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# Retail Trade in the Phoenix Area

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Executive Summary

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# Executive Summary

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

Five 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, manufacturing 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 234,000 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 2017, the retail sector contributed just over \$17 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 of the sector

Since 2014, retail in Phoenix has added jobs at a rate of 6.2%. That is healthy, but it lags several comparable markets. Nationally, the sector added jobs at a 2.9% rate since 2014. Average earnings in the retail sector in the Phoenix metro (\$41,273) are higher than the national average, (\$38,407). As a percentage of total jobs, the Phoenix metro employs more people in retail (11.1%) than the nation overall (10.3%) or any of the comparable Metropolitan Statistical Areas (MSAs) in this study.

## Types of retail in Phoenix

Grocery stores, including supermarkets and convenience stores, account for the largest number of retail jobs in the Phoenix MSA, by far. This is followed by general merchandise warehouse clubs and supercenters and car dealers. Other top retail employers in the region include department stores, building material and supplies retailers, health and personal care stores, and electronic shopping and mail-order houses.

Large retailers are a significant part of the region's retail sector, but nearly 63% of Phoenix retail establishments employ fewer than 10 people. Nearly 39% employ fewer than five. Employers with more than 500 workers at an establishment are not common, although there are five in the region.

The highest-paying retail industry in Phoenix is Manufactured (Mobile) Home Dealers, followed by All Other Health and Personal Care Stores.

## The workers

### Characteristics of the workforce

The Phoenix retail workforce is comparatively young. Nearly 44% of retail industry workers are younger than 35. For all sectors, that number is 36.2%. 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. A small share of workers in both groups are older than 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, women are overrepresented in the front-line positions, while the inverse is true of the supervisory positions. The Phoenix retail workforce is comparatively young. 44% of Phoenix-area retail workers are younger than 35. For all sectors, that number is 37%.

### **Compensation**

Compensation for retail workers in the Phoenix metro has declined since 2002. After adjusting for inflation, the average annual wage in the retail sector in Phoenix was 4.6 percent lower in 2015 than in 2002. By contrast, the average wage across all industries has increased by 4.3 percent. The average wage for retail workers represents 66.0% of Phoenix's average wage for all industries, up from 64.8% in 2015.

Several industries in the retail sector pay substantially higher wages. 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.

### **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. There are multiple career pathways in the retail sector that don't necessarily require a four-year college degree but that offer high wages and job security. While 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 advanced occupations within the retail sector as well as in other fields. Cashiers, for example, develop competencies related to customer service, time management, communication, applied mathematics and relationship-building. There are many entry-level careers in other fields in which these skills are also fundamental.

## **Policy developments**

This report focuses on economic and labor market forces; we are aware 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 measure that raised the state minimum wage to \$12 in 2020 and required certain employers to provide paid sick time. Nationally, standardized scheduling practices also could impact retail employers.

## **Other Findings**

- The average retail establishment in Phoenix has more employees (23.1) than do retail establishments in other parts of the country (the national average is 15.1). 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 (283 employees per establishment), Home Centers (113) and New Car Dealers (111).
- Almost 63% of Phoenix retail establishments employ fewer than 10 people. Just under 40% employ fewer than five. Only five establishments in the region employ more than 500 people.
- 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. Sales representatives for wholesale products other than technical or manufacturing workers show the largest difference between the median and 90th percentile wage rates with a median rate of \$55,327 and a 90th percentile wage of \$112,279. There are a number of retail occupations that offer a real opportunity to earn above-average wages.

# Introduction

This report focuses on retail trade in the Phoenix area and uses socio-economic data to describe 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 measure the retail sector's contribution to the Phoenix economy, and we find that retail accounts for 11.1 percent of total employment and 7.8 percent of total gross domestic product. We look at trends in 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 demographic and economic data to compare Phoenix's retail sector to that of several regions 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, 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, from the broadest category to the most detailed.<sup>2</sup>

- 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 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, which groups occupations into families represented by a two-digit code and then progressively divided into six-digit codes for specific occupations. Occupations in this report are based on the six-digit SOCs, the most detailed available.

We analyze the retail industry 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 as measured by the Census Bureau using commuting patterns. The Phoenix-Mesa-Scottsdale MSA consists of Maricopa and Pinal counties.<sup>3</sup> 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 has a large proportion of part-time workers, and labor market data in this report do 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 on industry average wage data. For occupations, data are available for various percentile level. For occupations, we mostly rely on the median (50<sup>th</sup>) 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, 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 2018 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 compare GDP over time. We use nominal figures when calculating sector GDP as a percentage of total GDP for 2018 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 adjust the nominal values for wages. 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 and 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 each of the comparison 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.).

Phoenix MSA CPI data are available only beginning with 2002. For this analysis, we chose to re-index to 2018.

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 indicative, they may not be statistically significant.

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

## Industry Scope and Trends

This report uses general labor market and economic statistics to measure the Phoenix MSA's retail trade sector. This is an update of the previous report created by the Arizona Commerce Authority. This report uses the most recent data available. This report provides recent data for the retail industry and compares recent information with revised information from prior years. 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 approximately 7.7 percent, or \$18.643 billion, of the total economy in 2017, as measured by real (inflation- adjusted) gross domestic product. Nationally, retail trade accounted for about 6 percent of the total economy. With respect to jobs, 234,689 jobs were available at more than 10,000 retail establishments in the Phoenix area in 2018. The average wage for these jobs was \$35,338 in Phoenix in 2018, which is higher than the 2018 national average retail wage of \$32,357.

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 1.07, indicating slightly higher employment concentration in retail compared with the nation as a whole.

At the national, state, and MSA levels, GDP has increased from 2015 to 2017, though as a percent of total GDP, retail's share decreased in both Phoenix and Arizona, while it remained constant for the United States as a whole. From 2015-2017, growth in retail GDP both in Phoenix and the United States was 8.0%, while Arizona overall had a higher growth rate than the national average at 8.3%. Total retail jobs also increased across all three regions, however, as a percent of total jobs in each respective region, they have declined. Job growth in retail, in both Phoenix and in Arizona, has been more than double the national growth rate. Average industry wages, after adjusting for inflation, have also increased from 2015-2018 in all three regions. Overall, the retail sector has added jobs and become more productive, though more slowly than other sectors, and wages have increased.

## Phoenix MSA retail industry

Metric	Phoenix MSA	Arizona	United States
2015 Real GDP (in billions)	\$15.83	\$21.33	\$982.53
2017 Real GDP (in billions)	\$17.10	\$23.09	\$1,061.00
Percent of Total GDP, 2015	7.8%	7.5%	5.6%
Percent of Total GDP, 2017	7.7%	7.2%	5.6%
Percent Change of GDP, 2015-2017	8.0%	8.3%	8.0%
2015 Jobs	229,129	320,213	15,642,116
2018 Jobs	234,689	326,697	15,787,512
Percent of Total Jobs, 2015	11.9%	11.8%	10.7%
Percent of Total Jobs, 2018	11.1%	11.1%	10.3%
Percent Change Jobs, 2015-2018	2.4%	2.0%	0.9%
2015 Business Establishments	9,906	15,495	1,045,827
2018 Business Establishments	10,155	15,798	1,048,676
Percent of Total Establishments, 2015	10.3%	10.4%	10.9%
Percent of Total Establishments, 2018	9.9%	9.8%	10.4%
Average Industry Wage, 2015 (2018 dollars)	\$34,980	\$33,428	\$31,513
Average Industry Wage, 2018 (2018 Dollars)	\$35,338	\$33,803	\$32,357
2015 Average Location Quotient, Employment	1.11	1.10	1.00
2018 Average Location Quotient, Employment	1.07	1.08	1.00

Source: United States Bureau of Economic Analysis; Emsi 2019.3 QCEW and non-QCEW, and FRED. Notes: Real GDP in chained 2012 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.

Real figures are adjusted for inflation using Phoenix and National CPI.

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## Gross Domestic Product

The retail trade sector accounted for \$17.1 billion of real GDP in the Phoenix MSA in 2017. Retail accounted for 7.7% of total GDP, making it the sixth largest sector in terms of output.

The charts on the following page highlight GDP trends for the years 2002 to 2017. The first chart illustrates the retail sector's GDP in the Phoenix MSA for that time period. The shaded portions approximately represent years when the national economy was in recession. We can see very fast growth from 2003 to 2007. Afterward, retail GDP continued to grow at a slower, more consistent rate, particularly from 2013 to 2017.

Retail trade's contribution to GDP has decreased since 2015, but not by a large amount. This is in line with the rest of the industries in the region which have seen little growth or decline with regards to their contribution to the GDP.

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 has largely followed regional and national trends with slightly more volatility. In times of expansion, the retail sector increased at a higher rate, but in times of contraction it decreased at a faster rate. It is also susceptible to decreases in a growing economy, as in 2007 and 2013. It is worth noting that since 2015, this trend has changed, with retail having much more consistent growth as well as rates more in line with the national averages.

### Contribution to the Phoenix MSA GDP

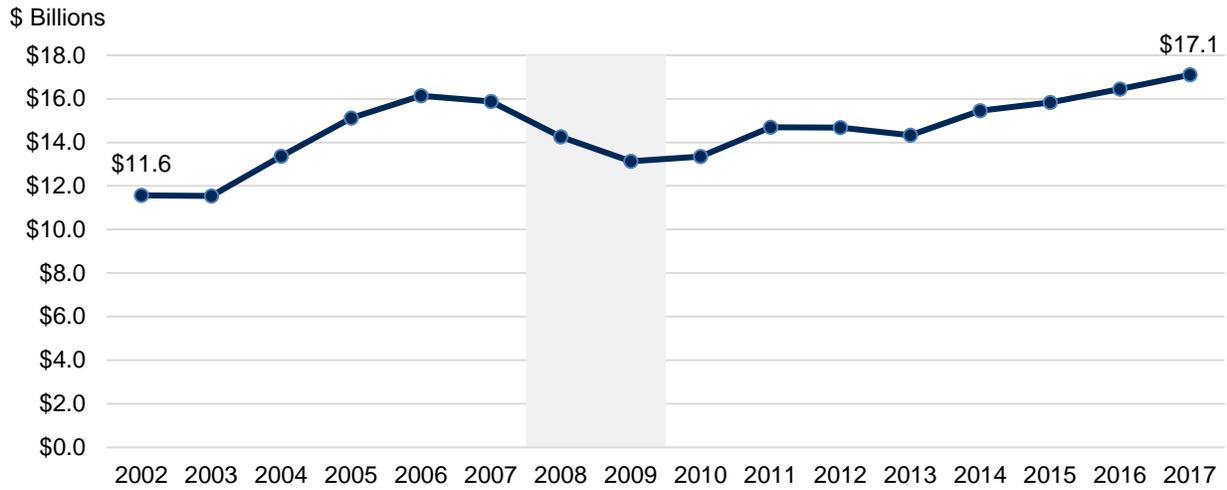
Sector	Percent of 2015 GDP	Percent of 2017 GDP
Real Estate and rental and leasing	17.1%	17.3%
Government	10.0%	9.6%
Manufacturing	8.6%	8.2%
Finance and Insurance	8.3%	8.1%
Health Care and Social Assistance	7.7%	8.1%
Retail Trade	7.8%	7.7%
Wholesale Trade	6.5%	7.7%
Professional, scientific, and technical services	5.9%	5.9%
Administrative and Support and Waste Management and remediation Services	5.1%	5.2%
Construction	4.3%	4.8%
Accommodation and food services	3.2%	3.2%
Transportation and warehousing	3.1%	3.1%
Information	3.3%	3.1%
Other services, except government	2.1%	2.1%
Utilities	1.8%	1.8%
Management of companies and enterprises	1.6%	1.6%
Educational services	1.2%	1.2%
Arts, entertainment, and recreation	1.1%	1.2%
Mining, Quarrying, and oil and gas extraction	0.9%	1.0%
Agriculture, forestry, fishing, and hunting	0.3%	0.3%

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, 2002-2017

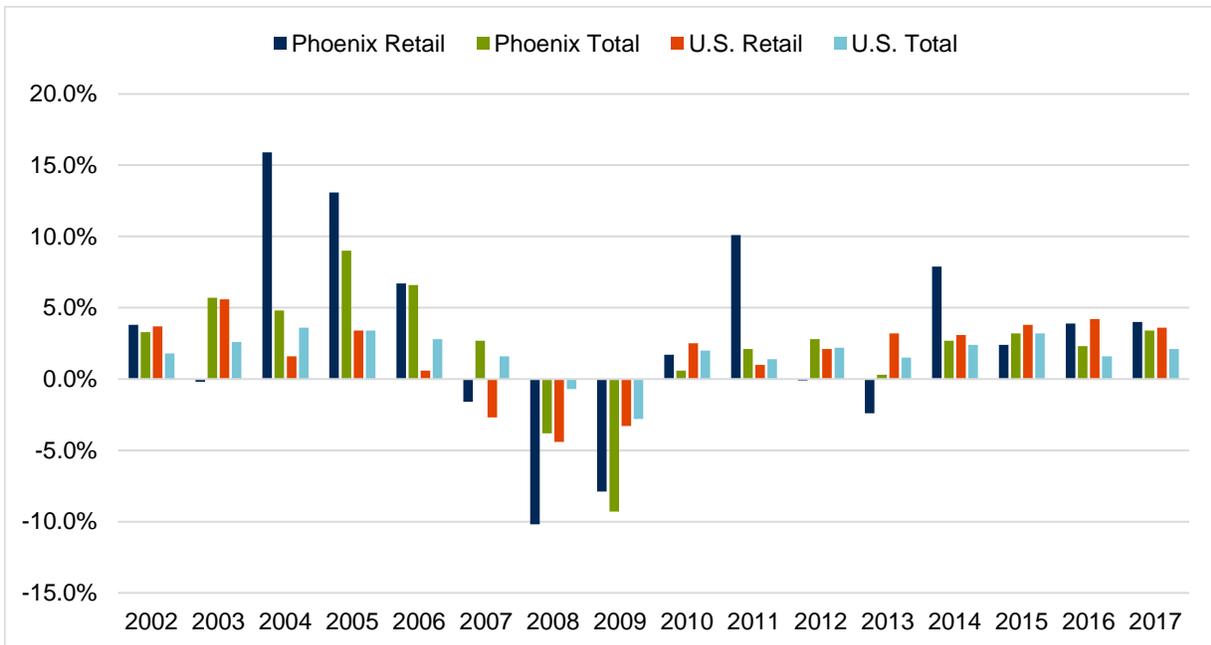


Source: Bureau of Economic Analysis, annual GDP in billions of 2009 dollars.

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, 2002-2017



Source: Bureau of Economic Analysis, annual real GDP by state in chained 2012 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 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. It is worth noting that of these 15 industries, 13 make at least half of their purchases from inside the region, and six make more than 90% of their purchases from inside the region.

### Retail Sector Supply Chain Analysis, Phoenix MSA

NAICS	Purchases From	In-Region (millions)	% In-Region	Imported (millions)	% Imported	Total Purchases (millions)
5311	Lessors of Real Estate	\$926.0	74.3%	\$320.0	25.7%	\$1,246.0
5511	Management of Companies and Enterprises	\$310.9	43.3%	\$406.4	56.7%	\$717.4
5313	Activities Related to Real Estate	\$675.6	99.6%	\$2.9	0.4%	\$678.5
4931	Warehousing and Storage	\$508.3	91.8%	\$45.5	8.2%	\$553.8
5418	Advertising, Public Relations, and Related Services	\$339.4	65.3%	\$180.6	34.7%	\$520.0
5312	Offices of Real Estate Agents and Brokers	\$445.2	100.0%	\$0.1	0.0%	\$445.3
2211	Electric Power Generation, Transmission and Distribution	\$231.3	61.1%	\$147.5	38.9%	\$378.8
5416	Management, Scientific, and Technical Consulting Services	\$235.7	88.3%	\$31.1	11.7%	\$266.8
5191	Other Information Services	\$61.4	27.0%	\$165.6	73.0%	\$227.0
5613	Employment Services	\$212.5	97.7%	\$4.9	2.3%	\$217.4
5412	Accounting, Tax Preparation, Bookkeeping, and Payroll Services	\$146.9	78.4%	\$40.5	21.6%	\$187.3
5221	Depository Credit Intermediation	\$150.7	91.4%	\$14.2	8.6%	\$164.9
5415	Computer Systems Design and Related Services	\$135.5	89.3%	\$16.3	10.7%	\$151.7
5222	Nondepository Credit Intermediation	\$126.5	84.0%	\$24.1	16.0%	\$150.6
5617	Services to Buildings and Dwellings	\$141.5	99.5%	\$0.7	0.5%	\$142.2

Source: Emsi 2019.3 QCEW and non-QCEW.

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## Employment

Nearly 234,700 jobs were in retail in the Phoenix MSA in 2018, accounting for 11.1% 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 having more jobs. The share of jobs in the retail industry has declined since 2015, even though there are overall more jobs in the industry. This loss in share is offset by growth in the health care and social assistance and construction industries.

### Phoenix MSA retail employment, 2015 and 2018

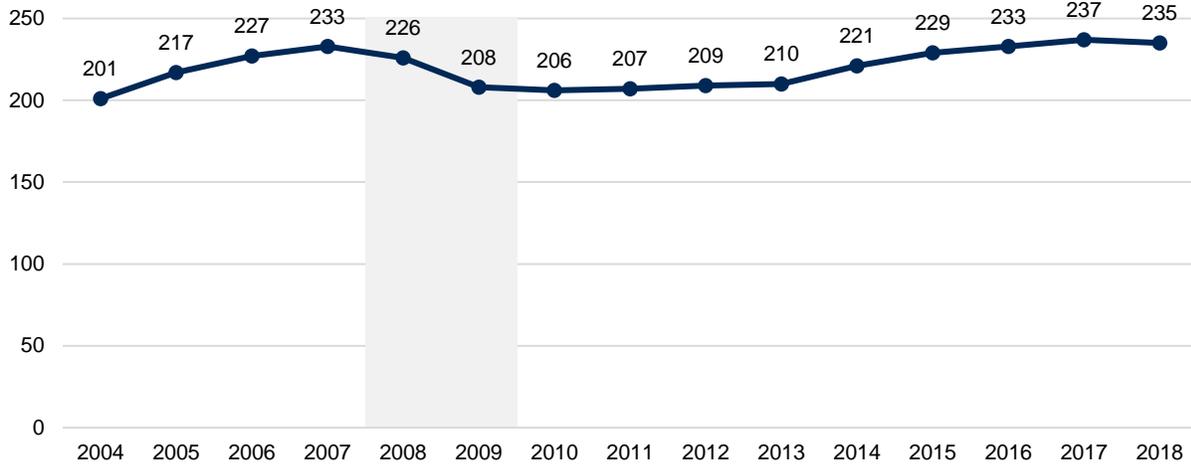
NAICS	Industry	2015 Jobs	2018 Jobs	% of Total Jobs in the Phoenix MSA, 2015	% of Total Jobs in the Phoenix MSA, 2018
62	Health Care and Social Assistance	233,219	268,248	12.1%	12.7%
90	Government	247,394	255,391	12.8%	12.1%
<b>44</b>	<b>Retail Trade</b>	<b>229,129</b>	<b>234,689</b>	<b>11.9%</b>	<b>11.1%</b>
56	Administrative and Support and Waste Management and Remediation Services	185,454	198,795	9.6%	9.4%
72	Accommodation and Food Services	176,652	193,635	9.2%	9.2%
52	Finance and Insurance	129,751	150,196	6.7%	7.1%
31	Manufacturing	118,758	127,102	6.2%	6.0%
23	Construction	100,995	126,484	5.2%	6.0%
54	Professional, Scientific, and Technical Services	103,700	120,221	5.4%	5.7%
48	Transportation and Warehousing	60,495	79,396	3.1%	3.8%
42	Wholesale Trade	73,500	76,705	3.8%	3.6%
81	Other Services (except Public Administration)	62,053	66,289	3.2%	3.1%
61	Educational Services	46,482	54,437	2.4%	2.6%
53	Real Estate and Rental and Leasing	38,821	43,273	2.0%	2.0%
51	Information	35,416	37,740	1.8%	1.8%
71	Arts, Entertainment, and Recreation	30,307	34,409	1.6%	1.6%
55	Management of Companies and Enterprises	27,606	26,000	1.4%	1.2%
11	Agriculture, Forestry, Fishing and Hunting	8,884	8,373	0.5%	0.4%
22	Utilities	7,956	8,156	0.4%	0.4%
21	Mining, Quarrying, and Oil and Gas Extraction	3,312	3,587	0.2%	0.2%
99	Unclassified Industry	6,298	1,777	0.3%	0.1%

Source: Emsi 2019.3 QCEW and non-QCEW.

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The following chart shows total retail employment in the Phoenix MSA for the years 2004 to 2018. The retail industry in Arizona saw high growth from 2004 to 2007, reaching a high of 233,000 jobs. Following the recession, jobs reached a low of 206,000. Employment growth was small from 2010 to 2013, only increasing by 4,000 jobs. Arizona saw a new high in retail positions in 2017 with 237,000 retail jobs, however the region has seen a 2,000-job decline since then. It is unclear whether this is a downward trend or an inconsistency in a generally upward post-recession trend.

### Arizona retail jobs, 2001-2018

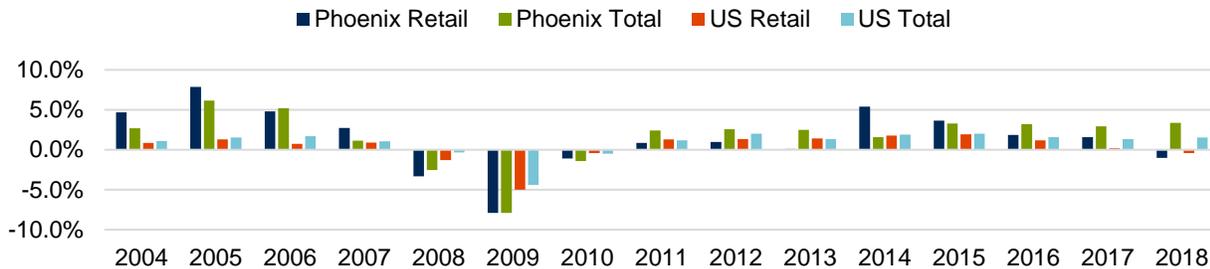


Sources: Emsi 2019.3 QCEW and non-QCEW; National Bureau of Economic Research

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, 2004-2018



Source: Emsi 2019.3 QCEW and Non-QCEW

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The following table provides the 20 largest retail industries in the Phoenix MSA 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.

Nine of Phoenix's 20 largest retail industries pay average wages that are higher than the average wage for the retail sector as a whole (\$35,338), and three of the top 20 retail industries (New Car Dealers, Electronic Shopping and Mail-Order Houses, and Used Car Dealers) pay an average wage that is greater than the average wage for all industries in the Phoenix MSA (\$53,474)

### Phoenix MSA employment by retail industry, 2018

NAICS	Description	2018 Jobs	2018 Average Wage	Establishments	2018 LQ
445110	Supermarkets and Other Grocery (except Convenience) Stores	37,500	\$28,675	471	1.07
452311	Warehouse Clubs and Supercenters	22,335	\$30,796	79	1.10
441110	New Car Dealers	18,102	\$63,256	163	1.16
452210	Department Stores	17,608	\$21,972	173	1.11
454110	Electronic Shopping and Mail-Order Houses	12,979	\$58,587	594	2.34
447110	Gasoline Stations with Convenience Stores	9,840	\$27,227	777	0.86
444110	Home Centers	9,616	\$26,069	85	.97
446110	Pharmacies and Drug Stores	8,673	\$50,881	740	0.89
443142	Electronics Stores	7,953	\$52,059	357	1.30
441310	Automotive Parts and Accessories Stores	6,295	\$33,729	333	1.22
453310	Used Merchandise Stores	5,343	\$23,962	163	2.22
448140	Family Clothing Stores	4,778	\$17,207	244	0.75
452319	All Other General Merchandise Stores	4,270	\$17,802	273	0.62
451110	Sporting Goods Stores	4,157	\$24,609	251	1.07
442110	Furniture Stores	3,984	\$45,006	235	1.28
441120	Used Car Dealers	3,880	\$57,006	276	1.70
448120	Women's Clothing Stores	3,641	\$16,035	252	0.97
444190	Other Building Material Dealers	3,268	\$53,346	196	1.00
441320	Tire Dealers	3,073	\$38,200	267	1.20
442299	All Other Home Furnishings Stores	2,759	\$21,215	155	1.18
453910	Pet and Pet Supplies Stores	2,746	\$27,937	133	1.61
453998	All Other Miscellaneous Store Retailers (except Tobacco Stores)	2,685	\$38,155	412	1.26

Source: Emsi 2019.3 QCEW and non-QCEW; ACA calculations.

Wages in current dollars

Arizona Commerce Authority

The following table shows the retail industries that added the most jobs from 2015 to 2018. The largest job creator, Supermarkets and Other Grocery (except convenience) Stores, is also the largest single industry employer of retail workers. This industry added 2,479 jobs from 2015 to 2018. New Car Dealers added the second most jobs (1,398) since 2015, followed by Used Car Dealers, which added 1,162 jobs from 2015 to 2018. Four 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 2018

**Retail industries with the most job growth, 2015-2018**

NAICS	Description	2015 Jobs	2018 Jobs	Change, 2015 - 2018	Percent Change, 2015-2018	2018 LQ	2018 Wages
445110	Supermarkets and Other Grocery (except Convenience) Stores	35,021	37,500	2,479	7.1%	1.07	\$28,675
441110	New Car Dealers	16,704	18,102	1,398	8.4%	1.16	\$63,256
441120	Used Car Dealers	2,718	3,880	1,162	42.8%	1.70	\$57,006
444110	Home Centers	8,630	9,616	986	11.4%	0.97	\$26,069
444190	Other Building Material Dealers	2,349	3,268	919	39.1%	1.00	\$53,346
452319	All Other General Merchandise Stores	3,746	4,270	524	14.0%	0.62	\$17,802
441310	Automotive Parts and Accessories Stores	5,801	6,295	494	8.5%	1.22	\$33,729
444220	Nursery, Garden Center, and Farm Supply Stores	1,363	1,856	493	36.2%	1.08	\$35,816
448190	Other Clothing Stores	1,229	1,683	454	36.9%	0.98	\$18,927
448110	Men's Clothing Stores	644	1,066	422	65.5%	1.58	\$19,195

Source: Emsi 2019.3 QCEW and non-QCEW; ACA calculations. Notes: Based on 6-digit NAICS.

