4%	\$32,085	0.90	H.S. diploma
Packers and Packagers, Hand	2,214	1.0%	7,031	31.5%	\$19,864	0.73	Less than H.S.
Shipping, Receiving, and Traffic Clerks	2,167	1.0%	7,331	29.6%	\$29,932	0.81	H.S. diploma

Source: Emsi 2016.3 QCEW and non-QCEW; ACA calculations.

Wages in current dollars.

PSNDA = postsecondary non-degree award.

Arizona Commerce Authority

Top occupations in retail, Phoenix MSA (continued)

Description	Jobs in Retail, 2015	% of Total Retail Industry Jobs	Total Jobs, 2015	% of Occupation Jobs in Retail Industry	Median Annual Wages	LQ	Typical Entry Level Education
Parts Salespersons	2,006	0.9%	2,629	76.3%	\$24,886	0.83	Less than H.S.
Sales Managers	1,844	0.8%	7,919	23.3%	\$97,164	1.62	Bachelor's degree
Bookkeeping, Accounting, and Auditing Clerks	1,829	0.8%	17,218	10.6%	\$36,649	0.76	Some college, no degree
Merchandise Displayers and Window Trimmers	1,838	0.8%	3,796	48.4%	\$27,914	2.88	H.S. diploma
Food Preparation Workers	1,694	0.8%	7,236	23.4%	\$20,392	0.62	Less than H.S.
Tire Repairers and Changers	1,756	0.8%	1,998	87.8%	\$23,171	1.41	H.S. diploma
Sales Representatives, Services, All Other	1,574	0.7%	15,854	9.9%	\$45,231	1.30	H.S. diploma
Order Clerks	1,314	0.6%	3,124	42.1%	\$35,402	1.26	H.S. diploma
Cleaners of Vehicles and Equipment	1,225	0.5%	4,855	25.2%	\$19,600	1.07	Less than H.S.
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1,214	0.5%	26,892	4.5%	\$21,839	0.85	Less than H.S.
First-Line Supervisors of Mechanics, Installers, and Repairers	1,233	0.5%	7,411	16.6%	\$53,409	1.23	H.S. diploma
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1,150	0.5%	31,904	3.6%	\$34,080	0.90	H.S. diploma
Counter and Rental Clerks	1,081	0.5%	6,819	15.8%	\$24,168	1.14	Less than H.S.
Butchers and Meat Cutters	1,055	0.5%	1,152	91.6%	\$29,780	0.63	Less than H.S.
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	880	0.4%	16,912	5.2%	\$50,378	0.90	H.S. diploma
Driver/Sales Workers	788	0.4%	4,652	16.9%	\$20,779	0.83	H.S. diploma

Source: Emsi 2016.3 QCEW and non-QCEW; ACA calculations.

Wages in current dollars.

Arizona Commerce Authority

Top occupations in retail, Phoenix MSA (continued)

Description	Jobs in Retail, 2015	% of Total Retail Industry Jobs	Total Jobs, 2015	% of Occupation Jobs in Retail Industry	Median Annual Wages	LQ	Typical Entry Level Education
Bakers	736	0.3%	1,930	38.1%	\$22,942	0.83	Less than H.S.
Opticians, Dispensing	750	0.3%	1,309	57.3%	\$37,945	1.36	H.S. diploma
Security Guards	733	0.3%	18,566	3.9%	\$24,054	1.22	H.S. diploma
Automotive and Watercraft Service Attendants	651	0.3%	1,579	41.2%	\$21,477	1.08	Less than H.S.
Hairdressers, Hairstylists, and Cosmetologists	649	0.3%	6,007	10.8%	\$19,770	1.31	PSNDA
Industrial Truck and Tractor Operators	614	0.3%	6,150	10.0%	\$30,867	0.85	Less than H.S.
Telemarketers	593	0.3%	8,774	6.8%	\$24,354	2.88	Less than H.S.
First-Line Supervisors of Food Preparation and Serving Workers	587	0.3%	13,966	4.2%	\$31,776	1.19	H.S. diploma
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	563	0.2%	6,713	8.4%	\$18,791	0.66	Less than H.S.
Electronic Home Entertainment Equipment Installers and Repairers	563	0.2%	1,397	40.3%	\$46,462	3.88	PSNDA
Heavy and Tractor-Trailer Truck Drivers	534	0.2%	16,946	3.2%	\$39,374	0.76	PSNDA
Sales and Related Workers, All Other	512	0.2%	1,196	42.8%	\$31,616	1.01	H.S. diploma
Assemblers and Fabricators, All Other	518	0.2%	4,464	11.6%	\$27,307	1.48	H.S. diploma
Installation, Maintenance, and Repair Workers, All Other	491	0.2%	2,753	17.8%	\$37,679	1.41	H.S. diploma

Source: Emsi 2016.3 QCEW and non-QCEW; ACA calculations.

Wages in current dollars.

PSNDA = postsecondary non-degree award.

Arizona Commerce Authority

Job Growth by Occupation

The following table shows the 15 retail occupations (from the staffing patterns) with the most jobs added from 2010 to 2015. Customer service representatives saw the most job growth during this time period, followed by food preparation and serving workers. Retail sales persons, laborers and freight, stock, and material movers, hand, and first-line supervisors of office and administrative support workers round out the top five retail occupations with the most job growth.

The highest typical education level for 13 of these 15 occupations is a high school diploma. Three of the 15 retail occupations with the most job growth pay a median annual wage that is higher than the Phoenix MSA's overall median wage.

Retail occupations by job growth, 2010 to 2015

Description	2010 Jobs	2015 Jobs	Jobs Added, 2010-2015	Median Annual Wages	Typical Entry Level Education
Customer Service Representatives	50,917	64,253	13,336	\$31,060	H.S. diploma
Combined Food Preparation and Serving Workers, Including Fast Food	36,288	46,597	10,309	\$18,671	Less than H.S.
Retail Salespersons	59,909	65,289	5,380	\$21,727	Less than H.S.
Laborers and Freight, Stock, and Material Movers, Hand	27,708	32,158	4,450	\$25,927	Less than H.S.
First-Line Supervisors of Office and Administrative Support Workers	23,842	27,849	4,007	\$48,139	H.S. diploma
Cashiers	39,887	43,677	3,790	\$19,306	Less than H.S.
General and Operations Managers	25,420	28,816	3,396	\$86,668	Bachelor's degree
Office Clerks, General	36,312	39,417	3,105	\$32,085	H.S. diploma
Telemarketers	5,977	8,774	2,797	\$24,354	Less than H.S.
First-Line Supervisors of Food Preparation and Serving Workers	11,170	13,966	2,795	\$31,776	H.S. diploma
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	29,603	31,904	2,302	\$34,080	H.S. diploma
Security Guards	16,443	18,566	2,123	\$24,054	H.S. diploma
Heavy and Tractor-Trailer Truck Drivers	14,906	16,946	2,039	\$39,374	PSNDA
Sales Representatives, Services, All Other	13,951	15,854	1,903	\$45,231	H.S. diploma
Stock Clerks and Order Fillers	24,559	26,324	1,766	\$23,796	Less than H.S.

Source: Emsi 2016.3 QCEW and non-QCEW.

Wages in current dollars.

PSNDA = postsecondary non-degree award.

Arizona Commerce Authority

Wage Analysis for Retail Occupations

Percentile wage estimates are values for which a certain percent of workers fall; if a specific occupation's wages at the 90th percentile are estimated at \$50,000, 90 percent of workers earn less than \$50,000, and 10 percent of workers in that occupation earn more than \$50,000. Where a person's wage falls depends on many factors, including experience and education. Someone with little experience may expect wages near the tenth or 25th percentile whereas someone with more experience (or education) can expect to be in the 75th or 90th percentile of wages¹⁰.

For this analysis, we compare median and 90th percentile wages for occupations employed in retail industries in the Phoenix MSA. We assume that this difference provides a rough indication of the wage growth potential for these retail occupations. We exclude management occupations from this section and present those separately. We chose the median as opposed to the 10th or 25th percentile because we want to capture the potential wage increase once a person is earning a typical salary in a retail occupation – in other words we are trying to exclude workers who have entered the retail industry but perhaps only plan to work in retail for a short time (for example, part-time student workers).

Driver/sales workers show the highest wage growth between the median and 90th percentiles. Workers in this occupation typically “drive [a] truck or other vehicle over established routes or within an established territory and sell or deliver goods, such as food products, including restaurant take-out items, or pick up or deliver items such as commercial laundry.”¹¹ Hairdressers, hairstylists and cosmetologists is the occupation with second-most potential for upwards wage mobility, based on the difference between the median and 90th percentile wage. This is followed by three sales-related occupations.

Numerous retail occupations have 90th percentile wages that are higher than the MSA's overall median wage across all job types. Furthermore, more than half of the top retail occupations (excluding management occupations) have low median wages, but have 90th percentile wages that are greater than, or at least very close, to Phoenix's overall median wage.¹² This analysis shows that, at the higher percentiles, wages for retail occupations are comparable to the typical wage in the Phoenix MSA.

¹⁰ Bureau of Labor Statistics

¹¹ [Bureau of Labor Statistics Occupational Employment Statistics](#)

¹² 90 percent of the Phoenix MSA's median wage for all occupations, or \$38,651.

Retail occupations, median to 90th percentile wage comparison

Description	Total Jobs	Median Wage	90th Percentile Wage	% Difference	LQ	Entry Level Education
Driver/Sales Workers	4,652	\$20,779	\$49,566	138.5%	0.83	H.S. diploma
Hairdressers, Hairstylists, and Cosmetologists	6,007	\$19,770	\$45,809	131.7%	1.31	PSNDA
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	16,912	\$50,378	\$111,759	121.8%	0.90	H.S. diploma
Sales and Related Workers, All Other	1,196	\$31,616	\$67,933	114.9%	1.01	H.S. diploma
Sales Representatives, Services, All Other	15,854	\$45,231	\$92,773	105.1%	1.30	H.S. diploma
Telemarketers	8,774	\$24,354	\$49,247	102.2%	2.88	Less than H.S.
Light Truck or Delivery Services Drivers	11,367	\$29,162	\$58,781	101.6%	1.02	H.S. diploma
Security Guards	18,566	\$24,054	\$46,278	92.4%	1.22	H.S. diploma
Installation, Maintenance, and Repair Workers, All Other	2,753	\$37,679	\$71,008	88.5%	1.41	H.S. diploma
Parts Salespersons	2,629	\$24,886	\$44,614	79.3%	0.83	Less than H.S.
Counter and Rental Clerks	6,819	\$24,168	\$42,966	77.8%	1.14	Less than H.S.
Tire Repairers and Changers	1,998	\$23,171	\$40,061	72.9%	1.41	H.S. diploma
Retail Salespersons	65,289	\$21,727	\$37,250	71.4%	1.08	Less than H.S.
Merchandise Displayers and Window Trimmers	3,796	\$27,914	\$47,528	70.3%	2.88	H.S. diploma
Office Clerks, General	39,417	\$32,085	\$54,601	70.2%	0.90	H.S. diploma
Stock Clerks and Order Fillers	26,324	\$23,796	\$38,772	62.9%	1.03	Less than H.S.
Laborers and Freight, Stock, and Material Movers, Hand	32,158	\$25,927	\$41,257	59.1%	0.97	Less than H.S.
Assemblers and Fabricators, All Other	4,464	\$27,307	\$43,449	59.1%	1.48	H.S. diploma
Packers and Packagers, Hand	7,031	\$19,864	\$31,449	58.3%	0.73	Less than H.S.
Order Clerks	3,124	\$35,402	\$55,952	58.0%	1.26	H.S. diploma
Automotive and Watercraft Service Attendants	1,579	\$21,477	\$33,873	57.7%	1.08	Less than H.S.
Cleaners of Vehicles and Equipment	4,855	\$19,600	\$30,707	56.7%	1.07	Less than H.S.
Shipping, Receiving, and Traffic Clerks	7,331	\$29,932	\$46,551	55.5%	0.81	H.S. diploma

Source: Emsi 2016.3 QCEW and non-QCEW.

Wages in current dollars and represent the annual value.

PSNDA = postsecondary non-degree award.

Arizona Commerce Authority

Retail occupations, median to 90th percentile wage comparison

Description	Total Jobs	Median Wage	90th Percentile Wage	% Difference	LQ	Entry Level Education
Automotive Service Technicians and Mechanics	9,198	\$39,161	\$60,854	55.4%	1.08	PSNDA
Industrial Truck and Tractor Operators	6,150	\$30,867	\$47,819	54.9%	0.85	Less than H.S.
Customer Service Representatives	64,253	\$31,060	\$47,631	53.4%	1.85	H.S. diploma
Cashiers	43,677	\$19,306	\$29,560	53.1%	0.95	Less than H.S.
Heavy and Tractor-Trailer Truck Drivers	16,946	\$39,374	\$60,133	52.7%	0.76	PSNDA
Opticians, Dispensing	1,309	\$37,945	\$56,137	47.9%	1.36	H.S. diploma
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	31,904	\$34,080	\$50,005	46.7%	0.90	H.S. diploma
Bookkeeping, Accounting, and Auditing Clerks	17,218	\$36,649	\$53,589	46.2%	0.76	Some college, no degree
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	26,892	\$21,839	\$31,534	44.4%	0.85	Less than H.S.
Pharmacy Technicians	6,752	\$31,991	\$45,365	41.8%	1.34	H.S. diploma
Food Preparation Workers	7,236	\$20,392	\$28,670	40.6%	0.62	Less than H.S.
Butchers and Meat Cutters	1,152	\$29,780	\$41,201	38.4%	0.63	Less than H.S.
Bakers	1,930	\$22,942	\$31,408	36.9%	0.83	Less than H.S.
Electronic Home Entertainment Equipment Installers and Repairers	1,397	\$46,462	\$63,594	36.9%	3.88	PSNDA
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	6,713	\$18,791	\$23,887	27.1%	0.66	Less than H.S.
Combined Food Preparation and Serving Workers, Including Fast Food	46,597	\$18,671	\$23,496	25.8%	1.09	Less than H.S.
Pharmacists	4,312	\$123,677	\$151,778	22.7%	1.10	Doctoral/professional degree

Source: Emsi 2016.3 QCEW and non-QCEW.

Wages in current dollars.

PSNDA = postsecondary non-degree award.

Arizona Commerce Authority

The following table provides the median and 90th percentile wages for managerial and supervisory positions that are often employed by the retail industry (based on the staffing patterns). These were analyzed separately because these occupations typically require more entry-level experience, and it is unlikely someone would initially enter the retail industry straight into in a management position.

Four of the six management positions pay median wages that are higher than the overall median across all occupations, and all six pay 90th percentile wages that are well above the MSA’s overall median wage.

Managerial and supervisory occupations common in retail, Phoenix MSA

Description	Total Jobs	Median Annual Wage	90th Percentile Wage	Percent Difference	LQ	Entry Level Education
General and Operations Managers	28,816	\$86,668	\$202,624	133.8%	0.99	Bachelor's degree
Sales Managers	7,919	\$97,164	\$209,604	115.7%	1.62	Bachelor's degree
First-Line Supervisors of Mechanics, Installers, and Repairers	7,411	\$53,409	\$90,244	69.0%	1.23	H.S. diploma
First-Line Supervisors of Food Preparation and Serving Workers	13,966	\$31,776	\$53,126	67.2%	1.19	H.S. diploma
First-Line Supervisors of Office and Administrative Support Workers	27,849	\$48,139	\$79,642	65.4%	1.45	H.S. diploma
First-Line Supervisors of Retail Sales Workers	18,293	\$38,563	\$61,131	58.5%	1.17	H.S. diploma

Source: Emsi 2016.3 QCEW and non-QCEW.

Wages in current dollars.

Arizona Commerce Authority

Demographics for top front-line and supervisory retail occupations, Phoenix MSA

SOC	Description	Age 14-21	Age 22-34	Age 35-54	Age 55+
41-2011	Cashiers	23.4%	31.5%	28.4%	16.7%
41-2031	Retail Salespersons	16.2%	32.2%	29.6%	22.1%
43-5081	Stock Clerks and Order Fillers	12.6%	31.9%	36.8%	18.7%
11-1021	General and Operations Managers	0.3%	19.2%	59.4%	21.1%
11-2022	Sales Managers	0.5%	27.1%	56.5%	15.9%
41-1011	First-Line Supervisors of Retail Sales Workers	2.8%	34.3%	47.5%	15.4%

Source: Emsi 2016.3 QCEW and non-QCEW.

Wages in current dollars.

Arizona Commerce Authority

In the table above, we see that front-line workers in the retail sector tend to be younger than supervisors and managers. It is noteworthy that in both the front-line and supervisory roles, the age distribution drops after age 55. It was noted earlier in this report that total employment in the retail sector is roughly evenly distributed by gender (53% male vs. 47% female). As seen in the table below however, the distribution of gender among these occupations is also noteworthy. While females are overrepresented in two of the front-line positions, the inverse is true of the supervisory positions.

Demographics for top front-line and supervisory retail occupations, Phoenix MSA

SOC	Description	Males	Females	Hispanic or Latino	White	Black or African American
41-2011	Cashiers	30.6%	69.4%	30.1%	55.6%	6.3%
41-2031	Retail Salespersons	49.1%	50.9%	24.5%	65.0%	4.9%
43-5081	Stock Clerks and Order Fillers	65.5%	34.5%	31.6%	55.6%	6.7%
11-1021	General and Operations Managers	71.4%	28.6%	14.3%	77.9%	2.8%
11-2022	Sales Managers	60.4%	39.6%	13.6%	79.4%	2.3%
41-1011	First-Line Supervisors of Retail Sales Workers	57.2%	42.8%	21.0%	70.0%	3.9%

Source: Emsi 2016.3 QCEW and non-QCEW.

Wages in current dollars.

Arizona Commerce Authority

Job Postings Analysis

The Arizona Commerce Authority and the Arizona Office of Economic Opportunity use Wanted Analytics, a system that analyzes current online job postings to provide perspective on the current demand for certain occupations, skills or certifications. In the following table, we display the results of a Wanted Analytics query for job postings from employers in the Retail Trade industry in the Phoenix market on December 23, 2016:

The top job titles from these postings are indicated in the table to the right:

Job Title	Ads with this title
Sales Associate	875
Assistant Store Manager	821
Store Manager	743
Assistant Manager	629
Customer Service Representative II	563
Retail Sales Associate	524
Pharmacist	421
CSA Front End	413
Cashier	390
Pharmacy Technician	376

There are 353 Phoenix-area retail employers who are currently hiring for 2,556 open positions.

Employer	Current ads
CVS Health	235
JCPenney	121
AutoNation	76
Pep Boys	69
Toys R Us	65

The Wanted Analytics system also returns other retail employers who have posted significant numbers of ads from 2013 to 2016.

Employer	Four-year ads
Lowe's	10,100
Target	2,791
Best Buy	2,463
Basha's	1,868
Nordstrom	1,741

Jobs Flow Analysis

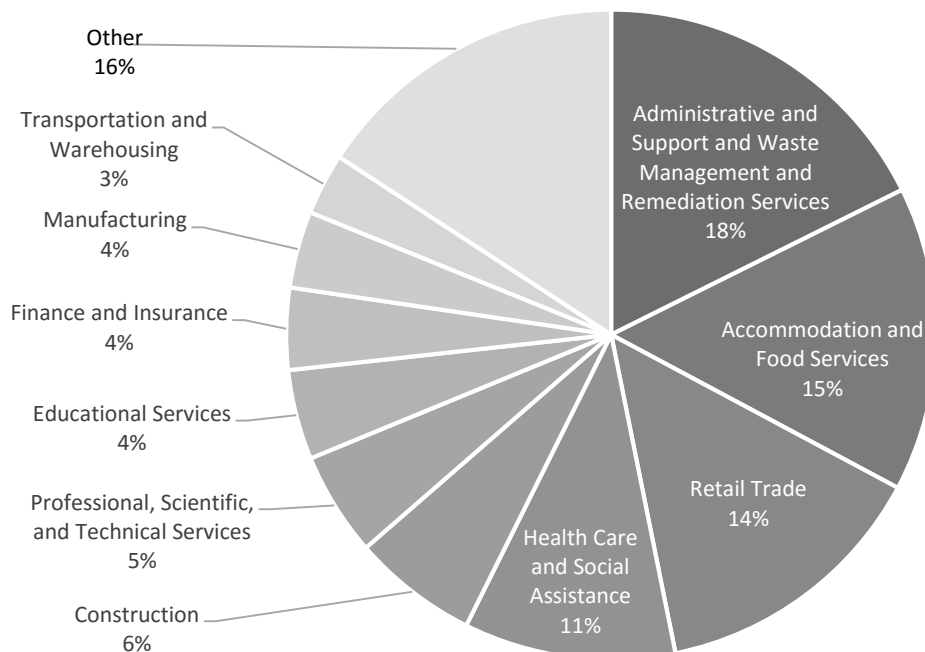
The United States Census Bureau’s Longitudinal Employment Household Dynamics survey provides an estimate of the source and destination industries of individuals who moved from one job to another with no observed significant time unemployed. This allows us to gain a perspective on where retail workers go when they leave the retail sector for other opportunities and also where the retail sector is able to source talent.

The retail sector is particularly susceptible to “churn,” or the movement of retail workers to other jobs within the same sector. As illustrated in the tables below, a large plurality (35.4%) of all workers who left jobs in the retail sector went to other jobs in the retail sector.

In terms of industries of origin for retail sector workers, the Administrative/ Support and Waste Management/ Remediation industry is the largest source of talent for retail employers in Arizona. Accommodation and Food Services follows closely (15.1%). These industries supply more direct job-to-job hires than even the retail sector itself.

From all industries in all states to retail in Arizona	Hires	% Hires
Administrative/Support and Waste Management/Remediation	100,854	17.6%
Accommodation and Food Services	86,671	15.1%
Retail Trade	80,115	14.0%
Health Care and Social Assistance	60,179	10.5%
Construction	35,764	6.2%
Professional, Scientific, and Technical	29,545	5.2%
Educational	25,551	4.5%
Finance and Insurance	23,251	4.1%
Manufacturing	21,854	3.8%
Transportation and Warehousing	17,511	3.1%
Other	90,239	15.8%

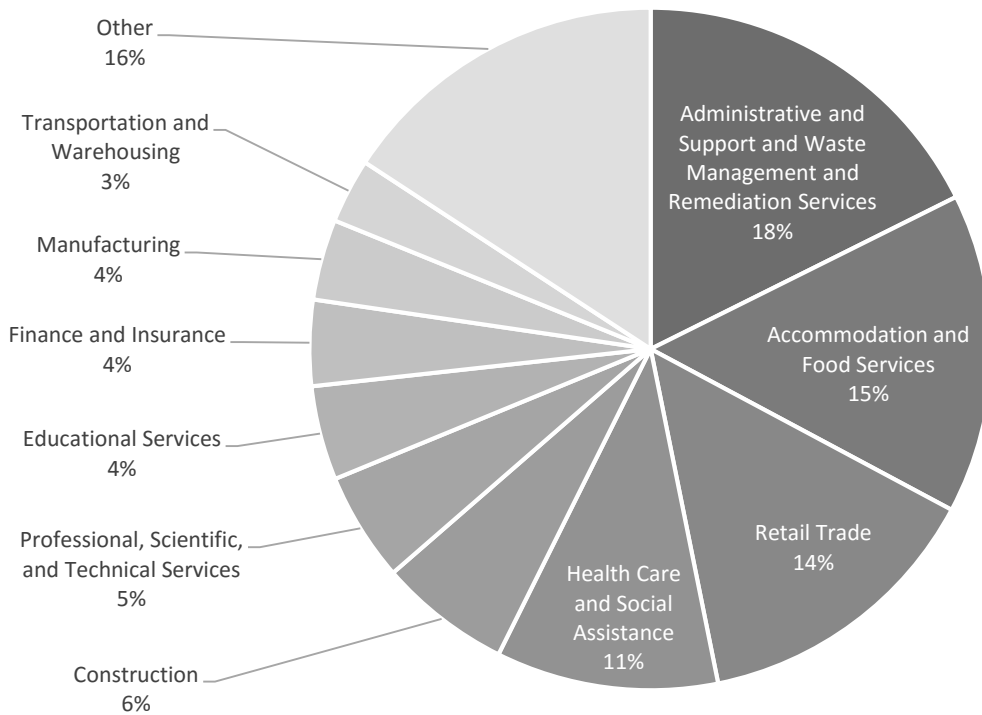
Hires From All Other Industries



Analysis of the destination industries for retail sector workers who move directly from one job to another with no observable period of unemployment indicate that many leave for other retail sector jobs. Other industries do not experience this willingness to change employers for similar jobs at as notable a scale.

From retail in Arizona to other industries in all states	Hires	% Hires
Retail Trade	28,433	35.4%
Administrative/Support and Waste Management/Remediation	11,181	13.9%
Accommodation and Food Services	9,359	11.6%
Health Care and Social Assistance	4,973	6.2%
Finance and Insurance	3,028	3.8%
Professional, Scientific, and Technical Services	2,587	3.2%
Other Services (except Public Administration)	2,458	3.1%
Wholesale Trade	2,311	2.9%
Construction	2,274	2.8%
Transportation and Warehousing	2,150	2.7%
Other	10,815	13.6%

Hires of Arizona Retail Sector Workers by Industry



GEOGRAPHIC COMPARISON

Overview

This section compares the retail sectors for a group of MSAs with population sizes roughly similar to that of the Phoenix MSA, and that are geographically distributed across the United States. The table below provides population estimates as well as labor market information for the retail industries in each MSA.

Of the 10 MSAs selected for comparison, the Philadelphia area has the most jobs in retail, 298,000, and the most retail establishments, 19,180. The Houston area, which has the largest population, has the second largest retail industry both in terms of jobs and establishments. Denver has the smallest retail industry in terms of jobs and establishments, although Denver has the smallest population. Retail workers in the Seattle area earn the highest wages, whereas retail workers in Minneapolis earn the lowest wages, on average.¹³

The Phoenix MSA ranks fifth among these select MSAs with respect to retail jobs, and has the eighth most establishments. However, Phoenix has the highest concentration of retail workers, both relative to the national average and as percentage of total employment. In terms of wages, Phoenix retail workers earn the fourth highest annual wages compared with the other 9 MSAs selected for analysis. More importantly, the average wage in Phoenix's retail sector amounts to 65 percent. Only Seattle's average retail wages are higher relative to the state's overall average wage. These general statistics suggest that retail plays a slightly larger role in Phoenix compared with the other MSAs selected of comparison.

Population and retail industry statistics for select MSAs, 2015

Metropolitan Statistical Area	Population	Retail Jobs	Percent of Total jobs	LQ	Retail Wage as % of Overall Wage	Establishments
Houston-The Woodlands-Sugar Land, TX	6,656,947	297,222	10.0%	0.93	49.4%	17,555
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	6,069,875	297,918	10.6%	0.99	52.4%	19,180
Atlanta-Sandy Springs-Roswell, GA	5,710,795	276,702	11.0%	1.03	57.2%	16,890
Boston-Cambridge-Newton, MA-NH	4,774,321	253,346	9.5%	0.89	45.7%	16,295
San Francisco-Oakland-Hayward, CA	4,656,132	206,177	8.9%	0.83	49.7%	12,211
Phoenix-Mesa-Scottsdale, AZ	4,574,531	229,057	11.9%	1.11	64.9%	10,070
Seattle-Tacoma-Bellevue, WA	3,733,580	202,425	10.4%	0.97	70.0%	10,454
Minneapolis-St. Paul-Bloomington, MN-WI	3,524,583	183,726	9.6%	0.90	53.0%	10,176
San Diego-Carlsbad, CA	3,299,521	145,257	9.7%	0.90	56.3%	8,543
Denver-Aurora-Lakewood, CO	2,814,330	135,861	9.5%	0.89	52.7%	8,073

Source: United States Census Bureau Population Estimates; Emsi 2016.3 QCEW and non-QCEW.

Retail wages as a percentage of overall wage are calculated using wages in current dollars, and consist of average retail wage and average wage across all industries.

Sorted by Population.

