PATHWAY: Management
Pathway Topic: Planning/Organizing/Evaluating

**Pathway KS Statement:** Develop and implement short and long term strategic plans to manage growth, profit and goals within a specific market segment.

**Performance Element:** Complete effective business plans to meet varied business needs.

**Measurement Criteria:**
- Create a company vision, mission and goals.
- Create short and/or long-term strategic plans.
- Create the elements of a strategic plan.

**Performance Element:** Develop and implement annual performance-based operating plans to manage long-range company goals.

**Measurement Criteria:**
- Create the elements of an annual operating plan.
- Create annual operating plans.
- Develop technical management sections and work break-down structures; schedule types (Gantt charts, PERT charts, etc.) and priorities; and cost management sections and profit projections for annual operating plan.

**Performance Element:** Develop and implement business plans to serve division and department subjects.

**Measurement Criteria:**
- Develop and implement financial/budgeting plans.
- Develop and implement legal/contractual and/or risk management plans.
- Develop and implement organizational charts and staffing/human resource plans.
- Develop and implement inventory control plans and/or quality control/quality assurance plans.
- Develop and implement project or workload management plans.

**Pathway KS Statement:** Evaluate employee performance to provide timely and appropriate responses to personnel issues.

**Performance Element:** Apply performance standards to evaluate employees.

**Measurement Criteria:**
- Identify and communicate performance standards.
- Identify and communicate policies and procedures for reviewing performance.
- Track performance indicators and develop performance reports.
- Analyze performance reports for their impact upon your responsibility sets.

**Performance Element:** Develop timely responses to employee performance evaluations.

**Measurement Criteria:**
- Provide feedback response on employee's performance.
- Implement performance improvement plans.
- Amend employee work plans to account for performance evaluation results.
- Provide strategies for rewarding employee performance.
Pathway Topic: Planning/Organizing/Evaluating

Pathway KS Statement: Organize the various business services to address all company components.

Performance Element: Analyze the individual role and unit's responsibility to the business.

Measurement Criteria: Identify the various departments work group organization and individuals, as well as their interrelationships, within a company’s organizational structure.

Measurement Criteria: Identify the various employees responsible for the management of company information (including their responsibilities).

Measurement Criteria: Demonstrate the ability to describe and adopt the appropriate organizational tools and systems for the unit and the unit’s responsibility set.

Performance Element: Develop policies and procedures to provide support for the organization.

Measurement Criteria: Review current policies and procedures.

Measurement Criteria: Identify areas where policies and procedures must be added or revised.

Measurement Criteria: Develop a company policy and procedures manual.

Performance Element: Organize business components to assure quality products/services are delivered on time.

Measurement Criteria: Organize data/information/research.

Measurement Criteria: Organize people (human resources).

Measurement Criteria: Organize all other resources.

Measurement Criteria: Organize activities to meet time lines.

Measurement Criteria: Organize production or delivery of products/services.

Pathway Topic: Communicating

Pathway KS Statement: Assume appropriate roles to create, deliver, receive and manage business communications in the workplace.

Performance Element: Identify audience and create communications support statistics for internal and external audiences.

Measurement Criteria: Identify the audience and determine the type of communication to use for that audience.

Measurement Criteria: Gather the data to be included in the communication for the specific external audience.

Measurement Criteria: Prepare the communication in easy to understand format for intended audience.

Measurement Criteria: Choose the appropriate mode of communication.

Performance Element: Assume the necessary role to perform the responsibilities of delivering a message.

Measurement Criteria: Adopt the appropriate communicator role (trainer, presenter, counselor, etc.)

Measurement Criteria: Listen to and value the response of the audience to determine the effectiveness of the communication and appropriate follow-up actions.
Pathway Topic: Communicating

**Measurement Criteria:** Perform any required follow-up actions (respond to questions, document the communication session, etc.)

**Measurement Criteria:** Use appropriate visuals, media, body language, and handouts.

**Measurement Criteria:** Document those verbal communications for which a record may be required.

**Performance Element:** Assume the necessary role to perform the responsibilities of receiving a message.

**Measurement Criteria:** Adopt the appropriate receiver role (listener, participant, observer, etc.)

**Measurement Criteria:** Provide feedback on the communication received and communicate any questions, need for clarifications, or follow-up requests that you may have for the communicator.

**Measurement Criteria:** Perform any required follow-up actions (perform assigned tasks, send notes of appreciation, et.)

**Performance Element:** Manage the broad scope of business communications to process, document, and store information efficiently and appropriately.

**Measurement Criteria:** Develop and implement documentation processes and procedures.

**Measurement Criteria:** Make records of verbal and written communications in accord with your company's documentation processes and procedures.

**Measurement Criteria:** Utilize a document management or information storage system (may require an individual to know how to interact with the manager of information systems).