Arizona Commerce Authority

## Establishments

There were 10,155 retail establishments in the Phoenix MSA in 2018. These establishments accounted for almost 10 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 2018. The number of retail establishments has increased at a fairly consistent average annual rate of 1% 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 2016, which is the most recent year for which data are available, approximately 80% of retail establishments in the Phoenix MSA had fewer than 20 employees, and about 92% of establishments had fewer than 50 employees.

Less than 1% 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. Five establishments in Phoenix had more than 500 workers.

### Retail establishments in the Phoenix MSA, 2004-2018

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	9,906	23
2016	9,587	24
2017	9,570	25
2018	10,155	23

Source: Emsi 2019.3 QCEW and non-QCEW; ACA calculations

Arizona Commerce Authority

### Retail employment by establishment in the Phoenix MSA, 2014-2016

# of Employees	2014	2016
1 to 4	39.5%	38.7%
5 to 9	23.4%	24.0%
10 to 19	17.7%	17.6%
20 to 49	11.3%	11.6%
50 to 99	3.9%	3.9%
100-249	3.4%	3.5%
250-499	0.6%	0.6%
500+	0.0%	0.0%

Source: U.S. Census Bureau County Business Patterns 2016

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The following table provides the top 10 retail industries in the Phoenix MSA in terms of number of establishments. Gasoline stations with convenience stores and pharmacies and drug stores have the most establishments, 777 and 740, respectively. Supermarkets and other grocery stores, all other miscellaneous store retailers (except tobacco stores)<sup>7</sup> and electronic shopping and mail order houses round out the five industries with the most establishments in the Phoenix MSA.

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### Retail Industries with the Most Establishments in the Phoenix MSA

NAICS	Description	2018 Jobs	2018 Average Wage	2018 Establishments	Employees per Estab.
447110	Gasoline Stations with Convenience Stores	9,840	\$27,227	777	13
446110	Pharmacies and Drug Stores	8,673	\$50,881	740	12
454110	Electronic Shopping and Mail-Order Houses	12,979	\$58,587	594	22
445110	Supermarkets and Other Grocery (except Convenience) Stores	37,500	\$28,675	471	80
453998	All Other Miscellaneous Store Retailers (except Tobacco Stores)	2,685	\$38,155	412	7
443142	Electronics Stores	7,953	\$52,059	357	22
441310	Automotive Parts and Accessories Stores	6,295	\$33,729	333	19
441120	Used Car Dealers	3,880	\$57,006	276	14
452319	All Other General Merchandise Stores	4,270	\$17,802	273	16
441320	Tire Dealers	3,073	\$38,200	267	12

Source: Emsi 2019.3 QCEW and non-QCEW.

Wages in current dollars.

Arizona Commerce Authority

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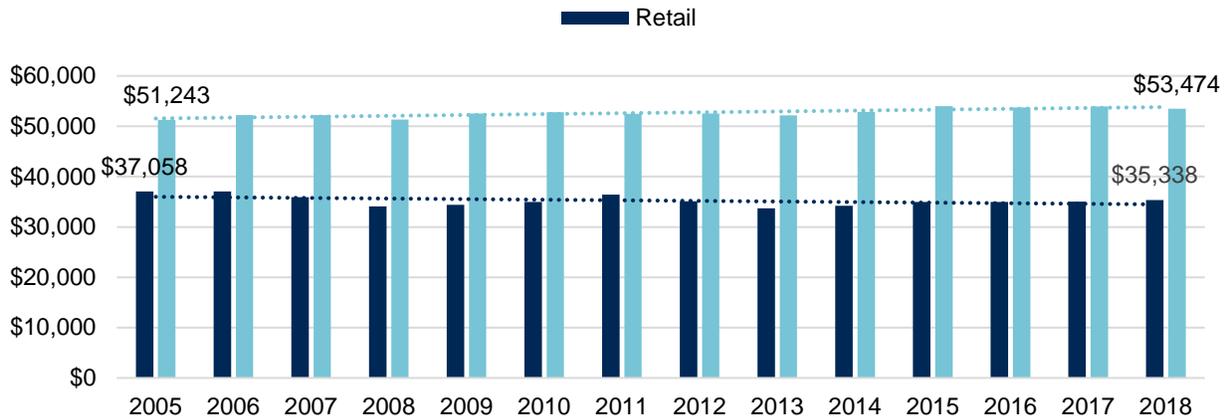
<sup>7</sup> This industry consists of establishments retailing specialized merchandise, and includes things such as art supply stores, candle shops, flower shops and other goods not classifiable elsewhere.

## Wages

After adjusting for inflation, the average annual wage in the retail sector in Phoenix decreased by 4.6% from 2005 to 2018. By contrast, the average wage across all industries increased by 4.4% from 2005 to 2018, adjusting for inflation. More recently, average wages in the retail sector and across all industries have been mainly flat. In 2018 retail wages were 1.0% higher than in 2015, while the average wage across all industries was 1.0% lower than in 2015. The annual average rate of growth for 2005-2018 is negative 0.3% for the retail industry, and positive 0.3% for all industries

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### Phoenix MSA real wages, 2005-2018



Source: Emsi 2019.3 QCEW and non-QCEW; Bureau of Labor Statistics; ACA Calculations.

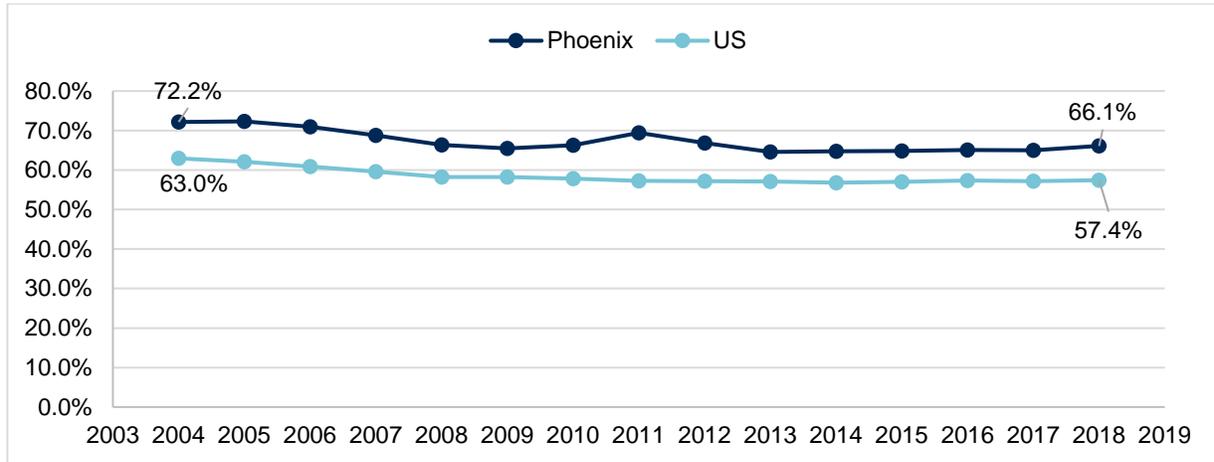
Adjusted for inflation using the BLS Consumer Price Index for the Phoenix MSA. Re-Indexed to 2018.

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The next chart shows the retail wage as a percentage of the average wage across all industries, for the Phoenix MSA and the nation. Retail wages, both nationally and in Phoenix, have decreased as a percentage of total average wages since 2003. Since 2013 retail wages have stagnated relative to the average.

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



Source: Emsi 2019.3 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. All these industries pay a wage that is greater than the MSA’s overall average wage (\$53,474). The manufactured (mobile) home dealers retail industry pays an average annual wage of more than \$80,746, much higher than the average retail wage and the MSA’s overall average wage.

### Phoenix MSA’s highest-paying retail industries, 2018

NAICS	Description	2018 Jobs	2018 Avg Wage	2018 LQ
453930	Manufactured (Mobile) Home Dealers	173	\$80,746	0.96
446199	All Other Health and Personal Care Stores	690	\$73,293	0.85
454390	Other Direct Selling Establishments <sup>8</sup>	1,837	\$72,409	2.11
441110	New Car Dealers	18,102	\$63,256	1.16
444210	Outdoor Power Equipment Stores	242	\$59,178	0.54
454110	Electronic Shopping and Mail-Order Houses	12,979	\$58,587	2.34
441120	Used Car Dealers	3,880	\$57,006	1.70
442210	Floor Covering Stores	748	\$56,687	0.74
443141	Household Appliance Stores	595	\$54,379	0.88
441210	Recreational Vehicle Dealers	777	\$53,881	1.13

Source: Emsi 2019.3 QCEW and non-QCEW. Wages in current dollars.

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<sup>8</sup> NAICS describes other direct selling establishments as: this industry comprises 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 (i.e., street vendors).

The next table shows the 10 retail industries in Phoenix with the highest wage growth, in percentage terms, from 2015 to 2018, after adjusting for inflation.

### Phoenix MSA retail industries with the highest wage growth, 2015-2018

NAICS	Description	2018 Jobs	2015 Average Wage	2018 Average Wage	Percent Change, 2015-2018
448150	Clothing Accessories Stores	587	\$18,272	\$22,707	24.3%
443141	Household Appliance Stores	595	\$45,366	\$54,379	19.9%
453930	Manufactured (Mobile) Home Dealers	173	\$69,010	\$80,746	17.0%
454110	Electronic Shopping and Mail-Order Houses	12,979	\$50,778	\$58,587	15.4%
447190	Other Gasoline Stations	660	\$31,165	\$35,320	13.3%
453991	Tobacco Stores	653	\$23,911	\$26,602	11.2%
445210	Meat Markets	677	\$23,612	\$25,651	8.6%
442210	Floor Covering Stores	748	\$52,263	\$56,687	8.5%
452311	Warehouse Clubs and Supercenters	22,335	\$28,428	\$30,796	8.3%
443142	Electronics Stores	7,953	\$48,200	\$52,059	8.0%

Source: Emsi 2019.3 QCEW and non-QCEW.

2018 average wages shown in current dollars. Percent change is based on inflation-adjusted wages.

Arizona Commerce Authority

## Industry Demographics

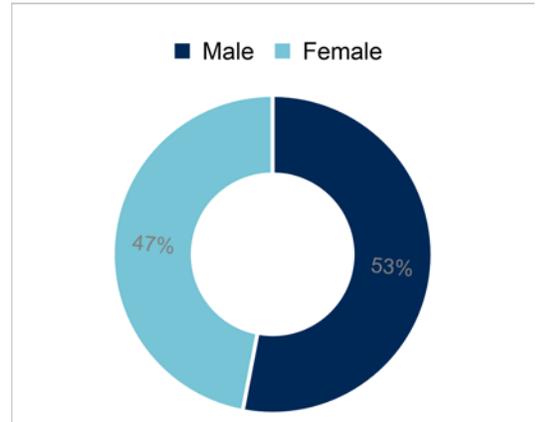
Emsi provides demographics for industry employment based on data from the U.S. Census Bureau. With respect to gender, 53% of retail workers are male, while 47% are female. This remains unchanged from the analysis conducted in 2016. Compared to U.S. retail, which shows an even split between men and women, Phoenix has comparatively more men in the industry.

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

56% of retail workers in the Phoenix area are 35 or older, whereas 63% of workers were 35 or older across all industries. The age shares are similar to US retail averages.

In terms of employment by race/ethnicity, employment in the retail sector roughly mirrors overall employment in the Phoenix MSA. 57% of retail workers are white (non-Hispanic), and 28.6% workers are Hispanic/Latino (all races). Five percent of retail workers are black or African American, 3% are Asian and fewer than 4% are American Indian or Alaskan native, native Hawaiian or other Pacific Islander or two or more races. There is a slightly higher proportion of Hispanic workers in retail, and a slightly lower proportion of black or African American workers. Compared with national retail demographics, Arizona has a higher share of Hispanic workers (30% to 16%)

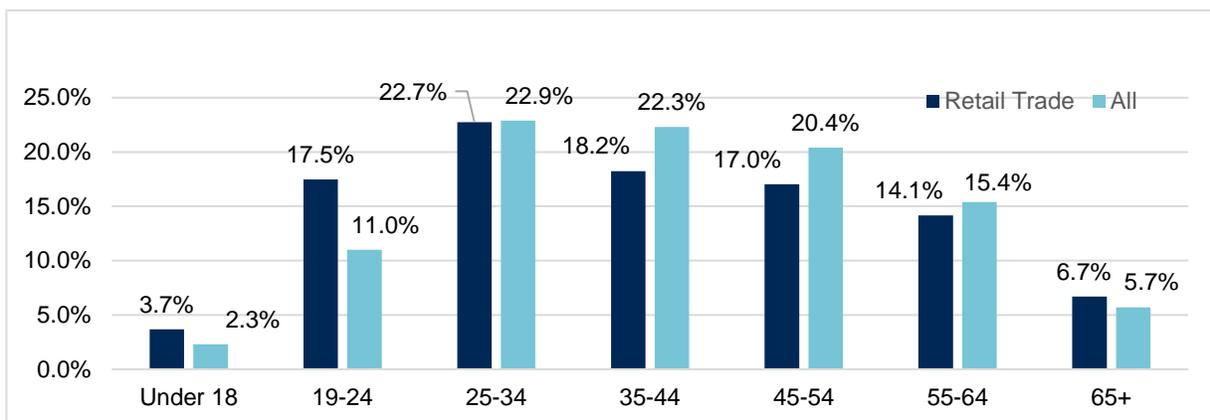
### Retail employment by gender, Phoenix MSA, 2018



Source: Emsi 2019.3 QCEW and non-QCEW.

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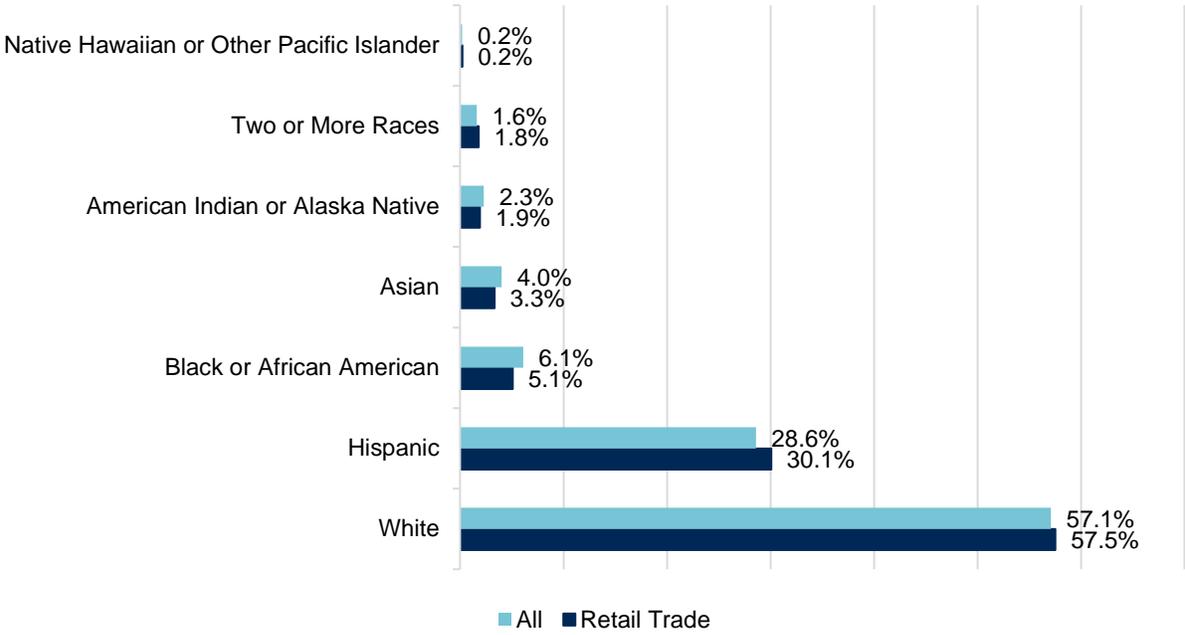
### Employment by age group, Phoenix MSA, 2018



Source: Emsi 2019.3 QCEW and non-QCEW.

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**Employment by race/ethnicity, Phoenix MSA, 2018**



Source: Emsi 2019.3 QCEW and non-QCEW.

Note: 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 25-27 show the staffing patterns for the retail industry in the Phoenix area. The occupations included account for 90% of retail employment in the Phoenix MSA. Retail establishments provide a wide range of goods and services, so it is not surprising that the occupations from the staffing patterns are distributed across a wide-range range of job types.

The top three retail occupations consist of retail sales persons, cashiers, and stock clerks and order fillers. These three occupations account for 117,000 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.<sup>9</sup>

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 are near 1.0, indicating that employment concentration for these occupations is close to the national average. Two occupations with higher than average employment concentration are customer services representatives and sales managers.

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. About 92% of retail salespersons work in the retail industry, and 88% of first-line supervisors of retail workers are in the retail industry. Nearly 90% of cashiers in Phoenix work in retail, as do 71% of pharmacy technicians in the Phoenix MSA. Other occupations heavily employed in retail include pharmacists, tire repairers and changers, and parts salespersons. Several occupations employed in retail industries, including food preparation workers and light delivery truck drivers, are mostly employed in industries other than retail.

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<sup>9</sup> The median wage for all occupations in the Phoenix MSA is \$38,139, based on Emsi 2019.3 data. In current dollars.

## Top occupations in retail, Phoenix MSA

Description	Jobs in Retail, 2018	% of Total Retail Industry Jobs	Total Jobs, 2018	% of Occupation Jobs in Retail Industry	Median Annual Wages	LQ	Typical Entry-Level Education
Retail Salespersons	60,915	26.0%	66,204	92.0%	\$24,173	1.10	Less than High School
Cashiers	35,075	14.9%	43,365	80.9%	\$23,757	0.87	Less than High School
Stock Clerks and Order Fillers	21,022	9.0%	31,186	67.4%	\$26,473	1.09	High School Diploma
First-Line Supervisors of Retail Sales Workers	15,338	6.5%	17,309	88.6%	\$38,172	1.08	High School Diploma
Customer Service Representatives	10,913	4.7%	77,774	14.0%	\$33,870	1.95	High School Diploma
Automotive Service Technicians and Mechanics	5,145	2.2%	9,457	54.4%	\$41,730	1.04	PSNDA
General and Operations Managers	4,877	2.1%	38,281	12.7%	\$91,199	1.19	Bachelor's degree
Pharmacy Technicians	4,526	1.9%	6,396	70.8%	\$34,109	1.10	High School Diploma
Laborers and Freight, Stock, and Material Movers, Hand	3,698	1.6%	456	10.4%	\$28,450	0.42	Less than High School
First-Line Supervisors of Office and Administrative Support Workers	3,292	1.4%	27,128	12.1%	\$51,979	1.30	High School Diploma
Pharmacists	3,237	1.4%	5,373	60.2%	\$126,437	1.26	Doctoral/professional degree
Food Preparation Workers	2,882	1.2%	10,995	26.2%	\$24,136	0.96	Less than High School
Parts Salespersons	2,877	1.2%	3,727	77.2%	\$28,453	1.06	Less than High School
Light Truck or Delivery Services Drivers	2,737	1.2%	11,724	23.3%	\$34,904	0.90	High School. Diploma
Office Clerks, General	2,574	1.1%	40,130	6.4%	\$34,300	0.86	High School. Diploma
Sales Representatives, Services, All Other	2,306	1.0%	18,065	12.8%	\$48,288	1.18	High School Diploma

Source: Emsi 2019.3 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, 2018	% of Total Retail Industry Jobs	Total Jobs, 2018	% of Occupation Jobs in Retail Industry	Median Annual Wages	LQ	Typical Entry-Level Education
Packers and Packagers, Hand	2,182	0.9%	8,076	27.0%	\$24,282	0.87	Less than High School
Combined Food Preparation and Serving Workers, Including Fast Food	1,919	0.8%	44,415	4.3%	\$23,020	0.87	Less than High School
Tire Repairers and Changers	1,892	0.8%	2,167	87.3%	\$24,727	1.39	High School Diploma
Shipping, Receiving, and Traffic Clerks	1,828	0.8%	7,784	23.5%	\$31,847	0.85	High School Diploma
Sales Managers	1,783	0.8%	8,841	20.2%	\$105,479	1.65	Bachelor's degree
Bookkeeping, Accounting, and Auditing Clerks	1,719	0.7%	18,048	9.5%	\$40,188	0.80	Some college, no degree
Cleaners of Vehicles and Equipment	1,480	0.6%	5,833	25.4%	\$23,814	1.10	Less than High School
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	1,372	0.6%	35,406	3.9%	\$35,768	1.01	High School Diploma
Hairdressers, Hairstylists, and Cosmetologists	1,207	0.5%	7,356	16.4%	\$23,921	1.41	PSNDA
Butchers and Meat Cutters	1,171	0.5%	1,297	90.3%	\$33,803	0.70	Less than High School
First-Line Supervisors of Mechanics, Installers, and Repairers	1,166	0.5%	7,781	15.0%	\$62,110	1.14	High School Diploma
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	1,065	0.5%	16,705	6.4%	\$55,327	0.89	High School Diploma
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	1,039	0.4%	27,806	3.7%	\$24,199	0.84	Less than High School
Counter and Rental Clerks	933	0.4%	6,334	14.7%	\$24,492	1.07	Less than High School
Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	817	0.3%	9,975	8.2%	\$24,645	1.49	Less than High School
Order Clerks	790	0.3%	1,908	41.4%	\$31,535	0.83	High School Diploma

Source: Emsi 2019.3 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, 2018	% of Total Retail Industry Jobs	Total Jobs, 2018	% of Occupation Jobs in Retail Industry	Median Annual Wages	LQ	Typical Entry-Level Education
Driver/Sales Workers	783	0.3%	7,603	10.3%	\$28,282.32	1.30	High School Diploma
Security Guards	745	0.3%	18,222	4.1%	\$26,304.22	1.12	High School Diploma
Bakers	700	0.3%	1,983	35.3%	\$26,825.34	0.79	Less than High School
Automotive and Watercraft Service Attendants	692	0.3%	1,474	47.0%	\$26,545.36	0.91	Less than High School
Receptionists and Information Clerks	657	0.3%	16,195	4.1%	\$29,589.64	1.07	High School Diploma
Buyers and Purchasing Agents	646	0.3%	5,223	12.4%	\$61,373.57	0.91	Bachelor's degree
Nonfarm Animal Caretakers	596	0.3%	2,808	21.2%	\$24,465.21	0.99	High School Diploma
Installation, Maintenance, and Repair Workers, All Other	582	0.2%	3,295	17.6%	\$39,061.10	1.35	High School Diploma
Electronic Home Entertainment Equipment Installers and Repairers	581	0.2%	1,560	37.3%	\$45,932.93	3.97	PSNDA
Merchandise Displayers and Window Trimmers	568	0.2%	1,559	36.5%	\$27,143.11	0.87	High School Diploma
Sales and Related Workers, All Other	557	0.2%	1,258	44.3%	\$33,683.93	0.86	High School Diploma
Maintenance and Repair Workers, General	554	0.2%	20,062	2.8%	\$37,001.76	0.95	High School Diploma
Heavy and Tractor-Trailer Truck Drivers	545	0.2%	18,980	2.9%	\$43,245.25	0.75	PSNDA
Market Research Analysts and Marketing Specialists	530	0.2%	5,138	10.3%	\$58,612.04	1.47	Bachelor's degree

Source: Emsi 2019.3 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 15 retail occupations from the staffing patterns with the most jobs added from 2015 to 2018. Customer service representatives saw the most job growth during this time period, followed by Laborers and Freight, Stock, and Material Movers, Hand. Combined Food Preparation and Serving Workers, Including Fast Food, General and Operations Managers, and Stock Clerks and Order Fillers round out the top five retail occupations with the most job growth.

The highest typical education level for eight of these 15 occupations is a high school diploma. Five 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, 2015 to 2018

Description	2015 Jobs	2018 Jobs	Jobs Added, 2015-2018	Median Annual wages, 2015	Median Annual Wages, 2018
Customer Service Representatives	66,650	77,774	11,124	\$31,058	\$33,870
Personal Care Aides	25,966	36,962	10,996	\$21,971	\$23,873
Laborers and Freight, Stock, and Material Movers, Hand	28,533	35,561	7,028	\$25,919	\$28,450
Combined Food Preparation and Serving Workers, Including Fast Food	37,562	44,415	6,854	\$18,667	\$23,020
General and Operations Managers	33,808	38,281	4,472	\$86,659	\$91,199
Registered Nurses	34,263	38,571	4,308	\$73,398	\$76,981
Insurance Sales Agents	11,329	14,621	3,292	\$47,402	\$46,612
Stock Clerks and Order Fillers	28,162	31,186	3,025	\$23,796	\$26,473
First-Line Supervisors of Construction Trades and Extraction Workers	8,934	11,954	3,021	\$59,692	\$61,765
Market Research Analysts and Marketing Specialists	8,173	10,960	2,787	\$57,791	\$58,612
Computer Occupations, All Other	4,039	6,697	2,658	\$76,592	\$82,227
Software Developers, Applications	9,789	12,431	2,642	\$91,154	\$100,749
Sales Representatives, Services, All Other	15,475	18,065	2,590	\$45,224	\$48,288
Industrial Truck and Tractor Operators	6,270	8,783	2,513	\$30,872	\$35,339
Construction Laborers	12,171	14,603	2,432	\$29,694	\$35,227

Source: Emsi 2019.3 QCEW and non-QCEW

Wages in nominal dollars

Note: data accounts for selected occupations across all industries

Arizona Commerce Authority

## Wage Analysis for Retail Occupations

Percentile wage estimates are values under which a certain percent of workers fall; if a specific occupation's wages at the 90th percentile are estimated at \$50,000, 90% of workers earn \$50,000 or less, and 10% of workers in that occupation earn more than \$50,000. An individual's wage depends on many factors, including experience, education and/or industry. Someone with little experience may expect wages near the 10th or 25th percentile while an individual with more experience (or education) might expect to be in the 75th or 90th percentile of wages<sup>10</sup>.