Arizona Commerce Authority

¹³ Emsi 2016.3

Job Growth

The table on the right shows the long term growth rate (2001 to 2015) for retail jobs in the select MSAs, as well as the compounded annual growth rates for the years 2001-2007 and 2010 to 2015. These CAGRs are included to distinguish between the time periods before and after the Great Recession and to help capture more recent trends.

From 2001 to 2015, the Phoenix retail sector's employment grew more relative to the retail employment in the other areas. Specifically, retail sector jobs in Phoenix increased by approximately 23 percent during this time period. Houston's retail employment grew by slightly more than 19 percent, and retail jobs in Seattle increased by 17 percent. Retail employment decreased from 2001 to 2015 in the Philadelphia, San Francisco and Minneapolis MSAs.

Annual growth rates varied in the years prior to the Great Recession. Phoenix posted the highest annual growth rate in this time period, nearly 4 percent. No other MSA came close to this annual growth rate, and four MSAs (Philadelphia, Boston, San Francisco, and Minneapolis) actually had negative annual growth rates.

All 10 MSAs had positive annual growth rates (in terms of retail employment) following the Great Recession. Seattle posted the highest growth, with an annual growth rate of 4.1 percent from 2010 to 2015. Retail jobs in Phoenix increased at an annual rate of 2.2 percent.

While the Phoenix MSA's retail sector has posted strong job gains since 2001, the annual growth rate has slowed down in recent years.

Retail job growth, select MSAs

MSA	Growth Rate. 2001-2015	Annual growth rate, 2001-2007	Annual growth rate, 2010-2015
Phoenix	22.9%	3.8%	2.2%
Houston	19.6%	0.8%	2.6%
Seattle	17.0%	0.3%	4.1%
Denver	9.9%	0.5%	2.4%
Atlanta	6.9%	0.8%	2.6%
San Diego	6.9%	1.5%	2.1%
Boston	0.6%	-0.5%	1.1%
Philadelphia	-3.0%	-0.1%	0.7%
San Francisco	-3.9%	-0.5%	2.0%
Minneapolis	-4.3%	-0.3%	1.4%

Source: Emsi 2016.3 QCEW and non-QCEW.

Annual growth rate calculated as compounded annual growth rate.

Sorted by the overall percent change from 2001 to 2015.

Arizona Commerce Authority

Wage Growth

The table on the right provides growth rates for retail wages in the 10 MSAs. Specifically, it provides the overall growth rate from 2002 to 2015, and the annual growth rates for the 2002 to 2007 and 2010 to 2015 time periods. Wages were adjusted for inflation using the BLS CPI index for each respective metro area prior to conducting the growth rate analysis.

Retail wages decreased in eight of the 10 MSAs from 2002 to 2015; only Atlanta and Seattle had retail sectors that posted wage gains in that time period. Retail wages in Phoenix decreased by 2.3 percent from 2002 to 2015.

From 2010 to 2015, retail wages either increased or essentially remained flat across the 10 MSAs selected for comparison. These growth rates were not enough to offset the wage decreases suffered either prior to or during the Great Recession.

Most of the selected MSAs were already seeing a decline in retail wages prior to the Great Recession, and the recession exacerbated these declines. Phoenix, however, had average annual growth rates before and after the recession that were essentially flat, suggesting that the decrease in real wages occurred mostly during the recession. Notably, Seattle's retail wages have posted strong gains, both in the long and short-term.

Retail wage growth, select MSAs

MSA	Growth Rate. 2002-2015	Annual growth rate, 2002-2007	Annual growth rate, 2010-2015
Seattle	22.9%	0.2%	4.3%
Atlanta	0.8%	-0.4%	0.8%
Minneapolis	-0.5%	-0.8%	1.2%
Phoenix	-2.3%	0.1%	0.0%
Houston	-3.4%	-0.5%	0.9%
Boston	-5.5%	-1.5%	1.2%
Denver	-6.0%	-0.2%	-0.1%
Philadelphia	-6.4%	-1.0%	0.4%
San Francisco	-6.9%	-0.2%	0.0%
San Diego	-11.2%	-1.6%	0.4%

Source: Emsi 2016.3 QCEW and non-QCEW; Bureau of Labor Statistics Consumer Price Index; ACA calculations

Annual growth rate calculated as compounded annual growth rate.

Adjusts for inflation using the CPI for each respective metro area.

CPI values re-indexed to 2002.

Sorted by the overall percent change from 2002 to 2015.

Arizona Commerce Authority

Assessment for Select Retail Industries

For the following section we selected retail industries (based on 6-digit NAICS) with a strong presence in the Phoenix area. Specifically, we selected the top 15 retail industries with an LQ greater than 1.30 and employment greater than 500. The select industries consist of:

- Electronic shopping
- Other direct selling establishments
- Used merchandise stores
- Paint and wallpaper stores
- Motorcycle, ATV, and all other motor vehicle dealers
- Pet and pet supplies stores
- Optical goods stores
- All other health and personal care stores
- Food (health) supplement stores
- All other miscellaneous store retailers (except tobacco stores)
- Recreational vehicle dealers
- Electronics stores
- Sewing, needlework, and piece goods stores
- Used car dealers
- Furniture stores

We analyzed these industries across the select MSAs using 2015 location quotients, 2015 jobs, job growth from 2010 to 2015, average retail wages as a percentage of each MSA's average (in 2015), and real wage growth from 2010 to 2015. The tables on the pages 32-36 provide the results of this analysis. Values in bold are those in which Phoenix is among the top 3 MSAs (among those selected) for that particular metric. Tables are sorted based on the Phoenix MSA's LQ for each industry.

This analysis yields interesting results, and shows that the Phoenix MSA is quite competitive in these industries, at least when compared with this group of MSAs. First, Phoenix has a significantly higher job concentration in these industries. Phoenix has the highest location quotient in nine of the 15 industries, and is among the top 15 MSAs for all industries. Notably, Phoenix's highest LQ is for the electronic shopping industry (4.73), but Seattle has a higher LQ in this industry.

The Phoenix area is also competitive in terms of the raw number of jobs, even though Phoenix has the sixth largest population among the 10 MSAs used in this analysis. Phoenix has the most jobs in six of the 15 industries, and is in the top three in all 15 industries. Phoenix also posted strong job growth in several of the 15 industries relative to the other areas, and had the highest growth in five industries and was among the top 3 in 10 of the select retail industries.

The 15 industries were also analyzed with respect to inflation-adjusted wages. Because the cost of living varies across the 10 MSAs, we calculated the average wage in each of the 15 retail industries as a percentage of the overall average across all industries in each MSA. This approach facilitates comparison between MSAs, and provides a better understanding of how each industry's wage fits into the general economy of each area. These industries are quite competitive in the Phoenix area relative to the overall average wage and compared with the other nine areas – Phoenix ranks in the top three in this metric in 12 of the 15 retail industries included in this analysis.

Finally, we compared the percent change in wages (adjusted for inflation) from 2010 to 2015. This is the one metric in which Phoenix lags behind the other areas. Phoenix ranked in the top three in only two industries, and real wages actually decreased in seven of the 15 industries in the Phoenix MSA.

Based on this analysis, these 15 retail industries clearly play a larger role in the Phoenix MSA. Phoenix tends to have not only higher employment concentration in these retail industries, but also higher raw employment numbers. Employment in these industries has, for the most part, increased at a faster growth rate in the Phoenix MSA compared with the other areas, and these industries generally pay average wages that are a higher proportion of the MSA's overall average wage.

Clearly identifying why each of these industries has a relatively strong presence in Phoenix involves extensive analysis beyond the scope of this report. However, looking at demographic and economic

statistics can provide some possible reasons as to why some of these industries are relatively strong in the Phoenix MSA.

According to 2015 estimates from the U.S. Census Bureau's American Community Survey, Phoenix has a higher percentage of people aged 65 or older compared with the other nine metro areas. This could be one reason that there is a strong presence of all other health and personal care retail. This retail industry includes establishments primarily engaged in retailing specialized lines of health and personal care merchandise such as prosthetic stores, hearing aid stores and sick room supply stores. A population that skews older could also be one reason Phoenix has strong presence of optical goods stores.

The Bureau of Economic Analysis provides personal income per capita estimates at the MSA geography. These estimates have been adjusted for inflation in addition to the relative price level of each area, which allows for comparison between regions.¹⁴ The Phoenix MSA has the lowest income per capita among the 10 metro areas in this analysis. The lower income per person could be one factor as to why used merchandise stores have a strong presence in Phoenix.

Finally, the Phoenix area's distinct geography could explain why there is a strong presence of establishments engaged in retailing motorcycle, ATV and other motor vehicles in addition to recreational vehicle retailers.

¹⁴ Please see the BEA definitions page. Per capita income is total personal income in a region divided by that region's population. ([link](#))

2015 location quotients

Description	Phoenix	Atlanta	Boston	Denver	Houston	Minneapolis	Philadelphia	San Diego	San Francisco	Seattle
Electronic Shopping	4.73	0.75	1.27	1.07	0.28	0.66	0.64	1.06	2.25	10.29
Other Direct Selling Establishments	2.80	1.20	0.34	1.19	0.45	1.35	1.15	0.76	0.47	0.69
Used Merchandise Stores	2.21	1.08	0.65	1.98	0.72	1.08	0.80	1.35	1.14	1.45
Paint and Wallpaper Stores	1.82	1.00	0.97	1.24	0.66	1.15	1.01	0.83	1.19	1.35
Motorcycle, ATV, and All Other Motor Vehicle Dealers	1.76	0.72	0.50	1.23	0.82	0.92	0.55	1.26	0.56	0.93
Pet and Pet Supplies Stores	1.75	1.32	1.01	1.34	0.92	1.01	1.42	1.44	1.13	1.36
Optical Goods Stores	1.55	1.07	1.00	1.32	0.88	0.96	1.27	0.92	0.70	0.71
All Other Health and Personal Care Stores	1.49	0.75	0.47	0.67	0.75	1.12	0.87	0.63	0.83	1.16
Food (Health) Supplement Stores	1.49	0.83	0.63	1.82	0.65	0.57	0.74	1.15	1.48	1.85
All Other Miscellaneous Store Retailers (except Tobacco Stores)	1.48	0.54	0.67	0.79	0.70	1.66	0.94	0.82	1.03	1.14
Recreational Vehicle Dealers	1.41	0.43	0.20	1.03	0.72	0.68	0.51	1.18	0.08	1.39
Electronics Stores	1.41	1.61	0.70	1.05	1.09	0.83	0.96	1.04	1.00	0.85
Sewing, Needlework, and Piece Goods Stores	1.35	0.93	0.70	0.91	0.75	1.13	0.77	0.86	1.03	1.75
Used Car Dealers	1.34	1.38	0.60	1.09	1.38	0.51	0.86	0.55	0.23	0.96
Furniture Stores	1.33	0.98	0.59	1.27	1.15	1.15	1.13	0.86	0.75	0.90

Source: Emsi 2016.3 QCEW and non-QCEW.

Arizona Commerce Authority

2015 jobs

Description	Phoenix	Atlanta	Boston	Denver	Houston	Minneapolis	Philadelphia	San Diego	San Francisco	Seattle
Electronic Shopping	12,253	2,549	4,548	2,050	1,136	1,684	2,399	2,144	6,967	26,936
Other Direct Selling Establishments	2,151	1,203	367	677	534	1,027	1,282	454	433	533
Used Merchandise Stores	4,957	3,170	2,019	3,284	2,479	2,405	2,612	2,357	3,048	3,283
Paint and Wallpaper Stores	916	661	676	465	516	578	740	328	719	688
Motorcycle, ATV, and All Other Motor Vehicle Dealers	1,703	906	677	880	1,232	884	769	956	647	912
Pet and Pet Supplies Stores	2,637	2,598	2,112	1,490	2,133	1,504	3,119	1,691	2,045	2,065
Optical Goods Stores	1,488	1,336	1,334	940	1,304	920	1,779	694	802	690
All Other Health and Personal Care Stores	1,096	716	477	365	851	816	930	363	732	859
Food (Health) Supplement Stores	982	719	575	892	667	375	711	593	1,172	1,237
All Other Miscellaneous Store Retailers (except Tobacco Stores)	2,586	1,236	1,625	1,024	1,874	2,878	2,384	1,122	2,138	2,009
Recreational Vehicle Dealers	725	288	143	393	572	348	379	471	51	720
Electronics Stores	8,499	12,698	5,856	4,716	10,215	4,960	8,399	4,921	7,253	5,208
Sewing, Needlework, and Piece Goods Stores	758	687	550	381	650	631	628	379	698	998
Used Car Dealers	2,720	3,640	1,685	1,643	4,315	1,020	2,541	874	567	1,959
Furniture Stores	3,840	3,702	2,347	2,713	5,138	3,292	4,751	1,939	2,598	2,642

Source: Emsi 2016.3 QCEW and non-QCEW.

Arizona Commerce Authority

Job growth, 2010-2015

Description	Phoenix	Atlanta	Boston	Denver	Houston	Minneapolis	Philadelphia	San Diego	San Francisco	Seattle
Electronic Shopping	278.1%	90.7%	149.1%	76.6%	30.8%	213.9%	94.9%	84.1%	171.4%	234.5%
Other Direct Selling Establishments	104.9%	11.5%	63.4%	-0.2%	25.4%	5.7%	34.6%	14.4%	-3.0%	-7.5%
Used Merchandise Stores	48.4%	36.8%	35.9%	44.7%	2.8%	5.6%	42.8%	42.5%	41.7%	50.7%
Paint and Wallpaper Stores	100.1%	59.1%	-0.8%	32.5%	-2.5%	23.1%	4.8%	6.5%	28.3%	37.3%
Motorcycle, ATV, and All Other Motor Vehicle Dealers	41.1%	6.4%	9.2%	32.9%	-1.4%	0.0%	8.0%	24.2%	-9.7%	32.8%
Pet and Pet Supplies Stores	23.1%	21.9%	18.1%	14.7%	24.3%	9.6%	15.4%	13.0%	6.8%	11.1%
Optical Goods Stores	-1.2%	13.1%	25.2%	25.6%	34.9%	8.8%	30.7%	50.2%	0.1%	22.3%
All Other Health and Personal Care Stores	-3.7%	-6.5%	-13.2%	12.8%	-22.0%	3.9%	-21.7%	-24.2%	-16.1%	37.8%
Food (Health) Supplement Stores	6.1%	7.7%	22.4%	50.9%	10.4%	21.1%	12.2%	1.0%	77.5%	52.6%
All Other Miscellaneous Store Retailers (except Tobacco Stores)	22.4%	-17.3%	4.5%	19.4%	26.2%	3.3%	2.9%	-0.5%	13.5%	35.8%
Recreational Vehicle Dealers	59.4%	53.0%	22.8%	32.7%	25.9%	34.0%	36.8%	47.7%	-12.8%	58.3%
Electronics Stores	-23.9%	50.3%	-14.0%	0.5%	9.5%	-3.3%	-3.4%	8.2%	-21.4%	5.1%
Sewing, Needlework, and Piece Goods Stores	0.0%	-3.6%	4.9%	-19.8%	2.5%	-29.1%	2.8%	1.9%	0.8%	5.3%
Used Car Dealers	85.0%	37.1%	48.8%	52.6%	46.7%	55.2%	39.1%	67.4%	95.5%	105.0%
Furniture Stores	13.9%	5.0%	-3.0%	22.0%	16.0%	10.4%	-7.7%	-3.8%	1.6%	5.5%

Source: Emsi 2016.3 QCEW and non-QCEW.

Arizona Commerce Authority

Average industry wage as a percentage of MSA overall average wage

Description	Phoenix	Atlanta	Boston	Denver	Houston	Minneapolis	Philadelphia	San Diego	San Francisco	Seattle
Electronic Shopping	92.3%	91.2%	111.9%	102.7%	73.1%	129.1%	108.5%	119.8%	81.1%	181.9%
Other Direct Selling Establishments	125.1%	93.3%	86.7%	71.8%	71.2%	88.6%	90.2%	98.3%	80.8%	65.5%
Used Merchandise Stores	45.5%	37.2%	35.9%	32.8%	35.2%	33.1%	35.0%	33.9%	37.3%	38.9%
Paint and Wallpaper Stores	85.8%	86.6%	66.6%	58.5%	67.8%	72.3%	74.9%	108.8%	57.6%	68.3%
Motorcycle, ATV, and All Other Motor Vehicle Dealers	90.1%	69.4%	67.3%	84.2%	78.2%	77.1%	78.0%	80.2%	63.8%	70.1%
Pet and Pet Supplies Stores	49.8%	43.8%	33.9%	40.1%	37.6%	40.7%	35.6%	43.2%	32.9%	36.9%
Optical Goods Stores	61.4%	54.2%	48.8%	51.1%	51.3%	55.3%	54.2%	37.1%	39.1%	44.1%
All Other Health and Personal Care Stores	143.9%	85.7%	66.3%	90.0%	86.4%	75.1%	97.4%	94.0%	101.2%	85.5%
Food (Health) Supplement Stores	61.3%	41.1%	41.2%	43.3%	51.3%	36.4%	43.1%	50.7%	66.9%	41.4%
All Other Miscellaneous Store Retailers (except Tobacco Stores)	74.1%	59.0%	49.2%	54.8%	47.9%	62.6%	56.2%	55.3%	59.8%	46.5%
Recreational Vehicle Dealers	93.5%	88.7%	69.6%	94.0%	85.0%	79.5%	104.5%	107.1%	38.0%	82.1%
Electronics Stores	89.5%	114.5%	68.9%	64.0%	65.8%	80.6%	73.9%	127.3%	99.1%	76.1%
Sewing, Needlework, and Piece Goods Stores	34.4%	34.2%	26.5%	24.5%	27.2%	23.8%	28.3%	29.5%	24.7%	30.3%
Used Car Dealers	103.4%	82.4%	73.5%	92.1%	74.8%	75.5%	86.3%	73.8%	64.2%	86.7%
Furniture Stores	83.8%	82.2%	84.2%	81.3%	88.7%	78.8%	71.3%	71.6%	59.2%	76.0%

Source: Emsi 2016.3 QCEW and non-QCEW; Aca calculations.

Adjusted for inflation using BLS CPI for each respective metro area. Re-indexed to 2002.

Arizona Commerce Authority

Real wage growth, 2010-2015

Description	Phoenix	Atlanta	Boston	Denver	Houston	Minneapolis	Philadelphia	San Diego	San Francisco	Seattle
Electronic Shopping	-20.7%	-14.3%	23.7%	-7.4%	8.9%	69.3%	50.0%	-7.5%	-30.5%	4.2%
Other Direct Selling Establishments	19.1%	8.6%	32.0%	-5.3%	7.4%	36.4%	-2.3%	9.7%	24.5%	10.8%
Used Merchandise Stores	2.0%	-7.6%	-9.4%	-15.4%	6.8%	-9.8%	-5.2%	-9.1%	5.1%	18.9%
Paint and Wallpaper Stores	-1.1%	12.4%	9.0%	-10.1%	7.8%	0.4%	5.9%	23.6%	-0.5%	6.4%
Motorcycle, ATV, and All Other Motor Vehicle Dealers	11.5%	3.8%	4.2%	0.8%	5.6%	13.9%	10.2%	13.8%	18.2%	6.5%
Pet and Pet Supplies Stores	-3.4%	-1.9%	3.9%	0.6%	5.9%	7.3%	1.9%	12.5%	7.1%	-2.1%
Optical Goods Stores	-11.6%	-9.7%	-10.0%	-14.3%	12.8%	-6.7%	-6.5%	-18.6%	0.8%	-15.2%
All Other Health and Personal Care Stores	15.1%	-0.5%	-9.4%	12.8%	-7.6%	8.2%	-3.1%	-5.8%	13.6%	1.0%
Food (Health) Supplement Stores	-37.6%	-10.5%	-2.7%	-7.0%	11.6%	-12.8%	0.8%	-17.4%	18.7%	-11.2%
All Other Miscellaneous Store Retailers (except Tobacco Stores)	-16.5%	24.9%	7.8%	9.1%	-16.4%	36.8%	8.2%	-12.6%	4.1%	-7.6%
Recreational Vehicle Dealers	9.9%	13.8%	20.3%	12.1%	8.1%	7.2%	19.0%	22.5%	-24.6%	1.6%
Electronics Stores	-8.4%	45.5%	11.4%	-15.5%	2.2%	27.3%	4.6%	1.8%	-2.0%	19.3%
Sewing, Needlework, and Piece Goods Stores	3.0%	8.0%	-5.2%	-10.2%	-0.7%	7.8%	1.3%	2.9%	-8.3%	-0.2%
Used Car Dealers	0.3%	2.6%	14.0%	4.7%	1.8%	-1.3%	0.9%	5.4%	10.7%	15.5%
Furniture Stores	3.2%	29.9%	24.0%	4.8%	32.9%	17.9%	3.3%	5.4%	8.4%	19.5%

Source: Emsi 2016.3 QCEW and non-QCEW; ACA calculations.

Adjusted for inflation using BLS CPI for each respective metro area. Re-indexed to 2002.

Arizona Commerce Authority

BUSINESS INTELLIGENCE

The *Arizona Republic* publishes an annual Top 100 list that provides Arizona's 100 largest non-government employers, and released the most recent edition in April 2016.¹⁵ Based on the 2016 Top 100 list, 23 of the top 100 employers in Arizona are retailers, and nine of the top 25 largest employers are retailers.

Notable Retailers

Avention's iSell, a business intelligence tool, provides data on business establishments for specific geographies. We use the *Arizona Republic*'s Top 100 list in addition to iSell to identify notable retailers with a presence in the Phoenix MSA.¹⁶ We further supplement this information with employment data from the Maricopa Association of Government 2015 Employer Database. We also considered whether a company is headquartered in Arizona. The following are some notable retailers in the Phoenix MSA. All employment estimates are from the MAG database.¹⁷

Walmart Stores Inc. is the largest retailer in the world, operating in 11 countries with 2.3 million associates worldwide. Walmart is the second largest non-government employer in the state of Arizona, and has more than 15,000 employees in Phoenix area, based on MAG estimates.¹⁸

Fry's Food Stores is a grocery chain with significant operations in the Phoenix Area. Fry's is owned by Kroger, one of the world's largest grocery retailers. According to MAG, Fry's has more than 12,100 employees in the Phoenix area. The *Arizona Republic* lists Kroger as the third largest employer in the state.¹⁹

The Home Depot, a home improvement retailer, operates numerous stores Valley-wide and has approximately 5,500 employees in the Phoenix area, based on MAG's estimates.²⁰

Bashas' Supermarkets is an Arizona based grocery chain that is family-owned and family-operated. According to the *Arizona Republic*, Bashas' is the 15th largest employer in Arizona, and has more than 5,000 employees in the Phoenix area.²¹

CVS Health, a retail pharmacy company, is the 19th largest employer in Arizona and employs approximately 5,900 people in the Phoenix area.²²

Circle K is an international chain of convenience stores that operates as a subsidiary of Alimentation Couche-Tard Inc., a Canadian-based company engaged in the convenience store industry. Circle K operates an Arizona Division, and has more than 3,000 employees in Phoenix.²³

¹⁵ <http://www.azcentral.com/story/money/business/jobs/2016/04/22/republic-100-report-highlights-arizonas-top-employers-workplace-trends/83313758/>

¹⁶ Please note that data for specific businesses are limited, and iSell merely provides rough estimates.

¹⁷ Note regarding use of the MAG Employer Database: The contents of this report reflect the views of the Licensee who is responsible for the facts and accuracy of the data presented herein. The contents do not necessarily reflect the official views or policies of MAG and have not been approved or endorsed by MAG.

¹⁸ <http://corporate.walmart.com/our-story>; 2015 MAG Employer Database

¹⁹ iSell; <http://www.thekrogerco.com/about-kroger>; 2015 MAG Employer Database.

²⁰ iSell; 2015 MAG Employer Database.

²¹ <http://www.bashas.com/Default.aspx>; 2015 MAG Employer Database.

²² iSell; 2015 MAG Employer Database.

²³ iSell; <https://www.circlek.com/contact>; 2015 MAG Employer Database.

Amazon.com Inc. is an online retailer that allows sellers to sell their products directly through Amazon. Amazon operates several fulfillment centers in Phoenix, where it conducts warehousing and distribution operations for the products sold through its website. Amazon employs approximately 4,500 people in the Phoenix area.²⁴

PetSmart Inc. is the largest U.S. retailer of specialty pet supplies and services. PetSmart operates more than 1,200 stores, and the company is headquartered in Phoenix. PetSmart has about 1,000 employees Valley-wide.²⁵

Goodwill of Central Arizona operates more than 60 retail stores in the Phoenix region, and employs about 1,100 people at these stores. Goodwill stores offer second-hand goods ranging from furniture and electronics to clothes.²⁶

Sprouts Farmers Market Inc. is a Phoenix-based grocery store with 2,000 employees in the Phoenix region that offers natural and organic food at affordable prices.²⁷

O'Reilly Automotive is an auto parts retailer with more than 700 employees in Phoenix.²⁸

Industry Associations

The **Arizona Retailers Association** (ARA) has more than 1,700 members, and states its purpose as “providing the united voice of retailing in Arizona.” According to its website, the ARA connects retailers with lawmakers and regulators and advocates legislation and regulation that favors the retail industry. The ARA has operated in Arizona [since](#) 1963, and is a member of the Council of State Retail Associations.²⁹ Committees that address the needs of specific retail industries operate under the umbrella of the ARA. According to the ARA website, there are currently two committees:

- The **Arizona Community Pharmacy Committee** (ACPC) provides representation for retailers with a pharmacy presence in Arizona the state legislature, the Arizona Board of Pharmacy and at the Congressional level through grassroots activity.³⁰
- The **Loss Prevention Committee** (LPC) consists of representatives of retail businesses focused on preventing illegal activity in the retail industry, especially organized retail crime. The committee's members engage in legislative activity and interact with prosecutors.³¹

The **Arizona Organized Retail Crime Alliance** (AZORCA) consists of law enforcement and corporate retail partners (including the LPC), and allows members to communicate about criminal activity impacting businesses to help prevent organized retail crime. Partners share information regarding: organized retail crime, including organized theft robberies, counterfeiting checks, credit card fraud, prescription fraud and identity theft.³²

The **Arizona Food Marketing Alliance** (AFMA) is a non-profit association representing more than 1,100 food retailers and 100 suppliers in all areas affected by state and federal legislatures, including but not

²⁴ iSell; <http://amazonfctours.com/tour-an-amazon-fulfillment-center-az/>; 2015 Annual report; 2015 MAG Employer Database.

²⁵ <http://phx.corporate-ir.net/phoenix.zhtml?c=93506&p=irol-companyOverview>; 2015 MAG Employer Database.

²⁶ <https://www.goodwillaz.org/locations/?filter=donation-center>; 2015 MAG Employer Database.

²⁷ <https://www.sprouts.com/about-us>; iSell; 2015 MAG Employer Database.

²⁸ iSell; 2015 MAG Employer Database.

²⁹ <http://azretailers.com/>

³⁰ <http://azretailers.com/acpc.html>

³¹ <http://azretailers.com/loss-prevention.html>

³² <http://www.azorca.info/2-uncategorised/6-welcome-to-arizona-organized-retail-crime-association.html>

limited to taxes, fees, labeling, food safety and packaging. The AFMA has operated since 1943, and is the parent organization for the following organizations:³³

- The Arizona Food & Drug Industry Education Foundation, which provides funding for tuition reimbursement and scholarships for all of its members, retailers, suppliers and their children.
- The Arizona Cart Services (ACS), which provides shopping cart retrieval, wash and repair services.
- The Arizona Grocer Publishing Company, which publishes *The Arizona Food Industry Journal*, a monthly trade publication.
- The AFMA Coupon Service, which processes vendor coupons.

Education Programs and Initiatives

There are numerous education programs in Arizona that can lead to employment in retail, including general business management, pharmacy and pharmacy technology. However, for simplicity's sake, this section focuses on those programs that are specifically tied to retail.