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).

Sales Representatives (Wholesale and Manufacturing, Except Technical and Scientific Products) show the highest wage growth between the median and 90th percentiles. Workers in this occupation typically "Sell goods for wholesalers or manufacturers to businesses or groups of individuals."<sup>11</sup> Parts Salespersons is the occupation with second-most potential for upwards wage mobility, based on the difference between the median and 90th percentile wage. The rest of the top five is comprised of Sales Representatives (Services, All Other), Sales and Related Workers (All Other), and Hairdressers, Hairstylists, and Cosmetologists.

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.<sup>12</sup> This analysis shows that, at the higher percentiles, wages for retail occupations are comparable to the typical wage in the Phoenix MSA.

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10 Bureau of Labor Statistics

11 <https://www.bls.gov/oes/2017/may/oes414012.htm>

12 Phoenix MSA's median wage for all occupations is \$38,139.; [https://www.bls.gov/oes/current/oes\\_38060.htm#00-0000](https://www.bls.gov/oes/current/oes_38060.htm#00-0000)

## Retail occupations, median to 90th percentile wage comparison

Description	2018 Jobs	2018 Median Annual Earnings	2018 Pct. 90 Annual Earnings	% Difference 2018	2018 Location Quotient	Typical Entry Level Education
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	16,705	\$55,327	\$112,279	102.9%	0.89	H.S. Diploma
Parts Salespersons	3,727	\$28,453	\$56,070	97.1%	1.06	Less than H.S.
Sales Representatives, Services, All Other	18,065	\$48,288	\$93,679	94.0%	1.18	H.S. Diploma
Sales and Related Workers, All Other	1,258	\$33,683	\$62,455	85.4%	0.86	H.S. Diploma
Hairdressers, Hairstylists, and Cosmetologists	7,356	\$23,921	\$41,538	73.7%	1.41	PSNDA
Office Clerks, General	40,130	\$34,300	\$58,985	71.9%	0.86	H.S. Diploma
Laborers and Freight, Stock, and Material Movers, Hand	35,561	\$28,450	\$48,584	70.8%	0.89	Less than H.S.
Installation, Maintenance, and Repair Workers, All Other	3,295	\$39,061	\$64,335	64.7%	1.35	H.S. Diploma
Automotive Service Technicians and Mechanics	9,457	\$41,730	\$68,605	64.4%	1.04	PSNDA
Counter and Rental Clerks	6,334	\$24,492	\$38,952	59.0%	1.07	Less than H.S.
Stock Clerks and Order Fillers	31,186	\$26,473	\$41,989	58.6%	1.09	H.S. Diploma
Packers and Packagers, Hand	8,076	\$24,282	\$38,508	58.6%	0.87	Less than H.S.
Shipping, Receiving, and Traffic Clerks	7,784	\$31,847	\$49,757	56.2%	0.85	H.S. Diploma
Heavy and Tractor-Trailer Truck Drivers	18,980	\$43,245	\$66,277	53.3%	0.75	PSNDA
Bakers	1,983	\$26,825	\$40,605	51.4%	0.79	Less than H.S.
Retail Salespersons	66,204	\$24,173	\$36,402	50.6%	1.10	Less than H.S.
Customer Service Representatives	77,774	\$33,870	\$50,866	50.2%	1.95	H.S. Diploma
Tire Repairers and Changers	2,167	\$24,727	\$36,953	49.5%	1.39	H.S. Diploma
Opticians, Dispensing	1,121	\$36,124	\$53,727	48.7%	1.13	H.S. Diploma
Farmworkers and Laborers, Crop, Nursery, and Greenhouse	4,540	\$24,233	\$35,879	48.1%	0.50	Less than H.S.
Security Guards	18,222	\$26,304	\$38,937	48.0%	1.12	H.S. Diploma
Assemblers and Fabricators, All Other, Including Team Assemblers	11,716	\$28,721	\$42,371	47.5%	0.63	H.S. Diploma
Butchers and Meat Cutters	1,297	\$33,803	\$49,690	47.0%	0.70	Less than H.S.

Source: Emsi 2019.3 QCEW and non-QCEW.

Wages in current dollars and represent the annual value.

PSNDA = postsecondary non-degree award.

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## Retail occupations, median to 90th percentile wage comparison continued

Description	2018 Jobs	2018 Median Annual Earnings	2018 Pct. 90 Annual Earnings	% Difference 2018	2018 Location Quotient	Typical Entry Level Education
Automotive and Watercraft Service Attendants	1,474	\$26,545	\$39,012	46.9%	0.91	Less than H.S.
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	35,406	\$35,768	\$52,537	46.9%	1.01	H.S. Diploma
Driver/Sales Workers	7,603	\$28,282	\$41,449	46.6%	1.30	H.S. Diploma
Bookkeeping, Accounting, and Auditing Clerks	18,048	\$40,188	\$58,488	45.5%	0.80	Some college, no degree
Merchandise Displayers and Window Trimmers	1,559	\$27,143	\$39,211	44.5%	0.87	H.S. Diploma
Industrial Truck and Tractor Operators	8,783	\$35,339	\$50,794	43.7%	1.04	Less than H.S.
Order Clerks	1,908	\$31,535	\$44,042	39.7%	0.83	H.S. Diploma
Pharmacy Technicians	6,396	\$34,109	\$47,220	38.4%	1.10	H.S. Diploma
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	27,806	\$24,199	\$33,497	38.4%	0.84	Less than H.S.
Cleaners of Vehicles and Equipment	5,833	\$23,814	\$32,134	34.9%	1.10	Less than H.S.
Telemarketers	7,585	\$28,837	\$38,831	34.7%	3.11	Less than H.S.
Electronic Home Entertainment Equipment Installers and Repairers	1,560	\$45,932	\$61,087	32.9%	3.97	PSNDA
Cashiers	43,365	\$23,757	\$30,622	28.9%	0.87	Less than H.S.
Pharmacists	5,373	\$126,437	\$159,495	26.2%	1.26	Doctoral or professional degree
Food Preparation Workers	10,995	\$24,136	\$30,147	24.9%	0.96	Less than H.S.
Combined Food Preparation and Serving Workers, Including Fast Food	44,415	\$23,020	\$27,701	20.3%	0.87	Less than H.S.

Source: Emsi 2019.3 QCEW and non-QCEW. Wages in current dollars.

PSNDA = postsecondary non-degree award.

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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.

Five 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	2018 Jobs	2018 Median Annual Wage	2018 90th Percentile Wage	2018 Percent Difference	2018 LQ	Entry Level Education
General and Operations Managers	38,281	\$91,199.50	\$193,832.93	112.54%	1.19	Bachelor's degree
First-Line Supervisors of Food Preparation and Serving Workers	15,166	\$30,904.43	\$57,435.93	85.85%	1.13	H.S. Diploma
Sales Managers	8,841	\$105,479.46	\$189,136.95	79.31%	1.65	Bachelor's degree
First-Line Supervisors of Retail Sales Workers	17,309	\$38,172.71	\$62,284.04	63.16%	1.08	H.S. Diploma
First-Line Supervisors of Mechanics, Installers, and Repairers	7,781	\$62,110.58	\$100,444.21	61.72%	1.14	H.S. Diploma
First-Line Supervisors of Office and Administrative Support Workers	27,128	\$51,979.08	\$83,294.40	60.25%	1.30	H.S. Diploma

Source: Emsi 2019.3 QCEW and non-QCEW.

Wages in current dollars.

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## Age 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	25.72%	30.20%	26.56%	17.52%
41-2031	Retail Salespersons	16.87%	30.43%	29.00%	23.71%
43-5081	Stock Clerks and Order Fillers	13.24%	31.61%	35.20%	19.95%
11-1021	General and Operations Managers	0.35%	19.46%	57.60%	22.58%
22-2022	Sales Managers	0.66%	27.45%	54.67%	17.18%
41-1011	First-Line Supervisors of Retail Sales Workers	2.72%	31.31%	47.15%	18.82%

Source: Emsi 2019.3 QCEW and non-QCEW.

Wages in current dollars.

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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 and 47% female). As seen in the table below however, the distribution of gender among these occupations is also noteworthy.

## Gender, Race/Ethnicity 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	29.32%	70.68%	34.07%	49.58%	6.51%
41-2031	Retail Salespersons	48.86%	51.14%	28.95%	59.37%	4.94%
43-5081	Stock Clerks and Order Fillers	64.94%	35.06%	34.43%	50.92%	7.16%
11-1021	General and Operations Managers	70.83%	29.17%	18.08%	72.84%	3.01%
11-2022	Sales Managers	59.20%	40.80%	15.99%	75.08%	2.60%
41-1011	First-Line Supervisors of Retail Sales Workers	57.36%	42.65%	24.16%	65.13%	3.82%

Source: Emsi 2019.3 QCEW and non-QCEW.

Wages in current dollars.

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## Job Postings Analysis

The Arizona Commerce Authority and the Arizona Office of Economic Opportunity use Talent Neuron, 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 Talent Neuron query for job postings from employers in the Retail Trade industry.

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

497 Phoenix-area retail employers are currently hiring for 7,034 open positions, according to Talent Neuron's database. Some

The Talent Neuron system also shows other retail employers have posted significant numbers of ads from 2015 to 2019.

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### Postings by Title

Job Title	Ads with this title
Sales Associate	1,464
Store Manager	932
Assistant Store Manager	841
Cashier	738
Retail Sales Associate	712
Automotive Technician Mechanic	577
Pharmacy Technician	567
Assistant Manager	541
Deli Clerk	539
Pharmacist	518

Source: Talent Neuron, October 2019  
Arizona Commerce Authority

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### Postings by Employer

Employer	Current Ads
CVS Health	603
Banner Health	565
Fry's Food	236
Walmart	227
Family Dollar	218

Source: Talent Neuron, October 2019  
Arizona Commerce Authority

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### Postings by Employer, 2015-2019

Employer	Four-Year Ads
Banner Health	20,069
CVS Health	11,646
Target	8,300
Lowe's	4,855
Safeway	4,725

Source: Talent Neuron, October 2019  
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## 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 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 (38.3%) 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 retail industry is the largest source of talent for retail employers in Arizona. Accommodation and Food Services follows (17.3%).

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### 2017 Job Flows

From all industries in all states to retail in Arizona	Hires	% Hires
Retail Trade	89,015	38.3%
Accommodation and Food Services	40,150	17.3%
Administrative and Support and Waste Management and Remediation Services	30,837	13.3%
Health Care and Social Assistance	9,770	4.2%
Other Services (except Public Administration)	7,030	3.0%
Manufacturing	6,211	2.7%
Transportation and Warehousing	6,168	2.7%
Professional, Scientific, and Technical Services	5,999	2.6%
Construction	5,506	2.4%
Wholesale Trade	5,477	2.4%
Other	26,435	11.4%

Source: United States Census Bureau, LEHD Tables  
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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.

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### 2017 Job Flows

From retail in Arizona to all industries in all states	Hires	% Hires
Retail Trade	84,823	33.9%
Administrative and Support and Waste Management and Remediation Services	35,031	14.0%
Accommodation and Food Services	30,863	12.3%
Health Care and Social Assistance	15,590	6.2%
Finance and Insurance	9,903	4.0%
Professional, Scientific, and Technical Services	8,426	3.4%
Construction	8,423	3.4%
Other Services (except Public Administration)	8,013	3.2%
Transportation and Warehousing	7,582	3.0%
Wholesale Trade	7,334	2.9%
Other	33,966	13.6%

Source: United States Census Bureau, LEHD Tables

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## 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 geographically distributed across the United States. The table below provides population and labor market information for the retail industry in each MSA, ordered by 2018 population.

Of the 10 MSAs selected for comparison, the Houston area has both the largest population (6,997,384) and most jobs in retail (304,869). Philadelphia, the second largest MSA in terms of population, has the most retail establishments along with the second-most jobs in retail. Denver, the smallest MSA, has the smallest retail sector in terms of jobs and establishments. Retail workers in Seattle earn the highest wages, by far, as it represents 100.6% of the MSA's overall average wages. Minneapolis, meanwhile, has the lowest average wages for retail workers, representing 53.3% of the MSA's overall average wages.

The Phoenix MSA ranks fifth among the select MSAs in terms of 2018 population (4,857,962) and jobs in the retail sector (234,689). However, in terms of percentage of employment, Phoenix has the highest concentration of retail workers. Phoenix retail workers earn the fourth most with respect to average wages, and their wages represent 66.1% of the Phoenix MSA's overall average wages, second only to Seattle. These general statistics suggest that retail plays a slightly larger role in Phoenix compared with the other MSAs selected for comparison.

### Population and retail industry statistics for select MSAs, 2018

Metropolitan Statistical Area	Population	Retail Jobs	Retail Jobs as Percentage of Total jobs	Retail LQ	Retail Wages	Avg. Retail Wages as Percentage of Overall Avg. Wage	Establishments
Houston-The Woodlands-Sugar Land, TX	6,997,384	304,869	9.9%	0.96	\$32,905	50.1%	18,113
Philadelphia-Camden-Wilmington, PA-NJ-DE-MD	6,096,372	294,580	10.1%	0.98	\$31,791	52.0%	19,072
Atlanta-Sandy Springs-Roswell, GA	5,949,951	287,875	10.6%	1.02	\$33,348	56.5%	16,366
Boston-Cambridge-Newton, MA-NH	4,875,390	256,224	9.2%	0.89	\$35,885	46.7%	16,035
<b>Phoenix-Mesa-Chandler, AZ</b>	<b>4,857,962</b>	<b>234,689</b>	<b>11.1%</b>	<b>1.07</b>	<b>\$35,338</b>	<b>66.1%</b>	<b>10,155</b>
San Francisco-Oakland-Hayward, CA	4,729,484	209,353	8.4%	0.81	\$44,529	47.0%	12,415
Seattle-Tacoma-Bellevue, WA	3,939,363	224,777	10.6%	1.03	<b>\$77,520</b>	<b>100.6%</b>	10,121
Minneapolis-St. Paul-Bloomington, MN-WI	3,629,190	189,192	9.5%	0.92	\$32,784	53.3%	10,284
San Diego-Carlsbad, CA	3,343,364	147,517	9.2%	0.89	\$34,306	56.1%	8,896
Denver-Aurora-Lakewood, CO	2,932,415	139,486	9.1%	0.88	\$33,274	51.9%	8,219

Source: United States Census Bureau Population Estimates; Emsi 2019.3 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.

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## Job Growth

The table on the right shows the long-term growth rate (2001-2018) for retail jobs in the select MSAs, as well as the growth rates for the periods 2001-2007 and 2010-2018. These rates are included to show differences between the time periods before and after the Great Recession and to demonstrate more recent trends.

From 2001 to 2018, the Seattle MSA's retail sector had the highest employment growth rate among the select MSAs. Specifically, retail jobs in Seattle grew by about 30% during this time period. Phoenix had the second-highest retail employment growth rate with a growth rate around 26%, followed by Houston. The MSAs of Minneapolis, San Francisco and Philadelphia saw a decrease in retail employment over this time period.

### Retail Job Growth, Select MSAs

MSA	Growth rate, 2001-2018	Growth rate, 2001-2007	Growth rate, 2010-2018
Seattle	29.9%	1.8%	35.6%
Phoenix	25.9%	25.3%	14.1%
Houston	22.7%	5.0%	16.7%
Denver	12.9%	3.2%	15.4%
Atlanta	11.2%	4.9%	18.2%
San Diego	8.7%	9.5%	13.1%
Boston	1.8%	-3.1%	6.9%
Minneapolis	-1.2%	-1.5%	10.8%
San Francisco	-2.3%	-2.9%	12.3%
Philadelphia	-4.1%	-0.6%	2.6%

Source: Emsi 2019.3 QCEW and non-QCEW.

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The growth rates varied among the MSAs in the years prior to the Great Recession. Phoenix by far had the highest growth rate, at more than 25%. The second highest growth rate was that of San Diego, which grew by nearly 10%. Four of the MSAs had negative annual growth rates in this time period.

Following the Great Recession, all 10 MSAs saw positive growth rates for employment in the retail sector. From 2010 to 2018, Seattle had the highest growth rate, by far, at 35.6%. The second highest was that of Atlanta, at more than 18%. Retail jobs in Phoenix grew by about 14%, which was fifth-highest among the MSAs.

The Phoenix MSA has posted strong retail job gains since 2001, and while the growth in recent years is slower than prior to the Great Recession, growth has only slowed slightly in recent years compared with pre-recession growth.

## 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 2018 and growth rates for 2002-2007 and 2010-2018. 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 seven of the 10 MSAs from 2002 to 2018. Only Minneapolis and Seattle had retail sectors that posted wage gains in that time, while Atlanta saw no change. Retail wages in Phoenix decreased by 1.3% from 2002 to 2018 on an inflation-adjusted basis.

From 2010 to 2018, retail wages increased in all but two of the 10 MSAs. These growth rates were not enough to offset earlier wage decreases.

Six 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, largely due to Amazon's presence in the Seattle area.

## Retail Wage Growth, Select MSAs

MSA	Growth Rate, 2002-2018	Growth Rate, 2002-2007	Growth Rate, 2010-2018
Seattle	93.3%	-3.2%	97.6%
Minneapolis	1.7%	-5.9%	6.9%
Atlanta	0.0%	3.4%	0.9%
Phoenix	-1.3%	0.4%	1.0%
Boston	-1.4%	-5.9%	10.3%
San Diego	-3.0%	2.9%	0.5%
Philadelphia	-4.9%	6.1%	-7.3%
Houston	-5.6%	-3.4%	2.7%
San Francisco	-6.6%	-13.0%	14.1%
Denver	-8.8%	-4.7%	-1.5%

Source: Emsi 2019.3 QCEW and non-QCEW; Bureau of Labor Statistics Consumer Price Index; ACA calculations

Adjusts for inflation to 2018 dollars using the CPI for each respective metro area.

Sorted by the overall percent change from 2002 to 2018.

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## 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 1.20 and employment greater than 500. The select industries consist of:

- Electronic shopping
- Other direct selling establishments
- Used merchandise stores
- Paint and wallpaper stores
- Pet and pet supplies stores
- Optical goods stores
- Food (health) supplement stores
- Men's clothing stores
- Automotive parts and accessories stores
- Office supplies and stationery stores
- All other miscellaneous store retailers (except tobacco stores)
- Electronics stores
- Sewing, needlework, and piece goods stores
- Used car dealers
- Furniture stores

We analyzed these industries across the select MSAs using 2018 location quotients, 2018 jobs, job growth from 2015 to 2018, average retail wages as a percentage of each MSA's average (in 2018), and real wage growth from 2015 to 2018.

Phoenix had the highest LQ compared with other MSAs in six of the industries. Phoenix had the most jobs in five of the industries, and the highest job growth in one of the industries. Phoenix had the highest wage as a percentage of the MSA overall average wage in 5 industries, although in no industry did it have the highest real wage growth.

## 2018 Location Quotients

Description	Phoenix	Atlanta	Boston	Denver	Houston	Minneapolis	Philadelphia	San Diego	San Francisco	Seattle
Electronic Shopping and Mail-Order Houses	<b>2.34</b>	0.77	1.44	0.55	0.21	1.24	1.10	0.83	2.13	8.51
Used Merchandise Stores	<b>2.22</b>	1.14	0.61	1.78	0.69	0.91	0.81	1.05	1.13	1.38
Other Direct Selling Establishments	<b>2.11</b>	0.97	0.35	0.97	0.42	1.23	1.10	0.60	0.66	0.75
Paint and Wallpaper Stores	<b>1.87</b>	0.81	0.96	1.23	0.68	1.07	1.06	1.22	0.99	1.33
Used Car Dealers	<b>1.70</b>	1.76	0.59	1.05	1.36	0.56	1.02	0.52	0.39	0.90
Pet and Pet Supplies Stores	<b>1.61</b>	1.22	0.96	1.34	1.02	1.10	1.34	1.73	1.06	1.21
Optical Goods Stores	<b>1.58</b>	2.14	0.88	1.24	0.92	0.84	1.25	0.92	1.00	0.63
Men's Clothing Stores	<b>1.58</b>	1.48	1.09	0.89	1.83	1.10	0.99	0.85	0.98	1.00
Food (Health) Supplement Stores	<b>1.49</b>	0.86	0.65	1.78	0.72	0.64	0.73	1.06	1.04	1.43
Sewing, Needlework, and Piece Goods Stores	<b>1.40</b>	0.82	0.77	1.02	0.75	1.17	0.76	0.95	0.88	1.28
Electronics Stores	<b>1.30</b>	1.65	0.69	1.08	1.18	0.86	0.92	1.19	0.97	0.98
Furniture Stores	<b>1.28</b>	1.00	0.60	0.84	1.15	1.19	1.23	0.91	0.88	0.80
All Other Miscellaneous Store Retailers (except Tobacco Stores)	<b>1.26</b>	0.60	0.66	1.42	0.66	1.25	0.89	0.87	0.83	1.84
Office Supplies and Stationery Stores	<b>1.23</b>	1.54	0.85	0.75	0.85	0.80	0.90	0.88	0.89	0.94
Automotive Parts and Accessories Stores	<b>1.22</b>	1.38	0.58	0.78	0.99	0.68	0.71	0.76	0.40	0.65

Source: Emsi 2019.3 QCEW and non-QCEW.

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## 2018 Employment by Industry, Select MSAs

Description	Phoenix	Atlanta	Boston	Denver	Houston	Minneapolis	Philadelphia	San Diego	San Francisco	Seattle
Electronic Shopping and Mail-Order Houses	12,979	5,476	10,555	2,228	1,699	6,494	8,415	3,464	13,893	47,065
Electronics Stores	7,953	12,916	5,565	4,799	10,462	4,956	7,709	5,521	6,932	5,987
Automotive Parts and Accessories Stores	6,295	9,172	3,941	2,943	7,459	3,301	5,025	2,992	2,453	3,345
Used Merchandise Stores	5,343	3,524	1,936	3,111	2,424	2,078	2,684	1,921	3,206	3,321
Furniture Stores	3,984	3,988	2,462	1,898	5,194	3,506	5,266	2,143	3,218	2,499
Used Car Dealers	3,880	5,177	1,764	1,742	4,506	1,205	3,199	900	1,045	2,045
Pet and Pet Supplies Stores	2,746	2,667	2,164	1,657	2,527	1,760	3,149	2,226	2,123	2,052
All Other Miscellaneous Store Retailers (except Tobacco Stores)	2,685	1,650	1,860	2,205	2,051	2,520	2,616	1,409	2,075	3,911
Other Direct Selling Establishments	1,837	1,085	404	613	526	1,012	1,315	393	679	649
Office Supplies and Stationery Stores	1,737	2,805	1,600	772	1,749	1,074	1,765	943	1,484	1,335
Optical Goods Stores	1,600	2,791	1,174	914	1,357	802	1,745	708	1,195	632
Men's Clothing Stores	1,066	1,286	971	436	1,792	699	924	435	781	676
Paint and Wallpaper Stores	1,034	575	701	493	543	561	809	510	646	738
Food (Health) Supplement Stores	1,019	758	583	883	717	415	687	548	835	979
Sewing, Needlework, and Piece Goods Stores	723	546	528	384	561	572	539	373	537	658

Source: Emsi 2019.3 QCEW and non-QCEW.

Arizona Commerce Authority

## Employment Growth by Industry, Select MSAs, 2015-2018

Description	Phoenix	Atlanta	Boston	Denver	Houston	Minneapolis	Philadelphia	San Diego	San Francisco	Seattle
Men's Clothing Stores	66%	9%	-7%	1%	0%	14%	-22%	5%	7%	3%
Used Car Dealers	43%	43%	5%	6%	5%	19%	26%	3%	85%	4%
Paint and Wallpaper Stores	13%	-16%	5%	6%	4%	-2%	4%	21%	-10%	7%
Automotive Parts and Accessories Stores	9%	27%	2%	3%	6%	3%	-1%	1%	-12%	5%
Used Merchandise Stores	8%	11%	-4%	-5%	-2%	-13%	2%	-18%	4%	1%
Optical Goods Stores	8%	108%	-12%	-2%	4%	-13%	-2%	2%	49%	-8%
Pet and Pet Supplies Stores	4%	3%	2%	11%	19%	18%	1%	31%	4%	-1%
Furniture Stores	4%	7%	5%	-30%	1%	7%	11%	11%	24%	-5%
All Other Miscellaneous Store Retailers (except Tobacco Stores)	4%	33%	14%	115%	9%	-17%	10%	26%	-3%	95%
Food (Health) Supplement Stores	4%	3%	1%	-1%	7%	10%	-3%	-8%	-29%	-23%
Sewing, Needlework, and Piece Goods Stores	-5%	-18%	-4%	1%	-13%	-9%	-14%	-2%	-23%	-34%
Office Supplies and Stationery Stores	-5%	-2%	-10%	-19%	-17%	-10%	-11%	-13%	-20%	-17%
Electronics Stores	-6%	2%	-5%	1%	3%	-1%	-8%	12%	-5%	15%
Electronic Shopping and Mail-Order Houses	-11%	38%	46%	-3%	9%	-2%	-8%	22%	42%	66%
Other Direct Selling Establishments	-15%	-8%	10%	-10%	0%	-4%	1%	-13%	53%	23%

Source: Emsi 2019.3 QCEW and non-QCEW.

Arizona Commerce Authority

## Average Industry Wage as a Percentage of MSA Overall Average Wage, Select MSAs, 2018

Description	Phoenix	Atlanta	Boston	Denver	Houston	Minneapolis	Philadelphia	San Diego	San Francisco	Seattle
Other Direct Selling Establishments	135.4%	98.5%	83.2%	79.7%	75.4%	90.7%	96.7%	98.8%	53.1%	66.5%
Electronic Shopping and Mail-Order Houses	109.6%	87.9%	128.5%	98.6%	73.2%	136.6%	122.9%	95.1%	98.3%	293.4%
Used Car Dealers	106.6%	89.6%	66.4%	86.1%	80.0%	79.9%	86.2%	77.4%	54.4%	81.7%
Electronics Stores	97.4%	108.9%	72.0%	63.2%	68.7%	83.3%	77.0%	71.1%	61.2%	75.9%
Furniture Stores	84.2%	89.2%	72.4%	76.8%	91.4%	75.6%	70.3%	72.8%	89.4%	65.4%
Paint and Wallpaper Stores	82.4%	77.6%	63.4%	63.8%	74.5%	74.9%	78.2%	88.0%	53.4%	65.3%
Office Supplies and Stationery Stores	75.3%	86.0%	35.8%	46.8%	52.4%	59.7%	42.7%	56.8%	47.2%	57.0%
All Other Miscellaneous Store Retailers (except Tobacco Stores)	71.4%	46.1%	54.9%	55.5%	51.2%	68.8%	53.6%	52.0%	42.7%	44.8%
Automotive Parts and Accessories Stores	63.1%	64.3%	45.4%	53.0%	47.0%	49.9%	49.6%	57.5%	40.3%	45.9%
Optical Goods Stores	63.1%	66.3%	52.4%	48.9%	58.9%	65.9%	59.5%	47.0%	33.0%	46.6%
Food (Health) Supplement Stores	62.6%	35.6%	37.9%	42.8%	47.7%	40.0%	39.8%	50.3%	45.2%	36.5%
Pet and Pet Supplies Stores	52.2%	40.8%	33.8%	41.1%	37.6%	42.1%	35.3%	87.6%	33.3%	37.5%
Used Merchandise Stores	44.8%	34.1%	36.6%	33.1%	36.9%	34.5%	35.5%	35.9%	41.2%	35.3%
Men's Clothing Stores	35.9%	51.5%	48.3%	59.0%	44.4%	50.5%	52.1%	54.2%	51.1%	36.9%
Sewing, Needlework, and Piece Goods Stores	32.5%	33.3%	24.3%	24.1%	27.0%	22.6%	30.0%	29.0%	25.1%	20.0%

Source: Emsi 2019.3 QCEW and non-QCEW; ACA calculations.

Arizona Commerce Authority

## Real Wage Growth by Industry, Select MSAs, 2015-2018

Description	Phoenix	Atlanta	Boston	Denver	Houston	Minneapolis	Philadelphia	San Diego	San Francisco	Seattle
Electronic Shopping and Mail-Order Houses	15.4%	-7.0%	23.3%	-5.7%	-23.7%	14.4%	-5.3%	-15.4%	10.0%	79.1%
Electronics Stores	8.0%	-4.7%	6.7%	-0.7%	0.4%	5.2%	6.6%	-45.2%	-34.4%	9.2%
Other Direct Selling Establishments	7.5%	4.6%	-1.4%	11.6%	2.0%	6.1%	9.7%	-1.5%	-29.0%	9.9%
Automotive Parts and Accessories Stores	4.4%	-3.6%	1.0%	-0.4%	-4.0%	1.1%	0.5%	9.5%	-2.0%	5.2%
Pet and Pet Supplies Stores	4.2%	-6.9%	1.9%	2.3%	-3.7%	4.9%	1.5%	98.0%	7.2%	11.1%
Used Car Dealers	2.2%	9.1%	-7.8%	-6.8%	3.7%	7.1%	2.1%	2.9%	-10.2%	3.1%
Optical Goods Stores	1.9%	23.0%	9.5%	-4.2%	10.6%	21.7%	11.5%	23.9%	-10.3%	16.0%
Food (Health) Supplement Stores	1.3%	-12.8%	-6.1%	-1.3%	-10.0%	10.9%	-6.6%	-2.8%	-28.2%	-2.8%
Furniture Stores	-0.3%	9.2%	-12.2%	-5.8%	-0.8%	-2.3%	0.8%	-1.1%	60.2%	-5.8%
Used Merchandise Stores	-2.1%	-7.8%	4.0%	0.6%	0.8%	6.0%	3.7%	3.4%	13.9%	-0.3%
All Other Miscellaneous Store Retailers (except Tobacco Stores)	-4.3%	-21.7%	14.2%	0.5%	3.0%	3.4%	-2.6%	-8.1%	-24.6%	5.3%
Paint and Wallpaper Stores	-4.6%	-9.1%	-2.4%	3.9%	5.7%	7.7%	4.5%	-7.2%	-1.5%	4.7%
Sewing, Needlework, and Piece Goods Stores	-6.6%	-0.6%	-6.1%	-1.9%	-3.7%	-3.1%	8.3%	-3.8%	7.8%	-27.6%
Office Supplies and Stationery Stores	-7.5%	10.1%	-4.1%	-3.9%	-3.6%	-1.6%	-4.8%	-1.4%	-0.2%	1.2%
Men's Clothing Stores	-26.7%	4.9%	4.3%	1.1%	-4.6%	-6.8%	5.9%	0.5%	-0.1%	3.6%

Source: Emsi 2019.3 QCEW and non-QCEW; ACA calculations.

Adjusted for inflation using BLS CPI for each respective metro area. Re-indexed to 2018.  
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 2019.<sup>1</sup> Based on the 2019 Top 100 list, 22 of the top 100 employers in Arizona are retailers and nine of the top 25 largest employers are retailers.

### Notable Retailers

D&B Hoovers, a business intelligence tool, provides data on business establishments for specific geographies. We use the *Arizona Republic's* Top 100 list in addition to D&B Hoovers to identify notable retailers with a presence in the Phoenix MSA.<sup>2</sup> We further supplement this information with employment data from the Maricopa Association of Government 2018 Employer Database. According to the MAG database, there are more than 193,000 retail jobs in the Phoenix area, making up nearly 17% of the regional workforce. The following are some notable retailers in the Phoenix MSA. All Phoenix area employment estimates are from the MAG database Business, Jobs, and Industry Highlights and data query tool.<sup>3</sup>

**Walmart Stores Inc.** is the largest retailer in the world, operating in 27 countries with 2.2 million associates worldwide. Walmart is the second largest non-government employer in the state and has about 15,000 employees in the Phoenix area, based on MAG estimates.<sup>4</sup>

**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 approximately 15,000 employees in the Phoenix area. The *Arizona Republic* lists Kroger as the third largest non-government employer in the state.<sup>5</sup>

**CVS Health**, a retail pharmacy and health care company, is the seventh largest employer in Arizona and employs about 5,800 workers in the Phoenix area.<sup>6</sup>

**The Home Depot**, the world's largest home improvement retailer, operates more than 2,200 stores in North America with 400,000 associates. 6,500 of these associates work in the Phoenix area.<sup>7</sup>

**Basha's Supermarkets** is the 18<sup>th</sup> largest employer in Arizona and has about 5,000 employees in the Phoenix area and more than 100 stores across the state. The retailer is headquartered in Chandler and is family-owned and family-operated.<sup>8</sup>

**Amazon.com Inc** is an online retailer that allows sellers to sell their products directly through Amazon. The company operates fulfillment centers where it conducts warehousing and distribution operations for products sold through its website. Amazon employs approximately 8,000 people in the Phoenix area, including warehouses and other facilities.<sup>9</sup>

**Circle K** is an international chain of convenience stores that operates as a subsidiary of Alimentation

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<sup>1</sup> <https://www.azcentral.com/pages/interactives/news/local/arizona-data/arizona-republic-100-largest-companies-hiring-in-phoenix-arizona/>

<sup>2</sup> Please note that data for specific businesses are limited, and D&B Hoovers provides rough estimates.

<sup>3</sup> 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.

<sup>4</sup> <https://corporate.walmart.com/our-story>; 2018 MAG Employer Database.

<sup>5</sup> <https://www.thekrogerco.com/about-kroger/our-business/>; 2018 MAG Employer Database.

<sup>6</sup> <https://cvshealth.com/about>; 2018 MAG Employer Database.

<sup>7</sup> <https://corporate.homedepot.com/about>; 2018 MAG Employer Database.

<sup>8</sup> D&B Hoovers; <https://www.bashas.com/bashas-family-of-stores/>; 2018 MAG Employer Database.

<sup>9</sup> <https://www.aboutamazon.com/amazon-fulfillment-center-tours/>; 2018 MAG Employer Database.

Couche-Tard Inc., a Canadian company engaged in the convenience store industry. Circle K operates a Grand Canyon division and has more than 3,000 employees in Phoenix.<sup>10</sup>

**PetSmart** is the largest U.S. retailer of specialty pet supplies and services. PetSmart operates more than 1,650 stores employing 56,000 associates in the U.S. The company is headquartered in Phoenix, where it employs nearly 3,000 workers.<sup>11</sup>

**Goodwill of Central and Northern Arizona** operates nearly 100 retail stores with more than 2,500 employees in the Phoenix region. Goodwill stores offer second-hand goods ranging from electronics to clothes.<sup>12</sup>

**Sprouts Farmers Market Inc.** is a Phoenix-based grocery store specializing in natural and organic products with more than 300 stores in 19 states employing more than 30,000 team members. About 3,000 of these employees operate in the Phoenix area.<sup>13</sup>

**Target** is a retailer merchandising products across 1,855 stores in the United States. More than 5,000 employees work in the Phoenix area.<sup>14</sup>

## Industry Associations

The **Arizona Retailers Association** (ARA) states its purpose as “providing the united voice of retailing in Arizona” and has more than 1,700 Arizona businesses in its membership. 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 for over 50 years and is a member of the Council of State Retail Associations.<sup>15</sup> The ARA currently operates two committees to address the needs of specific retail industries:

- The **Arizona Community Pharmacy Committee** (ACPC) provides representation for retailers with a pharmacy presence in Arizona at the state legislature, the Arizona Board of Pharmacy, and at the Congressional level.<sup>16</sup>
- 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.<sup>17</sup>

The **Arizona Organized Retail Crime Alliance** (AZORCA) consists of law enforcement and corporate retail partners (including LPC) and allows members to communicate about criminal activity impacting businesses to help prevent organized retail crime. The organization recently partnered with Bair Analytics, which in turn extends their partnership to law enforcement agencies across the country and expands their information sharing capabilities.<sup>18</sup>

The **Arizona Food Marketing Alliance** is a non-profit association representing 1,100 grocery stores and over 100 suppliers in all areas that are impacted by state and federal legislatures, including but not limited to taxes, fees, labeling, food safety and packaging. The AFMA has operated since 1943 and is the parent

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<sup>10</sup> D&B Hoovers; <https://www.circlek.com/us/grand-canyon>; 2018 MAG Employer Database.

<sup>11</sup> D&B Hoovers; <https://www.petsmartcorporate.com/>; 2018 MAG Employer Database.

<sup>12</sup> <https://www.goodwillaz.org/locations?>; 2018 MAG Employer Database.

<sup>13</sup> <https://about.sprouts.com/about/>; 2018 MAG Employer Database.

<sup>14</sup> <https://corporate.target.com/press/corporate>; 2018 MAG Employer Database.

<sup>15</sup> <https://www.azretailers.com/>

<sup>16</sup> <https://www.azretailers.com/acpc.html>

<sup>17</sup> <https://www.azretailers.com/loss-prevention.html>

<sup>18</sup> <http://www.azorca.info/about-us.html>

organization of the following groups:

- Arizona Food & Drug Industry Education Foundation, which provides funding for tuition reimbursement and scholarships for all 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 for retailers with a presence in Arizona.

## Education Programs and Initiatives

There are numerous education programs in Arizona that offer retail related education, including general business management, supply chain management, pharmacy and pharmacy technology. However, this section focuses on programs that are specifically tied to retail.

### RetailWorks AZ

Funded by a nearly \$1 million grant from Walmart, RetailWorks AZ is an initiative by the Center for the Future of Arizona dedicated to the development of innovative career advancement approaches in the retail industry. To achieve this, the organization partners with retail employers, local governments, educational institutions and workforce development organizations.<sup>19</sup>

### Arizona State University

The W.P. Carey School of Business at Arizona State University (ASU) offers a retail management business degree.<sup>20</sup> 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.<sup>21</sup>

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<sup>19</sup> <https://www.arizonafuture.org/retailworks-az/overview/>

<sup>20</sup> <https://wpcarey.asu.edu/undergraduate-degrees/retail-management>

<sup>21</sup> <http://cals.arizona.edu/fcs/rcsc/undergraduate>

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.<sup>22</sup>

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.<sup>23</sup>

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.<sup>24</sup>
- 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.<sup>25</sup>
- 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.<sup>26</sup>
- The Retail Entrepreneurship Club (REC), which provides students with the chance to apply their entrepreneurial skills in partnership with local business.<sup>27</sup>

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.<sup>28</sup>

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<sup>22</sup> <https://cals.arizona.edu/fcs/rcsc/research-consulting>

<sup>23</sup> <https://cals.arizona.edu/fcs/rcsc/tilcenter>

<sup>24</sup> <https://terrylundgrencenter.org/node/121>

<sup>25</sup> <https://terrylundgrencenter.org/node/123>

<sup>26</sup> <https://terrylundgrencenter.org/node/122>

<sup>27</sup> <https://terrylundgrencenter.org/node/233>

<sup>28</sup> <https://terrylundgrencenter.org/node/120>

## Maricopa Community Colleges

Colleges in the Maricopa Community College District offer degrees and certificates relevant to the retail industry.<sup>29</sup> The following colleges offer an Associate in Applied Science in Retail Management:

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

The degree program 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 25-credit program covers apparel and retail store management, merchandising, salesmanship, customer service, basic computer systems and human resources.<sup>30</sup>

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.<sup>31</sup>

## 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.<sup>32</sup> 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 a related degree.<sup>33</sup>

Pima Community College also offers a Certificate in Retail Management, which provides students the skills required to work as a supervisor or manager in the retail industry.<sup>34</sup>

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<sup>29</sup> <https://asa.maricopa.edu/departments/center-for-curriculum-transfer-articulation/programs-degrees>

<sup>30</sup> <https://www.mesacc.edu/programs/detail/retail-sales-manager-cc/>; The CLC program name was pulled directly from the Mesa CC webpage.

<sup>31</sup> <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](http://www.riosalado.edu/programs/quality_customer_service/Pages/aas.aspx)

<sup>32</sup> <https://www.pima.edu/about-pima/index.html>

<sup>33</sup> <https://www.pima.edu/programs-courses/credit-programs-degrees/business-careers/business/retailing-consumer-aoa.html>

<sup>34</sup> <https://www.pima.edu/programs-courses/credit-programs-degrees/business-careers/business/retail-management-cert.html>

## Overview of Minimum Wage Changes in Arizona

Arizona's minimum wage increased to \$11.00 per hour in 2019, \$3.75 dollars more than the federal minimum wage.

Research on the effects of minimum wage increases on employment levels has been inconclusive. Katz and Krueger<sup>35</sup> as well as Card and Krueger<sup>36</sup>, who researched minimum wage increases in Texas and New Jersey, respectively, found positive but statistically insignificant effects on employment levels. These results have been revisited by further studies in the 2000s by Neumark and Wascher<sup>37</sup> as well as Addison, Blackburn, and Cotti<sup>38</sup>, which found either small, negative effects or close to zero effects on employment levels.

Arizona-specific research into Proposition 206 minimum wage increases conducted by the Grand Canyon institute<sup>39</sup> saw positive income gains with no discernible effect on employment in the food service occupations. However, the study did find a 1-hour decrease in average hours worked among workers in these occupations.

One more minimum wage increase is scheduled for January 2020, which will increase Arizona's minimum wage to \$12.00 per hour. Looking at median wages, this will impact 12 occupations and more than 55,000 jobs, or 23.7% of the industry.

A potential modification to the current minimum wage, HB 2523, sought to offer employers the option to pay as low as the federal minimum wage to students under age 22. According to the *Arizona Republic*, the bill would only apply to those under 22 years old that work either intermittently or less than 20 hours per week<sup>40</sup>. Approximately 20% of the employees of occupations with a median wage below the \$12.00 range are younger than 22. Ultimately, the bill was held in the Senate, receiving insufficient support.

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<sup>35</sup> Card, D., & Krueger, A. B. (1995). Time-series minimum-wage studies: a meta-analysis. *The American Economic Review*, 85(2), 238-243.

<sup>36</sup> Card, D., & Krueger, A. B. (1993). *Minimum wages and employment: A case study of the fast food industry in New Jersey and Pennsylvania* (No. w4509). National Bureau of Economic Research.

<sup>37</sup> Neumark, D., & Wascher, W. L. (2007). Minimum wages and employment. *Foundations and Trends® in Microeconomics*, 3(1-2), 1-182.

<sup>38</sup> Addison, J. T., Blackburn, M. L., & Cotti, C. D. (2009). Do minimum wages raise employment? Evidence from the US retail-trade sector. *Labour Economics*, 16(4), 397-408.

<sup>39</sup> <https://grandcanyoninstitute.org/impacts-of-a-higher-minimum-wage/>

<sup>40</sup> <https://www.azcentral.com/story/opinion/op-ed/ej-montini/2019/03/28/minimum-wage-arizona-legislature/3308094002/>

## Occupations with the Lowest Median Annual Earnings, 2018

SOC	Description	Median Annual Earnings	Employed in Industry (2018)	% of Total Jobs in Industry (2018)
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	\$23,020	1,919	0.8%
41-2011	Cashiers	\$23,757	35,075	14.9%
53-7061	Cleaners of Vehicles and Equipment	\$23,814	1,480	0.6%
39-5012	Hairdressers, Hairstylists, and Cosmetologists	\$23,921	1,207	0.5%
35-2021	Food Preparation Workers	\$24,136	2,882	1.2%
41-2031	Retail Salespersons	\$24,173	60,915	26.0%
37-2011	Janitors and Cleaners, Except Maids and Housekeeping Cleaners	\$24,199	1,039	0.4%
53-7064	Packers and Packagers, Hand	\$24,282	2,182	0.9%
39-2021	Nonfarm Animal Caretakers	\$24,465	596	0.3%
41-2021	Counter and Rental Clerks	\$24,492	933	0.4%
35-3022	Counter Attendants, Cafeteria, Food Concession, and Coffee Shop	\$24,645	817	0.3%
49-3093	Tire Repairers and Changers	\$24,727	1,892	0.8%

Source: Census Bureau, LEHD Tables

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### Recent facility closures

The Worker Adjustment and Retraining Notification Act (WARN) requires employers to provide 60-day notice of all facility closures. Typically, this applies to employers who have 100 or more employees. Information regarding notices can be found on the AZ@Work website. This report compiled all retail foreclosures in the WARN database from January 1<sup>st</sup>, 2018 to October 1<sup>st</sup>, 2019 in the Phoenix area, which is shown below.

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#### WARN Retail Closures for the Phoenix Area, 2018-2019

Company	City	Employees Affected	WARN Issuance date
Safeway	Mesa	65	10/18/2019
Albertsons	Gilbert	99	6/21/2019
Safeway	Scottsdale	60	6/21/2019
Walmart	Tempe	23	6/12/2019
Albertsons	Tempe	60	4/26/2019
Safeway	Glendale	61	6/18/2018
Safeway	Phoenix	55	6/18/2018
Albertsons	Phoenix	76	1/11/2018
Sam's Club	Scottsdale	129	1/5/2018

Source: Arizona Job Connection, WARN company search

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In total, there were 628 affected employees by facility closures in the Phoenix area. 439 of the effected belong to Albertson’s and Safeway, both of which are owned private equity firm Cerberus Capital Management. The largest single closure was a Sam’s Club.

Fox10 Phoenix reported that one reason for the large number of Safeway/Albertsons closures may be due to a shift in consumer patterns leading less people to want large-scale grocery stores, opting instead for smaller establishments<sup>41</sup>.

According to *Business Insider*, the Sam’s Club closure was part of a larger wave of closures. Walmart, Sam’s Club parent company, decided that many of their locations were no longer viable, and closed 63 of Sam’s Club facilities nationwide starting in January 2018<sup>42</sup>.

<sup>41</sup> <https://www.fox10phoenix.com/news/safeway-to-close-three-stores-in-arizona-including-two-in-the-valley>

<sup>42</sup> <https://www.businessinsider.com/walmart-suddenly-closes-sams-club-stores-2018-1>

## 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.

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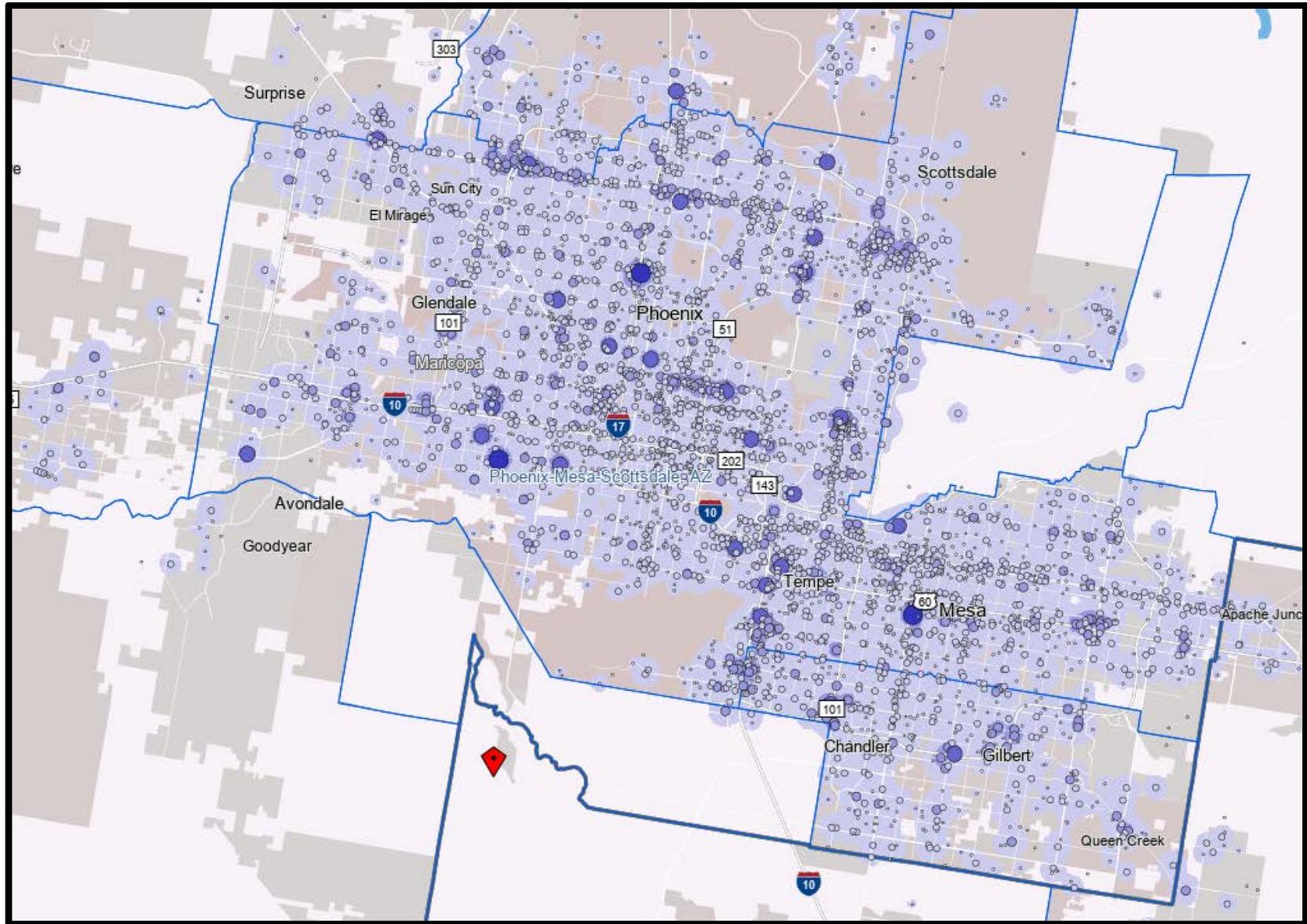
### Retail Share by Community

Community	Retail % of Jobs
Avondale	41.9%
Peoria	26.7%
Surprise	23.0%
Goodyear	21.3%
Glendale	20.0%
Gilbert	19.6%
Mesa	15.0%
Sun City	12.2%
Chandler	11.5%
Phoenix	10.0%
Scottsdale	10.0%
Tempe	9.8%