Arizona State University

The W.P. Carey School of Business at Arizona State University (ASU) offers a retail management business degree.³⁴ This program was developed in conjunction with industry leaders, is offered exclusively online, and builds a broad retail business foundation through courses such as:

- Business and Sustainability
- Computer Applications and Information Technology
- Essentials of Services Marketing
- Food Retailing
- Global Marketing Management
- Global Supply Chain Management
- Global Supply Operations
- Leading Organizations
- Legal, Ethical, and Regulatory Issues
- Managerial Accounting
- Marketing Theory and Practice
- Organizational Strategies, Leadership, and Behavior
- Principles of International Business
- Quality Management and Measurement
- Retail Management

University of Arizona

Retailing and Consumer Science (RCSC) is an undergraduate program of the John and Doris Norton School of Family and Consumer Sciences at the University of Arizona. RCSC courses cover a broad range of retailing and consumer topics used in the retail supply chain. The RCSC program also covers marketing and management principles applied in a wide range of retail businesses, including store, catalog, internet and retail service firms.³⁵

In addition, RCSC faculty conduct research on a wide range of consumer decision-making topics, including consumer behavior with respect to store preference, retail services, retail technology, multichannel retailing, financial retail services and retailing in diverse cultures. Researchers at the RCSC also address topics related to buyer-seller relationships, branding, foreign market entry, environmental marketing, corporate perception and social responsibility.³⁶

³³ <http://www.afmaaz.org/about-us.html>

³⁴ <https://wpcarey.asu.edu/undergraduate-degrees/retail-management>

³⁵ <http://cals.arizona.edu/fcs/rcsc/undergraduate>

³⁶ <https://cals.arizona.edu/fcs/rcsc/research-consulting>

The Terry J. Lundgren Center for Retailing at the UA aims to be a globally recognized center that supports the study of the retailing and consumer sciences. Through industry partnerships, the Center is able to provide students in the RCSC with an enhanced classroom experience by providing case study opportunities, study tours and industry speakers. The Center also provides internship and career placement opportunities.³⁷

The Terry J. Lundgren Center also sponsors and supports several organizations that provide leadership opportunities in addition to professional development. These organizations include:

- The Terry J. Lundgren Center Student Advisory Board (SAB), which seeks to connect retailing students with the Center's corporate advisory board partners, both on and off campus.
- UA Enactus, which is a chapter of an international organization that focuses on applying business and economic concepts to improving the standard of living of people in need. Teams from around the globe work on projects and later present them to Fortune 500 executives during regional and international competition.³⁸
- TREND, a business club that provides students with opportunities to learn about the business of fashion. The club participates in numerous events such as Tucson's Fashion Night Out, Phoenix Fashion Week, Dillard's fashion shows, the Homecoming fashion show and the Magic trade show in Las Vegas.³⁹
- Black Retail Action Group (BRAG), which promotes inclusiveness and awareness among minorities in retail and related industries. BRAG offers internships, scholarships and networking opportunities for its members.⁴⁰
- The Retail Entrepreneurship Club (REC), which provides students with the chance to apply their entrepreneurial skills in partnership with local business.⁴¹

The Lundgren Center also connects UA students to the National Retail Federation Student Association (NRFSA), a national organization that partners with 50 colleges and universities, and promotes careers in retail. The NRFSA provides students with networking, scholarship and travel opportunities, as well as case competitions and access to the latest industry research. The NRFSA is part of the National Retail Federation, the world's largest retail trade association.⁴²

Maricopa Community Colleges

Colleges in the Maricopa Community College System offer degrees and certificates relevant to the retail industry.⁴³ The following colleges offer an Associate in Applied Science in Retail Management:

- Chandler-Gilbert
- Glendale
- GateWay
- Mesa
- Phoenix
- Rio Salado
- Scottsdale
- South Mountain

³⁷ <https://cals.arizona.edu/fcs/rcsc/tjlcenter>

³⁸ <https://terrylundgrencenter.org/node/121>

³⁹ <https://terrylundgrencenter.org/node/123>

⁴⁰ <https://terrylundgrencenter.org/node/122>

⁴¹ <https://terrylundgrencenter.org/node/233>

⁴² <https://terrylundgrencenter.org/node/120>

⁴³ <https://asa.maricopa.edu/departments/center-for-curriculum-transfer-articulation/programs-degrees>

The AAS in retail management prepares students to work in mid-level management positions in retail and related industries. Courses cover material related to business essentials (such as accounting), and emphasize the skill set required for management and communication in the retail industry.

Mesa Community College offers a “Certificate of Completion (CLC) in Retail Sales Manager” [sic] designed for students interested in a career in retail store management. The program covers apparel and retail store management, merchandising, salesmanship, customer service, basic computer systems and human resources.⁴⁴

Rio Salado offers a CLC in Retail Pharmacy: Customer Service program, where students receive training for employment in retail pharmacy. The program covers topics such as billing and payment processes and account management procedures.⁴⁵

Pima Community College

Pima Community College is a two-year community college that serves the Greater Tucson area at six locations located throughout Pima County.⁴⁶ Pima Community College offers an Associate of Arts for Transfer in Retailing and Fashion Consumer Science. This program covers topics related to retail, marketing, fashion and management principles, and students who complete the program have the option of transferring to a university to pursue a degree in retailing/merchandising or in a related degree.⁴⁷

Pima Community College also offers a Certificate in Retail Management, which provides students with courses designed to teach the skills required to work as a supervisor or manager in the retail industry.⁴⁸

ACT-On Retail Management Careers

ACT-On Retail Management Careers is a community college consortium in the western United States. It was funded by a Trade Adjustment Assistance Community College and Career Training (TAACCCT) grant. ACT-On, in partnership with the Western Association of Food Chains (WAFC), was established to create a transformational shift in the educational pathways that will ensure that retail management careers are a solid opportunity for workers seeking meaningful new careers.

The strategies of the ACT-On Consortium include building the capacity of the colleges to train adult workers for new careers in Grocery Retail Management through an industry-endorsed curriculum and credential that is highly valued in the grocery industry. The ACT-On Consortium will leverage WAFC’s proven *Retail Management Certificate* (RMC) program, existing 135 community college partnerships, and deep industry relationships to drive a transformational shift in perception and practice in the retail industry by enhancing, expanding and accelerating a proven, competency-based technology- enabled education solution.

Graduates from the ACT-On Consortium colleges will earn industry-recognized credentials and be provided the opportunity to complete their Bachelor’s degree online via the Western Governors University, a well-regarded, affordable and effective online university supported by the Bill and Melinda Gates Foundation.⁴⁹

⁴⁴ <https://www.mesacc.edu/programs/detail/retail-sales-manager-ccl>; The CLC program name was pulled directly from the Mesa CC webpage.

⁴⁵ <https://asa.maricopa.edu/departments/center-for-curriculum-transfer-articulation/programs-degrees/programs-details/5822N>; http://www.riosalado.edu/programs/quality_customer_service/Pages/aas.aspx

⁴⁶ <https://www.pima.edu/about-pima/index.html>

⁴⁷ <https://www.pima.edu/programs-courses/credit-programs-degrees/business-careers/business/retailing-consumer-aoa.html>

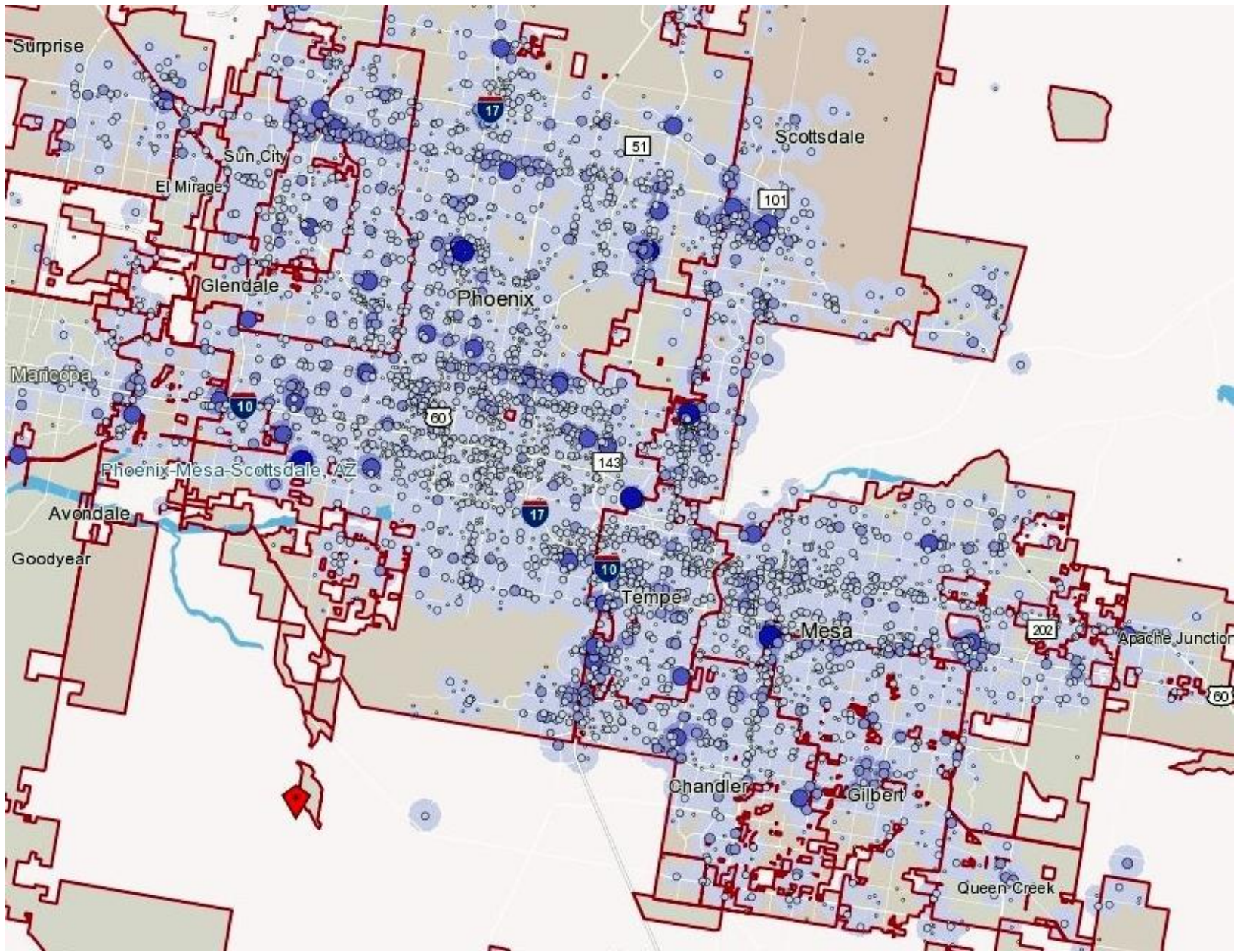
⁴⁸ <https://www.pima.edu/programs-courses/credit-programs-degrees/business-careers/business/retail-management-cert.html>

⁴⁹ <https://www.careeronestop.org/taaccct/project-detail.aspx?projectId=92>

Employment Maps

The United States Census Bureau “On the Map” tool allows users to map several types of socio-economic data. Employment data are available at the two-digit NAICS level. The following map shows employment concentration for a large portion of the Phoenix area, and then separately for specific communities within the metro. The darker the color, the more retail jobs in an area. Retail employment is distributed across the Phoenix area, which is not surprising given the nature of the industry. However, there are areas with heavier retail employment concentration.

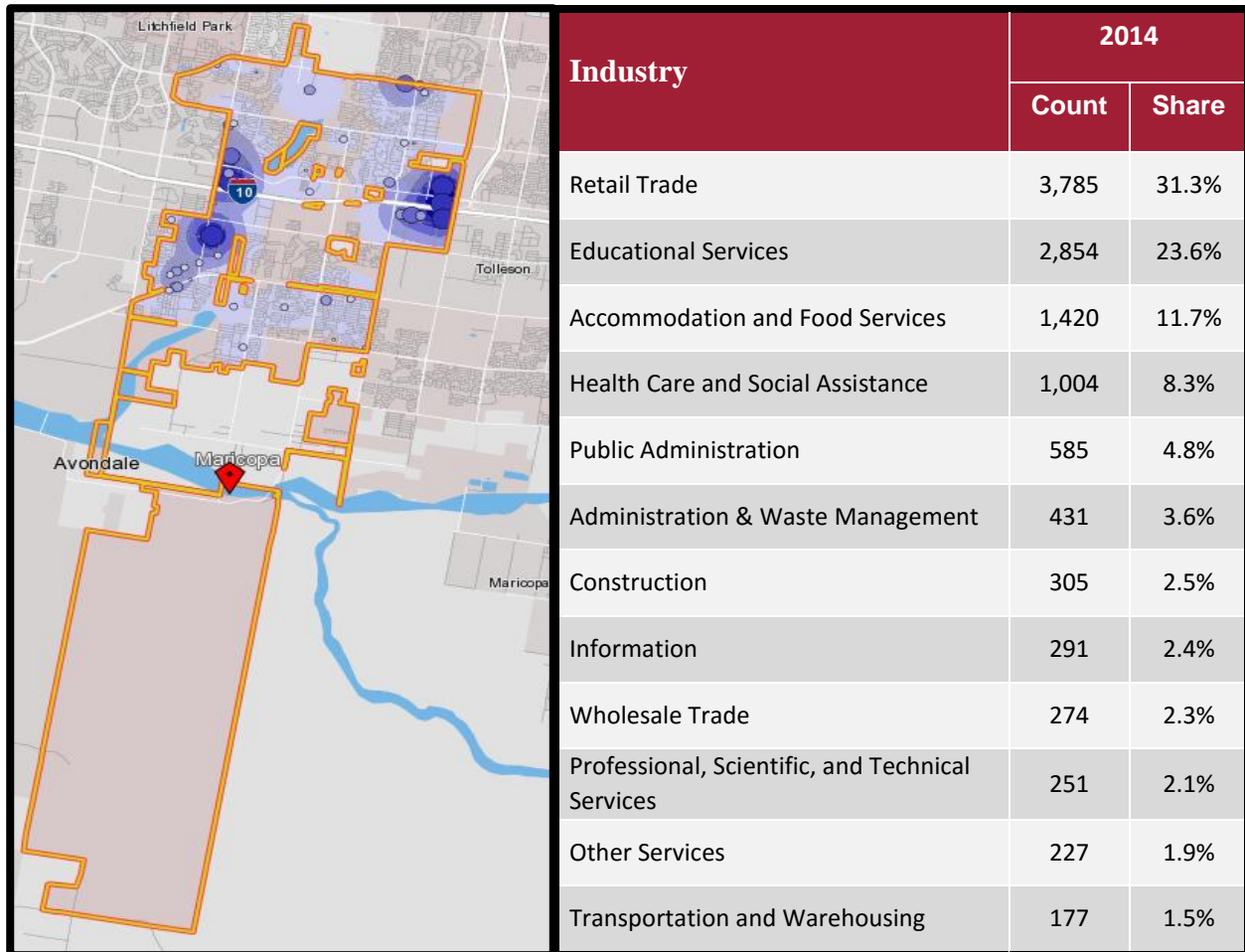
Community	Retail % of Jobs
Avondale	31.30%
Peoria	27.00%
Goodyear	22.60%
Surprise	21.50%
Gilbert	20.40%
Glendale	20.00%
Mesa	16.10%
Chandler	12.50%
Scottsdale	11.90%
Tempe	10.50%
Phoenix	9.70%
Sun City	9.40%



Avondale

Primary Retail Jobs Profile

Approximately 31.3% of Avondale jobs are in the retail trade industry. It employs more workers than any other industry in the community. Avondale ranks 1st among the 12 selected cities of the Phoenix Valley in retail jobs as a percentage of all jobs.

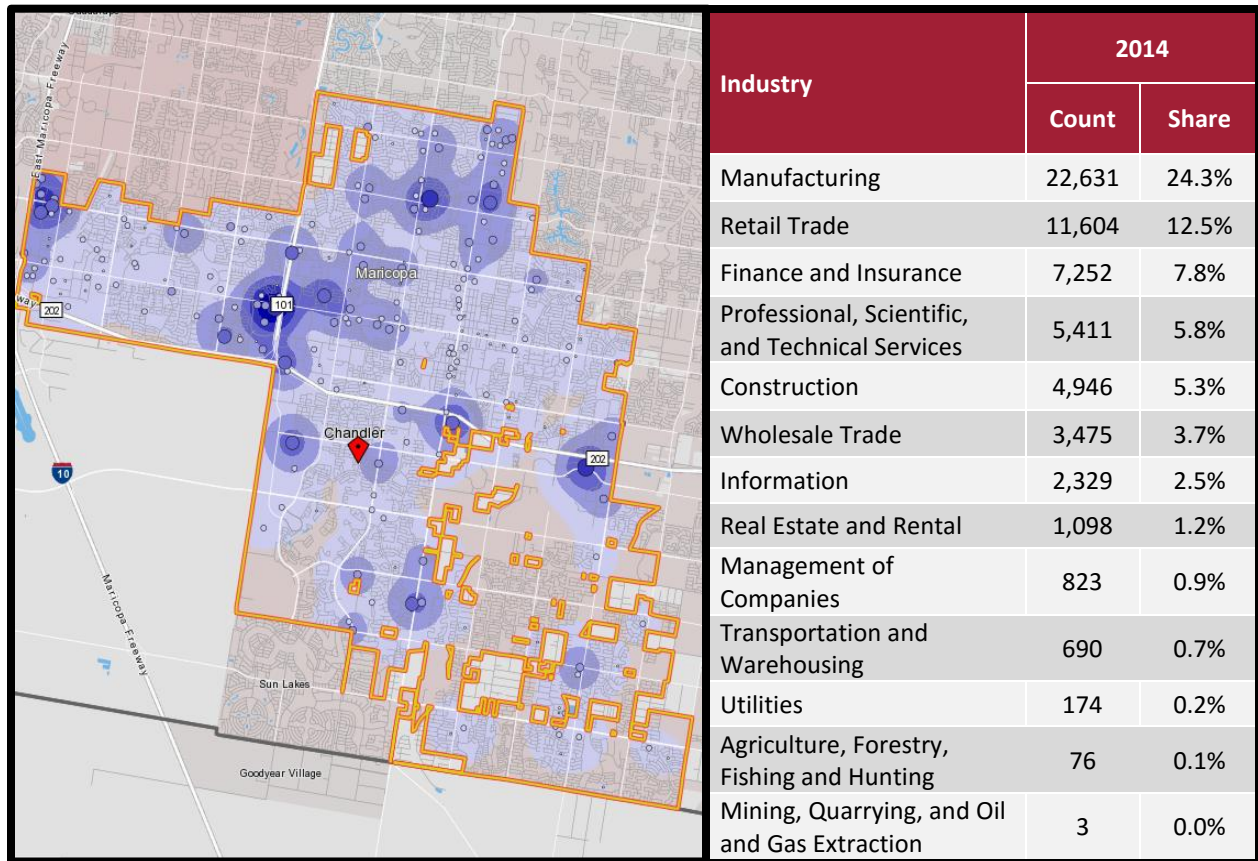


Source: United States Census Bureau, Center for Employment Statistics

Chandler

Primary Retail Jobs Profile

Approximately 12.5% of Chandler jobs are in the retail trade industry. Only Manufacturing employs more. Chandler ranks 8th among the 12 selected cities of the Phoenix Valley in retail jobs as a percentage of all jobs.

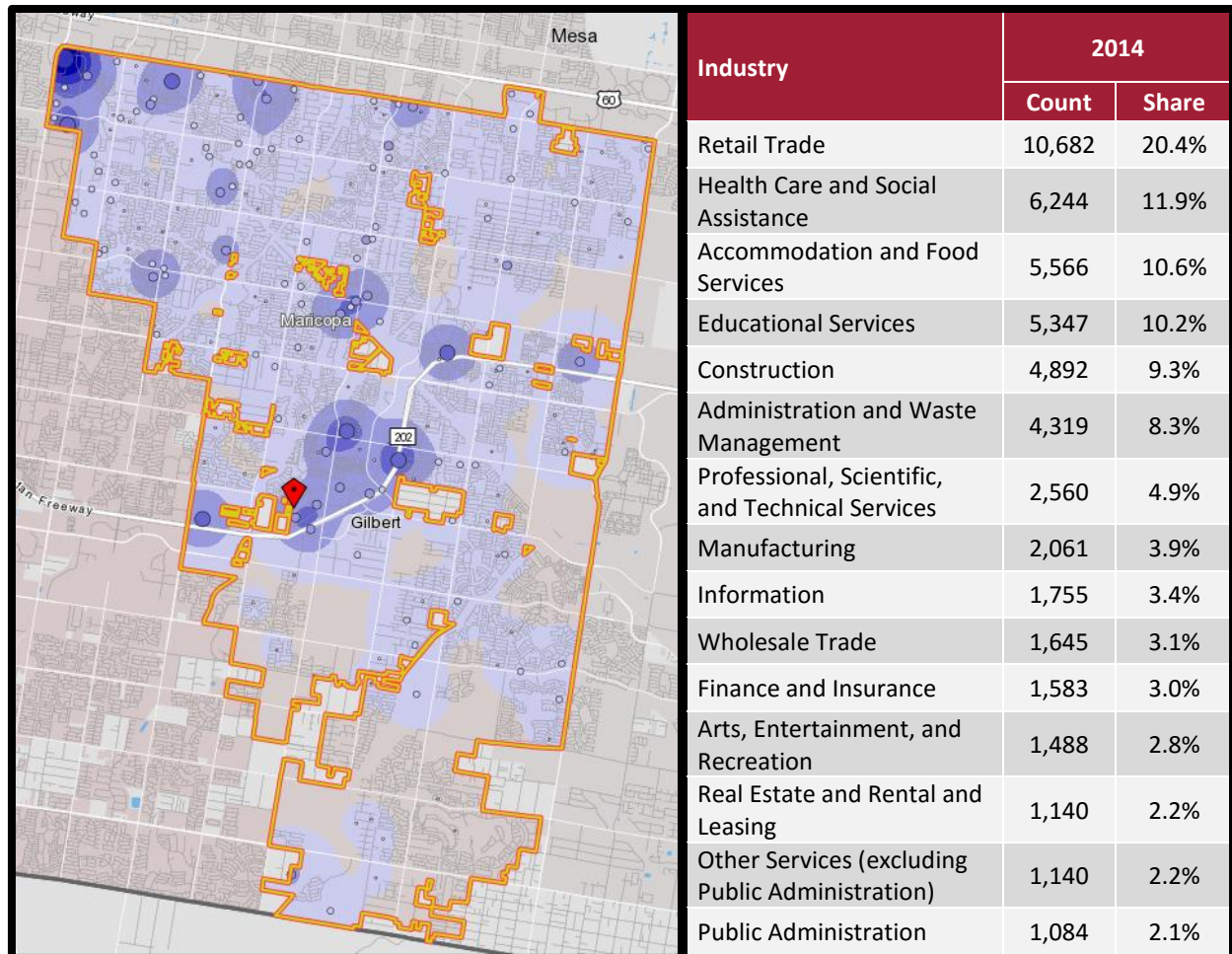


Source: United States Census Bureau, Center for Employment Statistics

Gilbert

Primary Retail Jobs Profile

Approximately 20.4% of Gilbert jobs are in the retail trade industry. Retail jobs in this market account for a higher share of total jobs than any other industry. Gilbert ranks 5th among the 12 selected cities of the Phoenix Valley in retail jobs as a percentage of all jobs.

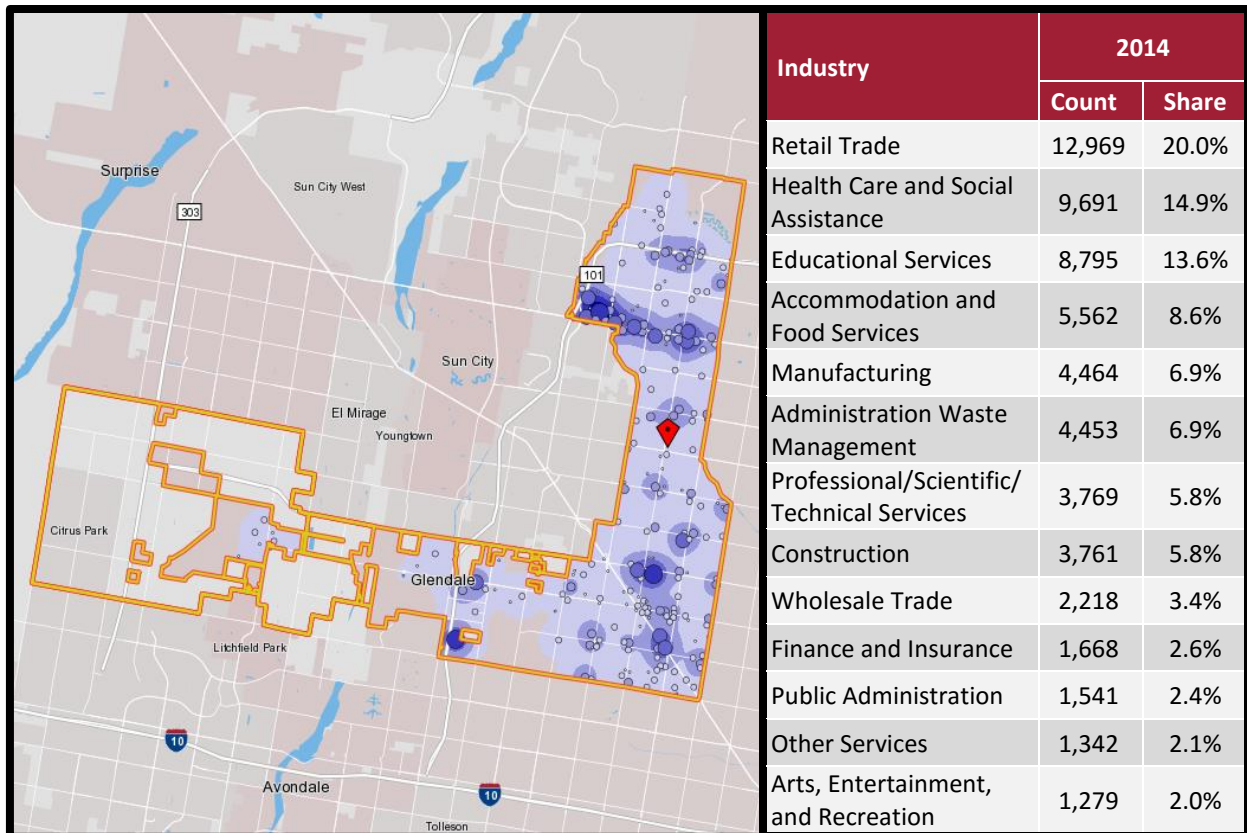


Source: United States Census Bureau, Center for Employment Statistics

Glendale

Primary Retail Jobs Profile

Approximately 20% of Glendale jobs are in the retail trade industry. It employs more workers than any other industry in the community. Glendale ranks 6th among the 12 selected cities of the Phoenix Valley in retail jobs as a percentage of all jobs.