Source: United States Census Bureau, Center for Employment Statistics

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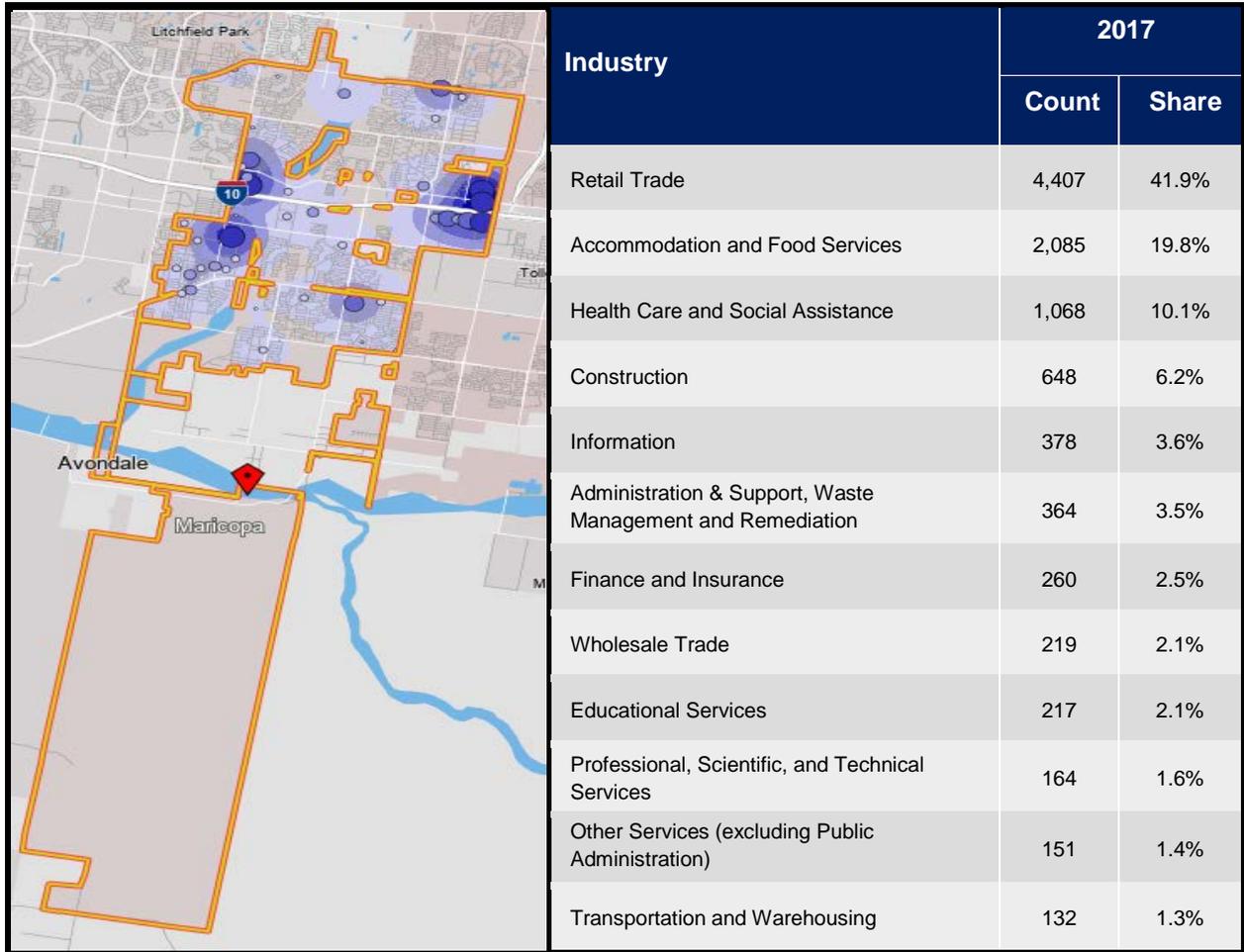
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Source: United States Census Bureau, Center for Employment Statistics

## Avondale Primary Retail Jobs Profile

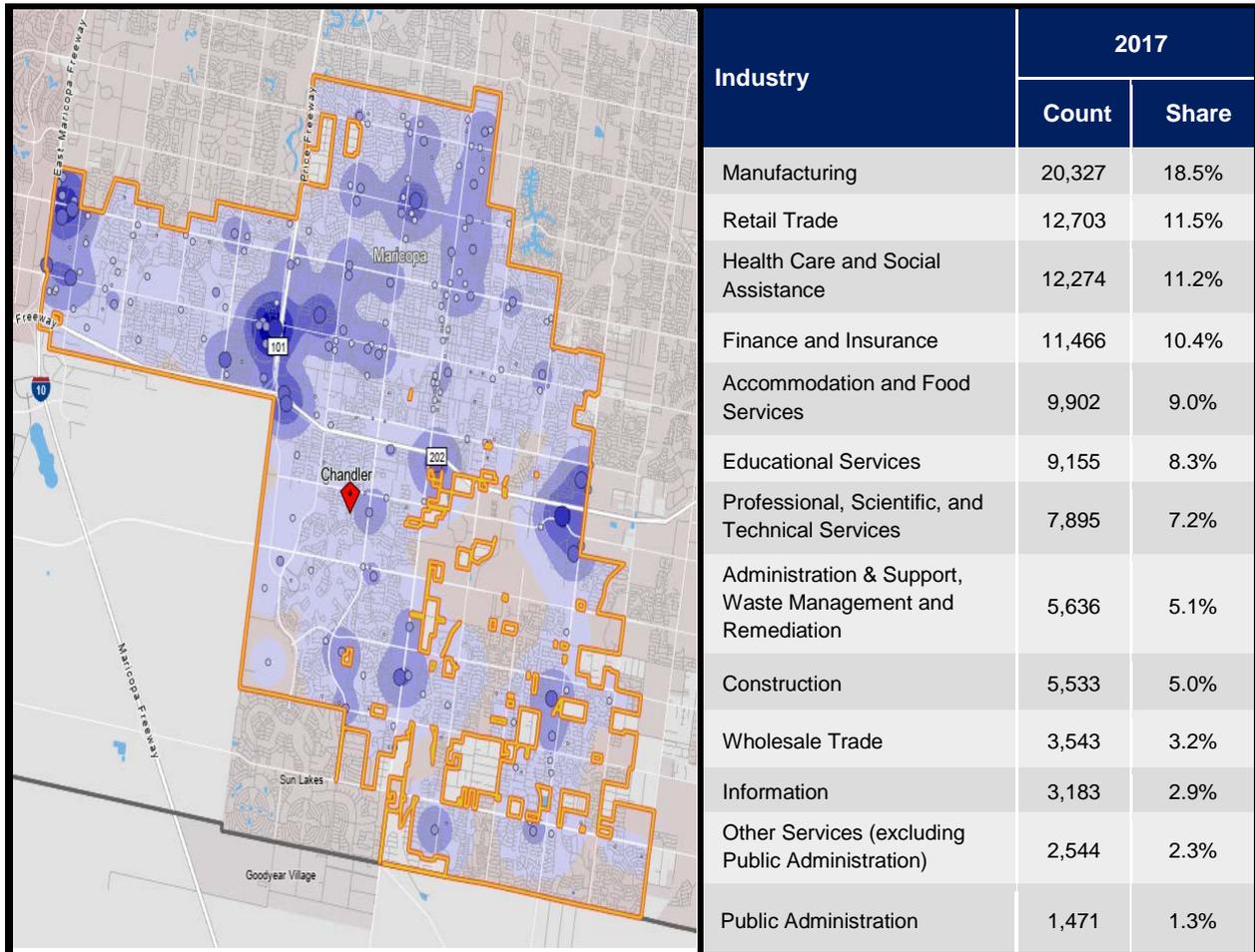
41.9% of Avondale jobs are in the retail trade industry. It employs more workers than any other industry in the community. Avondale ranks 1<sup>st</sup> among the 12 selected cities of the Phoenix Valley in retail jobs as a percentage of all jobs.



Source: United States Census Bureau, Center for Employment Statistics

## Chandler Primary Retail Jobs Profile

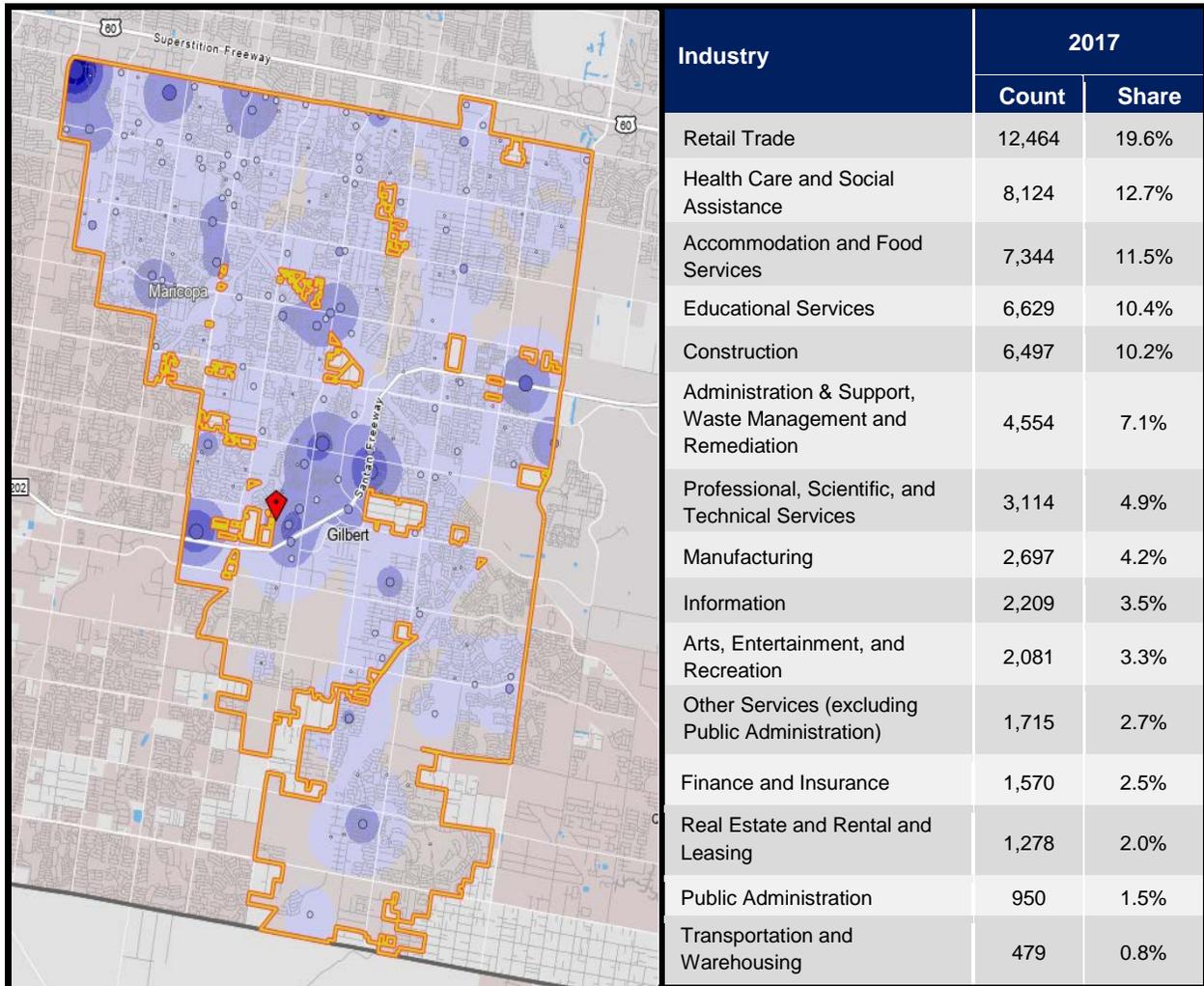
Approximately 11.5% of Chandler jobs are in the retail trade industry. Only Manufacturing employs more. Chandler ranks 9<sup>th</sup> among the 12 selected cities of the Phoenix Valley in retail jobs as a percentage of all jobs.



Source: United States Census Bureau, Center for Employment Statistics

## Gilbert Primary Retail Jobs Profile

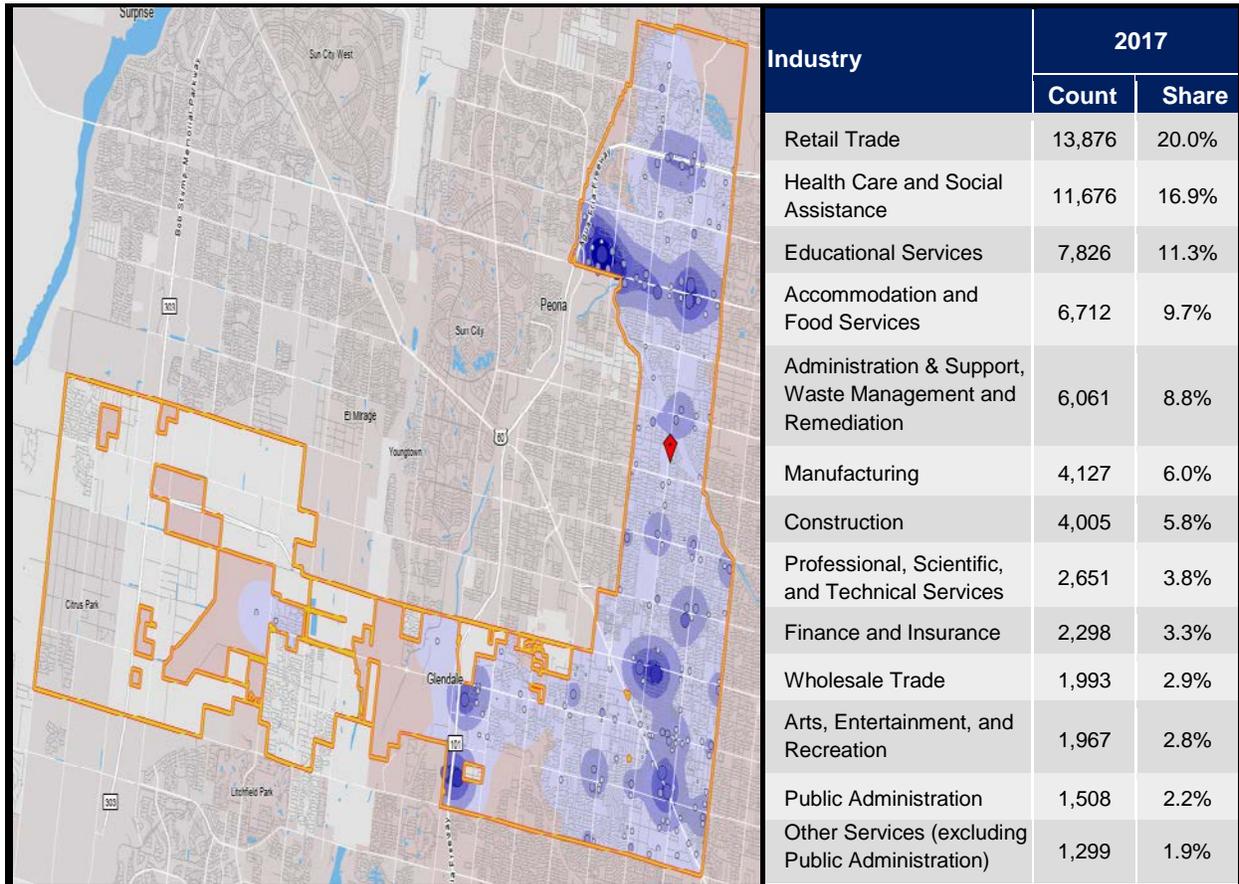
Approximately 19.6% of Gilbert jobs are in the retail trade industry. Retail jobs in this market account for a higher share of total jobs than any other industry. Gilbert ranks 6<sup>th</sup> among the 12 selected cities of the Phoenix Valley in retail jobs as a percentage of all jobs.



Source: United States Census Bureau, Center for Employment Statistics

## Glendale Primary Retail Jobs Profile

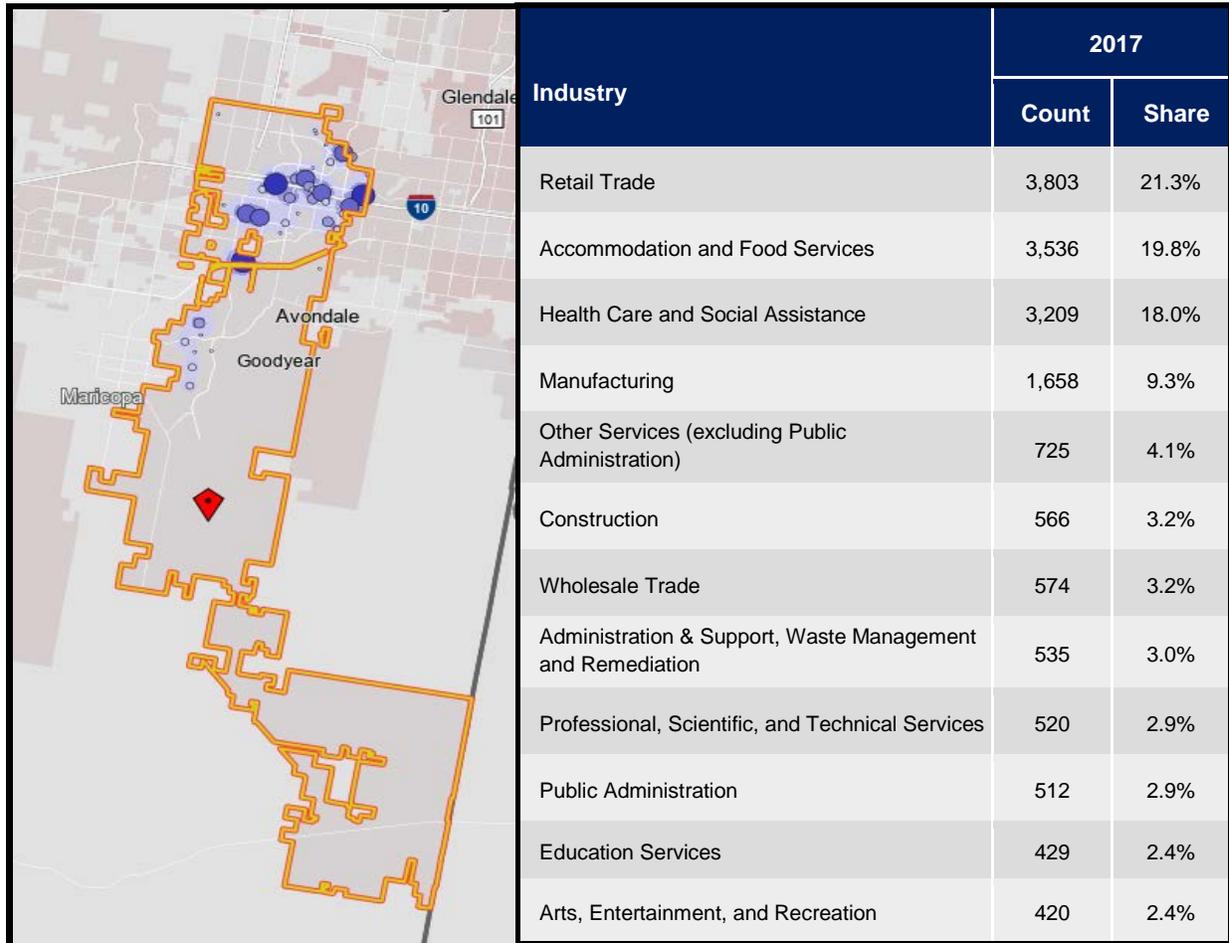
Approximately 20% of Glendale jobs are in the retail trade industry. It employs more workers than any other industry in the community. Glendale ranks 5<sup>th</sup> among the 12 selected cities of the Phoenix Valley in retail jobs as a percentage of all jobs.



Source: United States Census Bureau, Center for Employment Statistics

## Goodyear Primary Retail Jobs Profile

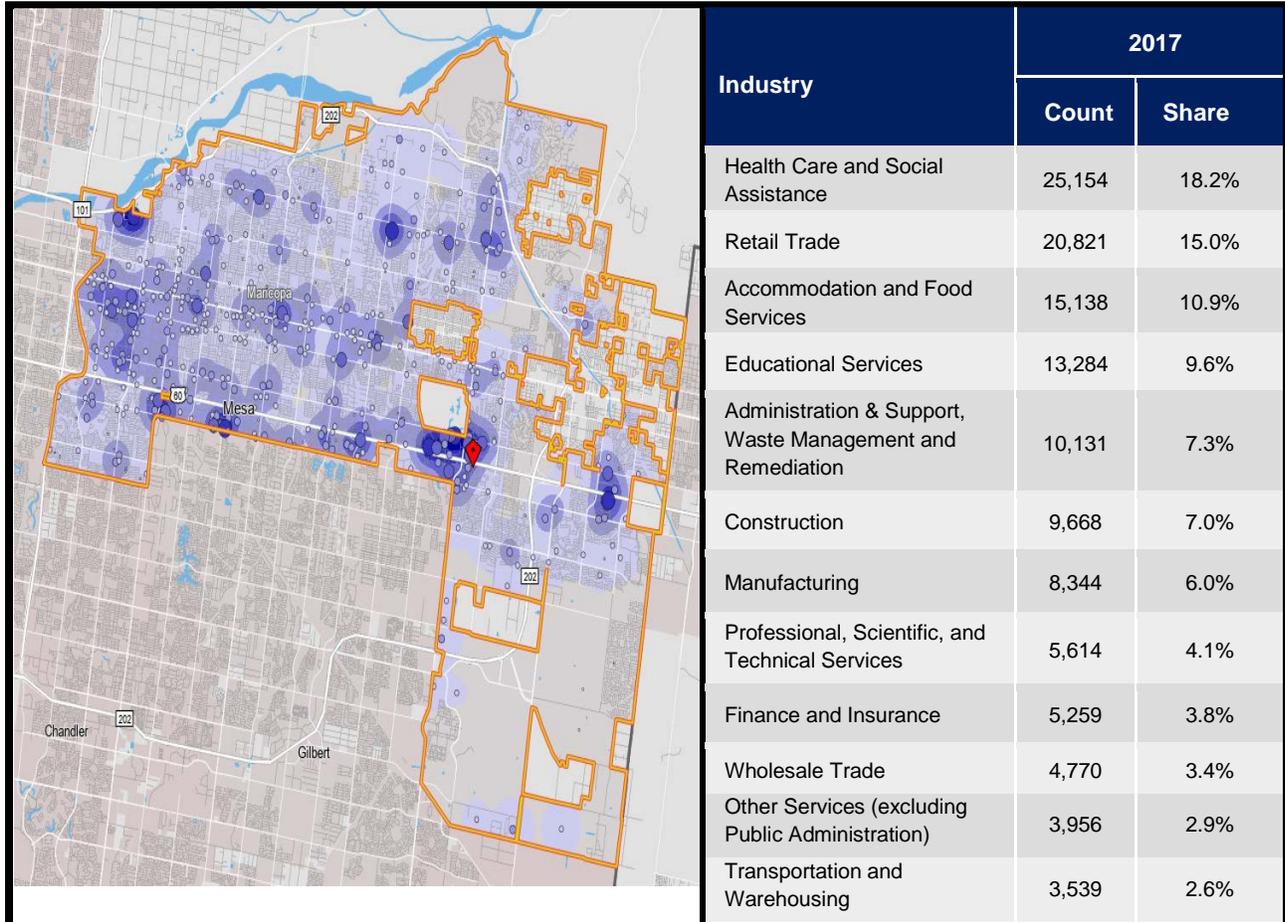
21.3% of Goodyear jobs are in the retail trade industry. It employs more workers than any other industry in the community. Goodyear ranks 4<sup>th</sup> among the 12 selected cities of the Phoenix Valley in retail jobs as a percentage of all jobs.



Source: United States Census Bureau, Center for Employment Statistics

## Mesa Primary Retail Jobs Profile

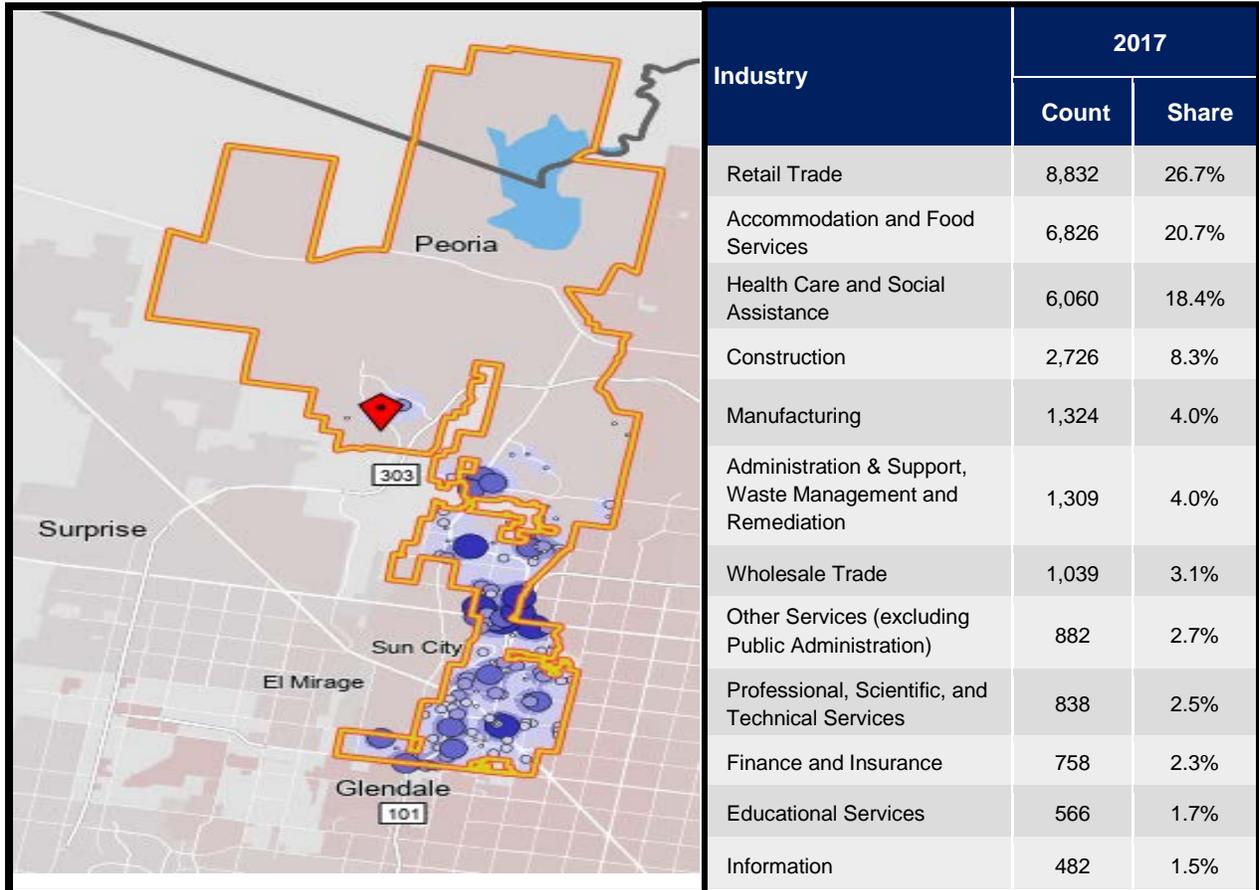
Approximately 15% of Mesa jobs are in the retail trade industry. Only Health Care and Social Assistance employs more. Mesa ranks 7<sup>th</sup> among the 12 selected cities of the Phoenix Valley in retail jobs as a percentage of all jobs.



Source: United States Census Bureau, Center for Employment Statistics

## Peoria Primary Retail Jobs Profile

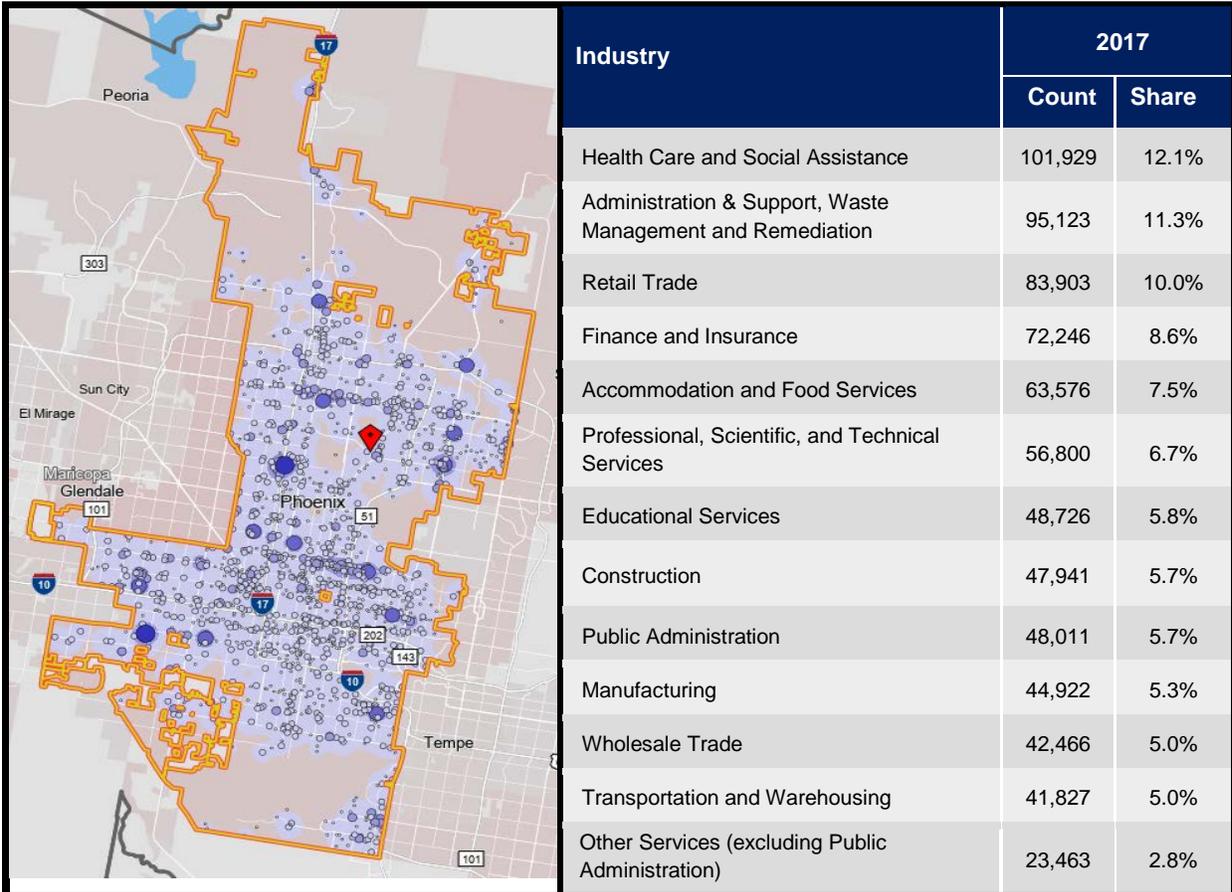
Approximately 26.7% of Peoria jobs are in the retail trade industry. It employs more workers than any other industry in the community. Peoria ranks 2<sup>nd</sup> among the 12 selected cities of the Phoenix Valley in retail jobs as a percentage of all jobs.



Source: United States Census Bureau, Center for Employment Statistics

## Phoenix Primary Retail Jobs Profile

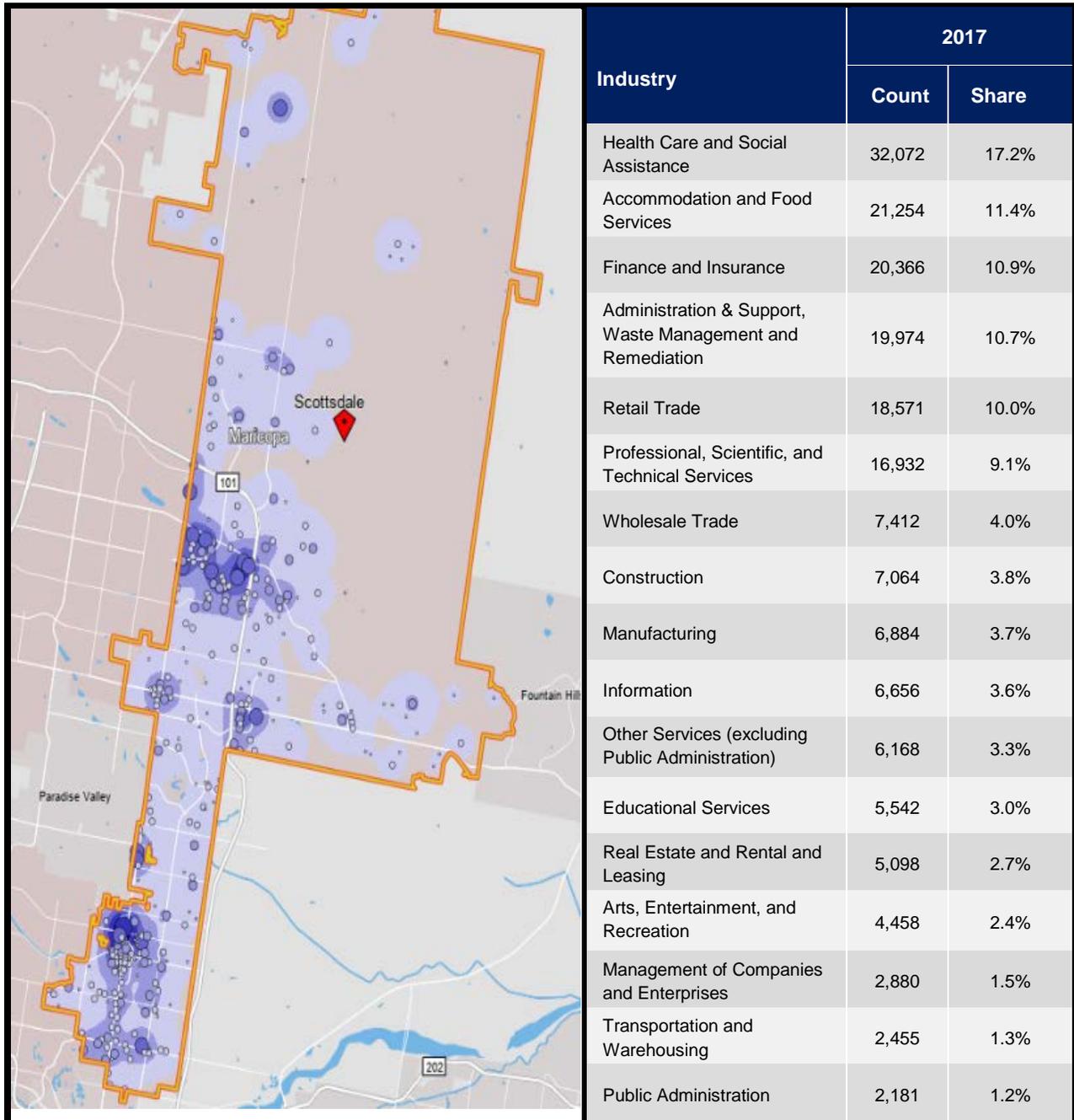
Approximately 10% of Phoenix jobs are in the retail trade industry. Only Health Care and Social Assistance and Administration and Waste Management employ more. Phoenix ranks 10<sup>th</sup> among the 12 selected cities of the Phoenix Valley in retail jobs as a percentage of all jobs.



Source: United States Census Bureau, Center for Employment Statistics

## Scottsdale Primary Retail Jobs Profile

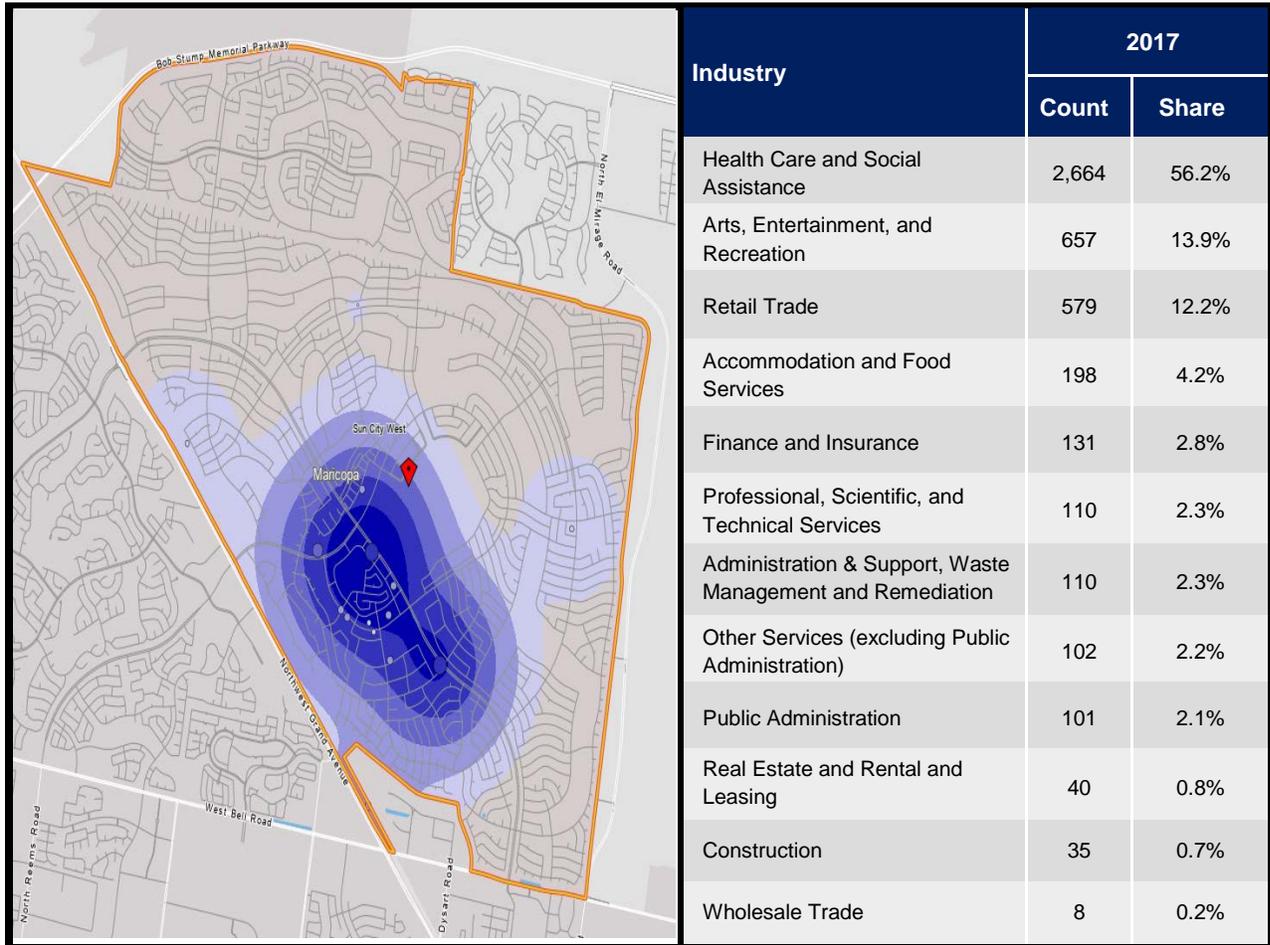
Approximately 10% of Scottsdale jobs are in the retail trade industry, ranking 5<sup>th</sup> among industries. Scottsdale ranks 11<sup>th</sup> among the 12 selected cities of the Phoenix Valley in retail jobs as a percentage of all jobs.



Source: United States Census Bureau, Center for Employment Statistics

## Sun City Primary Retail Jobs Profile

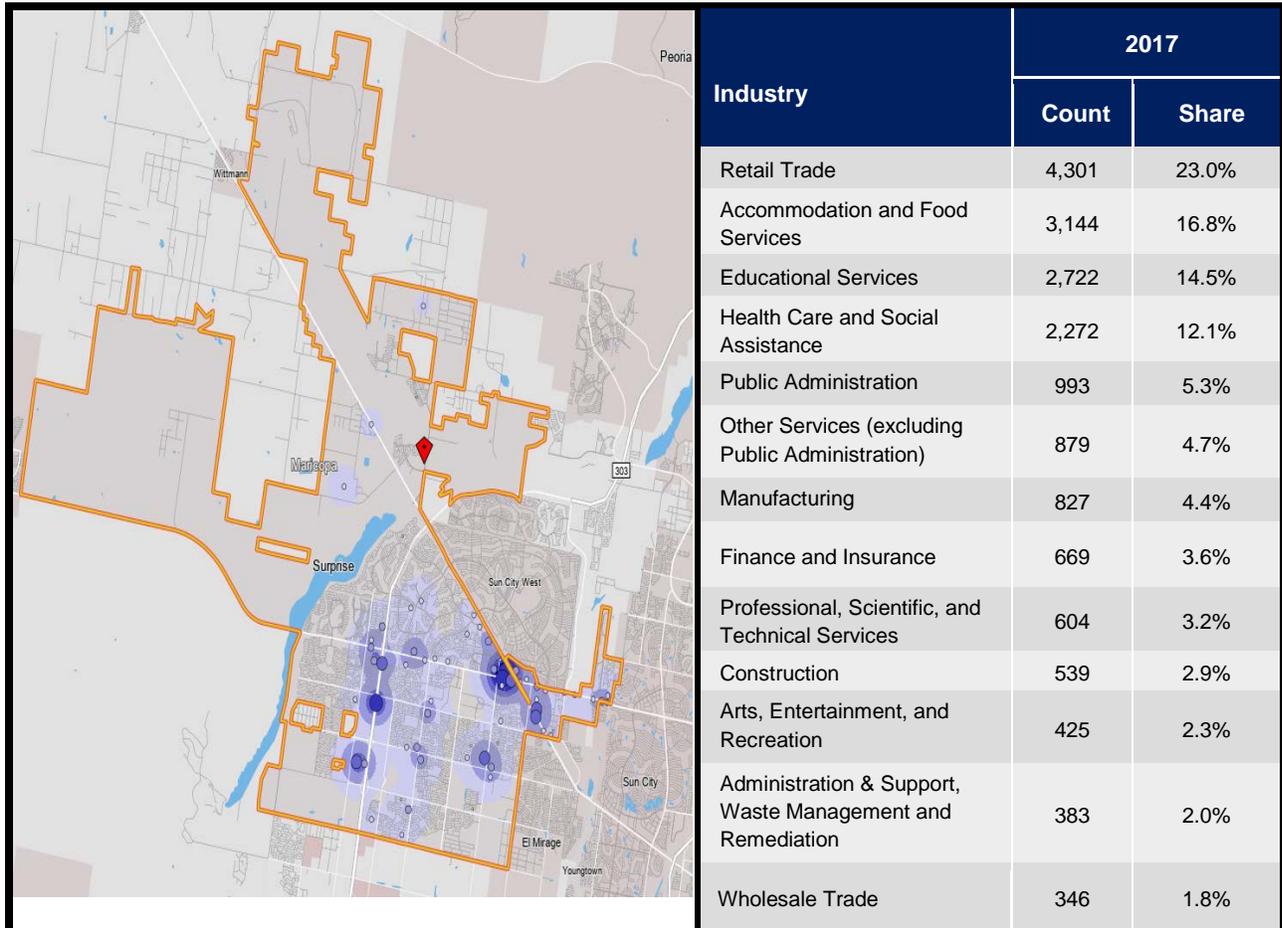
Approximately 12.2% of Sun City jobs are in the retail trade industry. Health Care and Social Assistance is far and away the community's largest industry. Sun City ranks 8<sup>th</sup> among the 12 selected cities of the Phoenix Valley in retail jobs as a percentage of all jobs.



Source: United States Census Bureau, Center for Employment Statistics

## Surprise Primary Retail Jobs Profile

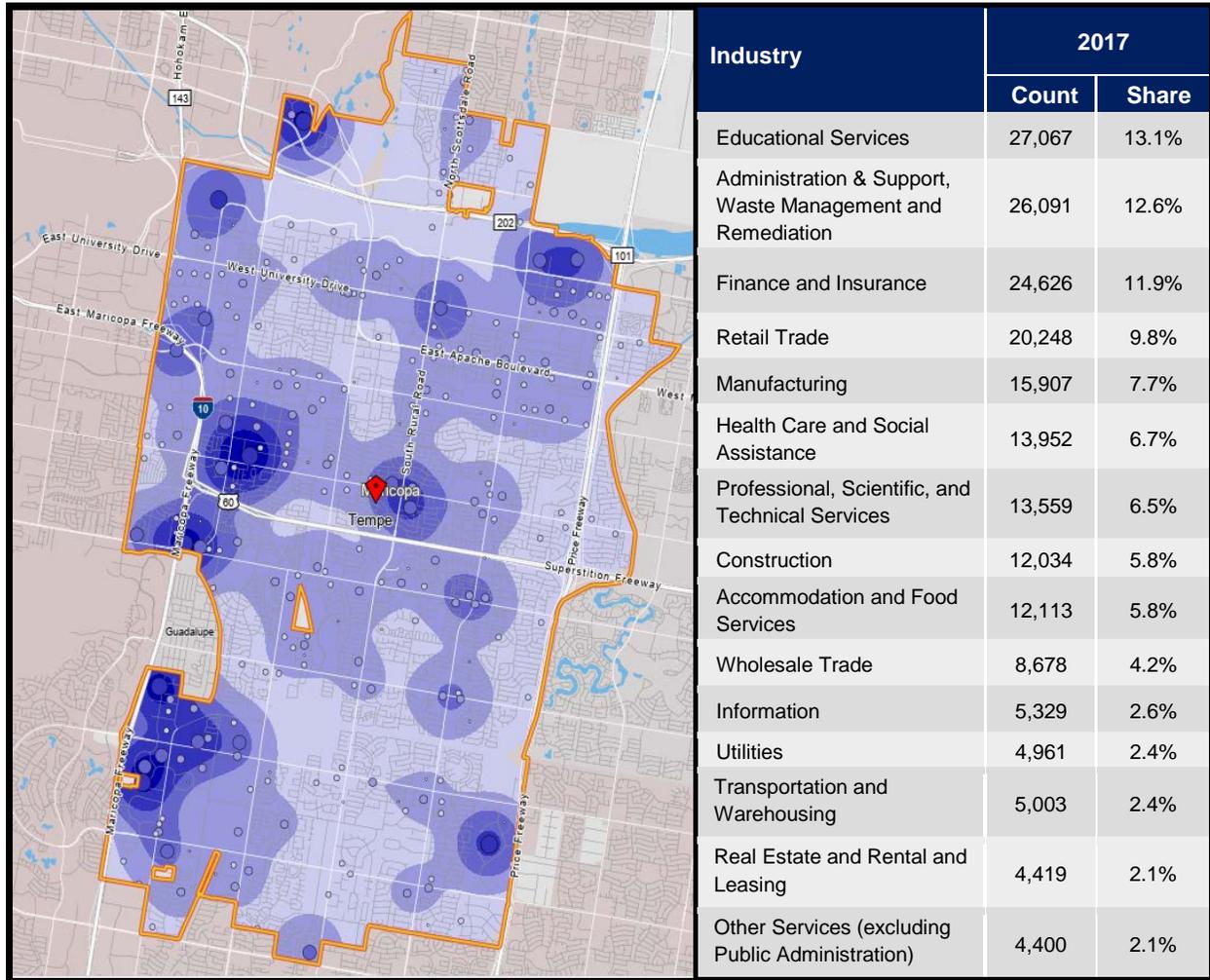
Approximately 23% of Surprise jobs are in the retail trade industry. It employs more workers than any other industry in the community. Surprise ranks 3<sup>rd</sup> among the 12 selected cities of the Phoenix Valley in retail jobs as a percentage of all jobs.



Source: United States Census Bureau, Center for Employment Statistics

## Tempe Primary Retail Jobs Profile

Approximately 9.8% of Tempe jobs are in the retail trade industry. Tempe ranks 12<sup>th</sup> 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 70% 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.

Job Zones represent levels of preparation or education required for each occupation.

### 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. Each cluster is divided into 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.<sup>50</sup>

For context, the 16 Career Clusters® are presented below. The Pathways within the six in bold are 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**
- **Human Services**
- Information Technology
- Law, Public Safety, Corrections and Security
- Manufacturing
- **Marketing, Sales, and Service**
- Science, Technology, Engineering, and Mathematics
- **Transportation, Distribution, and Logistics**

### Select Occupations as a Percent of Retail Trade

SOC Code	Occupation Title	Percent of Retail Trade Industry	Job Zone
41-2031	Retail Salespersons	25.6%	2
41-2011	Cashiers	18.8%	1
43-5081	Stock Clerks and Order Fillers	8.7%	3
41-1011	Supervisors of Retail Sales Workers	6.7%	3
43-4051	Customer Service Representatives	2.6%	3
11-1021	General and Operations Managers	1.8%	4
41-2022	Parts Salespersons	1.2%	2
53-7064	Packers and Packagers, Hand	1.1%	3
43-5071	Shipping, Receiving, and Traffic Clerks	0.8%	3
41-2021	Counter and Rental Clerks	0.5%	1
11-2022	Sales Managers	0.4%	4

Source: United States Bureau of Labor Statistics Employment Matrix

Arizona Commerce Authority

<sup>50</sup> <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, Sales and Service**

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 tasks, 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.

Tasks are separated into core and supplemental tasks. Core tasks are both critical for the occupation and used frequently. Supplemental tasks are also critical for the job, but they are not used frequently enough to be considered core.

### **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.

## Job Zone I Occupations

### Cashiers (SOC 41-2011)

#### Phoenix Labor Market Information:

- **Phoenix-Area Jobs:** 43,365
- **Median Wages:** \$23,757
- **90th Percentile Wages:** \$30,622
- **Top Industries:** Slightly more than 80% of cashiers in Phoenix work in the retail sector. Some industries that employ significant numbers of cashiers are indicated in the table to the right.

Industry	% of Occupation in Industry
Supermarkets and Other Grocery (except Convenience) Stores	24.4%
Gasoline Stations with Convenience Stores	14.4%
Warehouse Clubs and Supercenters	10.7%
Department Stores	8.4%

Source: ONET

Arizona Commerce Authority

**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), Mutual 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
- Professional Sales
- Merchandising
- Marketing Communications
- Marketing Research

#### Core Tasks

Core Task	Importance Score
Establish or identify prices of goods, services, or admission, and tabulate bills, using calculators, cash registers, or optical price scanners.	85
Answer incoming phone calls.	83
Bag, box, wrap, or gift-wrap merchandise, and prepare packages for shipment.	81
Assist with duties in other areas of the store, such as monitoring fitting rooms or bagging and carrying out customers' items.	75
Stock shelves, sort and reshelve returned items, and mark prices on items and shelves.	73
Offer customers carry-out service at the completion of transactions.	70

Source: ONET

Arizona Commerce Authority

## Supplemental tasks

Supplemental Task	Importance Score
Count money in cash drawers at the beginning of shifts to ensure that amounts are correct and that there is adequate change.	93
Calculate total payments received during a time period and reconcile this with total sales.	89
Keep periodic balance sheets of amounts and numbers of transactions.	88
Compute and record totals of transactions.	88
Monitor checkout stations to ensure that they have adequate cash available and that they are staffed appropriately.	87
Sort, count, and wrap currency and coins.	86
Count money in cash drawers at the beginning of shifts to ensure that amounts are correct and that there is adequate change.	93
Calculate total payments received during a time period, and reconcile this with total sales.	89
Keep periodic balance sheets of amounts and numbers of transactions.	88
Compute and record totals of transactions.	88
Monitor checkout stations to ensure that they have adequate cash available and that they are staffed appropriately.	87
Sort, count, and wrap currency and coins.	86

Source: ONET

Arizona Commerce Authority

## Top Knowledge, Skills and Abilities

Knowledge	Importance Score	Skills	Importance Score	Abilities	Importance Score
Customer and Personal Service	83	Service Orientation	56	Oral Expression	69
Administration and Management	54	Active Listening	53	Oral Comprehension	66
Mathematics	54	Speaking	53	Near Vision	56
Clerical	51	Mathematics	50	Written Comprehension	53
Sales and Marketing	49	Social Perceptiveness	50	Speech Recognition	53

Source: ONET

Arizona Commerce Authority

## No Industry Certifications from ONET

## Counter and Rental Clerks (SOC 41-2021)

### Phoenix Labor Market Information:

- **Phoenix-Area Jobs:** 6,334
- **Median Wages:** \$24,492
- **90th Percentile Wages:** \$38,952
- **Top Industries:** Slightly less 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.