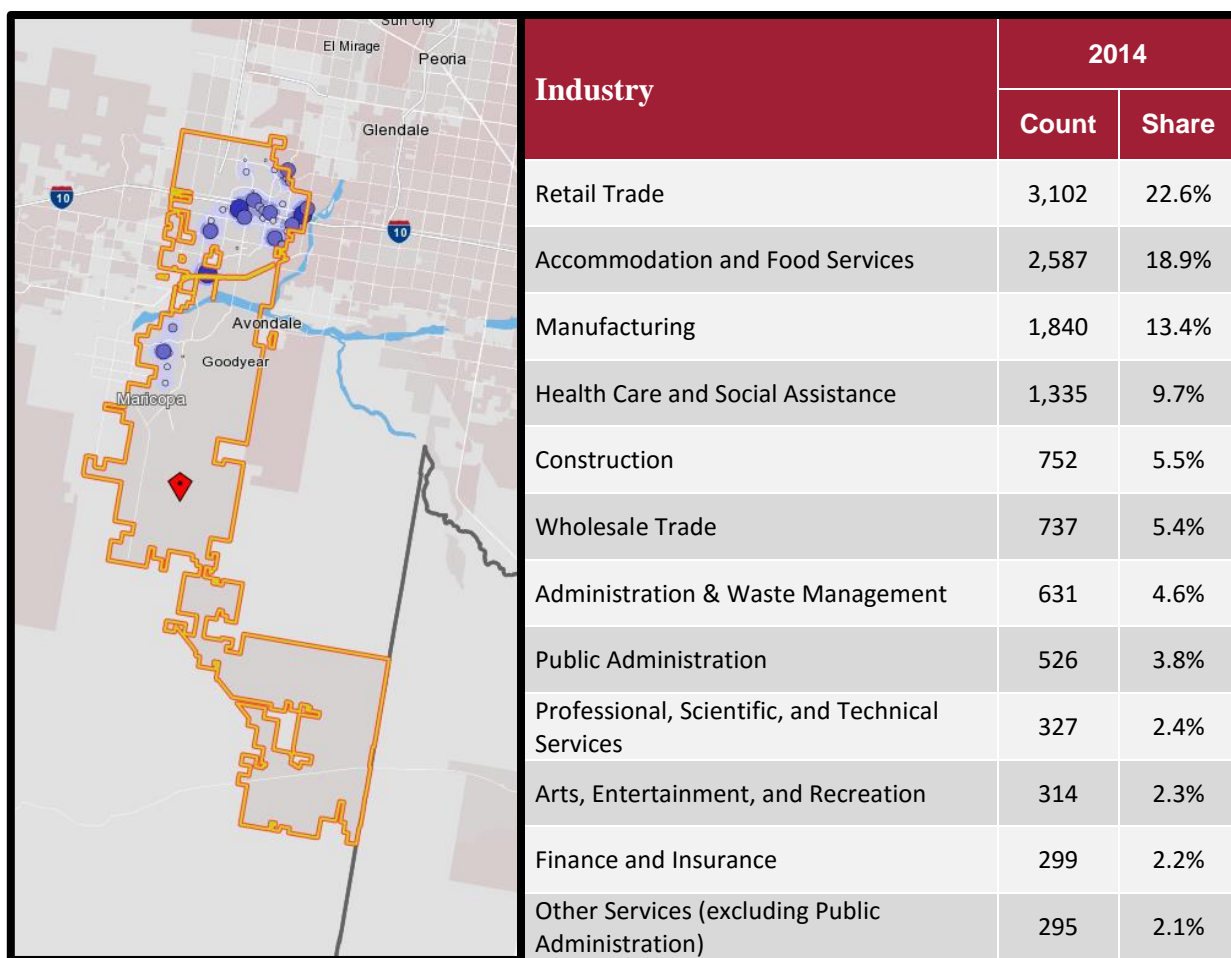


Source: United States Census Bureau, Center for Employment Statistics

Goodyear

Primary Retail Jobs Profile

Approximately 22.6% of Goodyear jobs are in the retail trade industry. It employs more workers than any other industry in the community. Goodyear ranks 3rd among the 12 selected cities of the Phoenix Valley in retail jobs as a percentage of all jobs.

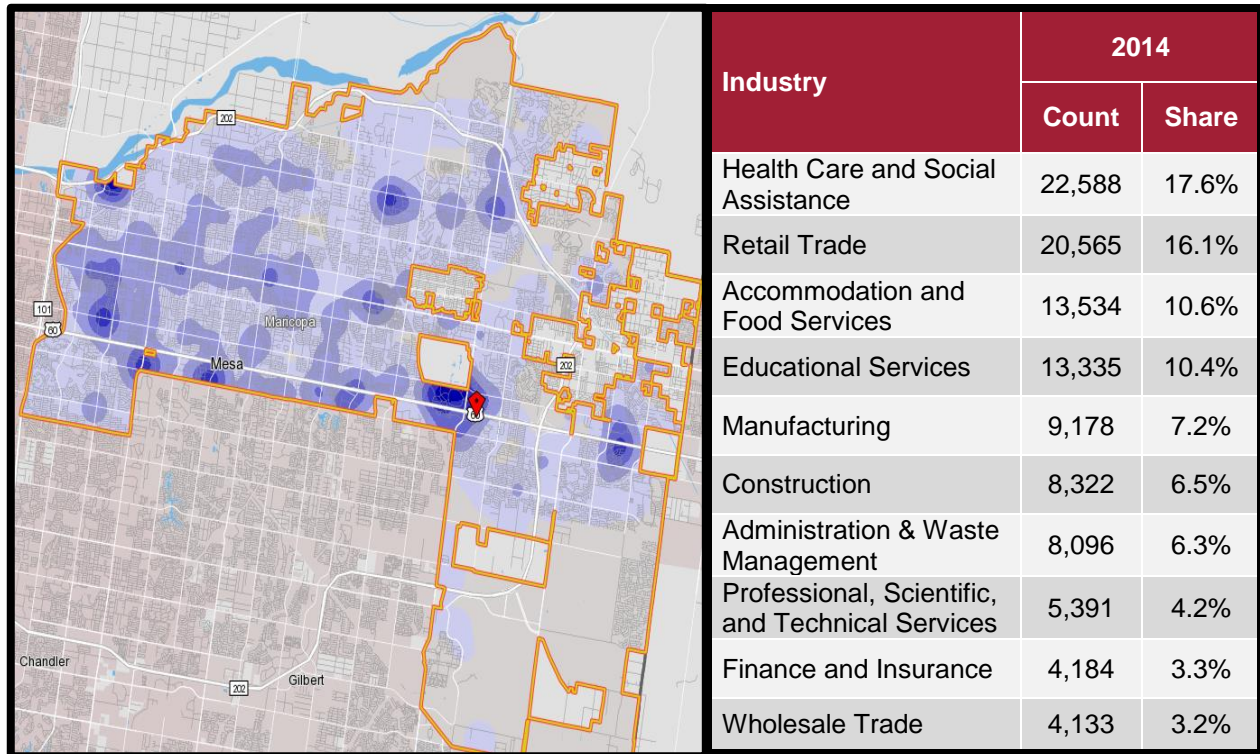


Source: United States Census Bureau, Center for Employment Statistics

Mesa

Retail Jobs Profile

Approximately 16.1% of Mesa jobs are in the retail trade industry. Only Health Care and Social Assistance employs more. Mesa ranks 7th among the 12 selected cities of the Phoenix Valley in retail jobs as a percentage of all jobs.

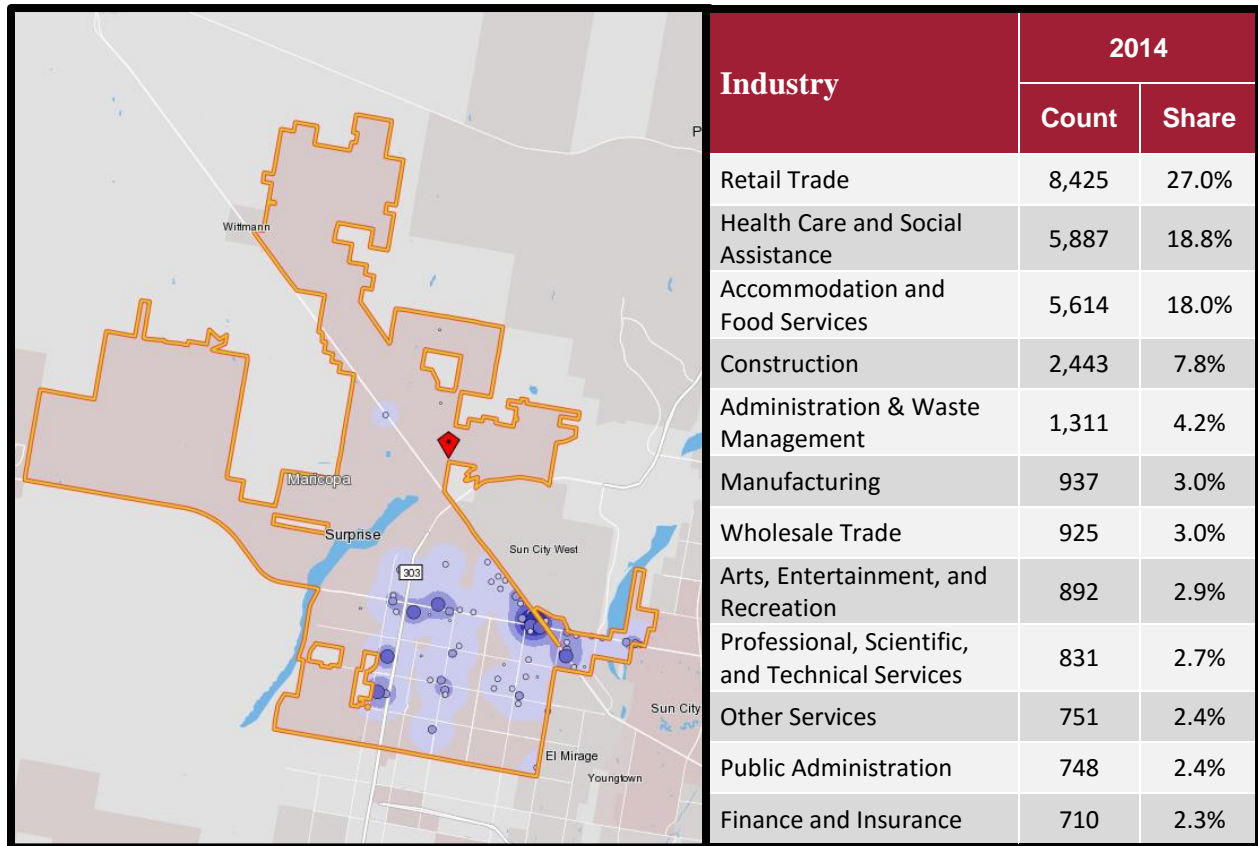


Source: United States Census Bureau, Center for Employment Statistics

Peoria

Primary Retail Jobs Profile

Approximately 27.0% of Peoria jobs are in the retail trade industry. It employs more workers than any other industry in the community. Peoria ranks 2nd among the 12 selected cities of the Phoenix Valley in retail jobs as a percentage of all jobs.

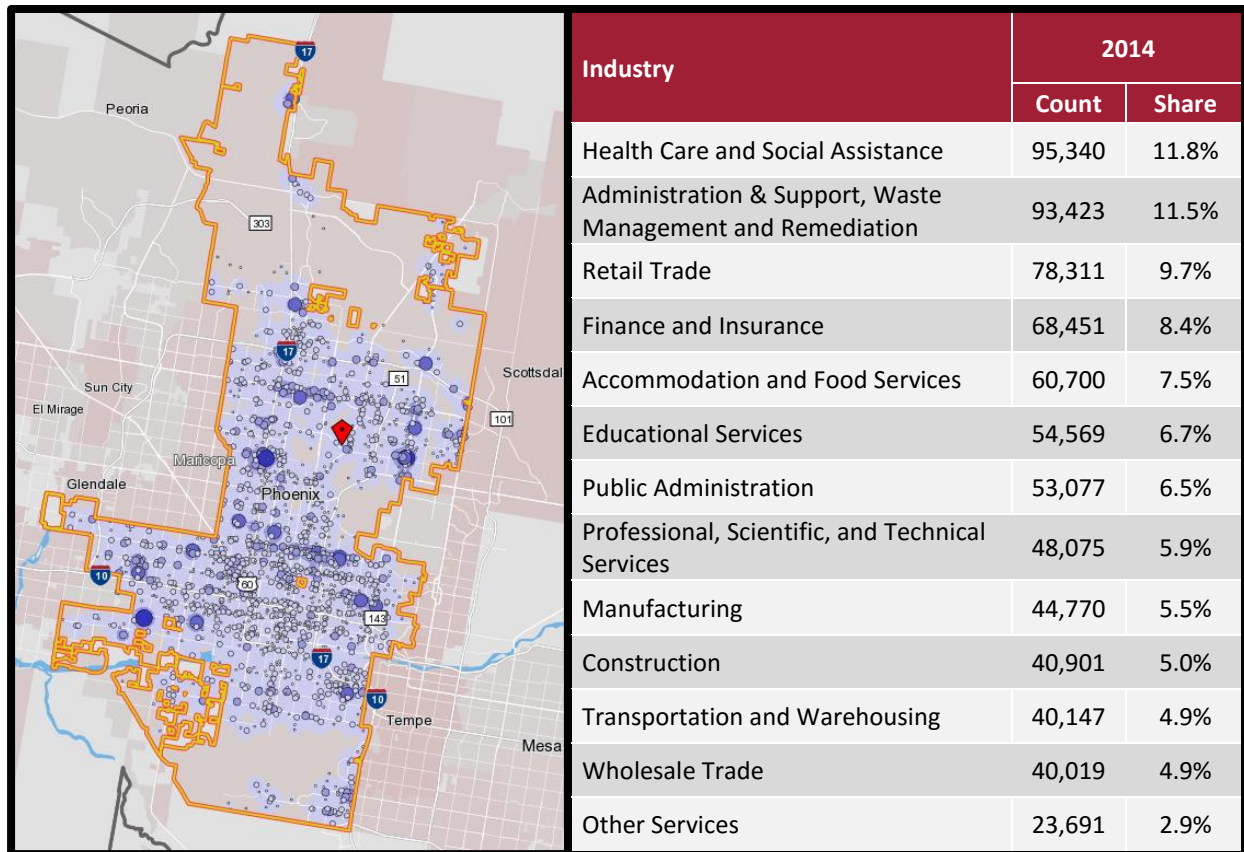


Source: United States Census Bureau, Center for Employment Statistics

Phoenix

Primary Retail Jobs Profile

Approximately 9.7% of Phoenix jobs are in the retail trade industry. Only Health Care and Social Assistance and Administration and Waste Management employ more. Phoenix ranks 11th among the 12 selected cities of the Phoenix Valley in retail jobs as a percentage of all jobs.

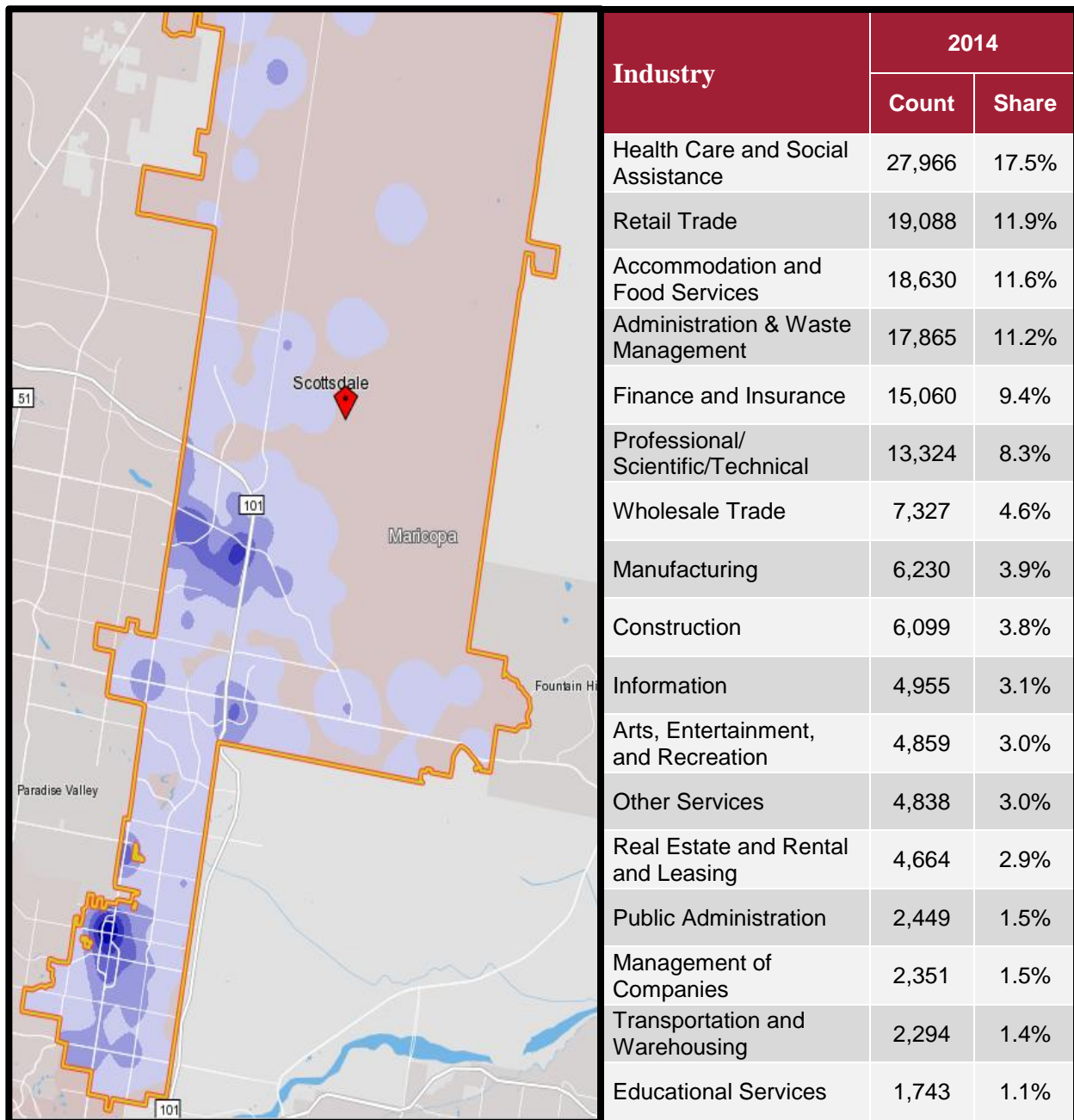


Source: United States Census Bureau, Center for Employment Statistics

Scottsdale

Primary Retail Jobs Profile

Approximately 11.9% of Scottsdale jobs are in the retail trade industry. Only Health Care and Social Assistance employs more. Scottsdale ranks 9th among the 12 selected cities of the Phoenix Valley in retail jobs as a percentage of all jobs.

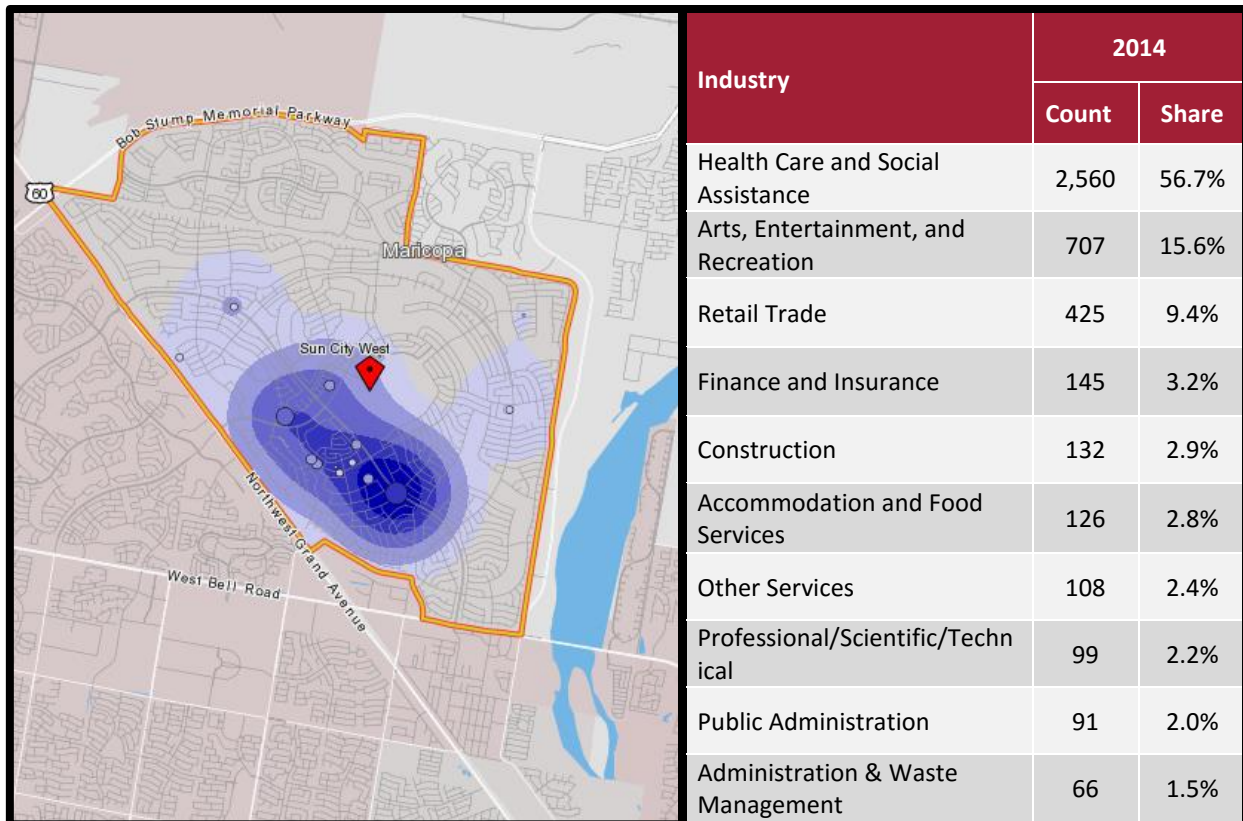


Source: United States Census Bureau, Center for Employment Statistics

Sun City

Primary Retail Jobs Profile

Approximately 9.4% of Sun City jobs are in the retail trade industry. Health Care and Social Assistance is far and away the community's largest industry. Sun City ranks 12th among the 12 selected cities of the Phoenix Valley in retail jobs as a percentage of all jobs.

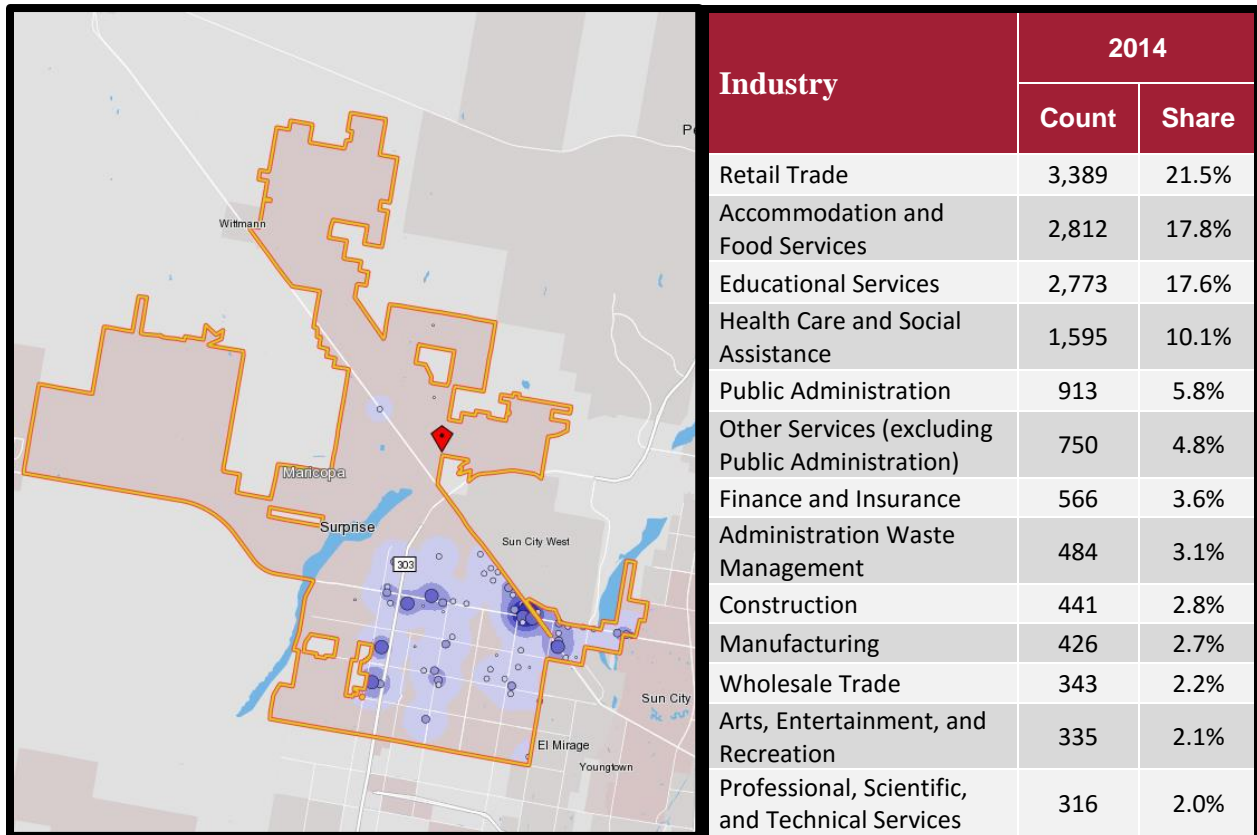


Source: United States Census Bureau, Center for Employment Statistics

Surprise

Primary Retail Jobs Profile

Approximately 21.5% of Surprise jobs are in the retail trade industry. It employs more workers than any other industry in the community. Surprise ranks 4th among the 12 selected cities of the Phoenix Valley in retail jobs as a percentage of all jobs.

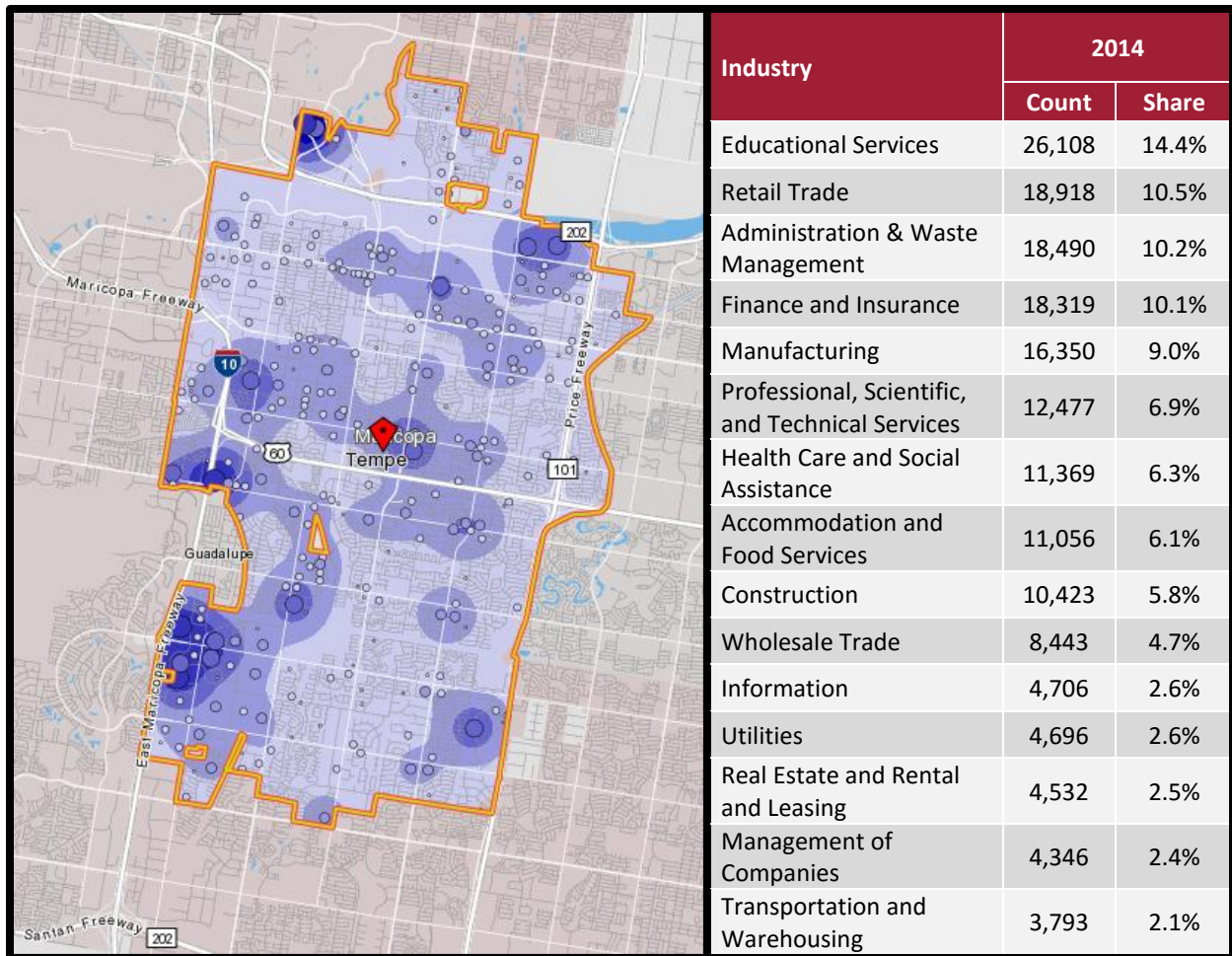


Source: *United States Census Bureau, Center for Employment Statistics*

Tempe

Primary Retail Jobs Profile

Approximately 10.5% of Tempe jobs are in the retail trade industry. Only Educational Services employs more. Tempe ranks 10th among the 12 selected cities of the Phoenix Valley in retail jobs as a percentage of all jobs.