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Industry	% of Occupation in Industry
Truck, Utility Trailer, and RV (Recreational Vehicle) Rental and Leasing	15.7%
Passenger Car Rental	11.3%
Residential Property Managers	6.8%
Offices of Real Estate Agents and Brokers	6.5%

Source: ONET

Arizona Commerce Authority

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### 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
- Professional Sales
- Merchandising
- Marketing Communications
- Marketing Research

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## Core Tasks

Core Task	Importance Score
Compute charges for merchandise or services and receive payments.	92
Receive orders for services, such as rentals, repairs, dry cleaning, and storage.	86
Explain rental fees, policies, and procedures.	85
Provide information about rental items, such as availability, operation, or description.	85
Advise customers on use and care of merchandise.	85
Greet customers and discuss the type, quality, and quantity of merchandise sought for rental.	84
Answer telephones to provide information and receive orders.	83
Inspect and adjust rental items to meet needs of customer.	81
Prepare rental forms, obtaining customer signature and other information, such as required licenses.	81
Rent items, arrange for provision of services to customers, and accept returns.	81
Keep records of transactions and of the number of customers entering an establishment.	79
Receive, examine, and tag articles to be altered, cleaned, stored, or repaired.	78
Reserve items for requested times and keep records of items rented.	76
Prepare merchandise for display or for purchase or rental.	70
Recommend and provide advice on a wide variety of products and services.	68

Source: ONET

Arizona Commerce Authority

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## Supplemental Tasks

Supplemental Task	Importance Score
Allocate equipment to participants in sporting events or recreational activities.	58

Source: ONET

Arizona Commerce Authority

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## Top Knowledge, Skills and Abilities Profile

Knowledge	Importance Score	Skills	Importance Score	Abilities	Importance Score
Customer and Personal Service	86	Active Listening	69	Oral Comprehension	75
English Language	68	Speaking	60	Oral Expression	72
Clerical	63	Service Orientation	60	Speech Recognition	66
Sales and Marketing	61	Reading Comprehension	56	Speech Clarity	66
Administration and Management	51	Critical Thinking	53	Near Vision	60

Source: ONET

Arizona Commerce Authority

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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.

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## Industry Certifications from ONET

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

Source: ONET

Arizona Commerce Authority

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## Job Zone 2 Occupations

### Parts Salespersons (SOC 41-2022)

#### Phoenix Labor Market Information:

- **Phoenix-Area Jobs:** 3,727
- **Median Wages:** \$28,453
- **90th Percentile Wages:** \$56,070
- **Top Industries:** Slightly more than 77% 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.

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Industry	% of Occupation in Industry
Automotive Parts and Accessories Stores	31.6%
New Car Dealers	19.8%
Tire Dealers	15.4%
Used Car Dealers	4.2%

Source: ONET

Arizona Commerce Authority

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

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## Core 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

Source: ONET

Arizona Commerce Authority

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## Supplemental Tasks

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

Source: ONET

Arizona Commerce Authority

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## 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 and 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 Recognition	72

Source: ONET

Arizona Commerce Authority

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## Industry Certifications from ONET

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

Source: ONET

Arizona Commerce Authority

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## Retail Salespersons (SOC 41-2031)

### Phoenix Labor Market Information:

- **Phoenix-Area Jobs:** 66,204
- **Median Wages:** \$24,173
- **90th Percentile Wages:** \$36,402
- **Top Industries:** Slightly more than 80% 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.

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Industry	% of Occupation in Industry
Warehouse Clubs and Supercenters	9.6%
Department Stores	7.6%
New Car Dealers	6.0%
Home Centers	5.5%

Source: ONET

Arizona Commerce Authority

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**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

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## Core Tasks:

Core Task	Importance Score
Greet customers and ascertain what each customer wants or needs.	96
Recommend, select, and help locate or obtain merchandise based on customer needs and desires.	92
Compute sales prices, total purchases, and receive and process cash or credit payment.	89
Prepare merchandise for purchase or rental.	89
Answer questions regarding the store and its merchandise.	88
Maintain knowledge of current sales and promotions, policies regarding payment and exchanges, and security practices.	87
Demonstrate use or operation of merchandise.	83
Describe merchandise and explain use, operation, and care of merchandise to customers.	83
Ticket, arrange, and display merchandise to promote sales.	82
Inventory stock and requisition new stock.	81
Exchange merchandise for customers and accept returns.	81
Watch for and recognize security risks and thefts and know how to prevent or handle these situations.	77
Place special orders or call other stores to find desired items.	69
Clean shelves, counters, and tables.	68

Source: ONET

Arizona Commerce Authority

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## Supplemental Tasks:

Supplemental Task	Importance Score
Maintain records related to sales.	90
Open and close cash registers, performing tasks such as counting money, separating charge slips, coupons, and vouchers, balancing cash drawers, and making deposits.	86
Prepare sales slips or sales contracts.	84
Estimate and quote trade-in allowances.	80
Bag or package purchases and wrap gifts.	79
Help customers try on or fit merchandise.	79
Sell or arrange for delivery, insurance, financing, or service contracts for merchandise.	74
Estimate quantity and cost of merchandise required, such as paint or floor covering.	69
Rent merchandise to customers.	57
Estimate cost of repair or alteration of merchandise.	56

Source: ONET

Arizona Commerce Authority

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## Top Knowledge, Skills and Abilities:

Knowledge	Importance Score	Skills	Importance Score	Abilities	Importance Score
Sales and Marketing	88	Persuasion	72	Oral Expression	75
Customer and Personal Service	84	Active Listening	69	Oral Comprehension	72
English Language	67	Speaking	69	Speech Recognition	66
Administration and Management	51	Service Orientation	69	Speech Clarity	66
Mathematics	51	Social Perceptiveness	63	Problem Sensitivity	53

Source: ONET

Arizona Commerce Authority

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**Industry Certifications from ONET:**

<b>Certification Name</b>	<b>Certifying Organization</b>	<b>Type</b>
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

Source: ONET

Arizona Commerce Authority

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## Job Zone 3 Occupations

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

#### Phoenix Labor Market Information:

- **Phoenix-Area Jobs:** 17,309
- **Median Wages:** \$38,172
- **90th Percentile Wages:** \$62,284
- **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
Supermarkets and Other Grocery (except Convenience) Stores	12.1%
Warehouse Clubs and Supercenters	10.0%
Department Stores	7.8%
Gasoline Stations with Convenience Stores	6.2%

Source: ONET

Arizona Commerce Authority

**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 Career

#### Agriculture, Food and Natural Resources

- Agribusiness Systems Career
- Animal Systems Career
- Environmental Service Systems Career
- Food Products and Processing Systems

- 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

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**Core Tasks:**

Core Task	Importance Score
Provide customer service by greeting and assisting customers and responding to customer inquiries and complaints.	93
Direct and supervise employees engaged in sales, inventory-taking, reconciling cash receipts, or in performing services for customers.	89
Examine merchandise to ensure that it is correctly priced and displayed and that it functions as advertised.	85
Monitor sales activities to ensure that customers receive satisfactory service and quality goods.	84
Instruct staff on how to handle difficult and complicated sales.	83
Assign employees to specific duties.	82
Keep records of purchases, sales, and requisitions.	80
Perform work activities of subordinates, such as cleaning and organizing shelves and displays and selling merchandise.	80
Plan and prepare work schedules and keep records of employees' work schedules and time cards.	79
Review inventory and sales records to prepare reports for management and budget departments.	79
Inventory stock and reorder when inventory drops to a specified level.	79
Establish and implement policies, goals, objectives, and procedures for the department.	78
Examine products purchased for resale or received for storage to assess the condition of each product or item.	76
Enforce safety, health, and security rules.	76
Estimate consumer demand and determine the types and amounts of goods to be sold.	72
Confer with company officials to develop methods and procedures to increase sales, expand markets, and promote business.	67

Source: ONET

Arizona Commerce Authority

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## Supplemental Tasks:

Supplemental Task	Importance Score
Formulate pricing policies for merchandise, according to profitability requirements.	85
Hire, train, and evaluate personnel in sales or marketing establishments, promoting or firing workers when appropriate.	80
Plan and coordinate advertising campaigns and sales promotions and prepare merchandise displays and advertising copy.	80
Establish credit policies and operating procedures.	78
Plan budgets and authorize payments and merchandise returns.	72

Source: ONET

Arizona Commerce Authority

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## Industry Certifications from ONET:

Certification Name	Certifying Organization	Type
Certified Collegiate Retailer	National Association of College Bookstores	Core
Professional Certification in Advanced Services and Sales	National Retail Federation Foundation	Core
Certified Master Dealer	National Independent Automobile Dealers Association	Advanced

Source: ONET

Arizona Commerce Authority

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## Top Knowledge, Skills and Abilities:

Knowledge	Importance Score	Skills	Importance Score	Abilities	Importance Score
Customer and Personal Service	96	Active Listening	72	Oral Comprehension	72
Administration and Management	87	Speaking	69	Oral Expression	72
Sales and Marketing	73	Service Orientation	69	Speech Clarity	72
English Language	72	Critical Thinking	63	Speech Recognition	69
Education and Training	65	Monitoring	63	Problem Sensitivity	56

Source: ONET

Arizona Commerce Authority

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## Customer Services Representatives (SOC 43-4051)

### Phoenix Labor Market Information:

- **Phoenix-Area Jobs:** 77,774
- **Median Wages:** \$33,870
- **90th Percentile Wages:** \$50,866
- **Top Industries:** 14% 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	9.2%
Insurance Agencies and Brokerages	6.1%
Commercial Banking	5.8%
Electronic Shopping and Mail-Order Houses	3.3%

Source: ONET

Arizona Commerce Authority

**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

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## Core Task

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

Source: ONET

Arizona Commerce Authority

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## Supplemental Task

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

Source: ONET

Arizona Commerce Authority

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## Top Knowledge, Skills and Abilities

Knowledge	Importance Score	Skills	Importance Score	Abilities	Importance Score
Customer and Personal Service	87	Active Listening	72	Oral Comprehension	75
English Language	65	Speaking	72	Oral Expression	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

Source: ONET

Arizona Commerce Authority

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## Industry Certifications from ONET

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

Source: ONET

Arizona Commerce Authority

## Industry Certifications from ONET

Certification Name	Certifying Organization	Type
Certified Customer Service Specialist	ETA International	Core
HDI Certified Customer Service Representative	HDI	Core
Certified Service Manager	ETA International	Core
Certified Service Manager	National Electronics Service Dealers Association, Inc.	Core
HDI Support Center Analyst	HDI	Core
Certified Appliance Professional	Professional Service Association	Core
Route Driver Certification	National Automatic Merchandising Association	Core
Certified Customer Service Professional	International Customer Service Association	Core
Automobile Technician: Service Consultant	National Institute for Automotive Service Excellence	Advanced
HDI Support Center Manager	HDI	Advanced
HDI Desktop Support Manager	HDI	Advanced
Customer Service Certification Level II	International Customer Service Association	Advanced
KCS Foundation	HDI	Advanced
HDI Support Center Director	HDI	Advanced
Accredited Customer Service Representative	The Institutes	Core
Certified Customer Service Specialist	ETA International	Core
HDI Certified Customer Service Representative	HDI	Core
Certified Service Manager	ETA International	Core
Certified Service Manager	National Electronics Service Dealers Association, Inc.	Core
HDI Support Center Analyst	HDI	Core

Source: ONET

Arizona Commerce Authority

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

### Phoenix Labor Market Information:

- **Phoenix-Area Jobs:** 7,784
- **Median Wages:** \$31,847
- **90th Percentile Wages:** \$49,757
- **Top Industries:** Slightly more than 23% 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
General Warehousing and Storage	11.7%
Electronic Shopping and Mail-Order Houses	8.4%
Temporary Help Services	4.3%
Supermarkets and Other Grocery (except Convenience) Stores	2.2%

Source: ONET

Arizona Commerce Authority

**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

## Core Task

Core Task	Importance Score
Examine shipment contents and compare with records, such as manifests, invoices, or orders, to verify accuracy.	81
Requisition and store shipping materials and supplies to maintain inventory of stock.	76
Prepare documents, such as work orders, bills of lading, or shipping orders, to route materials.	76
Pack, seal, label, or affix postage to prepare materials for shipping, using hand tools, power tools, or postage meter.	75
Record shipment data, such as weight, charges, space availability, damages, or discrepancies, for reporting, accounting, or recordkeeping purposes.	74
Confer or correspond with establishment representatives to rectify problems, such as damages, shortages, or nonconformance to specifications.	74
Deliver or route materials to departments using hand truck, conveyor, or sorting bins.	72
Contact carrier representatives to make arrangements or to issue instructions for shipping and delivery of materials.	70
Determine shipping methods, routes, or rates for materials to be shipped.	70
Compute amounts, such as space available, shipping, storage, or demurrage charges, using computer or price list.	68

Source: ONET  
Arizona Commerce Authority

## Supplemental Tasks

Supplemental Task	Importance Score
Compare shipping routes or methods to determine which have the least environmental impact.	54

Source: ONET  
Arizona Commerce Authority

## Top Knowledge, Skills and Abilities

Knowledge	Importance Score	Skills	Importance Score	Abilities	Importance Score
Clerical	61	Speaking	53	Near Vision	69
Computers and Electronics	54	Reading Comprehension	50	Oral Expression	56
Production and Processing	52	Active Listening	50	Problem Sensitivity	56
Mathematics	51	Critical Thinking	50	Information Ordering	56
English Language	51	Monitoring	50	Oral Comprehension	53

Source: ONET  
Arizona Commerce Authority

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### Industry Certifications from ONET

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

Source: ONET

Arizona Commerce Authority

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## Stock Clerks and Order Fillers (SOC 43-5081)

### Phoenix Labor Market Information:

- **Phoenix-Area Jobs:** 31,186
- **Median Wages:** \$26,473
- **90th Percentile Wages:** \$41,989
- **Top Industries:** Slightly more than 67% of Stock Clerks and Order Fillers 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 (except Convenience) Stores	24.3%
Warehouse Clubs and Supercenters	12.5%
Department Stores	9.9%
General Warehousing and Storage	6.0%

Source: ONET

Arizona Commerce Authority

**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

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## Core Tasks

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
Pack customer purchases in bags or cartons.	65

Source: ONET

Arizona Commerce Authority

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## Supplemental Tasks

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

Source: ONET

Arizona Commerce Authority

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## Top Knowledge, Skills and Abilities

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	Oral Comprehension	56
Mathematics	29	Coordination	50	Information Ordering	56
Public Safety and Security	29	Critical Thinking	47	Category Flexibility	56

Source: ONET

Arizona Commerce Authority

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## No Certifications from ONET

## Packers and Packagers, Hand (SOC 53-7064)

### Phoenix Labor Market Information:

- **Phoenix-Area Jobs:** 8,076
- **Median Wages:** \$24,282
- **90th Percentile Wages:** \$38,508
- **Top Industries:** 27% 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	19.3%
Supermarkets and Other Grocery (except Convenience) Stores	17.3%
General Warehousing and Storage	12.4%
Professional Employer Organizations	7.7%

Source: ONET

Arizona Commerce Authority

**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

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## Core 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

Source: ONET  
Arizona Commerce Authority

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## Supplemental Tasks

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

Source: ONET  
Arizona Commerce Authority

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## Top Knowledge, Skills and Abilities

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

Source: ONET

Arizona Commerce Authority

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## No Certifications from ONET

## Job Zone 4 Occupations

### General and Operations Managers (SOC 11-1021)

#### Phoenix Labor Market Information:

- **Phoenix-Area Jobs:** 38,281
- **Median Wages:** \$91,199
- **90th Percentile Wages:** \$193,832
- **Top Industries:** Slightly less 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.

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Industry	% of Occupation in Industry
Corporate, Subsidiary, and Regional Managing Offices	2.8%
Office Administrative Services	2.3%
Professional Employer Organizations	2.3%
Commercial Banking	2.1%

Source: ONET

Arizona Commerce Authority

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**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

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## Core 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

Source: ONET

Arizona Commerce Authority

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## Supplemental Tasks

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

Source: ONET

Arizona Commerce Authority

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## Top Knowledge, Skills and Abilities

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

Source: ONET

Arizona Commerce Authority

## Industry Certifications from ONET

Certification Name	Certifying Organization	Type
Certified Manager	Institute of Certified Professional Managers	Core
Certified Facility Manager	International Facility Management Association	Core
Public Power Customer Service Manager	American Public Power Association	Core
Public Power Manager	American Public Power Association	Core
Certified Lodging Security Director	American Hotel and Lodging Association Educational Institute	Core
Certified Equipment Support Professional	Association of Equipment Management Professionals	Core
Certified Business Professional	International Business Training Association	Core
Certified Professional Property Manager	National Property Management Association, Inc.	Core
Certification for Contracting Officer's Representatives Level I	Federal Acquisition Institute	Core
Certified Turnaround Analyst	Association of Certified Turnaround Professionals, Inc.	Core
Building Operators Certification - Level I	Northwest Water & Education Institute	Core
Certified Cost Technician	AACE International, Inc.	Core
Certified Service Manager	ETA International	Core
Certified Revenue Cycle Professional	American Association of Healthcare Administrative Management	Core

Certification Name	Certifying Organization	Type
Certified Collegiate Retailer	National Association of College Bookstores	Core
Certified Service Manager	National Electronics Service Dealers Association, Inc.	Core
Certification in Meetings Management	Meeting Professionals International	Core
Certification for Contracting Officer's Representatives Level II	Federal Acquisition Institute	Core
Certified Irrigation Contractor	Irrigation Association	Core
Aquatics Facility Operator	National Recreation and Park Association	Core
Certified Pool/Spa Operator	National Swimming Pool Foundation	Core
Key Account Certificate Program	American Public Power Association	Core
Certified Parking Professional	National Parking Association	Core
Energy Efficiency Management Certificate Program	American Public Power Association	Core
Certified Hospitality Trainer	American Hotel and Lodging Association Educational Institute	Core
Certified Hospitality Facilities Executive	American Hotel and Lodging Association Educational Institute	Advanced
Master Project Manager	American Academy of Project Management	Advanced
Certified Professional Property Administrator	National Property Management Association, Inc.	Advanced
Associate Service Executive	National Association of Service Managers	Advanced
Automobile Technician: Service Consultant	National Institute for Automotive Service Excellence	Advanced
Executive Certification	International Academies of Emergency Dispatch	Advanced
Certified Design Firm Administrator	Society for Design Administration	Advanced
Certified in Production and Inventory Management	American Production and Inventory Control Society	Advanced
Strategic Management Professional	Association for Strategic Planning	Advanced
Credit Union Business Development Professional	Credit Union National Association	Advanced
Certified Club Manager	Club Managers Association of America	Advanced
Certified Service Executive	National Association of Service Managers	Advanced
Certified Leadership Consultant	American Academy of Project Management	Advanced
Certified Innovation Leader	Association of International Product Marketing and Management	Advanced

Certification Name	Certifying Organization	Type
Certified Fundraising Executive	CFRE International	Advanced
Project Manager E-business	American Academy of Project Management	Advanced
IPC EMS Program Manager	Association Connecting Electronics Industries	Advanced
Certified Mail and Distribution Systems Manager	Mail Systems Management Association	Advanced
Certified E-Commerce Consultant	Institute of Certified E-Commerce Consultants	Advanced
Strategic Planning Professional	Association for Strategic Planning	Advanced
Certified Credit Union Executive	Credit Union National Association	Advanced
Certified Golf Course Superintendent	Golf Course Superintendents Association of America	Advanced
Certified Retail Property Executives	International Council of Shopping Centers	Advanced
Certification for Contracting Officer's Representatives Level III	Federal Acquisition Institute	Advanced
Certified Franchise Executive	International Franchise Association	Advanced
Certified Project Risk Manager	American Academy of Project Management	Advanced
Accredited Cruise Manager	Cruise Lines International Association	Advanced
Certified Association Executive	American Society of Association Executives	Advanced
Registered Safety Director	World Safety Organization	Advanced
Certified Park and Recreation Executive	National Recreation and Park Association	Advanced
Certified Manager of Community Associations	Community Association Managers International Certification Board	Advanced
Certified Commercial Contracts Manager	National Contract Management Association	Advanced

Source: ONET

Arizona Commerce Authority

## Sales Managers (SOC 11-2022)

### Phoenix Labor Market Information:

- **Phoenix-Area Jobs:** 8,841
- **Median Wages:** \$105,479
- **90th Percentile Wages:** \$189,136
- **Top Industries:** Slightly more than 20% 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	6.4%
Corporate, Subsidiary, and Regional Managing Offices	5.1%
Commercial Banking	2.7%
Insurance Agencies and Brokerages	2.4%

Source: ONET

Arizona Commerce Authority

**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

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## Core 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
Represent company at trade association meetings to promote products.	54

Source: ONET

Arizona Commerce Authority

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## Supplemental Tasks

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
Confer with potential customers regarding equipment needs and advise customers on types of equipment to purchase.	77

Source: ONET

Arizona Commerce Authority

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## Top Knowledge, Skills and Abilities

Knowledge	Importance Score	Skills	Importance Score	Abilities	Importance Score
Sales and Marketing	93	Persuasion	78	Oral Comprehension	75
Customer and Personal Service	87	Active Listening	75	Written Comprehension	75
English Language	83	Speaking	75	Oral Expression	75
Sales and Marketing	93	Persuasion	78	Oral Comprehension	75
Administration and Management	75	Reading Comprehension	72	Written Expression	72

Source: ONET

Arizona Commerce Authority

## Industry Certifications from ONET

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

Source: ONET

Arizona Commerce Authority

Certification Name	Certifying Organization	Type
Agile Certified Product Manager	Association of International Product Marketing and Management	Core
Master Bridal Consultant	Association of Bridal Consultants	Advanced
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

Source: ONET

Arizona Commerce Authority

## 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

The table above illustrates a potential trajectory that workers may take as they progress through occupations and continually refine 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, listening, speaking and critical thinking, gradually become more important as a worker ascends the job zones and receives more responsibilities.

These skills, from the Bureau of Labor Statistics' ONET site, are presented with importance (IM) and level (LV) values, indicating degree of importance to an occupation and minimum level required to perform an occupation. For example, the skill Speaking is important to both Lawyers and Paralegals and Legal Assistants. Lawyers, however, require a higher level of Speaking than Paralegals and Legal Assistants, given Lawyers' role presenting oral arguments in front of judges, for example.

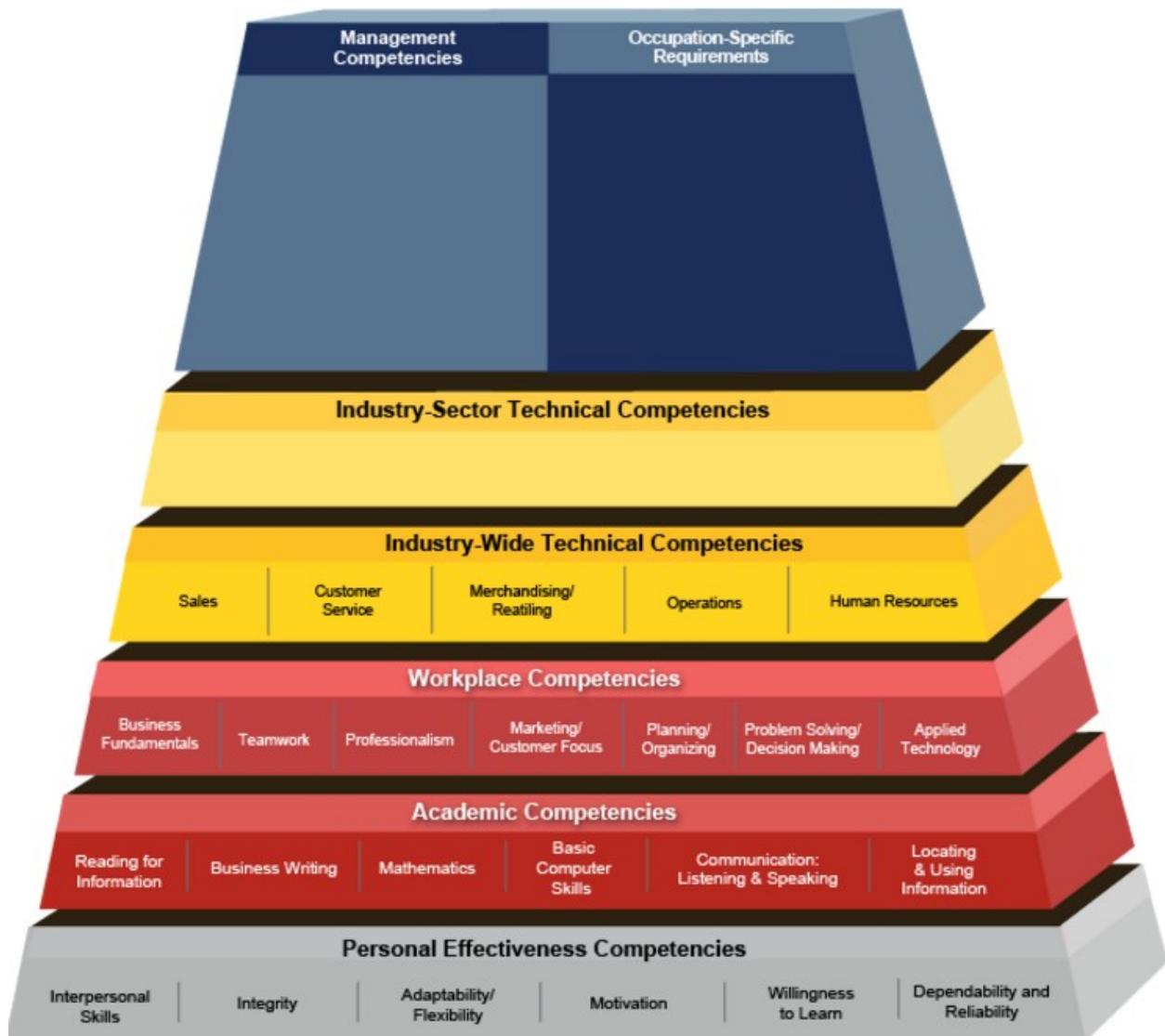
In the table above, the most advanced level requirement is for Marketing Managers in the Critical Thinking skill (61). This indicates that this occupation requires advanced judgement and the ability to use logic and reasoning to evaluate alternative solutions or conclusions. Critical Thinking is an important skill (with a score of 47) for Cashiers, as well, but the level required is lower, 41.