Source: United States Census Bureau, Center for Employment Statistics

Occupation Profiles and Career Pathways Report

Occupation Selection:

Introduction

Within the analysis we identify 11 occupations that make up nearly 70 percent of the Retail Trade Industry. Table 1 lists the occupations selected in the scope of this report. These occupations vary from entry-level, such as Cashiers and Customer Service Representatives, to advanced-level occupations, including Sales Managers and Operations Managers.

SOC Code	Occupation Title	Percent of Retail Trade Industry
41-2031	Retail Salespersons	27.78
41-2011	Cashiers	14.01
41-1011	Supervisors of Retail Sales Workers	8.33
43-5081	Stock Clerks and Order Fillers	8.14
43-4051	Customer Service Representatives	2.4
53-7064	Packers and Packagers, Hand	1.89
11-1021	General and Operations Managers	1.54
43-5071	Shipping, Receiving, and Traffic Clerks	1.3
41-2022	Parts Salespersons	1.12
11-2022	Sales Managers	0.8
41-2021	Counter and Rental Clerks	0.53

Source: United States Bureau of Labor Statistics Employment Matrix

Career Clusters and Pathways

The National Career Clusters® Framework provides a vital structure for organizing and understanding skills profiles, career pathways and programs of study for 16 Career Clusters in the framework. The clusters are subdivided into more than 79 Career Pathways.

Many of these pathways include front-line retail positions and present opportunities for professional growth. This framework helps students, jobseekers and incumbent workers discover their interests and their passions, and empowers them to choose the educational pathway that can lead to success in high school, college and career.⁵⁰

For context, the 16 Career Clusters® are presented below. The pathways within six of them are also included because of their relevance to career opportunities for front-line retail workers.

- Agriculture, Food and Natural Resources
- Architecture and Construction
- Arts, A/V Technology and Communications
- Business Management and Administration
- Education and Training
- Finance
- Government and Public Administration
- Health Sciences
- Hospitality and Tourism
- Human Services
- Information Technology
- Law, Public Safety, Corrections and Security
- Manufacturing

⁵⁰ <https://careertech.org/career-clusters/>

Cluster: Business Management and Administration

Pathways:

- Administrative Support
- Business Information Management
- General Management
- Human Resources Management
- Operations Management

Cluster: Finance

Pathways:

- Accounting
- Banking Services
- Business Finance
- Insurance
- Securities and Investments

Cluster: Hospitality and Tourism

Pathways:

- Lodging
- Recreation, Amusements and Attractions
- Restaurants and Food/Beverage Services
- Travel and Tourism

Cluster: Human Services

Pathways:

- Consumer Services
- Counseling and Mental Health
- Early Childhood Development
- Family and Community Services
- Personal Care

Cluster: Marketing

Pathways:

- Marketing Communications
- Marketing Management
- Marketing Research
- Merchandising
- Professional Sales

Cluster: Transportation, Distribution and Logistics

Pathways:

- Facility and Mobile Equipment Maintenance
- Health, Safety and Environmental Management
- Logistics Planning and Management Services
- Sales and Service
- Transportation Operations
- Transportation Systems/Infrastructure Planning, Management and Regulation
- Warehousing and Distribution Center Operations

O*NET Knowledge, Skills and Abilities Profiles

The United States Department of Labor-Employment Training Administration (DOLETA) produces profiles of more than 900 occupations. Occupational characteristics in each profile include: necessary knowledge, skills, and abilities; tools and technologies often required in job postings; tasks; and the interests and work values that typically make someone a good fit for the occupation.

We focus in this report on the knowledge, skills and abilities for each occupation. These characteristics are rated on two separate 1-100 scales: level and importance. The level scale indicates how advanced an individual's competency needs to be, and the importance scale indicates how critical the competency is to the occupation.

Job Zones

Another occupational characteristic on which we rely in this report is the job zone. Occupations are categorized in 1-5 scale based on the levels of education and preparation required. The higher the number, the more education and preparation is typically required.

Job Zone One: Little or No Preparation Needed

- Education: Some of these occupations may require a high school diploma or GED certificate.
- Related Experience: Little or no previous work-related skill, knowledge, or experience is needed for these occupations. For example, a person can become a waiter or waitress even if he/she has never worked before.
- Job Training: Employees in these occupations need anywhere from a few days to a few months of training. Usually, an experienced worker could show you how to do the job.

Job Zone Two: Some Preparation Needed

- Education: These occupations usually require a high school diploma.
- Related Experience: Some previous work-related skill, knowledge, or experience is usually needed. For example, a teller would benefit from experience working directly with the public.
- Job Training: Employees in these occupations need anywhere from a few months to one year of working with experienced employees. A recognized apprenticeship program may be associated with these occupations.

Job Zone Three: Medium Preparation Needed

- Education: Most occupations in this zone require training in vocational schools, related on-the-job experience, or an associate's degree.
- Related Experience: Previous work-related skill, knowledge, or experience is required for these occupations. For example, an electrician must have completed three or four years of apprenticeship or several years of vocational training, and often must have passed a licensing exam, in order to perform the job.
- Job Training: Employees in these occupations usually need one or two years of training involving both on-the-job experience and informal training with experienced workers. A recognized apprenticeship program may be associated with these occupations.

Job Zone Four: Considerable Preparation Needed

- Education: Most of these occupations require a four-year bachelor's degree, but some do not.
- Related Experience: A considerable amount of work-related skill, knowledge, or experience is needed for these occupations. For example, an accountant must complete four years of college and work for several years in accounting to be considered qualified.
- Job Training: Employees in these occupations usually need several years of work-related experience, on-the-job training, and/or vocational training.

Job Zone Five: Extensive Preparation Needed

- Education: Most of these occupations require graduate school. For example, they may require a master's degree, and some require a Ph.D., M.D., or J.D. (law degree).
- Related Experience: Extensive skill, knowledge, and experience are needed for these occupations. Many require more than five years of experience. For example, surgeons must complete four years of college and an additional five to seven years of specialized medical training to be able to do their job.
- Job Training: Employees may need some on-the-job training, but most of these occupations assume that the person will already have the required skills, knowledge, work-related experience, and/or training.

ACT WorkKeys Skill Profile

In addition to the DOLETA profiles, we opted to include ACT WorkKeys profiles. Through years of research in cooperation with Duke University, ACT has identified nine skill areas that are foundational to the work of most occupations. Of these nine, three skills (Applied Mathematics, Reading for Information and Locating Information) were identified as core competencies that are relevant to the work of more than 90% of all occupations. For each occupation, these skills are evaluated on a 1-7 or 1-6 scale.

Jobseekers can validate sufficient levels of mastery in these areas through a battery of assessments and can earn a National Career Readiness Certificate.

WorkKeys Skills
Applied Mathematics
Reading for Information
Locating Information
Applied Technology
Business Writing
Workplace Observation
Listening for Understanding

Job Zone I Occupations

Cashiers (SOC 41-2011)

Phoenix Labor Market Information:

- **Phoenix-Area Jobs:** 43,677
- **Median Wages:** \$19,306
- **90th Percentile Wages:** \$29,560
- **Top Industries:** Slightly more than 80% of cashiers in Phoenix work in the retail sector. Other industries that employ significant numbers of cashiers are indicated in the table to the right.

Industry	% of Occupation in Industry
Limited Service Restaurants	5.8%
Full Services Restaurants	1.7%
Local Government	1.4%
Motion Picture Theaters	1.4%

Description: Receive and disburse money in establishments other than financial institutions. May use electronic scanners, cash registers, or related equipment. May process credit or debit card transactions and validate checks.

Sample of reported job titles: Admissions Gate Attendant, Cashier, Central Aisle Cashier, Checker, Clerk, Customer Assistant, Customer Service Representative (CSR), Mutuel Clerk, Sales Associate, Toll Collector

This occupation is a part of the **Marketing, Sales and Service** Career Cluster. There are five pathways within this cluster:

- Marketing Management Pathway
- Professional Sales Pathway
- Merchandising Pathway
- Marketing Communications Pathway
- Marketing Research Pathway

Tasks:

Core Task	Importance Score
Receive payment by cash, check, credit cards, vouchers, or automatic debits.	95
Issue receipts, refunds, credits, or change due to customers.	93
Assist customers by providing information and resolving their complaints.	88
Establish or identify prices of goods, services or admission, and tabulate bills using calculators, cash registers, or optical price scanners.	86
Greet customers entering establishments.	85
Answer customers' questions, and provide information on procedures or policies.	84
Sell tickets and other items to customers.	82
Process merchandise returns and exchanges.	81
Maintain clean and orderly checkout areas and complete other general cleaning duties, such as mopping floors and emptying trash cans.	75
Stock shelves, and mark prices on shelves and items.	73

Supplemental Task	Importance Score
Calculate total payments received during a time period, and reconcile this with total sales.	81
Monitor checkout stations to ensure that they have adequate cash available and that they are staffed appropriately.	79
Assist with duties in other areas of the store, such as monitoring fitting rooms or bagging and carrying out customers' items.	75
Sort, count, and wrap currency and coins.	74
Supervise others and provide on-the-job training.	73
Bag, box, wrap, or gift-wrap merchandise, and prepare packages for shipment.	72
Compute and record totals of transactions.	71
Compile and maintain non-monetary reports and records.	68
Post charges against guests' or patients' accounts.	67
Offer customers carry-out service at the completion of transactions.	66

Top Knowledge, Skills and Abilities

Knowledge	Importance Score	Skills	Importance Score	Abilities	Importance Score
Customer and Personal Service	87	Active Listening	66	Oral Expression	66
Sales and Marketing	75	Coordination	63	Oral Comprehension	66
Administration and Management	68	Critical Thinking	63	Speech Clarity	66
English Language	62	Monitoring	63	Speech Recognition	66
Education and Training	58	Service Orientation	63	Problem Sensitivity	60

Tools and Technologies:

Tool	Example
Desktop calculator	10-key calculators
Belt conveyors	Belt conveyors
Packaging compactors	Cardboard balers
Cash registers	Cash registers
Magnetic stripe readers and encoders	Credit card readers
Desktop computers	Desktop computers
Cash registers	Electronic cash registers
Electronic funds transfer point of sale equipment	Electronic funds transfer EFT terminals
Commercial use scales	Food scales
Fluid regulators	Gas pump controllers
Bar code reader equipment	Handheld bar code scanners
Laser printers	Laser printers
Ticket dispensing machines	Lottery ticket machines
Ticket dispensing machines	Money order machines
Personal computers	Personal computers
Bar code reader equipment	Stationary bar code scanners
Security cameras	Surveillance cameras
Ticket dispensing machines	Ticket dispensing machines
Packaging compactors	Trash compactors

ACT WorkKeys Skill Profile

This occupation requires a minimum of a Bronze-level National Career Readiness Certificate.

A breakdown of the ranges of skill for this occupation are in the table to the right.

Skill Area	Median Skill Level	Minimum Skill Level	Maximum Skill Level
Applied Mathematics	3	3	4
Reading for Information	3	3	4
Locating Information	3	3	4
Business Writing	3	2	4
Workplace Observation	2	2	2
Listening for Understanding	3	3	4

Common Industry Certifications

For many occupations in the retail sector, college degrees are not the only legitimate means of developing and validating mastery of relevant concepts. Industry certifications are also relevant.

Certification Name	Certifying Organization	Type
National Professional Certification in Sales	National Retail Federation Foundation	Core

Counter and Rental Clerks (SOC 41-2021)

Phoenix Labor Market Information:

- **Phoenix-Area Jobs:** 6,819
- **Median Wages:** \$24,168
- **90th Percentile Wages:** \$42,966
- **Top Industries:** Slightly more than 15% of Counter and Rental Clerks in Phoenix work in the retail sector. Specific industries that employ significant numbers of Counter and Rental Clerks are indicated in the table to the right.

Industry	% of Occupation in Industry
Truck, Utility Trailer, and RV Rental and Leasing	16.8%
Passenger Car Rental	10.4%
New Car Dealers	5.0%
Residential Property Managers	4.9%

Description

Receive orders, generally in person, for repairs, rentals, and services. May describe available options, compute costs, and accept payment.

Sample of reported job titles: Cashier, Clerk, Counter Clerk, Crew Member, Customer Service Associate (CSA), Customer Service Representative (CSR), Leasing Consultant, Rental Agent, Sales Clerk, Video Clerk

This occupation is a part of the **Marketing, Sales and Service** Career Cluster. There are five pathways within this cluster:

- Marketing Management Pathway
- Professional Sales Pathway
- Merchandising Pathway
- Marketing Communications Pathway
- Marketing Research Pathway

Tasks:

Core Task	Importance Score
Greet customers and discuss the type, quality, and quantity of merchandise sought for rental.	95
Compute charges for merchandise or services and receive payments.	93
Answer telephones to provide information and receive orders.	90
Provide information about rental items, such as availability, operation, or description.	88
Rent items, arrange for provision of services to customers, and accept returns.	87
Inspect and adjust rental items to meet needs of customer.	85
Explain rental fees, policies, and procedures.	85
Prepare rental forms, obtaining customer signature and other information, such as required licenses.	84
Keep records of transactions and of the number of customers entering an establishment.	83
Reserve items for requested times and keep records of items rented.	82
Recommend and provide advice on a wide variety of products and services.	79

Receive orders for services, such as rentals, repairs, dry cleaning, and storage.	78
Prepare merchandise for display or for purchase or rental.	76

Supplemental Task	Importance Score
Allocate equipment to participants in sporting events or recreational activities.	47

Top Knowledge, Skills and Abilities Profile

Knowledge	Importance Score	Skills	Importance Score	Abilities	Importance Score
Customer and Personal Service	79	Active Listening	66	Oral Expression	72
Computers and Electronics	61	Service Orientation	60	Oral Comprehension	69
Sales and Marketing	61	Speaking	60	Speech Clarity	63
Clerical	54	Reading Comprehension	56	Speech Recognition	63
English Language	54	Social Perceptiveness	56	Near Vision	56

ACT WorkKeys Skill Profile

This occupation requires a minimum of a Silver-level National Career Readiness Certificate.

A breakdown of the ranges of skill for this occupation are in the table to the right.

Skill Area	Median Skill Level	Minimum Skill Level	Maximum Skill Level
Applied Mathematics	4	4	4
Reading for Information	3	3	4
Locating Information	4	4	4
Business Writing			
Workplace Observation	3	2	4
Listening for Understanding	2	2	2

Common Industry Certifications

For many occupations in the retail sector, college degrees are not the only legitimate means of developing and validating mastery of relevant concepts. Industry certifications are also relevant.

Certification Name	Certifying Organization	Type
Certified Event Rental Professional	American Rental Association	Core

Job Zone 2 Occupations

Parts Salespersons (SOC 41-2022)

Phoenix Labor Market Information:

- **Phoenix-Area Jobs:** 2,629
- **Median Wages:** \$24,886
- **90th Percentile Wages:** \$44,614
- **Top Industries:** Slightly more than 75% of Parts Salespersons in Phoenix work in the retail sector. Specific industries that employ significant numbers of parts salespersons are indicated in the table to the right.

Industry	% of Occupation in Industry
Automotive Parts and Accessories Stores	29.4%
Tire Dealers	20.9%
Farm and Garden Machinery and Equipment Merchant Wholesalers	14.0%
Motorcycle, ATV, and All Other Motor Vehicle Dealers	3.7%

Description: Sell spare and replacement parts and equipment in repair shop or parts store.

Sample of reported job titles: Cashier, Clerk, Counter Clerk, Crew Member, Customer Service Associate (CSA), Customer Service Representative (CSR), Leasing Consultant, Rental Agent, Sales Clerk, Video Clerk

This occupation is a part of three Career Clusters. There are multiple pathways within each cluster:

Marketing, Sales and Service.

- Marketing Management
- Professional Sales
- Merchandising
- Marketing Communications
- Marketing Research

Agriculture, Food and Natural Resources

- Agribusiness Systems Career
- Animal Systems Career
- Environmental Service Systems Career
- Food Products and Processing Systems Career
- Natural Resources Systems Career
- Plant Systems Career
- Power, Structural and Technical Systems Career

Transportation, Distribution and Logistics

- Transportation Operations
- Logistics Planning and Management Services
- Warehousing and Distribution Center Operations
- Facility and Mobile Equipment Maintenance
- Transportation Systems/Infrastructure Planning, Management and Regulation
- Health, Safety and Environmental Management
- Sales and Service

Tasks:

Core Task	Importance Score
Receive and fill telephone orders for parts.	90
Fill customer orders from stock and place orders when requested items are out of stock.	90
Receive payment or obtain credit authorization.	86
Read catalogs, microfiche viewers, or computer displays to determine replacement part stock numbers and prices.	86
Prepare sales slips or sales contracts.	85
Determine replacement parts required, according to inspections of old parts, customer requests, or customers' descriptions of malfunctions.	84
Assist customers, such as responding to customer complaints and updating them about back-ordered parts.	83
Locate and label parts and maintain inventory of stock.	83
Mark and store parts in stockrooms according to prearranged systems.	81
Pick up and deliver parts.	77
Discuss use and features of various parts, based on knowledge of machines or equipment.	75
Examine returned parts for defects, and exchange defective parts or refund money.	73
Maintain and clean work and inventory areas.	73
Manage shipments by researching shipping methods or costs and tracking packages.	73
Advise customers on substitution or modification of parts when identical replacements are not available.	70
Place new merchandise on display.	69

Supplemental Task	Importance Score
Demonstrate equipment to customers and explain functioning of equipment.	65
Measure parts, using precision measuring instruments, to determine whether similar parts may be machined to required sizes.	61
Repair parts or equipment.	55

Top Knowledge, Skills and Abilities Profile

Knowledge	Importance Score	Skills	Importance Score	Abilities	Importance Score
Customer and Personal Service	76	Active Listening	75	Oral Comprehension	85
Sales Marketing	70	Speaking	75	Oral Expression	78
English Language	64	Reading Comprehension	72	Written Comprehension	75
Mechanical	62	Service Orientation	72	Near Vision	72
Administration and Management	47	Persuasion	66	Speech Clarity	72

ACT WorkKeys Skill Profile

This occupation requires a minimum of a Silver-level National Career Readiness Certificate.

A breakdown of the ranges of skill for this occupation are in the table to the right.

Skill Area	Median Skill Level	Minimum Skill Level	Maximum Skill Level
Applied Mathematics	3	3	4
Reading for Information	3	3	4
Locating Information	4	4	4
Business Writing			
Workplace Observation	3	2	4
Listening for Understanding	2	2	4

Common Industry Certifications

For many occupations in the retail sector, college degrees are not the only legitimate means of developing and validating mastery of relevant concepts. Industry certifications are also relevant.

Certification Name	Certifying Organization	Type
Automobile Parts Specialist	National Institute for Automotive Service Excellence	Core
General Motors Parts Consultant	National Institute for Automotive Service Excellence	Core
Medium/Heavy Truck Dealership Parts Specialist	National Institute for Automotive Service Excellence	Advanced

Retail Salespersons (SOC 41-2031)

Phoenix Labor Market Information:

- **Phoenix-Area Jobs:** 65,289
- **Median Wages:** \$21,727
- **90th Percentile Wages:** \$37,250
- **Top Industries:** Slightly more than 92% of Retail Salespersons in Phoenix work in the retail sector. Specific industries that employ significant numbers of Retail Salespersons are indicated in the table to the right.

Industry	% of Occupation in Industry
Warehouse Clubs and Supercenters	8.5%
Discount Department Stores	6.2%
New Car Dealers	5.9%
Electronics Stores	5.5%

Description: Sell merchandise, such as furniture, motor vehicles, appliances, or apparel to consumers.

Sample of reported job titles: Bridal Consultant, Clerk, Customer Assistant, Design Consultant, Sales Associate, Sales Clerk, Sales Consultant, Sales Person, Sales Representative, Salesman

This occupation is a part of two Career Clusters. There are multiple pathways within each cluster:

Marketing, Sales and Service.

- Marketing Management
- Professional Sales
- Merchandising
- Marketing Communications
- Marketing Research

Agriculture, Food and Natural Resources

- Agribusiness Systems Career
- Animal Systems Career
- Environmental Service Systems Career
- Food Products and Processing Systems Career
- Natural Resources Systems Career
- Plant Systems Career
- Power, Structural and Technical Systems Career

Tasks:

Core Task	Importance Score
Greet customers and ascertain what each customer wants or needs.	95
Describe merchandise and explain use, operation, and care of merchandise to customers.	92
Recommend, select, and help locate or obtain merchandise based on customer needs and desires.	91
Compute sales prices, total purchases, and receive and process cash or credit payment.	90
Answer questions regarding the store and its merchandise.	90
Prepare sales slips or sales contracts.	89
Maintain knowledge of current sales and promotions, policies regarding payment and exchanges, and security practices.	88

Supplemental Task	Importance Score
Help customers try on or fit merchandise.	88
Sell or arrange for delivery, insurance, financing, or service contracts for merchandise.	85
Estimate and quote trade-in allowances.	83
Open and close cash registers, performing tasks such as counting money, separating charge slips, coupons, and vouchers, balancing cash drawers, and making deposits.	82
Estimate quantity and cost of merchandise required, such as paint or floor covering.	78
Bag or package purchases and wrap gifts.	73
Estimate cost of repair or alteration of merchandise.	71
Rent merchandise to customers.	55

Top Knowledge, Skills and Abilities Profile

Knowledge	Importance Score	Skills	Importance Score	Abilities	Importance Score
Customer and Personal Service	82	Speaking	69	Oral Expression	78
Sales and Marketing	73	Active Listening	69	Oral Comprehension	78
English Language	59	Persuasion	69	Speech Clarity	75
Mathematics	51	Service Orientation	66	Speech Recognition	66
Administration and Management	46	Social Perceptiveness	63	Near Vision	60

ACT WorkKeys Skill Profile

This occupation requires a minimum of a Silver-level National Career Readiness Certificate.

A breakdown of the ranges of skill for this occupation are in the table to the right.

Skill Area	Median Skill Level	Minimum Skill Level	Maximum Skill Level
Applied Mathematics	3	3	5
Reading for Information	4	3	6
Locating Information	4	3	5
Business Writing			
Workplace Observation	3	2	4
Listening for Understanding	2	2	3

Common Industry Certifications

For many occupations in the retail sector, college degrees are not the only legitimate means of developing and validating mastery of relevant concepts. Industry certifications are also relevant.

Certification Name	Certifying Organization	Type
Certified Collegiate Retailer	National Association of College Bookstores	Core
Accredited Wedding Vendor	Association of Bridal Consultants	Core
Certified Sales Associate	American Gem Society	Core
National Professional Certification in Sales	National Retail Federation Foundation	Core
Certified Master Dealer	National Independent Automobile Dealers Association	Advanced
ALA Certified Lighting Consultant	American Lighting Association	Advanced

Job Zone 3 Occupations

First-Line Supervisors of Retail Sales Workers (SOC 41-1011)

Phoenix Labor Market Information:

- **Phoenix-Area Jobs:** 18,293
- **Median Wages:** \$38,563
- **90th Percentile Wages:** \$61,131
- **Top Industries:** Slightly more than 88% of Retail Supervisors in Phoenix work in the retail sector. Specific industries that employ significant numbers of Retail Supervisors are indicated in the table to the right.

Industry	% of Occupation in Industry
Warehouse Clubs and Supercenters	12.2%
Supermarkets and Other Grocery Stores	11.7%
Gasoline Stations with Convenience Stores	6.3%
Home Centers	4.5%

Description: Directly supervise and coordinate activities of retail sales workers in an establishment or department. Duties may include management functions, such as purchasing, budgeting, accounting, and personnel work, in addition to supervisory duties.

Sample of reported job titles: Assistant Manager, Assistant Store Manager, Bakery Manager, Deli Manager, Department Manager, Manager, Meat Department Manager, Office Manager, Shift Manager, Store Manager

This occupation is a part of three Career Clusters. There are multiple pathways within each cluster:

Marketing, Sales and Service.

- Marketing Management
- Professional Sales
- Merchandising
- Marketing Communications
- Marketing Research

Agriculture, Food and Natural Resources

- Agribusiness Systems Career
- Animal Systems Career
- Environmental Service Systems Career
- Food Products and Processing Systems Career
- Natural Resources Systems Career
- Plant Systems Career
- Power, Structural and Technical Systems Career

Human Services

- Early Childhood Development & Services
- Counseling & Mental Health
- Family & Community Services
- Personal Care Services
- Consumer Services

Tasks:

Core Task	Importance Score
Provide customer service by greeting and assisting customers and responding to customer inquiries and complaints.	92
Direct and supervise employees engaged in sales, inventory-taking, reconciling cash receipts, or in performing services for customers.	83
Monitor sales activities to ensure that customers receive satisfactory service and quality goods.	79
Inventory stock and reorder when inventory drops to a specified level.	77
Instruct staff on how to handle difficult and complicated sales.	76
Hire, train, and evaluate personnel in sales or marketing establishments, promoting or firing workers when appropriate.	73
Assign employees to specific duties.	73
Enforce safety, health, and security rules.	72
Examine merchandise to ensure that it is correctly priced and displayed and that it functions as advertised.	71
Plan budgets and authorize payments and merchandise returns.	71
Perform work activities of subordinates, such as cleaning and organizing shelves and displays and selling merchandise.	70
Plan and prepare work schedules and keep records of employees' work schedules and time cards.	70
Review inventory and sales records to prepare reports for management and budget departments.	68
Examine products purchased for resale or received for storage to assess the condition of each product or item.	67
Establish and implement policies, goals, objectives, and procedures for their department.	67
Confer with company officials to develop methods and procedures to increase sales, expand markets, and promote business.	67

Supplemental Task	Importance Score
Estimate consumer demand and determine the types and amounts of goods to be sold.	75
Formulate pricing policies for merchandise, according to profitability requirements.	75
Establish credit policies and operating procedures.	73
Keep records of purchases, sales, and requisitions.	73
Plan and coordinate advertising campaigns and sales promotions and prepare merchandise displays and advertising copy.	67

Top Knowledge, Skills and Abilities Profile

Knowledge	Importance Score	Skills	Importance Score	Abilities	Importance Score
Customer and Personal Service	87	Active Listening	66	Speech Recognition	66
Sales and Marketing	75	Speaking	63	Speech Clarity	66
Administration and Management	68	Service Orientation	63	Oral Expression	66
Mathematics	62	Monitoring	63	Oral Comprehension	66
English Language	62	Critical Thinking	63	Problem Sensitivity	60

ACT WorkKeys Skill Profile

This occupation requires a minimum of a Silver-level National Career Readiness Certificate.

A breakdown of the ranges of skill for this occupation are in the table to the right.

Skill Area	Median Skill Level	Minimum Skill Level	Maximum Skill Level
Applied Mathematics	4	4	5
Reading for Information	4	4	5
Locating Information	4	4	5
Business Writing			
Workplace Observation	3	3	3
Listening for Understanding	2	2	3

Common Industry Certifications

For many occupations in the retail sector, college degrees are not the only legitimate means of developing and validating mastery of relevant concepts. Industry certifications are also relevant.

Certification Name	Certifying Organization	Type
Certified Collegiate Retailer	National Association of College Bookstores	Core
National Professional Certification in Sales	National Retail Federation Foundation	Core
Certified Master Dealer	National Independent Automobile Dealers Association	Advanced
Retail Management Certificate	Western Alliance of Food Chains	Advanced

Customer Services Representatives (SOC 43-4051)

Phoenix Labor Market Information:

- **Phoenix-Area Jobs:** 64,253
- **Median Wages:** \$31,060
- **90th Percentile Wages:** \$47,631
- **Top Industries:** Slightly more than 25% of Customer Service Representatives in Phoenix work in the retail sector. Specific industries that employ significant numbers of Customer Service Representatives are indicated in the table to the right.

Industry	% of Occupation in Industry
Telemarketing Bureaus and Other Contact Centers	11.3%
Commercial Banking	5.0%
Electronic Shopping	3.6%
Financial Transactions Processing, Reserve, and Clearinghouse Activities	3.6%

Description: Interact with customers to provide information in response to inquiries about products and services and to handle and resolve complaints.

Sample of reported job titles: Account Manager, Account Representative, Call Center Representative, Client Services Representative, Customer Care Representative (CCR), Customer Service Agent, Customer Service Representative (Customer Service Rep), Customer Service Specialist, Member Services Representative, Sales Facilitator

This occupation is a part of three Career Clusters. There are multiple pathways within each cluster:

Marketing, Sales and Service

- Marketing Management
- Professional Sales
- Merchandising
- Marketing Communications
- Marketing Research

Human Services

- Early Childhood Development & Services
- Counseling & Mental Health
- Family & Community Services
- Personal Care Services
- Consumer Services

Business Management and Administration

- General Management
- Business Information Management
- Human Resources Management
- Operations Management
- Administrative Support

Tasks:

Core Task	Importance Score
Confer with customers by telephone or in person to provide information about products or services, take or enter orders, cancel accounts, or obtain details of complaints.	88
Check to ensure that appropriate changes were made to resolve customers' problems.	80
Keep records of customer interactions or transactions, recording details of inquiries, complaints, or comments, as well as actions taken.	78
Resolve customers' service or billing complaints by performing activities such as exchanging merchandise, refunding money, or adjusting bills.	72
Complete contract forms, prepare change of address records, or issue service discontinuance orders, using computers.	70

Supplemental Task	Importance Score
Refer unresolved customer grievances to designated departments for further investigation.	75
Determine charges for services requested, collect deposits or payments, or arrange for billing.	73
Contact customers to respond to inquiries or to notify them of claim investigation results or any planned adjustments.	68
Solicit sales of new or additional services or products.	65
Order tests that could determine the causes of product malfunctions.	65
Obtain and examine all relevant information to assess validity of complaints and to determine possible causes, such as extreme weather conditions that could increase utility bills.	63
Review claims adjustments with dealers, examining parts claimed to be defective, and approving or disapproving dealers' claims.	60
Review insurance policy terms to determine whether a particular loss is covered by insurance.	59
Compare disputed merchandise with original requisitions and information from invoices and prepare invoices for returned goods.	55
Recommend improvements in products, packaging, shipping, service, or billing methods and procedures to prevent future problems.	50

Top Knowledge, Skills and Abilities Profile

Knowledge	Importance Score	Skills	Importance Score	Abilities	Importance Score
Customer and Personal Service	87	Speaking	72	Oral Expression	75
English Language	65	Active Listening	72	Oral Comprehension	75
Clerical	63	Service Orientation	69	Speech Clarity	72
Computers and Electronics	57	Reading Comprehension	60	Speech Recognition	69
Mathematics	45	Critical Thinking	53	Written Expression	63

ACT WorkKeys Skill Profile

This occupation requires a minimum of a Silver-level National Career Readiness Certificate.

A breakdown of the ranges of skill for this occupation are in the table to the right.

Skill Area	Median Skill Level	Minimum Skill Level	Maximum Skill Level
Applied Mathematics	4	3	6
Reading for Information	4	3	6
Locating Information	4	3	5
Workplace Observation	3	3	4
Listening for Understanding	2	1	5

Common Industry Certifications

For many occupations in the retail sector, college degrees are not the only legitimate means of developing and validating mastery of relevant concepts. Industry certifications are also relevant.

Certification Name	Certifying Organization	Type
Certified Customer Service Representative	Institute of Certified Bankers	Core
Certified Consumer Specialist	Professional Service Association	Core
Certified Service Manager	National Electronics Service Dealers Association, Inc.	Core
Certified Service Manager	ETA International	Core
ICMI Professional Certification	International Customer Management Institute	Core
Accredited Customer Service Representative	The Institutes	Core
National Professional Certification in Customer Service	National Retail Federation Foundation	Core
Public Power Customer Service Manager	American Public Power Association	Core
HDI Certified Customer Service Representative	HDI	Core
HDI Support Center Analyst	HDI	Core
Certified Customer Service Professional	International Customer Service Association	Core
Customer Service Representative Certification	International Society of Certified Electronics Technicians	Core
National Professional Certification in Sales	National Retail Federation Foundation	Core
Certified Customer Service Specialist	ETA International	Core
Route Driver Certification	National Automatic Merchandising Association	Core
HDI Desktop Support Manager	HDI	Advanced
HDI Support Center Director	HDI	Advanced
KCS Foundation	HDI	Advanced
HDI Support Center Manager	HDI	Advanced
Customer Service Certification Level II	International Customer Service Association	Advanced
Automobile Technician: Service Consultant	National Institute for Automotive Service Excellence	Advanced

Shipping, Receiving, and Traffic Clerks (SOC 43-5071)

Phoenix Labor Market Information:

- **Phoenix-Area Jobs:** 7,331
- **Median Wages:** \$29,932
- **90th Percentile Wages:** \$46,551
- **Top Industries:** Slightly less than 30% of Shipping, Receiving and Travel Clerks in Phoenix work in the retail sector. Specific industries that employ significant numbers of Shipping, Receiving and Travel Clerks are indicated in the table to the right.

Industry	% of Occupation in Industry
Electronic Shopping	9.9%
General Warehousing and Storage	4.5%
Temporary Help Services	4.2%
Professional Employer Organizations	3.5%

Description: Verify and maintain records on incoming and outgoing shipments. Prepare items for shipment. Duties include assembling, addressing, stamping, and shipping merchandise or material; receiving, unpacking, verifying and recording incoming merchandise or material; and arranging for the transportation of products.

Sample of reported job titles: Receiver, Receiving Clerk, Receiving Manager, Shipper, Shipping and Receiving Clerk, Shipping Clerk, Shipping Coordinator, Shipping/Receiving Clerk, Traffic Manager, Warehouseman

This occupation is a part of two Career Clusters. There are multiple pathways within each cluster:

Business Management and Administration

- General Management
- Business Information Management
- Human Resources Management
- Operations Management
- Administrative Support

Transportation, Distribution and Logistics

- Transportation Operations
- Logistics Planning and Management Services
- Warehousing and Distribution Center Operations
- Facility and Mobile Equipment Maintenance
- Transportation Systems/Infrastructure Planning, Management and Regulation
- Health, Safety and Environmental Management
- Sales and Service

Tasks:

Core Task	Importance Score
Examine shipment contents and compare with records such as manifests, invoices, or orders to verify accuracy.	86
Record shipment data, such as weight, charges, space availability, damages, or discrepancies for reporting, accounting, or recordkeeping purposes.	83
Prepare documents, such as work orders, bills of lading, or shipping orders, to route materials.	79
Confer or correspond with establishment representatives to rectify problems, such as damages, shortages, or nonconformance to specifications.	76
Pack, seal, label, or affix postage to prepare materials for shipping, using hand tools, power tools, or postage meter.	76
Contact carrier representatives to make arrangements or to issue instructions for shipping and delivery of materials.	73
Deliver or route materials to departments using handtruck, conveyor, or sorting bins.	72
Requisition and store shipping materials and supplies to maintain inventory of stock.	72
Determine shipping methods, routes, or rates for materials to be shipped.	68

Supplemental Task	Importance Score
Compute amounts, such as space available, shipping, storage, or demurrage charges, using computer or price list.	65
Compare shipping routes or methods to determine which have the least environmental impact.	54

Top Knowledge, Skills and Abilities Profile

Knowledge	Importance Score	Skills	Importance Score	Abilities	Importance Score
Clerical	57	Speaking	60	Near Vision	66
Production and Processing	56	Active Listening	56	Problem Sensitivity	63
English Language	54	Critical Thinking	53	Oral Expression	60
Customer and Personal Service	50	Reading Comprehension	53	Information Ordering	56
Computers and Electronics	45	Judgment and Decision Making	50	Oral Comprehension	56

ACT WorkKeys Skill Profile

This occupation requires a minimum of a Silver-level National Career Readiness Certificate.

A breakdown of the ranges of skill for this occupation are in the table to the right.

Skill Area	Median Skill Level	Minimum Skill Level	Maximum Skill Level
Applied Mathematics	3	3	5
Reading for Information	4	3	6
Locating Information	4	3	5
Business Writing	3	3	3
Workplace Observation	3	3	3
Listening for Understanding	2	1	4

Common Industry Certifications

For many occupations in the retail sector, college degrees are not the only legitimate means of developing and validating mastery of relevant concepts. Industry certifications are also relevant.

Certification Name	Certifying Organization	Type
Certified Logistic Professional	International Warehouse Logistics Association	Core

Stock Clerks, Sales Floor (SOC 43-5081.01)

Phoenix Labor Market Information:

- **Phoenix-Area Jobs:** 26,324
- **Median Wages:** \$23,796
- **90th Percentile Wages:** \$38,772
- **Top Industries:** Slightly more than 70% of Stock Clerks in Phoenix work in the retail sector. Specific industries that employ significant numbers of Stock Clerks are indicated in the table to the right.

Industry	% of Occupation in Industry
Supermarkets and Other Grocery Stores	26.3%
Warehouse Clubs and Supercenters	14.1%
Discount Department Stores	5.7%
Department Stores (except Discount Department Stores)	3.6%

Description: Receive, store, and issue sales floor merchandise. Stock shelves, racks, cases, bins, and tables with merchandise and arrange merchandise displays to attract customers. May periodically take physical count of stock or check and mark merchandise.

Sample of reported job titles: Checker Stocker, Checker/Stocker, Clerk, Dairy Clerk, Grocery Clerk, Night Stocker, Sales Support Specialist, Stock Clerk, Stocker, Store Clerk

This occupation is a part of two Career Clusters. There are multiple pathways within each cluster:

Marketing, Sales and Service

- Marketing Management
- Professional Sales
- Merchandising
- Marketing Communications
- Marketing Research

Business Management and Administration

- General Management
- Business Information Management
- Human Resources Management
- Operations Management
- Administrative Support

Core Task	Importance Score
Answer customers' questions about merchandise and advise customers on merchandise selection.	82
Stamp, attach, or change price tags on merchandise, referring to price list.	82
Stock shelves, racks, cases, bins, and tables with new or transferred merchandise.	82
Compare merchandise invoices to items actually received to ensure that shipments are correct.	81
Itemize and total customer merchandise selection at checkout counter, using cash register, and accept cash or charge card for purchases.	80
Transport packages to customers' vehicles.	76
Take inventory or examine merchandise to identify items to be reordered or replenished.	74
Receive, open, unpack and issue sales floor merchandise.	73

Clean display cases, shelves, and aisles.	70
Design and set up advertising signs and displays of merchandise on shelves, counters, or tables to attract customers and promote sales.	70

Supplemental Task	Importance Score
Requisition merchandise from supplier based on available space, merchandise on hand, customer demand, or advertised specials.	75

Top Knowledge, Skills and Abilities Profile

Knowledge	Importance Score	Skills	Importance Score	Abilities	Importance Score
Customer and Personal Service	63	Speaking	63	Oral Expression	69
Sales and Marketing	43	Active Listening	56	Speech Clarity	60
English Language	36	Service Orientation	53	Category Flexibility	56
Mathematics	29	Coordination	50	Information Ordering	56
Public Safety and Security	29	Critical Thinking	47	Oral Comprehension	56

ACT WorkKeys Skill Profile

This occupation requires a minimum of a Silver-level National Career Readiness Certificate.

A breakdown of the ranges of skill for this occupation are in the table to the right.

Skill Area	Median Skill Level	Minimum Skill Level	Maximum Skill Level
Applied Mathematics	3	3	5
Reading for Information	3	3	5
Locating Information	4	3	5
Business Writing	3	3	4
Workplace Observation	2	2	2
Listening for Understanding	2	1	5

No Common Certifications

Packers and Packagers, Hand (SOC 53-7064)

Phoenix Labor Market Information:

- **Phoenix-Area Jobs:** 7,031
- **Median Wages:** \$19,864
- **90th Percentile Wages:** \$31,449
- **Top Industries:** Slightly less than 30% of Packers in Phoenix work in the retail sector. Specific industries that employ significant numbers of Packers are indicated in the table to the right.

Industry	% of Occupation in Industry
Temporary Help Services	20.5%
Supermarkets and Other Grocery Stores	18.4%
Professional Employer Organizations	8.8%
General Warehousing and Storage	5.4%

Description: Pack or package by hand a wide variety of products and materials.

Sample of reported job titles: Bagger, Inspector Packer, Mini Shifter, Pack Out Operator, Packager, Packer, Picker and Packer, Sacker, Selector Packer, Shipping Clerk

This occupation is a part of two Career Clusters. There are multiple pathways within each cluster:

Transportation, Distribution and Logistics

- Transportation Operations
- Logistics Planning and Management Services
- Warehousing and Distribution Center Operations
- Facility and Mobile Equipment Maintenance
- Transportation Systems/Infrastructure Planning, Management and Regulation
- Health, Safety and Environmental Management
- Sales and Service

Manufacturing

- Production
- Manufacturing Production Process Development
- Maintenance, Installation and Repair
- Quality Assurance
- Logistics and Inventory Control
- Health Safety and Environmental Assurance
- Facility and Mobile Equipment Maintenance

Tasks:

Core Task	Importance Score
Load materials and products into package processing equipment.	76
Clean containers, materials, supplies, or work areas, using cleaning solutions and hand tools.	73

Supplemental Task	Importance Score
Record product, packaging, and order information on specified forms and records.	83
Examine and inspect containers, materials, and products to ensure that packing specifications are met.	82
Measure, weigh, and count products and materials.	81
Mark and label containers, container tags, or products, using marking tools.	80
Place or pour products or materials into containers, using hand tools and equipment, or fill containers from spouts or chutes.	74
Remove completed or defective products or materials, placing them on moving equipment.	73
Transport packages to customers' vehicles.	73
Assemble, line, and pad cartons, crates, and containers, using hand tools.	72
Obtain, move, and sort products, materials, containers, and orders, using hand tools.	71
Seal containers or materials, using glues, fasteners, nails, and hand tools.	70

Top Knowledge, Skills and Abilities Profile

Knowledge	Importance Score	Skills	Importance Score	Abilities	Importance Score
English Language	60	Monitoring	53	Manual Dexterity	60
Customer and Personal Service	60	Speaking	47	Trunk Space	53
Administration and Management	46	Critical Thinking	47	Static Strength	53
Production and Processing	44	Coordination	47	Near Vision	53
Public Safety and Security	39	Active Listening	47	Multilimb Coordination	53

ACT WorkKeys Skill Profile

This occupation requires a minimum of a Silver-level National Career Readiness Certificate.

A breakdown of the ranges of skill for this occupation are in the table to the right.

Skill Area	Median Skill Level	Minimum Skill Level	Maximum Skill Level
Applied Mathematics	3	3	5
Reading for Information	3	3	5
Locating Information	4	3	5
Business Writing	3	3	4
Workplace Observation			
Listening for Understanding	2	1	4

No Common Certifications

Job Zone 4 Occupations

General and Operations Managers (SOC 11-1021)

Phoenix Labor Market Information:

- **Phoenix-Area Jobs:** 28,816
- **Median Wages:** \$86,668
- **90th Percentile Wages:** \$202,624
- **Top Industries:** Slightly more than 13% of General and Operations Managers in Phoenix work in the retail sector. Specific industries that employ significant numbers of General and Operations Managers are indicated in the table to the right.

Industry	% of Occupation in Industry
Corporate, Subsidiary, and Regional Managing Offices	3.1%
Professional Employer Organizations	2.7%
Office Administrative Services	2.4%
Local Government, Excluding Education and Hospitals	2.2%

Description: Plan, direct, or coordinate the operations of public or private sector organizations. Duties and responsibilities include formulating policies, managing daily operations, and planning the use of materials and human resources, but are too diverse and general in nature to be classified in any one functional area of management or administration, such as personnel, purchasing, or administrative services.

Sample of reported job titles: Business Manager, Facilities Manager, Facility Manager, General Manager (GM), Operations Director, Operations Manager, Plant Manager, Plant Superintendent, Production Manager, Store Manager

This occupation is a part of two Career Clusters. There are multiple pathways within each cluster:

Business Management and Administration

- General Management
- Business Information Management
- Human Resources Management
- Operations Management
- Administrative Support

Government and Public Administration

- Governance
- National Security
- Foreign Service
- Planning
- Revenue and Taxation
- Regulation
- Public Management and Administration

Tasks:

Core Task	Importance Score
Review financial statements, sales or activity reports, or other performance data to measure productivity or goal achievement or to identify areas needing cost reduction or program improvement.	77
Direct and coordinate activities of businesses or departments concerned with the production, pricing, sales, or distribution of products.	76
Direct administrative activities directly related to making products or providing services.	75
Prepare staff work schedules and assign specific duties.	73
Monitor suppliers to ensure that they efficiently and effectively provide needed goods or services within budgetary limits.	72
Direct or coordinate financial or budget activities to fund operations, maximize investments, or increase efficiency.	71
Establish or implement departmental policies, goals, objectives, or procedures in conjunction with board members, organization officials, or staff members.	69
Perform personnel functions such as selection, training, or evaluation.	68
Plan or direct activities such as sales promotions that require coordination with other department managers.	63

Supplemental Task	Importance Score
Set prices or credit terms for goods or services based on forecasts of customer demand.	73
Manage the movement of goods into and out of production facilities to ensure efficiency, effectiveness, or sustainability of operations.	71
Perform sales floor work, such as greeting or assisting customers, stocking shelves, or taking inventory.	71
Develop or implement product-marketing strategies, including advertising campaigns or sales promotions.	59
Recommend locations for new facilities or oversee the remodeling or renovating of current facilities.	57
Implement or oversee environmental management or sustainability programs addressing issues such as recycling, conservation, or waste management.	56
Direct non-merchandising departments of businesses, such as advertising or purchasing.	56
Plan store layouts or design displays.	49

Top Knowledge, Skills and Abilities Profile

Knowledge	Importance Score	Skills	Importance Score	Abilities	Importance Score
Administration and Management	84	Active listening	75	Oral Comprehension	75
Customer and Personal Service	74	Coordination	75	Oral Expression	75
Personnel and Human Resources	69	Monitoring	75	Problem Sensitivity	75
English Language	68	Social Perceptiveness	75	Speech Clarity	75
Mathematics	64	Speaking	75	Written Comprehension	75

ACT WorkKeys Skill Profile

This occupation requires a minimum of a Gold-level National Career Readiness Certificate.

A breakdown of the ranges of skill for this occupation are in the table to the right.

Skill Area	Median Skill Level	Minimum Skill Level	Maximum Skill Level
Applied Mathematics	5	3	7
Reading for Information	5	3	7
Locating Information	5	4	6
Business Writing	4	3	5
Workplace Observation	5	3	5
Listening for Understanding	3	3	4

Common Industry Certifications

For many occupations in the retail sector, college degrees are not the only legitimate means of developing and validating mastery of relevant concepts. Industry certifications are also relevant.

Certification Name	Certifying Organization	Type
Certified Manager	Institute of Certified Professional Managers	Core
Certified Facility Manager	International Facility Management Association	Core
Certified Collegiate Retailer	National Association of College Bookstores	Core
Public Power Manager	American Public Power Association	Core
Certified Cost Technician	AACE International, Inc.	Core
Certified Associate Business Manager	Association of Professionals in Business Management	Core

Certification Name	Certifying Organization	Type
Certified Pool/Spa Operator	National Swimming Pool Foundation	Core
Certification in Meetings Management	Meeting Professionals International	Core
Certified Service Manager	National Electronics Service Dealers Association, Inc.	Core
Certified Service Manager	ETA International	Core
Certified Irrigation Contractor	Irrigation Association	Core
Energy Efficiency Management Certificate Program	American Public Power Association	Core
Certified Professional Property Manager	National Property Management Association, Inc.	Core
Certified Parking Professional	National Parking Association	Core
Public Power Customer Service Manager	American Public Power Association	Core
Certified Equipment Support Professional	Association of Equipment Management Professionals	Core
Certified Hospitality Trainer	American Hotel and Lodging Association Educational Institute	Core
Certified Revenue Cycle Professional	American Association of Healthcare Administrative Management	Core
Key Account Certificate Program	American Public Power Association	Core
CBP Professional	International Business Training Association	Core
Certified Hospitality Facilities Executive	American Hotel and Lodging Association Educational Institute	Advanced
Associate Service Executive	National Association of Service Managers	Advanced
Certified Service Executive	National Association of Service Managers	Advanced
Certified Design Firm Administrator	Society for Design Administration	Advanced
Certified Golf Course Superintendent	Golf Course Superintendents Association of America	Advanced
Certified Association Executive	American Society of Association Executives	Advanced
SAP Certified Application Professional - Management Accounting (CO) with SAP ERP 6.0 EHP5	SAP America, Inc.	Advanced
Certified Franchise Executive	International Franchise Association	Advanced
IPC EMS Program Manager	Association Connecting Electronics Industries	Advanced
Certified Credit Union Executive	Credit Union National Association	Advanced
Certified Club Manager	Club Managers Association of America	Advanced
Project Manager Ebusiness	American Academy of Project Management	Advanced

Certification Name	Certifying Organization	Type
Registered Safety Director	World Safety Organization	Advanced
SAP Certified Application Professional - Service with SAP EHP1 for SAP CRM 7.0	SAP America, Inc.	Advanced
Certified Revenue Cycle Executive	American Association of Healthcare Administrative Management	Advanced
Certified Fellow in Production and Inventory Management	American Production and Inventory Control Society	Advanced
Certified Business Professional, Master Executive, Project Management	International Business Training Association	Advanced
The Certified Park and Recreation Executive	National Recreation and Park Association	Advanced
KCS Foundation	HDI	Advanced
Automobile Technician: Service Consultant	National Institute for Automotive Service Excellence	Advanced
Certified Mail and Distribution Systems Manager	Mail Systems Management Association	Advanced
Accredited Cruise Manager	Cruise Lines International Association	Advanced
Certified Retail Property Executives	International Council of Shopping Centers	Advanced
Executive Certification	International Academies of Emergency Dispatch	Advanced
Operations and Performance Management Professional	American Society of Heating, Refrigerating and Air-Conditioning Engineers	Advanced
Certified Manager of Community Associations	Community Association Managers International Certification Board	Advanced
Certified Business Manager	Association of Professionals in Business Management	Advanced
Certified Commercial Contracts Manager	National Contract Management Association	Advanced
Strategic Management Professional	Association for Strategic Planning	Advanced
Strategic Planning Professional	Association for Strategic Planning	Advanced
Master Project Manager	American Academy of Project Management	Advanced
Certified in Production and Inventory Management	American Production and Inventory Control Society	Advanced
Certified Business Professional Executive Level	International Business Training Association	Advanced
Certified Professional Property Administrator	National Property Management Association, Inc.	Advanced
Certified Fundraising Executive	Association for Healthcare Philanthropy	Advanced
Retail Management Certificate	Western Alliance of Food Chains	Advanced
Certified Innovation Leader	Association of International Product Marketing and Management	Advanced

Sales Managers (SOC 11-2022)

Phoenix Labor Market Information:

- **Phoenix-Area Jobs:** 7,919
- **Median Wages:** \$97,164
- **90th Percentile Wages:** \$209,604
- **Top Industries:** Slightly more than 23% of Sales Managers in Phoenix work in the retail sector. Specific industries that employ significant numbers of Sales Managers are indicated in the table to the right.

Industry	% of Occupation in Industry
New Car Dealers	7.6%
Corporate, Subsidiary, and Regional Managing Offices	6.1%
Wholesale Trade Agents and Brokers	3.1%
Hotels (except Casino Hotels) and Motels	2.0%

Description: Plan, direct, or coordinate the actual distribution or movement of a product or service to the customer. Coordinate sales distribution by establishing sales territories, quotas, and goals and establish training programs for sales representatives. Analyze sales statistics gathered by staff to determine sales potential and inventory requirements and monitor the preferences of customers.

Sample of reported job titles: District Sales Manager, National Sales Manager, Regional Sales Manager, Sales and Marketing Vice President, Sales Director, Sales Manager, Sales Representative, Sales Supervisor, Sales Vice President, Store Manager

This occupation is a part of three Career Clusters. There are multiple pathways within each cluster:

Marketing, Sales and Service

- Marketing Management
- Professional Sales
- Merchandising
- Marketing Communications
- Marketing Research

Business Management and Administration

- General Management
- Business Information Management
- Human Resources Management
- Operations Management
- Administrative Support

Human Services

- Early Childhood Development & Services
- Counseling & Mental Health
- Family & Community Services
- Personal Care Services
- Consumer Services

Tasks:

Core Task	Importance Score
Direct and coordinate activities involving sales of manufactured products, services, commodities, real estate or other subjects of sale.	81
Resolve customer complaints regarding sales and service.	77
Review operational records and reports to project sales and determine profitability.	74
Oversee regional and local sales managers and their staffs.	68
Determine price schedules and discount rates.	65
Prepare budgets and approve budget expenditures.	65
Monitor customer preferences to determine focus of sales efforts.	64
Plan and direct staffing, training, and performance evaluations to develop and control sales and service programs.	63
Direct, coordinate, and review activities in sales and service accounting and record-keeping, and in receiving and shipping operations.	62
Direct clerical staff to keep records of export correspondence, bid requests, and credit collections, and to maintain current information on tariffs, licenses, and restrictions.	60
Advise dealers and distributors on policies and operating procedures to ensure functional effectiveness of business	57
Confer or consult with department heads to plan advertising services and to secure information on equipment and customer specifications.	56

Supplemental Task	Importance Score
Confer with potential customers regarding equipment needs and advise customers on types of equipment to purchase	77
Assess marketing potential of new and existing store locations, considering statistics and expenditures.	64
Visit franchised dealers to stimulate interest in establishment or expansion of leasing programs.	61
Direct foreign sales and service outlets of an organization.	54

Top Knowledge, Skills and Abilities Profile

Knowledge	Importance Score	Skills	Importance Score	Abilities	Importance Score
Sales and Marketing	93	Persuasion	78	Oral Comprehension	75
Customer and Personal Service	87	Speaking	75	Written Expression	75
English Language	83	Active Listening	75	Oral Expression	75
Administration and Management	75	Coordination	72	Speech Clarity	72
Education and Training	59	Critical Thinking	72	Speech Recognition	72

ACT WorkKeys Skill Profile

This occupation requires a minimum of a Platinum-level National Career Readiness Certificate.

A breakdown of the ranges of skill for this occupation are in the table to the right.

Skill Area	Median Skill Level	Minimum Skill Level	Maximum Skill Level
Applied Mathematics	4	4	6
Reading for Information	6	5	6
Locating Information	5	4	6
Business Writing			
Workplace Observation	4	4	5
Listening for Understanding	3	3	4

Common Industry Certifications

For many occupations in the retail sector, college degrees are not the only legitimate means of developing and validating mastery of relevant concepts. Industry certifications are also relevant.