These critical skills lay the foundation to understand clients' needs, identify conclusions to satisfy goals, and effectively communicate 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 must understand and be able to validate the skills an applicant could bring to a position before offering employment.

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. U.S. Department of Labor’s Employment and Training Administration with industry leaders for a year to develop 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 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.

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

**5. Dependability/Reliability: Displaying responsible behaviors at work**

- Maintain attendance
- Demonstrate promptness
- Be responsible in fulfilling work duties
- Comply with store policies.

**6. Willingness to Learn: Understanding the importance of learning new information for both current and future problem-solving and decision-making**

- 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

**Tier Two - Academic Competencies**

**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**

**Reading**

- Employ general reading skills to obtain information
- Understand written sentences in work related materials

**2. Business Writing: Using standard business English to: write messages to co-workers and customers; reports to managers and associates; and letters to customers**

**Organization and development**

- 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

**Grammar/Language Mechanics**

- 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)

**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**

**Computation**

- 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.

**Application**

- 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**

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

#### **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**

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

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

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## Appendix A – Retail Sector NAICS

### Six-digit NAICS codes in the retail industry

NAICS	Description
441110	New Car Dealers
441120	Used Car Dealers
441210	Recreational Vehicle Dealers
441222	Boat Dealers
441228	Motorcycle, ATV, and All Other Motor Vehicle Dealers
441310	Automotive Parts and Accessories Stores
441320	Tire Dealers
442110	Furniture Stores
442210	Floor Covering Stores
442291	Window Treatment Stores
442299	All Other Home Furnishings Stores
443141	Household Appliance Stores
443142	Electronics Stores
444110	Home Centers
444120	Paint and Wallpaper Stores
444130	Hardware Stores
444190	Other Building Material Dealers
444210	Outdoor Power Equipment Stores
444220	Nursery, Garden Center, and Farm Supply Stores
445110	Supermarkets and Other Grocery (except Convenience) Stores
445120	Convenience Stores
445210	Meat Markets
445220	Fish and Seafood Markets
445230	Fruit and Vegetable Markets
445291	Baked Goods Stores
445292	Confectionery and Nut Stores
445299	All Other Specialty Food Stores
445310	Beer, Wine, and Liquor Stores
446110	Pharmacies and Drug Stores
446120	Cosmetics, Beauty Supplies, and Perfume Stores
446130	Optical Goods Stores
446191	Food (Health) Supplement Stores
446199	All Other Health and Personal Care Stores
447110	Gasoline Stations with Convenience Stores
447190	Other Gasoline Stations
448110	Men's Clothing Stores
448120	Women's Clothing Stores
448130	Children's and Infants' Clothing Stores
448140	Family Clothing Stores

Source: U.S. Census  
Arizona Commerce Authority

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## Six-digit NAICS codes in the retail industry, continued

NAICS	Description
448150	Clothing Accessories Stores
448190	Other Clothing Stores
448210	Shoe Stores
448310	Jewelry Stores
448320	Luggage and Leather Goods Stores
451110	Sporting Goods Stores
451120	Hobby, Toy, and Game Stores
451130	Sewing, Needlework, and Piece Goods Stores
451140	Musical Instrument and Supplies Stores
451211	Book Stores
451212	News Dealers and Newsstands
452210	Department Stores
452311	Warehouse Clubs and Supercenters
452319	All Other General Merchandise Stores
453110	Florists
453210	Office Supplies and Stationery Stores
453220	Gift, Novelty, and Souvenir Stores
453310	Used Merchandise Stores
453910	Pet and Pet Supplies Stores
453920	Art Dealers
453930	Manufactured (Mobile) Home Dealers
453991	Tobacco Stores
453998	All Other Miscellaneous Store Retailers (except Tobacco Stores)
454110	Electronic Shopping and Mail-Order Houses
454210	Vending Machine Operators
454310	Fuel Dealers
454390	Other Direct Selling Establishments

Source: U.S. Census

Arizona Commerce Authority

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## Appendix B – 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 relevance to this report, it is included in its entirety.



NATIONAL RETAIL  
SERVICES INITIATIVE  
**COMPETENCY MODEL**

**LEARNING IS EARNING**  
SEPTEMBER 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 industries; 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 services and related 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. 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. Higher levels of proficiency in the competencies are needed as jobs progress upward from the entry role to the leader role. 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



## AMERICAN HOTEL AND LODGING EDUCATIONAL INSTITUTE

Destination Hotel and Resorts  
Wyndham Worldwide

## APICS

Beaver Street Fisheries  
Port of Houston Authority

## BUSINESS ROUNDTABLE

CVS Health  
Macy's, Inc.  
Wyndham Worldwide

## CREATING IT FUTURES FOUNDATION/ COMPTIA

Deloitte  
Insight Corporation

## FOOD MARKETING INSTITUTE

Big Y Foods  
Wakefern

## NATIONAL NETWORK OF BUSINESS AND INDUSTRY ASSOCIATION

## NATIONAL RESTAURANT ASSOCIATION EDUCATIONAL FOUNDATION

Red Robin  
TGI Fridays

## NRF (NATIONAL RETAIL FEDERATION) FOUNDATION

BJ's Wholesale Club  
HSNi

## WESTERN ASSOCIATION OF FOOD CHAINS

The Kroger Co.  
Supervalu



# JOB FAMILIES

Job families are groupings of jobs that require progressively higher levels of proficiency in 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	Software Developer	Specialist (e.g., logistics, finance, food)
Supervisor	Team Leader	Yard Manager

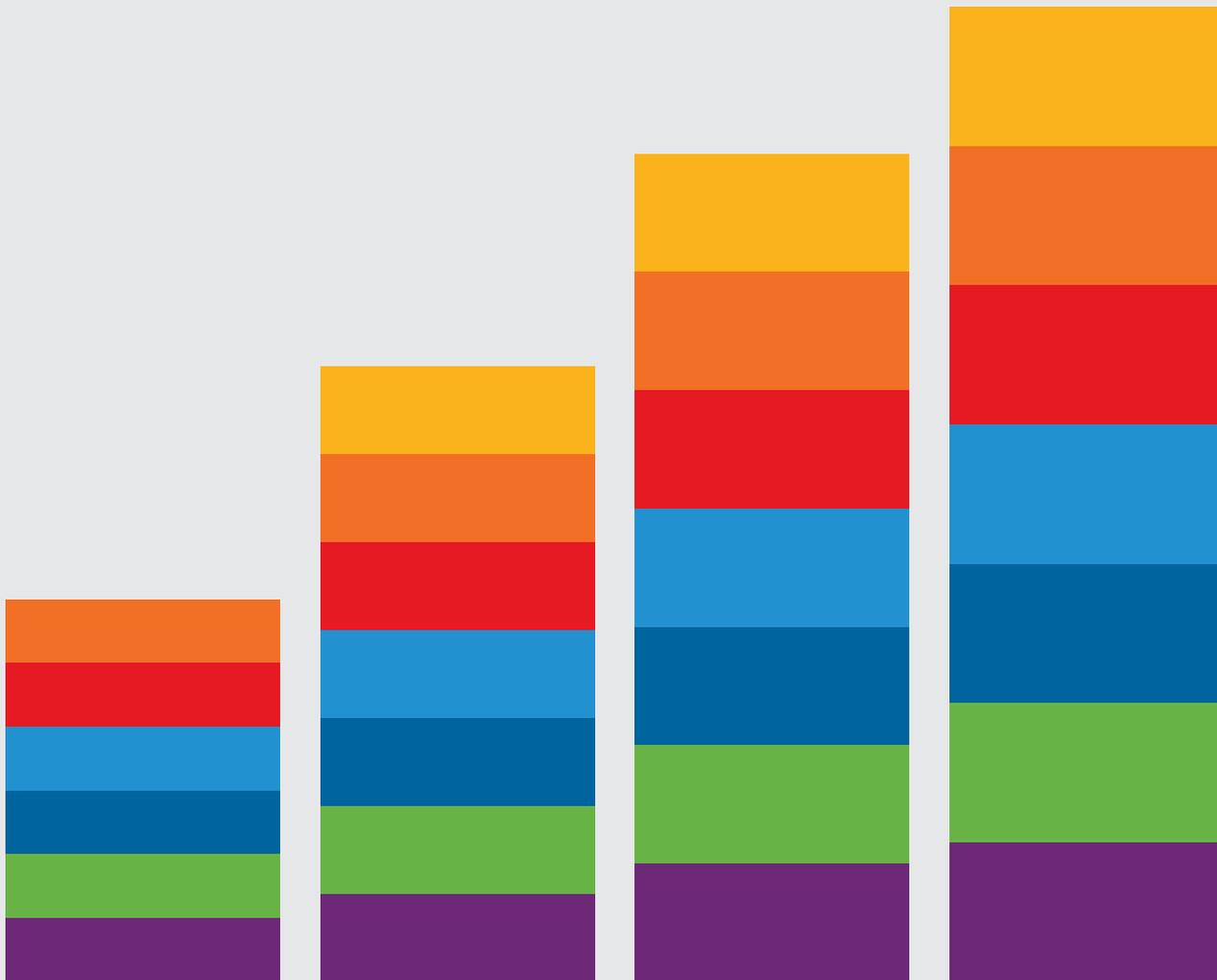
## III. MANAGER ROLE – *Participate in Decisions*

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

## IV. LEADER ROLE – *Make Decisions*

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

# COMPETENCIES BY JOB FAMILIES



I. ENTRY

II. ADVANCED

III. MANAGER

IV. LEADERSHIP

# 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><b>COMMUNICATIONS</b></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><b>DRIVE FOR RESULTS</b></p>	<p>Appropriate Appearance; Brand Awareness; Compliance; Consistency; Dependability; Health &amp; Safety; Industry Standards &amp; Practices; Initiative; Organizational Awareness; Policies &amp; 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><b>CUSTOMER SERVICE</b></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><b>ADAPTABILITY</b></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><b>CRITICAL THINKING</b></p>	<p>Cause &amp; Consequence; Locating Information; Mathematics; Observation; Problem Solving; Prioritization; Task/Service Balance</p>	<p>Decision-Making; Identify Trends and Patterns</p>
 <p><b>TECHNICAL/OCCUPATIONAL</b></p>	<p>Information Technology; Digital Fluency; Internet Use; Product Knowledge; Technical Knowledge; Telecommunications</p>	
 <p><b>LEADS PEOPLE</b></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
 <p><b>COMMUNICATIONS</b></p>	<p>Communicating Vision; Conflict Resolution; Objective &amp; Actionable Feedback; Self-confidence</p>	<p>Managerial Courage; Strategic Communication</p>
 <p><b>DRIVE FOR RESULTS</b></p>	<p>Interdependencies Between Units/Products/Services; Increased Knowledge of Laws and Regulations; Innovation</p>	<p>Vision; Interdependencies throughout Whole Organization; Manages Diversity</p>
 <p><b>CUSTOMER SERVICE</b></p>	<p>Elevated Situations; Strategies; Resolve Systematic Customer Service Issues</p>	<p>Develop Strategies to Improve Customer Service; Anticipate Customer Changes/Evolution</p>
 <p><b>ADAPTABILITY</b></p>	<p>Executes Change Strategy</p>	<p>Creates Change Strategy</p>
 <p><b>CRITICAL THINKING</b></p>	<p>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</p>	<p>Data Drives Long-term Decision-making</p>
 <p><b>TECHNICAL/OCCUPATIONAL</b></p>	<p>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</p>	<p>Looks Strategically at Gaps and Creates Effective Solutions</p>
 <p><b>LEADS PEOPLE</b></p>	<p>Achieves through Teams; Educates; Emotional Intelligence; Talent Development; Succession Planning; Managerial Courage</p>	<p>Develops Leadership Strategy</p>



## ALIGNMENT TO EXAMPLE INDUSTRY MODELS

The National Retail Services Initiative (NRSI) Competency Model describes the job requirements for successful careers in retail, grocery, restaurant, foods, hospitality, lodging, logistics, information technology, transportation, and distribution. 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.
- ◆ NRSI job roles are linked to KSABs in other industry models where they appear to best fit based upon publicly available information.
- ◆ Competencies across the span of job roles within the retail, grocery, restaurant, foods, hospitality, lodging, information technology, transportation, logistics, and distribution 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.



# INDUSTRY MODELS

	COMMUNICATIONS	DRIVES FOR RESULTS	CUSTOMER SERVICE	ADAPTABILITY	CRITICAL THINKING	TECHNICAL/OCCUPATIONAL SKILLS	LEADS PEOPLE
<b>CERTIFIED HOTEL ADMINISTRATOR</b> AMERICAN HOTEL AND LODGING EDUCATIONAL INSTITUTE						✓	✓
<b>CERTIFICATION IN TRANSPORTATION &amp; LOGISTICS (CTL)</b> APICS	✓			✓		✓	
<b>GLOBAL AND LOGISTICS ASSOCIATE (GLA)</b> APICS	✓	✓		✓		✓	
<b>HOSPITALITY, TOURISM, AND EVENTS COMPETENCY MODEL</b> EMPLOYMENT AND TRAINING ADMINISTRATION UNITED STATES DEPARTMENT OF LABOR	✓	✓	✓	✓	✓	✓	
<b>COMMON EMPLOYABILITY SKILLS</b> NATIONAL NETWORK OF BUSINESS AND INDUSTRY ASSOCIATIONS	✓	✓	✓	✓	✓	✓	
<b>FOOD &amp; BEVERAGE SERVICE COMPETENCY MODEL</b> NATIONAL RESTAURANT ASSOCIATION EDUCATIONAL FOUNDATION	✓	✓	✓	✓	✓	✓	✓
<b>FUNDAMENTALS OF RETAIL MANAGEMENT CERTIFICATION</b> NRF FOUNDATION	✓	✓	✓	✓	✓	✓	✓
<b>RETAIL MANAGEMENT CERTIFICATE</b> WESTERN ASSOCIATION OF FOOD CHAINS	✓	✓	✓	✓	✓	✓	✓

# CERTIFIED HOTEL ADMINISTRATOR

AMERICAN HOTEL AND LODGING  
EDUCATIONAL INSTITUTE



- ◆ The competencies identified by the American Hotel and Lodging Educational Institute's Certified Hotel Administrator align **100 percent** to the NRSI Competency Model.
- ◆ NRSI job roles are linked to KSABs in the Certified Hotel Administrator 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 Certified Hotel Administrator requirements.

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

# CERTIFICATION IN LOGISTICS, TRANSPORTATION, AND DISTRIBUTION (CLTD)

APICS

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

NRSI KSAB		NRSI JOB ROLE	ALIGNMENT	APICS CERTIFICATION IN LOGISTICS, TRANSPORTATION, AND DISTRIBUTION (CLTD)
⚙️	Inclusive	Not Specified	✓	Logistics and Supply Chain Overview
	Inclusive	Not Specified	✓	Capacity Planning and Demand Management
	Inclusive	Not Specified	✓	Order Management
	Inclusive	Not Specified	✓	Inventory and Warehouse Management
	Inclusive	Not Specified	✓	Transportation Management
	Inclusive	Not Specified	✓	Global Logistics Considerations
	Inclusive	Not Specified	✓	Logistics Network Design
	Inclusive	Not Specified	✓	Reverse Logistics and Sustainability

# GLOBAL AND LOGISTICS ASSOCIATE (GLA)

APICS



- ◆ The competencies identified by the APICS 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	APICS 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

## HOSPITALITY, TOURISM, AND EVENTS COMPETENCY MODEL

EMPLOYMENT AND TRAINING ADMINISTRATION - UNITED STATES DEPARTMENT OF LABOR

- ◆ The competencies identified by the Employment and Training Administration – United States Department of Labor’s Hospitality, Tourism, and Events (HT&E) Competency Model align **100 percent** to the NRSI Competency Model.
- ◆ Technical and occupational KSABs are defined more specifically in the HT&E Competency Model.
- ◆ Additional KSAB requirements by job role are identified in the NRSI Competency Model that are not contained in the HT&E Competency Model requirements.

	NRSI KSAB	NRSI JOB ROLE	ALIGNMENT	EMPLOYMENT & TRAINING ADMINISTRATION UNITED STATES DEPARTMENT OF LABOR HOSPITALITY, TOURISM, & EVENTS
	Reading	Entry	✓	Reading
	Writing	Entry	✓	Writing
	Inclusive	Entry	✓	Communication
	Inclusive	Entry	✓	Interpersonal Skills
	Integrity	Entry	✓	Integrity
	Professionalism	Entry	✓	Professionalism
	Initiative	Entry	✓	Initiative
	Dependability	Entry	✓	Dependability and Reliability
	Inclusive	Entry	✓	Dependability and Reliability
	Inclusive	Entry	✓	Safety and Security
	Inclusive	Entry	✓	Sustainable Practices

# HOSPITALITY, TOURISM, AND EVENTS COMPETENCY MODEL

EMPLOYMENT AND TRAINING ADMINISTRATION  
UNITED STATES DEPARTMENT OF LABOR  
(CONTINUED)



NRSI KSAB		NRSI JOB ROLE	ALIGNMENT	EMPLOYMENT & TRAINING ADMINISTRATION UNITED STATES DEPARTMENT OF LABOR HOSPITALITY, TOURISM, & EVENTS
	Inclusive	Entry	✓	Planning and Organizing
	Inclusive	Entry	✓	Business Fundamentals
	Inclusive	Entry	✓	Operations and Procedures
	Inclusive	Entry	✓	Accessibility
	Inclusive	Entry	✓	Marketing and Sales
	Inclusive	Entry	✓	Quality Assurance and Quality Control
	Inclusive	Entry	✓	Customer Focus
	Adaptability	Entry	✓	Adaptability and Flexibility
	Inclusive	Entry	✓	Adaptability and Flexibility
	Continuous Learning	Entry	✓	Lifelong Learning
	Teamwork	Entry	✓	Teamwork
	Mathematics	Entry	✓	Mathematics
	Inclusive	Entry	✓	Critical and Analytical Thinking
	Inclusive	Entry	✓	Scheduling and Coordinating
	Inclusive	Entry	✓	Checking, Examining, and Recording
	Inclusive	Entry	✓	Creative Thinking
	Inclusive	Advanced	✓	Creative Thinking
	Inclusive	Entry	✓	Problem Solving and Decision Making
	Inclusive	Advanced	✓	Problem Solving and Decision Making
	Inclusive	Entry	✓	Science and Technology
	Inclusive	Entry	✓	Basic Computer Skills
	Inclusive	Entry	✓	Working with Tools and Technology
	Inclusive	Entry	✓	Principles and Concepts
	Inclusive	Entry	✓	Food and Beverage Service
	Inclusive	Entry	✓	Lodging
	Inclusive	Entry	✓	Destination Marketing and Management
	Inclusive	Entry	✓	Tour Operations and Travel Arrangements
	Inclusive	Entry	✓	Recreation Amusements and Attractions
	Inclusive	Entry	✓	Meetings, Events, and Exhibitions Management

# COMMON EMPLOYABILITY SKILLS

NATIONAL NETWORK OF BUSINESS AND  
INDUSTRY ASSOCIATIONS



- ◆ **100 percent** of the competencies identified by the National Network of Business and Industry Associations' Common Employability Skills are aligned to the NRSI Competency Model.
- ◆ Technical and occupational KSAs are defined more specifically in the Common Employability Skills.
- ◆ Additional KSA requirements by job role are identified in the NRSI Competency Model that are not contained in the Common Employability Skill requirements.

NRSI KSAB		NRSI JOB ROLE	ALIGNMENT	NATIONAL NETWORK OF BUSINESS AND INDUSTRY ASSOCIATIONS COMMON EMPLOYABILITY SKILLS
	Inclusive	Entry	✓	Communication
	Reading	Entry	✓	Reading
	Writing	Entry	✓	Writing
	Integrity	Entry	✓	Integrity
	Initiative	Entry	✓	Initiative
	Inclusive	Entry	✓	Dependability & Reliability
	Inclusive	Entry	✓	Professionalism
	Inclusive	Entry	✓	Business Fundamentals
	Respectful of Diversity Valuing Differences	Entry	✓	Communication
	Inclusive	Entry	✓	Communication
	Inclusive	Entry	✓	Planning & Organizing
	Inclusive	Entry	✓	Customer Focus
	Inclusive	Entry	✓	Adaptability
	Teamwork	Entry	✓	Teamwork
	Mathematics	Entry	✓	Mathematics
	Inclusive	Entry	✓	Critical Thinking
	Decision Making	Advanced	✓	Decision Making
	Problem Solving	Entry	✓	Problem Solving
	Inclusive	Entry	✓	Problem Solving
	Inclusive	Entry	✓	Science
	Information Technology	Entry	✓	Technology
	Digital Fluency	Entry	✓	Technology
	Inclusive	Entry	✓	Working with Tools & Technology

# FOOD AND BEVERAGE SERVICE COMPETENCY MODEL

NATIONAL RESTAURANT ASSOCIATION  
EDUCATIONAL FOUNDATION



- ◆ The competencies identified by the National Restaurant Association Educational 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 EDUCATIONAL 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	✓
	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

# FOOD AND BEVERAGE SERVICE COMPETENCY MODEL

NATIONAL RESTAURANT ASSOCIATION  
EDUCATIONAL FOUNDATION (CONTINUED)



NRSI KSAB		NRSI JOB ROLE	ALIGNMENT	NATIONAL RESTAURANT ASSOCIATION EDUCATIONAL FOUNDATION FOOD AND BEVERAGE SERVICE
	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

## FUNDAMENTALS OF RETAIL MANAGEMENT CERTIFICATION NRF FOUNDATION

- ◆ The competencies identified by the National Retail Federation Foundation's Fundamentals of Retail Management Certification align **100 percent** to the NRSI Competency Model.
- ◆ Multiple NRSI competencies are covered in each Fundamentals of Retail Management Certification content area. The NRSI Competency that appears to have the most emphasis in a Fundamentals of Retail Management Certification content area is listed first, followed by additional NRSI competencies covered for the same content area.
- ◆ NRSI job roles are linked to content areas in the Fundamentals of Retail Management Certification where they appear to best fit.

NRSI KSAB		NRSI JOB ROLE	ALIGNMENT	NRF FOUNDATION FUNDAMENTALS OF RETAIL MANAGEMENT CERTIFICATION
	Inclusive	Manager	✓	Operations
	Inclusive	Manager	✓	Merchandising
	Inclusive	Manager	✓	Administrative and Financial Accountability
	Inclusive	Manager	✓	Selling and Services
	Inclusive	Manager	✓	Human Resources

# RETAIL MANAGEMENT CERTIFICATE

## WESTERN ASSOCIATION OF FOOD CHAINS



- ◆ The competencies identified by the Western Association of Food Chains Retail Management Certificate align **100 percent** to the NRSI Competency Model.
- ◆ Multiple NRSI competencies are covered in each Retail Management Certificate content area. The NRSI Competency that appears to have the most emphasis in a Retail Management Certificate content area is listed first, followed by additional NRSI competencies covered for the same content area.
- ◆ NRSI job roles are linked to content areas in the Retail Management Certificate where they appear to best fit.

NRSI KSAB		NRSI JOB ROLE	ALIGNMENT	WESTERN ASSOCIATION OF FOOD CHAINS RETAIL MANAGEMENT CERTIFICATE
	Inclusive	Manager	✓	Business Communication Skills for Managers
	Inclusive	Manager	✓	Principles of Management
	Inclusive	Manager	✓	Human Resources Management
	Inclusive	Manager	✓	Financial Management & Budgeting
	Inclusive	Manager	✓	Principles of Marketing
	Inclusive	Manager	✓	Computer Applications (Technology)
	Inclusive	Manager	✓	Retail Management
	Inclusive	Manager	✓	Human Relations/Organizational Behavior

# NRSI

National Retail Services Initiative

NATIONAL  
NETWORK

CONNECTING LEARNING AND WORK

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**TheJoyceFoundation**