Certification Name	Certifying Organization	Type
National Professional Certification in Retail Management	National Retail Federation Foundation	Core
Retail Management Credential	National Retail Federation Foundation	Core
Certified Sales Counselor	National Wood Flooring Association	Core
Certified Salesperson	Sales & Marketing Executives International	Core
Certified New Home Sales Professional	National Association of Home Builders	Core
Certified Linen Technician	Association for Linen Management	Core
Certified Sales Professional	National Ground Water Association	Core
Accredited Bridal Consultant	Association of Bridal Consultants	Core
Certified Professional Services Marketer	Society for Marketing Professional Services	Core
Certified Hospitality Trainer	American Hotel and Lodging Association Educational Institute	Core
Certified in Hospitality Sales Competencies	Hospitality Sales & Marketing Association International	Core
Certified Sales Professional	Manufacturers Representatives Educational Research Foundation	Core
Certified New Home Marketing Professional	National Association of Home Builders	Core
National Professional Certification in Sales	National Retail Federation Foundation	Core
Agile Certified Product Manager	Association of International Product Marketing and Management	Core
Master Bridal Consultant	Association of Bridal Consultants	Advanced

Certification Name	Certifying Organization	Type
Certified Master Dealer	National Independent Automobile Dealers Association	Advanced
Certified International Trade Manager	IIEI Certification	Advanced
Certified Franchise Executive	International Franchise Association	Advanced
Certified Financial Marketing Professional	Institute of Certified Bankers	Advanced
Certified Sales Executive	Sales & Marketing Executives International	Advanced
Certified Hospitality Sales Executive	Hospitality Sales & Marketing Association International	Advanced
Master in Residential Marketing	National Association of Home Builders	Advanced
Certified Product Marketing Manager	Association of International Product Marketing and Management	Advanced
Certified Hospitality Marketing Executive	Hospitality Sales & Marketing Association International	Advanced
Accredited Adviser in Insurance	The Institutes	Advanced
Certified International Trade Professional	IIEI Certification	Advanced
Certified Commercial Contracts Manager	National Contract Management Association	Advanced
Certified Revenue Management Executive	Hospitality Sales & Marketing Association International	Advanced
Certified E-Commerce Consultant	American Academy of Project Management	Advanced
Certified Innovation Leader	Association of International Product Marketing and Management	Advanced
Retail Management Certificate	Western Alliance of Food Chains	Advanced

Critical Skills

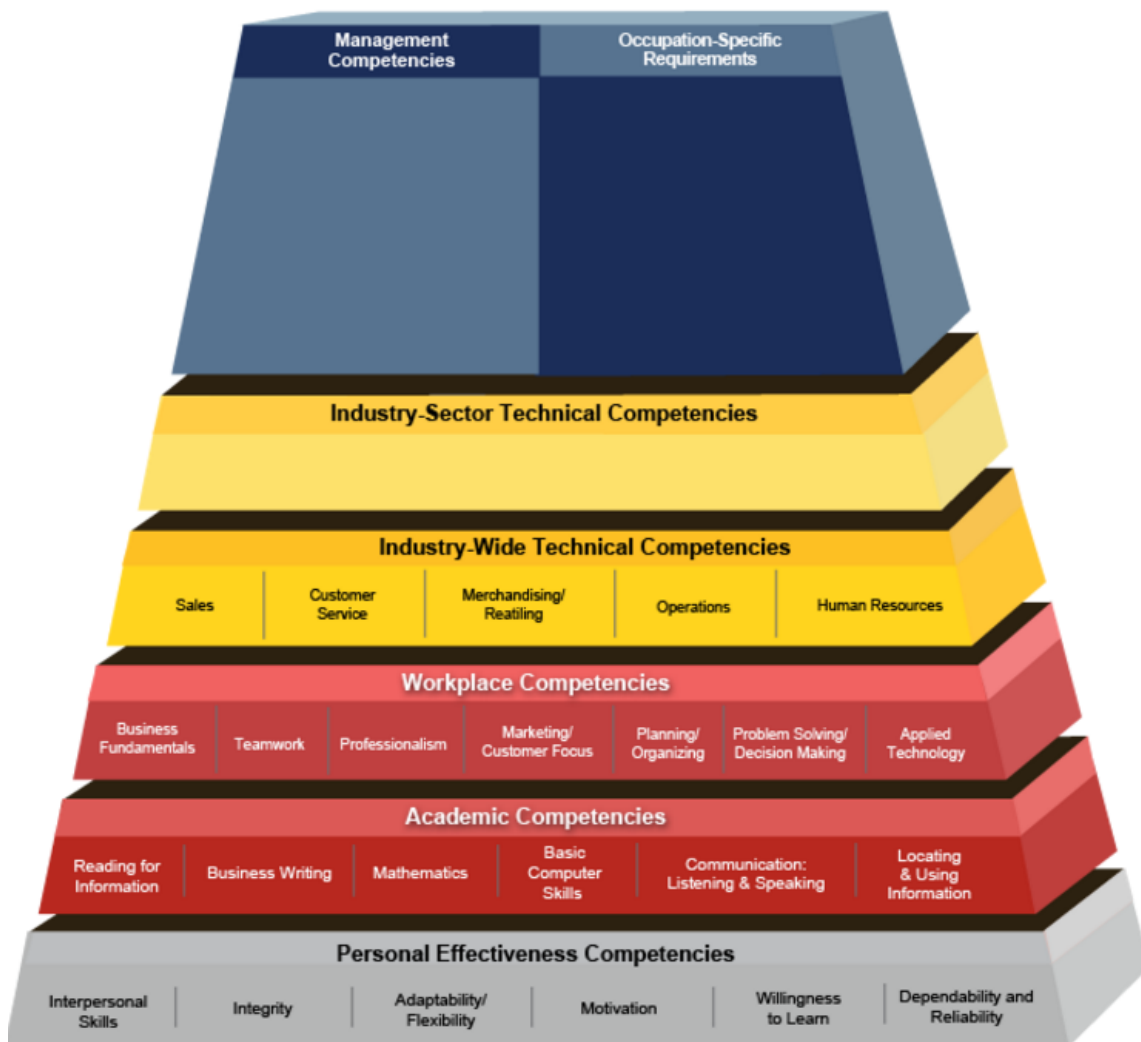
	Job Zone 1		Job Zone 2		Job Zone 3		Job Zone 4		Job Zone 5	
SOC Code	41-2011		41-1011		41-3011		11-2021		13-1111	
SOC Title	Cashier		First-line Supervisor of Retail Sales Workers		Advertising Sales Agents		Marketing Manager		Management Analyst	
Skill	IM	LV	IM	LV	IM	LV	IM	LV	IM	LV
Active Listening	60	41	66	48	69	55	72	59	78	59
Speaking	56	37	63	54	69	59	72	59	75	57
Critical Thinking	47	41	63	54	56	55	72	61	78	59

In the table above we illustrate a potential trajectory that a worker may take as he or she progresses through occupations and continually refine the skills they begin building with their first job. The occupations were selected based on the number of occupations in this analysis that included that Marketing, Sales and Service cluster. These three core skills gradually become more important as a worker ascends the job zones and receives more responsibilities. They are critical skills that lay the foundation of understanding clients' needs, identifying conclusions to satisfy goals, and effectively communicating information to audiences.

Career Pathways

For the purposes of this report, career pathways are defined as possible series of progression that include education, training, industry certification, postsecondary degrees and work experience to provide a path from an entry-level or lower-zone occupation to a higher one. We attempt to focus on practical competencies as much as possible. That should not be interpreted as a dismissal of the importance of certifications and degrees. Employers are obligated to understand and be able to validate the skills an applicant could bring to a position before offering employment.

So what skills are most often developed or enhanced as a result of time spent working in front-line retail positions? While this report does not seek to impose a “one size fits all” definition of requisite skills on a universe of wildly disparate employers, we do seek to identify relevant competencies in a way that will enable the development of innovative career advancement models as this project progresses. The United States Department of Labor, Employment and Training Administration, in conjunction with industry leaders over the course of a year, developed an industry competency model for Retail Trade.



This model organizes competencies and skills in a pyramid structure to illustrate the relationship between the universal or near-universal competencies that form the foundation for readiness in any career pathway and the skills that are unique or that require a uniquely high level of sophistication to perform the work of a management role or the work of a particular employer.

Here the competencies returned in the graphic above are defined in detail. For industry-wide technical competencies, examples of both a retail associate and a retail manager are used.

Tier One - Personal Effectiveness
<p>1. <u>Interpersonal Skills</u>: Displaying skills to work with people</p> <ul style="list-style-type: none"> ▪ Use good manners ▪ Develop constructive and cooperative working relationships and maintain them over time ▪ Develop cross-cultural awareness and respect diversity ▪ Negotiate with others to resolve conflicts and settle disputes
<p>2. <u>Integrity</u>: Displaying accepted social and work behaviors.</p> <ul style="list-style-type: none"> ▪ Exhibit ethical behavior ▪ Act fairly – treat others with honesty, fairness, and respect. ▪ Adhere to company policy and regulations to foster trust ▪ Practice honesty with regard to company time and property ▪ Take responsibility to accomplish work goals with accepted timeframes.
<p>3. <u>Adaptability/Flexibility</u>: Being open to change (positive or negative) and to considerable variety in the workplace.</p> <p>Entertain new ideas</p> <ul style="list-style-type: none"> ▪ Be open to considering new ways of doing things ▪ Actively seek out and carefully considers the merits of new approaches to work <ul style="list-style-type: none"> ▪ Willingly embrace new approaches when appropriate and discard approaches that are no longer working. <p>Deal with ambiguity</p> <ul style="list-style-type: none"> ▪ Take effective action when necessary without having to have all the necessary facts in hand ▪ Change gears in response to unpredictable or unexpected events ▪ Effectively change plans, goals, actions or priorities to deal with changing situations.
<p>4. <u>Motivation</u>: Demonstrating a willingness to work.</p> <ul style="list-style-type: none"> ▪ Establish personally challenging achievement goals ▪ Employ personal skills to succeed ▪ Take initiative to increase the variety and scope of the job assigned. ▪ Take personal responsibility for achieving organizational objectives. ▪ Take initiative to build a customer base

<p>5. Dependability/Reliability: Displaying responsible behaviors at work.</p> <ul style="list-style-type: none"> ▪ Maintain attendance ▪ Demonstrate promptness ▪ Be responsible in fulfilling work duties ▪ Comply with store policies.
<p>6. Willingness to Learn: Understanding the importance of learning new information for both current and future problem-solving and decision-making.</p> <ul style="list-style-type: none"> ▪ Employ skills to promote self-development; seek feedback; modify behavior for improvement. ▪ Keep up-to-date technically applying new knowledge on the job ▪ Develop personal and professional goals; participate in training
<p>Tier Two - Academic Competencies</p>
<p>1. Reading for Information: Reading and understanding: Manufacturers' information about products; store memos, procedures, policies, instructions, and emergency directives; training materials; newsletters; marketing promotions; and customer letters</p>
<p>Reading</p> <ul style="list-style-type: none"> ▪ Employ general reading skills to obtain information ▪ Understand written sentences in work related materials
<p>2. Business Writing: Using standard business English to: write messages to co-workers and customers; reports to managers and associates; and letters to customers</p>
<p>Organization and development</p> <ul style="list-style-type: none"> ▪ Communicate thoughts, ideas, information, messages and other written information, which may contain technical material, in a logical, organized, coherent, and persuasive manner ▪ Ideas are well developed with supporting information and examples <p>Grammar/Language Mechanics</p> <ul style="list-style-type: none"> ▪ Use standard syntax and sentence structure ▪ Use correct spelling, punctuation, and capitalization; uses appropriate grammar (e.g., correct tense, subject-verb agreement, no missing words) ▪ Tone – Write in a manner appropriate for business; uses language appropriate for the target audience; uses appropriate tone and word choice (e.g., writing is professional and courteous)
<p>3. Mathematics: Using mathematics to calculate: markups and discounts; taxes, shipping and other fees; conversions to other currencies or units of measure; and differences on returns and exchanges,</p>
<p>Computation</p> <ul style="list-style-type: none"> ▪ Add, subtract, multiply, and divide with whole numbers, fractions, decimals, and percents ▪ Calculate averages, ratios, proportions and rates; convert decimals to fractions ▪ Convert fractions to percents. <p>Application</p> <ul style="list-style-type: none"> ▪ Perform basic math computations accurately ▪ Translate practical problems into useful mathematical expressions ▪ Use appropriate mathematical formulas and techniques. ▪ Calculate staff time needed to cover a shift, figuring in breaks and hours worked per week ▪ Calculate time to complete the timesheet

4. Basic Computer Skills: Using a personal computer and related applications to convey and retrieve information.

Navigation and File Management

- Use scroll bars, a mouse, and dialog boxes to work within the computer's operating system.
- Access and switch between applications and files of interest

Internet and E-mail

- Open and configure standard browsers
- Use searches, hypertext references, and transfer protocols;
- Send and retrieve electronic mail (e-mail).

Intranet

- Follow login and password protocols
- Use company database to search for customer account information, product information and availability
- Complete e-learning training modules.

5. Communication: Listening and Speaking so others can understand. Communicate in spoken English well enough to be understood by supervisors, co-workers and customers.

Listening / Speaking

- Give full attention to what other people are saying, taking time to understand the points being made, ask questions as appropriate, and do not interrupt at inappropriate times
- Speak clearly
- Use correct grammar
- Effectively use eye-contact and non-verbal expression
- Present ideas in a persuasive manner
- Communicate with customers to enhance company image
- Communicate with customers whose primary language is not English

6. Locating and Using Information: Knowing how to find information and identifying essential information (information gathering).

Looking up and Understanding:

- Floor Diagrams and Displays
- Charts and tables for different products
- Tracking procedures for merchandise
- Inventory forms
- Special order forms
- Tracking procedures for sales performance

Tier Three - Workplace Competencies

1. Business Fundamentals: Knowledge of business and management principles. The knowledge and skills that enable individuals to connect what is going on in the company industry to what they sell and provide to the customer.

Economic/Business/Financial Principles

- Understand fundamental economic concepts.
- Understand the environments in which businesses function.
- Identify economic trends and indicators to measure economic conditions
- Knowledge of the industry at large.
- Knowledge of suppliers' practice, dependability and flexibility.
- Knowledge of sources of information about new and/or competitors' products and services.

Business Acumen

- Understand and have an appreciation of what it takes for a business to be profitable
- Understand how one's performance can impact the success of the organization.
- Consider the relative costs and benefits of potential actions to choose the most appropriate one.

Business Ethics

- Act in the best interests of the company, co-workers, community, and the environment.
- Comply with the spirit of applicable laws as well as the letter.
- Proper use of company property, minimizing loss and waste
- Maintain privacy and confidentiality of company information, as well as that of customers and co-workers

Marketing

- Demonstrate an understanding of market trends, company's position in the market place, defined market segments
- Understand position of product/service in relation to market demand
- Uphold the company and product brand through building and maintaining customer relations

2. Teamwork: Apply interpersonal skills to meet customer needs and expectations, arrange schedules, and complete work assignments.

Work with Others

- Work as part of a team to achieve company goals
- Develop and maintain good working relationships with supervisors and co-workers
- Recognize behaviors and/or actions that best support co-workers and work performance
- Work the assigned schedule
- Communicate with incoming staff to facilitate shift transition
- Create competitive advantage.
- Assist with training new employees

Influence/Negotiate

- Observe and coach others for improved performance.
- Lead, Influence, motivate, and persuade others to achieve company goals
- Employ leadership skills to facilitate work flow.

3. Professionalism: Maintaining a professional presentation and ethical standards

Personal Presentation

- Maintain good personal appearance; dress appropriately; maintain good personal hygiene.
- Exhibit good work habits
- Demonstrate self-control; Maintain composure and keep emotions in control
- Avoid aggressive behavior
- Maintain a positive attitude.

Work with people from diverse backgrounds

- Be flexible and open-minded when dealing with a wide range of people
- Listen to and consider others' viewpoints
- Alter opinion when it is appropriate to do so
- Work well and develop effective relationships with highly diverse personalities.

4. Marketing/Customer Focus: Actively looking for ways to identify market demands and meet the customer or client need.

Know the customer

- Understand internal and external customers
- Demonstrate a desire to understand customer needs
- Understand customer needs
- Ask questions as appropriate
- Address customer comments, questions, concerns and objections with direct accurate and timely responses.
- Evaluate customer satisfaction.

5. Planning/Organizing: Plan and prioritize work to manage time effectively and accomplish assigned tasks.

Plan

- Approach work in a methodical manner
- Plan and schedule tasks so that work is completed on time
- Keep track of details to ensure work is performed accurately and completely

Prioritize

- Prioritize various competing tasks
- Perform tasks quickly and efficiently according to their urgency
- Find new ways of organizing work area or planning work to accomplish work more efficiently.

Multi-tasking

- Demonstrate the ability to perform more than one activity at a time

6. Problem Solving/Decision-making: Apply problem-solving and critical-thinking skills to help grow the business and/or to resolve workplace conflict

Identify the problem

- Recognize the existence of a problem
- Define the problem
- Identify potential causes of the problem

Analyze the problem

- Exercise good judgment
- Choose an effective solution without assistance when appropriate
- Recall previously learned information that is relevant to the problem
- Generate a number of different approaches to problems
- Evaluate the relative merits of the various solutions

Choose and implement a solution

- Decisively choose the best solution after contemplating available approaches to the problem
- Make difficult decisions even in highly ambiguous or ill-defined situations;
- Develop a realistic approach for implementing the chosen solution
- Observe and evaluate the outcomes of implementing the solution to assess the need for alternative approaches and to identify lessons learned.
- Communicate the problem to appropriate personnel

7. Applied Technology: Developed capacities to operate and troubleshoot electric and electronic equipment, mechanical and electrical products.

Use Technology

- Use electric and electronic equipment such as cash registers, printers, lighting
- Use a telephone or other device to convey and receive information.
- Operate mechanical and electrical products and displays.
- Use appropriate methods and instructions to insure equipment is used safely and without damage to the equipment.

Tier 4
Industry-wide Technical Competencies – Retail Associate

Industry-wide Technical Competencies
1. <u>Sales:</u> Initiative to build and close sales
<p>Critical Work Functions:</p> <ul style="list-style-type: none"> • Learn about products and services • Assess customer needs • Build the sale • Gain customer commitment and closes the sale
<p>Technical content Areas:</p> <ul style="list-style-type: none"> ▪ Knowledge of company policies and procedures ▪ Knowledge of principles and methods for showing, promoting, and selling products or services. ▪ Product or service policy awareness and use ▪ Knowledge of complementary promotional products and services ▪ Demonstrate product or service demonstration techniques ▪ Demonstrate sales procedures and techniques
2. <u>Customer Service:</u> Initiative to build a customer base and customer loyalty.
<p>Critical Work Functions:</p> <ul style="list-style-type: none"> • Initiate customer contact • Educate the customer • Build customer relations • Meet customer needs and provide ongoing support
<p>Technical content Areas:</p> <ul style="list-style-type: none"> ▪ Knowledge of company policies and procedures ▪ Handling questions, problems, complaints ▪ Ensure customer satisfaction and commitment to product or service
3. <u>Merchandising/Retailing:</u> Knowledge of company’s and competing product lines and the methods to display them.
<p>Critical Work Functions:</p> <ul style="list-style-type: none"> • Maintain appearance of department/store • Maintain stock, selling and customer service area • Build and dismantle product presentations and display
<p>Technical Content Areas:</p> <ul style="list-style-type: none"> ▪ Knowledge of store or department display and promotion practices ▪ Knowledge of stock room organization, re-stock, and overstock practices ▪ Knowledge of store cleanliness policies and procedures.

4. Operations: Knowledge of the functions that support sales and service

Critical Work Functions:

- Follow safety and security procedures.
- Identify and prevent loss
- Track inventory
- Follow procedures to record and track sales

Technical Content Areas:

Workplace Safety and Security

- Knowledge of relevant federal and state health and safety regulations (e.g. pertinent OSHA regulations)
- Knowledge of company health, safety and security standards for both customers and employees. e.g. use of tools, equipment, etc.
- Knowledge of company procedures for handling and reporting unexpected health issues, violent and threatening behavior of customers and co-workers, and other emergency situations. e.g. lost child or personal belongings, accidents, fire, etc.

Inventory Control and Loss Prevention

- Knowledge of supply chain activities (receiving, distribution, inventory tracking)
- Inventory maintenance and control (monitor, take, transfer stock)
- Back room procedures
- Knowledge of company policies regarding what employees should do to deter and prevent unauthorized access to, use, or theft of property or resources.

Financial Reporting

- Cash register operation
- Financial aspects of day-to-day business operations
- Sales against goals - track sales versus established standards
- Use of reporting tools (daily, weekly, monthly reports)

5. Human Resources: The practices and policies relating to employee interaction, recruitment, selection, management and dismissal.

Critical Work Functions:

- Adhere to company policies regarding time, attendance, and personal conduct
- Participate in training activities
- Coach, instruct, and mentor other employees

Technical Content Areas:

- Knowledge of company policy related to time and attendance
- Knowledge of company policy related to compensation and promotion
- Knowledge of company policies related to aiding or participating in illegal or inappropriate behavior.
- Knowledge of privacy laws and company standards for obtaining, using, and protecting information obtained from a customer or another employee.

Tier 4
Industry-wide Technical Competencies – Retail Manager

Industry-wide Technical Competencies – Retail Manager
1. <u>Sales:</u> The initiative and business knowledge to increase sales and revenue.
<p>Critical Work Functions:</p> <ul style="list-style-type: none"> • Communicates daily, weekly, monthly, seasonal and annual sales and profit goals • Schedules required staff to support daily sales and major sales events. • Informs staff about promotions and rewards programs • Establishes selling and service goals • Models selling and service behaviors
<p>Technical content Areas:</p> <ul style="list-style-type: none"> ▪ Knowledge of principles and methods for showing, promoting, and selling products or services. ▪ Knowledge of product or service ▪ Use business acumen techniques for revenue generation and expense control to optimize profit ▪ Knowledge of complementary promotional products and services ▪ Product or service demonstration
2. <u>Customer Service:</u> Initiative to build a customer base and customer loyalty.
<p>Critical Work Functions:</p> <ul style="list-style-type: none"> • Supports a store culture that promotes and builds customer satisfaction and loyalty • Executes service expectations • Reinforces priorities through regular meetings • Interacts with customers and associates • Resolves customer complaints
<p>Technical content Areas:</p> <ul style="list-style-type: none"> ▪ Knowledge of company policies and procedures ▪ Handling questions, problems, complaints ▪ Ensure customer satisfaction and commitment to product or service by understanding customer expectations and creating processes and teams that enhance customer loyalty
3. <u>Retailing/Merchandising:</u> Knowledge of company’s and competing product lines and the methods to display them.
<p>Critical Work Functions:</p> <ul style="list-style-type: none"> • Understands and executes merchandise receiving, staging and presentation processes according to standards

- Organizes staff, equipment, and staging area for receiving process
- Monitors staff to insure efficiency of receiving process, quality control and execution of safety procedures
- Oversees merchandise processing, price changes, transfers, return to vendor (RTVs) and damages
- Understands stock performance data
- Sets and directs the execution of visual merchandise presentations according to selling floor standards
- Ensures floor is set according to plan-o-gram standards
- Directs and executes floor recovery
- Understands pricing laws and ensures compliance
- Manages sales set up and ensures timeliness and accuracy with proper signing and pricing
- Identifies and communicates merchandise issues and selling opportunities
- Executes seamless transition between seasonal merchandise setups

Technical Content Areas:

- Knowledge of retailing and merchandising principles and terms
- Product, presentation, people – the 3 P's of retailing
- Retail landscape
- The Merchandise Plan
- The Merchandise Floor
- Employ innovation and differentiation

4. Operations: Knowledge of the functions that support sale and service.

Critical Work Functions:

- Maintain the store's physical conditions and appearance
- Ensures that the store is a comfortable and safe shopping experience
- Executes safety and security procedures to prevent accidents and respond to emergency situations
- Executes shortage programs and merchandise protection standards.
- Ensures compliance with all laws, regulations, guidelines, policies and procedures
- Conducts daily, monthly, seasonal physical inventory and reconciliation.
- Develop and execute merchandise and sales plans
- Interpret profit/loss statements
- Maintain selling and non-selling expense budgets

Technical Content Areas:

Workplace Safety and Security

- Knowledge of relevant federal and state health and safety regulations (e.g. pertinent OSHA regulations)
- Safety standards
- Loss prevention
- Operation and asset protection – protecting people, product and profit

Inventory Control and Loss Prevention

- Purchasing systems
- Inventory control
- Quality and continuous improvement systems
- Process improvement
- Optimization of operations

Financial Reporting

- Financial aspects of business operations, accounting and budgeting
- Sales against goals; track sales versus established standards
- Reporting tools (daily, weekly, monthly reports): purpose and use
- Analysis of report data
- Continuous improvement practice

5. Human Resources: The practices and policies relating to employee interaction, recruitment, selection, management and dismissal.

Critical Work Functions:

- Sources and interviews applicants for selling and support positions
- Selects and hires associates who best match the job requirements
- Orients, trains, coaches associates to perform job requirements
- Sets up and uses hourly compensation process
- Observes and measures individual and team performance
- Regularly evaluates associates' performance, provides positive feedback and addresses poor performance
- Inspires the team through effective communication
- Recognizes and rewards individual and team accomplishments and celebrates success.

Technical Content Areas:

- Recruitment and selection practices
- Orientation and training methods
- Technical and service training
- Maximizing performance, coaching, motivating
- Goal setting and performance appraisal
- Managing communications
- Legal knowledge in support of Federal EEO laws and regulations and relevant state and local employment laws and policies

Innovate+Educate is a nonprofit educational services firm with a number of innovative projects related to career readiness, including projects focused on qualitative improvement of the labor supply for the retail services sector. Innovate+Educate's analysis of common workplace competencies resulted in a simple, digestible summary of critical personal effectiveness and academic competencies:

Personal Effectiveness competencies:

- Interpersonal skills
- Integrity
- Professionalism
- Motivation/Initiative
- Dependability/Reliability
- Flexibility and Adaptability
- Lifelong Learning

Academic competencies:

- Mathematics
- Reading
- Communication
- Science
- Critical/Analytical Thinking
- Information Technology/Literacy

Development of these competencies could take multiple forms. However, a common thread in designing these career pathways must be that development and validation are two sides of the same coin. Progressive development of relevant skills will better the individual's ability to do the work, but unless the mastery of those skills is validated in a way that is understandable and meaningful for employers, they will not benefit the individual in moving upward to more sophisticated careers. In the following table, we suggest vehicles for both the development and the validation of skills to qualify an individual for an indicated position.

Competency		Retail Associate	Retail Supervisor
Personal Effectiveness Competencies	Development	<ul style="list-style-type: none"> • Volunteer experience • High school sports and extracurricular activities • Club or camp experiences 	Work as a retail associate, cashier, stock clerk or sales associate
	Validation	<ul style="list-style-type: none"> • National Work Readiness Certificate • National Career Readiness Certificate • Work Ready Arizona Certificate (in development) 	<ul style="list-style-type: none"> • National Work Readiness Certificate • National Career Readiness Certificate • Work Ready Arizona Certificate (in development)
Academic Competencies	Development	<ul style="list-style-type: none"> • High School academic pursuits • Postsecondary educational experience 	<ul style="list-style-type: none"> • High School academic pursuits • Postsecondary educational experience
	Validation	<ul style="list-style-type: none"> • High School Diploma • Grand Canyon Diploma • General Equivalence Diploma 	<ul style="list-style-type: none"> • High School Diploma • Postsecondary vocational award in Marketing • Postsecondary vocational award in Sales, Distribution and Marketing Operations
Workplace Competencies	Development	<ul style="list-style-type: none"> • High School CTE classes • High School workplace simulation programs like Junior Achievement • Work Experience programs (WEX) via Arizona@Work 	Work as a retail associate, cashier, stock clerk or sales associate
	Validation	<ul style="list-style-type: none"> • National Professional Certification in Sales (National Retail Federation Foundation) • Certified Collegiate Retailer (National Association of College Bookstores) • Work Ready Arizona Customer Service Career Pathway Endorsement (in development) 	<ul style="list-style-type: none"> • Work Ready Arizona Customer Service Career Pathway Endorsement (in development) • Associate's degree in Marketing • Associate's degree in Sales, Distribution and Marketing Operations
Technical Competencies	Development	<ul style="list-style-type: none"> • Work as a retail associate • Industry-recognized training 	<ul style="list-style-type: none"> • Moderate work experience as a retail associate • Postsecondary educational experience • Industry-recognized training
	Validation	<ul style="list-style-type: none"> • Certified Sales Person (Sales and Marketing Executives International) • Accredited Bridal Consultant (Association of Bridal Consultants) 	<ul style="list-style-type: none"> • National Professional Certification in Retail Management (National Retail Federation Foundation) • Certified Sales Executive (Sales & Marketing Executives International) • Retail Management Certificate (Western Association of Food Chains)

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Appendix A – National Retail Services Initiative Competency Model

In 2016, the National Retail Services Initiative, in partnership with the ACT Foundation, published a competency model that mapped knowledge, skills, abilities and behaviors required for common retail career roles. Because of its obvious relevance to this report, it is included here in its entirety.



NATIONAL RETAIL SERVICES INITIATIVE **COMPETENCY MODEL**

LEARNING IS EARNING

MARCH 2016

NATIONAL RETAIL SERVICES COMPETENCY MODEL



The National Retail Services Initiative is a capacity building, systemic investment with three key elements: (1) to build, test, and validate a retail services competency model, map, and credentials for retail services and the related logistics and information technology industry; and 2) support the scaling of nationally portable and industry-accepted credentials for retail services through technology operationalize the competency model, maps, credentials and pathways to inform employers, influence learning design and industry credential development; and allow working learners to clearly understand the competency and credentialing requirements for different careers and jobs in retail services; and 3) to explore how employers are operationalizing the competency model to “Hire for Competency.”

The National Retail Services Initiative is driven by a National Retail Services Advisory Council that plays a critical leadership role in defining the competencies and underlying knowledge, skills, abilities, and behaviors. The Council is composed of seven retail industry associations, including the Business Roundtable and employer representatives from each of the retail sectors of grocery, restaurant, foods, hospitality, lodging, information technology, transportation, logistics, and distribution.

The Council has created, validated, and built consensus on the sector-wide retail services competency model set forth in the ensuing pages. The model serves as the foundation to educate/train, recruit, hire, and retain a highly skilled and credentialed retail services workforce. NRSAC members will continue to play a critical role in testing and validating a new retail services technology platform, informing association members and peer employers about credentials, competencies, and pathways, while also operationalizing the use of the competency model to hire for competency.



The National Retail Services Competency (NRSC) Model is the only competency model to define what leads to successful careers in all retail and related industry jobs. Virtually anyone, whether students, workers, employers, educators, trainers, or workforce organizations can use the model to select solutions that will meet their own strategic needs.

HOW WE DID IT

Development of the retail services competency model began in the Fall of 2014. A group of employers, industry representatives, and educators met to learn what workers in retail and related industries need to be successful. Research was also conducted to gather work requirements that were published by employers and professional associations in these industries. The information gathered was in the form of competencies, skills, knowledge, abilities, credentials, and experiences.

The requirements were reviewed and processed by cross-sections of subject matter experts in a series of roundtable discussions. The results of these meetings provided sets of job titles into categories called job roles, and a set of competencies that represented what is needed to be successful in each role. The National Retail Services Council used the results to create a survey that gathered input from experts across the country. Survey participants answered questions on the fit of the job family roles and how essential each competency is to the success of each job role. The survey results were analyzed and reviewed by the Council who finalized the job roles and the NRSC Model in January 2016.

HOW IT WORKS

The four job roles and seven competencies define how requirements build on each other as they progress upward from the entry role to the leader role. Individuals can use the model to identify new experiences, education, and training that will prepare them to move to new jobs in other job roles. Effective talent managers can use the model to design clear and completely integrated programs from recruitment through career development. Organizations that have their job titles and competencies arranged differently to meet specific strategic needs can align to the NRSC Model and leverage their efforts and resources with those of other partners. All of this and more is possible through the framework provided in the NRSC Model that communicates what is needed in jobs throughout all of retail services and its related industries.

WHO WE ARE

The National Retail Services Advisory Council collaborative partners are key industry trade associations and flagship employer members including:



WHO WE ARE



BUSINESS ROUNDTABLE

Macy's, Inc.
Wyndham Worldwide
CVS

NATIONAL RETAIL FEDERATION FOUNDATION

BJ's Wholesale Club
HSNi

NATIONAL RESTAURANT ASSOCIATION EDUCATIONAL FOUNDATION

Red Robin
TGI Fridays

AMERICAN PRODUCTION AND INVENTORY CONTROL SOCIETY

Beaver Street Fisheries
Port of Houston Authority

WESTERN ASSOCIATION OF FOOD CHAINS

The Kroger Co.
Supervalu

FOOD MARKETING INSTITUTE

Big Y foods
Wakefern

CREATING IT FUTURES FOUNDATION/ COMPTIA

Insight Corporation
Deloitte



JOB FAMILIES

Job families are groupings of progressively higher jobs that require similar knowledge, skills, abilities, and behaviors (e.g., competencies).

I. ENTRY ROLE – *Learn and Do*

Administrative Assistant	Administrative Clerk	Bagger
Billing Clerk	Busser	Call Support (I & II)
Cashier	Cook	Customer Service Agent
Data Entry Operator	Deck Hand	Dishwasher
Dock Worker	Driver	Food Preparer
Forklift Operator	Front Desk Associate	Help Desk Associate
Host	Housekeeper	IT Support Associate
Line Helper	Logistics Coordinator	Loss Prevention Associate
Maintenance	Merchandiser	Packer
Process Operator	Sales Associate	Selector
Server	Shipping/Receiving Associate	Stocker
Warehouse	Warehousing Clerk	

II. ADVANCED RESPONSIBILITY ROLE – *Teach and do*

Assistant Department Manager	Bartender	Captain
Chef	Computer Systems Administrator	Coordinator
Crew Chief	Crew/Field Trainer	Information Security Analyst
Key Hourly Supervisor	Software Developer	Specialist (e.g., logistics, finance, food)
	Team Leader	Yard Manager

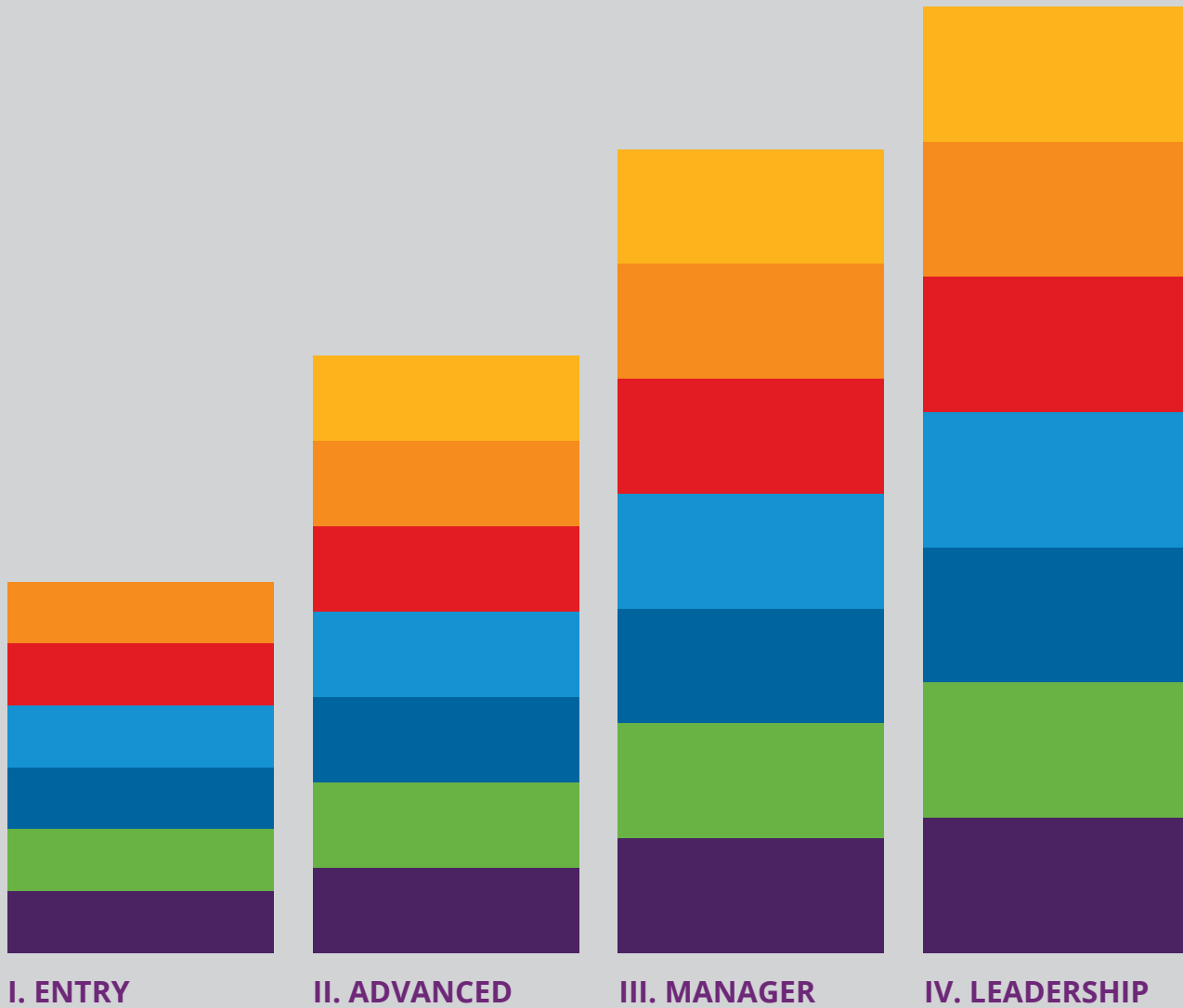
III. MANAGER ROLE – *Participate in Decisions*

Assistant Store/Facility Manager	Shift Manager	Transportation Manager
Department Manager	Call Center Manager	Category Manager
HR Manager	Distribution Manager	Executive Chef
Nutritionist	IT Manager	Manufacturing Supervisor
Quality Manager	Pharmacy Manager	Purchaser/Buyer
	R&D Chef	

IV. LEADER ROLE – *Make Decisions*

Director	Distribution Center Manager	General Operations Manager
Multi-Unit Manager	Sales Manager	Salon Manager
Store/Unit Manager		

COMPETENCIES BY JOB FAMILIES



JOB FAMILIES

Job families are groupings of progressively higher jobs that require similar knowledge, skills, abilities, and behaviors (e.g., competencies).

COMPETENCIES

	I. ENTRY	II. ADVANCED RESPONSIBILITY
 <p>COMMUNICATIONS</p>	<p>Listening; Non-verbal; Reading; Signaling; Speaking; Writing</p>	<p>Presentation; Professional Presence; OJT/ Development; Knowledge Transfer; Mentoring; Feedback Interactions; Influencing; Willingness to Share Information</p>
 <p>DRIVE FOR RESULTS</p>	<p>Appropriate Appearance; Brand Awareness; Compliance; Consistency; Dependability; Health & Safety; Industry Standards & Practices; Initiative; Organizational Awareness; Policies & Procedures; Proactive; Task Completion; Business Ethics; Conscientious; Honesty; Respectful of Diversity; Cultural Intelligence; Integrity; Personal Development; Accountable for One's Actions</p>	<p>Creativity; Collaboration; Accountable for Other's Actions; Fair; Moral Principles</p>
 <p>CUSTOMER SERVICE</p>	<p>Anticipate Needs; Appreciate; Assist; Closing; Customer Needs; Customer Resolution; Problem-Solving Questions; Service Recovery; Sales/Selling; Customize the Customer Experience; Identify Root Causes; Basic Product Knowledge</p>	<p>Handle Difficult Customers and Situations; Deep Product and Technical Knowledge</p>
 <p>ADAPTABILITY</p>	<p>Accepting of Change; Continuous Learning; Cooperating; Flexibility; Persisting; Supporting; Teamwork; Valuing Differences</p>	<p>Customizable Solutions; Define Solutions/ Offers; Embracing Change; Deal With New Situations</p>
 <p>CRITICAL THINKING</p>	<p>Cause & Consequence; Locating Information; Mathematics; Observation; Problem Solving; Prioritization; Task/Service Balance</p>	<p>Decision-Making; Identify Trends and Patterns</p>
 <p>TECHNICAL/OCCUPATIONAL</p>	<p>Information Technology; Digital Fluency; Internet Use; Product Knowledge; Technical Knowledge; Telecommunications</p>	
 <p>LEADS PEOPLE</p>		<p>Coaching; Mentoring; Supporting and Cooperating; Compassion and Empathy; Leads Through Influence; Leads by Example; Motivates Others</p>

JOB FAMILIES

Job families are groupings of progressively higher jobs that require similar knowledge, skills, abilities, and behaviors (e.g., competencies).

COMPETENCIES

III. MANAGER

IV. LEADERSHIP



COMMUNICATIONS

Communicating Vision; Conflict Resolution; Objective & Actionable Feedback; Self-confidence

Managerial Courage; Strategic Communication



DRIVE FOR RESULTS

Interdependencies Between Units/Products/Services; Increased Knowledge of Laws and Regulations; Innovation

Vision; Interdependencies Throughout Whole Organization; Manages Diversity



CUSTOMER SERVICE

Elevated Situations; Strategies; Resolve Systematic Customer Service Issues

Develop Strategies to Improve Customer Service; Anticipate Customer Changes/Evolution



ADAPTABILITY

Executes Change Strategy

Creates Change Strategy



CRITICAL THINKING

Identify Performance Gaps; Uses Reports and Analytics for Decision Making; Understands and Responds to Trends and Patterns; Uses the Right Available Business Levers to Deliver Sustainable Results

Data Drives Long-term Decision-making



TECHNICAL/OCCUPATIONAL

Financial Literacy; Distribution; Executing; Financial management; Forecasting; Inventory Management; Local Sourcing; Marketing; Merchandising; Pricing; Project Management; Neighbor Marketing; Purchasing, Resource Management; Sales; Scheduling; Task Distribution; Planning; Controlling; Organizing; Delegating

Looks Strategically at Gaps and Creates Effective Solutions



LEADS PEOPLE

Achieves Through Teams; Educates; Emotional Intelligence; Talent Development; Succession Planning; Managerial Courage

Develops Leadership Strategy



ALIGNMENT TO EXAMPLE INDUSTRY MODELS

The National Retail Services Initiative (NRSI) Competency Model describes the job requirements for successful careers in retail, restaurant, lodging, logistics, and information technology. It is the only model to describe these requirements for the span of jobs from entry-level to leadership across these industries.

The structure of the NRSI Competency Model provides a common language that can bridge across other models that serve particular constituencies and interests. Models were selected from these industries to illustrate alignment with the NRSI Competency Model. Key findings from these alignments include:

- ◆ All of the competencies and knowledge, skills, abilities, and behaviors (KSABs) defined in these other models are aligned to the NRSI Competency Model.
- ◆ Competencies across the span of job roles within retail, restaurant, lodging, logistics, and information technology industries are provided in the NRSI model while other models target specific job roles within a particular industry.
- ◆ Additional KSAB requirements are identified in the NRSI Competency Model that are not contained in the models from other industries.
- ◆ Some KSABs and competencies in other industry models are categorized in more than one competency in the NRSI Competency Model.
- ◆ NRSI job roles are linked to KSABs in other industry models where they appear to best fit based upon publicly available information.



INDUSTRY MODELS

	COMMUNICATIONS	DRIVES FOR RESULTS	CUSTOMER SERVICE	ADAPTABILITY	CRITICAL THINKING	TECHNICAL/OCCUPATIONAL SKILLS	LEADS PEOPLE
CERTIFICATION IN TRANSPORTATION & LOGISTICS (CTL) AMERICAN PRODUCTION AND INVENTORY CONTROL SOCIETY	✓		✓			✓	
CERTIFIED HOTEL ADMINISTRATOR AMERICAN HOTEL AND LODGING EDUCATIONAL INSTITUTE						✓	✓
FOOD & BEVERAGE SERVICE COMPETENCY MODEL NATIONAL RESTAURANT ASSOCIATION EDUCATION FOUNDATION	✓	✓	✓	✓	✓	✓	✓
FUNDAMENTALS OF RETAIL MANAGEMENT CERTIFICATION NATIONAL RETAIL FEDERATION FOUNDATION	✓	✓	✓	✓	✓	✓	✓
GLOBAL AND LOGISTICS ASSOCIATE (GLA) AMERICAN PRODUCTION AND INVENTORY CONTROL SOCIETY	✓	✓		✓		✓	
RETAIL MANAGEMENT CERTIFICATE WESTERN ASSOCIATION OF FOOD CHAINS	✓	✓	✓	✓	✓	✓	✓

AMERICAN PRODUCTION AND INVENTORY CONTROL SOCIETY

CERTIFICATION IN TRANSPORTATION AND LOGISTICS (CTL)



- ◆ The competencies identified by the American Society of Transportation and Logistics, Inc.'s Certification in Transportation and Logistics (CTL) align **100 percent** to the NRSI Competency Model.
- ◆ Technical and occupational KSABs are defined more specifically in the CTL.
- ◆ Additional KSAB requirements by job role are identified in the NRSI Competency Model that are not contained in the CTL requirements.

NRSI KSAB		NRSI JOB ROLE	ALIGNMENT	AMERICAN PRODUCTION INVENTORY CONTROL SOCIETY CERTIFICATION IN TRANSPORTATION & LOGISTICS
	Inclusive	Entry	✓	Creative Component
	Inclusive	Advanced Responsibility	✓	Transportation Economics and Management
	Inclusive	Not Specified	✓	Logistics Management
	Inclusive	Not Specified	✓	International Transport and Logistics
	Inclusive	Not Specified	✓	General Management Principles and Techniques
	Inclusive	Not Specified	✓	Lean Logistics
	Inclusive	Not Specified	✓	Logistics Finance
	Inclusive	Not Specified	✓	Logistics and Supply Chain Strategy
	Inclusive	Not Specified	✓	Supply Chain Management

AMERICAN HOTEL AND LODGING EDUCATIONAL INSTITUTE

CERTIFIED HOTEL ADMINISTRATOR

- ◆ The competencies identified by the National Retail Federation Foundation's Fundamentals of Retail Management Certification align **100 percent** to the NRSI Competency Model.
- ◆ NRSI job roles are linked to KSABs in the Retail Management Certification where they appear to best fit.
- ◆ Additional KSAB requirements by job role are identified in the NRSI Competency Model that are not contained in the Retail Management Certification requirements.

NRSI KSAB		NRSI JOB ROLE	ALIGNMENT	AMERICAN HOTEL & LODGING EDUCATIONAL INSTITUTE CERTIFIED HOTEL ADMINISTRATOR
	Financial Management	Manager	✓	Financial Management
	Sales and Marketing	Manager	✓	Sales and Marketing
	Inclusive	Manager	✓	Human Resources Management
	Inclusive	Manager	✓	Rooms Management
	Inclusive	Manager	✓	Food and Beverage Management
	Inclusive	Advanced Responsibility	✓	Leadership Management

NATIONAL RESTAURANT ASSOCIATION EDUCATION FOUNDATION

FOOD AND BEVERAGE SERVICE COMPETENCY MODEL



- ◆ The competencies identified by the National Restaurant Association Education Foundation's Food and Beverage Service Competency Model align **100 percent** to the NRSI Competency Model.
- ◆ Technical and occupational KSABs are defined more specifically in the Food and Beverage Service Competency Model.
- ◆ Additional KSAB requirements by job role are identified in the NRSI Competency Model that are not contained in the Food and Beverage Service Competency Model requirements.

	NRSI KSAB	NRSI JOB ROLE	ALIGNMENT	NATIONAL RESTAURANT ASSOCIATION EDUCATION FOUNDATION FOOD AND BEVERAGE SERVICE
	Inclusive	Entry	✓	Communication
	Inclusive	Advanced Responsibility	✓	Professionalism
	Reading	Entry	✓	Reading
	Writing	Entry	✓	Writing
	Inclusive	Entry	✓	Interpersonal Skills
	Dependability	Entry	✓	Dependability & Reliability
	Health & Safety	Entry	✓	Health and Safety
	Inclusive	Entry	✓	Industry Principles and Concepts
	Inclusive	Entry	✓	Motivation
	Inclusive	Entry	✓	Safety and Regulations
	Industry Standards and Practices	Entry	✓	Food Safety and Sanitization
	Integrity	Entry	✓	Integrity
	Inclusive	Entry	✓	Customer Focus
	Inclusive	Entry	✓	Service Quality
	Inclusive	Not Specified	✓	Service Culture/Front of the House
	Continuous Learning	Entry	✓	Ability and Willingness to Learn
	Inclusive	Entry	✓	Adaptability & Flexibility
	Teamwork	Entry	✓	Teamwork
	Inclusive	Entry	✓	Career Skills
	Inclusive	Entry	✓	Critical and Analytic Thinking
	inclusive	Manager	✓	Monitoring and Controlling
	Mathematics	Entry	✓	Mathematics
	Problem solving	Entry	✓	Problem Solving & Decision Making
	Decision-Making	Advanced Responsibility	✓	Problem Solving & Decision Making

AMERICAN HOTEL AND LODGING EDUCATIONAL INSTITUTE

CERTIFIED HOTEL ADMINISTRATOR (CONTINUED)



	NRSI KSAB	NRSI JOB ROLE	ALIGNMENT	AMERICAN HOTEL & LODGING EDUCATIONAL INSTITUTE CERTIFIED HOTEL ADMINISTRATOR
	Inclusive	Entry	✓	Basic Computer Skills
	Inclusive	Not Specified	✓	Beverage Service
	Inclusive	Not Specified	✓	Culinary Arts/Back of the House
	Inclusive	Manager	✓	Finance
	Inclusive	Manager	✓	Manage Daily Operations
	Inclusive	Manager	✓	Marketing and Branding
	Inclusive	Not Specified	✓	Occupation Specific
	Inclusive	Advanced Responsibility	✓	Product Quality and Cost Control
	Inclusive	Manager	✓	Staffing
	Inclusive	Entry	✓	Working with Tools and Technology
	Marketing	Manager	✓	Marketing and Branding
	Purchasing	Manager	✓	Purchasing
	Inclusive	Not Specified	✓	Science Principles
	Inclusive	Manager	✓	Leadership Skills

NATIONAL RETAIL FEDERATION FOUNDATION

FUNDAMENTALS OF RETAIL MANAGEMENT CERTIFICATION

- ◆ The competencies identified by the National Retail Federation Foundation’s Fundamentals of Retail Management Certification align **100 percent** to the NRSI Competency Model.
- ◆ NRSI job roles are linked to KSABs in the Retail Management Certification where they appear to best fit.
- ◆ Additional KSAB requirements by job role are identified in the NRSI Competency Model that are not contained in the Retail Management Certification requirements.

	NRSI KSAB	NRSI JOB ROLE		NATIONAL RETAIL FEDERATION FOUNDATION FUNDAMENTALS OF RETAIL MGMT. CERTIFICATION
	Listening	Entry	✓	Listening
	Reading	Entry	✓	Reading
	Speaking	Entry	✓	Speaking
	Writing	Entry	✓	Writing
	Policies & Procedures	Entry	✓	Company Policies and Procedures
	Inclusive	Entry	✓	Self & Career Development
	Inclusive	Entry	✓	Workplace Health, Safety and Security
	Inclusive	Entry	✓	Goal Setting
	Inclusive	Entry	✓	Initiating Product and Service Improvements
	Inclusive	Entry	✓	Using Social Skills
	Inclusive	Advanced Responsibility	✓	Leadership Skills

NATIONAL RETAIL FEDERATION FOUNDATION FUNDAMENTALS OF RETAIL MANAGEMENT CERTIFICATION (CONTINUED)

COMMUNICATIONS

DRIVES FOR RESULTS









CUSTOMER SERVICE

ADAPTABILITY

CRITICAL THINKING

TECHNICAL/
OCCUPATIONAL SKILLS

LEADS PEOPLE

NRSI KSAB		NRSI JOB ROLE	ALIGNMENT	NATIONAL RETAIL FEDERATION FOUNDATION FUNDAMENTALS OF RETAIL MGMT. CERTIFICATION
	Basic Product Knowledge	Entry	✓	Product and Service Awareness
	Deep Product and Technical Knowledge	Advanced Responsibility	✓	Product and Service Awareness
	Inclusive	Entry	✓	Client Needs and Expectations
	Inclusive	Entry	✓	Sales Procedures and Techniques
	Inclusive	Entry	✓	Industry and Company Knowledge and Awareness
	Inclusive	Not Specified	✓	Industry and Company Knowledge and Awareness
	Inclusive	Entry	✓	Customer Focus
	Inclusive	Entry	✓	Service Quality
	 Inclusive	Not Specified	✓	Service Culture/Front of the House
	Continuous Learning	Entry	✓	Ability and Willingness to Learn
	Inclusive	Entry	✓	Adaptability & Flexibility
	Teamwork	Entry	✓	Teamwork
	  Inclusive	Entry	✓	Career Skills
	Inclusive	Entry	✓	Critical and Analytic Thinking
	Inclusive	Manager	✓	Monitoring and Controlling
	Mathematics	Entry	✓	Mathematics
	Problem solving	Entry	✓	Problem Solving & Decision Making
	Decision-Making	Advanced Responsibility	✓	Problem Solving & Decision Making
	Inclusive	Entry	✓	Basic Computer Skills
	Inclusive	Not specified	✓	Beverage Service
	Inclusive	Not specified	✓	Culinary Arts/Back of the House
	Inclusive	Manager	✓	Finance
	Inclusive	Manager	✓	Manage Daily Operations
	Inclusive	Manager	✓	Marketing and Branding
	Inclusive	Not specified	✓	Occupation Specific
	Inclusive	Advanced Responsibility	✓	Product Quality and Cost Control
	Inclusive	Manager	✓	Staffing
	Inclusive	Entry	✓	Working with Tools and Technology
	Marketing	Manager	✓	Marketing and Branding
	Purchasing	Manager	✓	Purchasing
	Inclusive	Not specified	✓	Science Principles
	Inclusive	Manager	✓	Leadership Skills

AMERICAN PRODUCTION AND INVENTORY CONTROL SOCIETY

GLOBAL AND LOGISTICS ASSOCIATE (GLA)



- ◆ The competencies identified by the American Society of Transportation and Logistics, Inc.'s Global and Logistics Associate (GLA) align **100 percent** to the NRSI Competency Model.
- ◆ Technical and occupational KSABs are defined more specifically in the GLA.
- ◆ Additional KSAB requirements by job role are identified in the NRSI Competency Model that are not contained in the GLA requirements.

NRSI KSAB		NRSI JOB ROLE	ALIGNMENT	AMERICAN PRODUCTION INVENTORY CONTROL SOCIETY GLOBAL AND LOGISTICS ASSOCIATE
	Inclusive	Entry	✓	Workplace Skills
	Inclusive	Entry	✓	Safety Compliance
	Inclusive	Not Specified	✓	Supply Chain Management
	Inclusive	Not Specified	✓	Logistics and Transportation
	Inclusive	Not Specified	✓	Warehouse Operations
	Inclusive	Entry	✓	SCM Information Technology

WESTERN ASSOCIATION OF FOOD CHAINS

RETAIL MANAGEMENT CERTIFICATE

- ◆ The competencies identified by the Western Association of Food Chains' Retail Management Certificate align **100 percent** to the NRSI Competency Model.
- ◆ There are additional KSAB requirements identified in the NRSI Competency Model that are not contained in the Retail Management Certificate requirements

NRSI KSAB		NRSI JOB ROLE	ALIGNMENT	WESTERN ASSOCIATION OF FOOD CHAINS RETAIL MANAGEMENT CERTIFICATE
	Reading	Entry		Business Reading
	Speaking	Entry	✓	Oral Communication
	Writing	Entry	✓	Business Writing
	Inclusive	Entry	✓	Interpersonal Skills
	Business Ethics	Entry	✓	Business Ethics
	Task Completion	Entry	✓	Task Completion
	Decision-Making	Entry	✓	Customer Service
	Inclusive	Entry	✓	Adaptability
	Teamwork	Entry	✓	Teamwork
	Decision-Making	Advanced Responsibility	✓	Decision Making
	Financial Management	Manager	✓	Financial Management
	Inclusive	Entry	✓	Technology
	Inventory Management	Manager	✓	Inventory Management
	Merchandising	Manager	✓	Merchandising
	Inclusive	Manager	✓	



NRSI

National Retail Services Initiative