**Measurement Criteria:** Recall and utilize document records.

**Measurement Criteria:** Store communication for future reference or input into database, as required.

**Performance Element:** Prepare appropriate materials to reply to inquiries that required a considered response.

**Measurement Criteria:** Understand and communicate the purpose of the reply.

**Measurement Criteria:** Use the appropriate grammar, tone, style.

**Measurement Criteria:** Perform any required other activities (amend the file record, interact with legal, etc.)

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Pathway Topic: Supervising/Directing and Motivating/Leading

**Pathway KS Statement:** Motivate and supervise personnel to achieve completion of projects and company goals.

**Performance Element:** Exhibit behaviors and actions to effectively motivate and lead people.

**Measurement Criteria:** Identify and describe strategies that provide performance incentives.

**Measurement Criteria:** Motivate and lead employees toward innovative ideas and/or critical thinking ability.

**Measurement Criteria:** Motivate and lead employees toward continuous learning and/or professional development.

**Performance Element:** Exhibit behaviors and actions to effectively motivate and lead
Pathway Topic: Supervising/Directing and Motivating/Leading change.

- **Measurement Criteria:** Identify and describe reasons for macro- and micro-economic change (change in the community, industry, internal and external operations).

- **Measurement Criteria:** Motivate and lead employees toward macro- and micro-economic change (change in the community, industry, internal and external operations).

Performance Element: Exhibit behaviors and actions to effectively motivate and promote the use of teamwork in the workplace.

- **Measurement Criteria:** Describe the interrelationships, interactions, and communications required for teaming.

- **Measurement Criteria:** Develop and implement team operating procedures.

- **Measurement Criteria:** Describe and be able to adopt the tools/resources that facilitate working in team (WebX, Groupware, etc.)

- **Measurement Criteria:** Exhibit the ability to be flexible and allow for adaptations in work that team tasking requires.

Pathway KS Statement: Direct and supervise personnel to complete company goals and projects.

Performance Element: Exhibit the actions and behaviors most effective for supervising and directing the financial resources.

- **Measurement Criteria:** Demonstrate the ability to supervise and direct assets and liabilities.

- **Measurement Criteria:** Identify changes between assets and liabilities that impact the company’s equity(s).

- **Measurement Criteria:** Demonstrate the ability to supervise and direct relationships with financial services firms and other providers/investors.

Performance Element: Exhibit the actions and behaviors most effective for supervising and directing the human resources assigned to you for a company.

- **Measurement Criteria:** Establish and communicate workplace ethics and/or code(s) of conduct statements.

- **Measurement Criteria:** Establish and communicate corporate values.

- **Measurement Criteria:** Manage and mediate interpersonal conflict within the company organizational structure.

- **Measurement Criteria:** Demonstrate the ability to supervise and direct relationships with specific internal and external company constituents (employees, employee teams/work groups, upper management, board members and stockholders and other company-wide relationships.)

- **Measurement Criteria:** Identify and describe difficult personalities and describe strategies for dealing with those appropriately.

- **Measurement Criteria:** Identify and describe the impact of diversity in the workplace and demonstrate the ability to adopt strategies for promoting workplace harmony and company productivity.

Performance Element: Exhibit the actions and behaviors most effective for
Pathway Topic: Supervising/Directing and Motivating/Leading

supervising and directing the external relationships in your area of responsibility.

Measurement Criteria: Exhibit actions and behaviors to supervise and direct risk mitigation activities and other legal issues.

Measurement Criteria: Demonstrate the ability to supervise and manage quality control issues.

Measurement Criteria: Demonstrate the ability to motivate and lead specific external business constituents (clients, stockholders and board members, suppliers and service providers, government or regulatory associations, media, and the community.)

Performance Element: Exhibit the actions and behaviors most effective to supervise and direct the knowledge/information resources.

Measurement Criteria: Supervise and direct IT resources.

Measurement Criteria: Supervise and direct R and D resources.

Measurement Criteria: Supervise and direct contractual obligations.

Performance Element: Exhibit the actions and behaviors most effective for supervising and directing company tangibles.

Measurement Criteria: Supervise and direct facilities, equipment, and supply chains.

Measurement Criteria: Supervise and direct company products and/or services.

Measurement Criteria: Supervise and direct company inventory and/or intellectual property.

Performance Element: Exhibit the actions and behaviors most effective for supervising and directing company intangibles.

Measurement Criteria: Manage and/or positively impact the company’s goodwill.

Measurement Criteria: Manage and/or positively impact the company’s image.

Pathway Topic: Maintaining Facilities, Equipment and Supplies

Pathway KS Statement: Develop and implement plans and standard operating procedures to assure maintenance of facilities, equipment and supplies.

Performance Element: Describe the types and requirements of all company facilities, equipment and supply chains to manage physical properties of company structure.

Measurement Criteria: Describe the history of all company facilities, equipment and supply chains.

Measurement Criteria: Identify and maintain records of the physical layout of company facilities.

Measurement Criteria: Identify and maintain records of all company workstations and spaces including equipment.

Measurement Criteria: Identify and maintain records of facility safety, security, and emergency management requirements. (This includes healthy workplace environment requirements, facility housekeeping and sanitation requirements, etc.)

Measurement Criteria: Identify and maintain records of HVAC, utility, other building systems and physical plant requirements. Include external facilities such as parking lots, rights of way, sidewalks, lighting and groundskeeping.

Performance Element: Manage the present day-to-day operations and maintenance
Pathway Topic: Maintaining Facilities, Equipment and Supplies
of all company facilities, equipment and supply chains to assure physical integrity of all systems.

**Measurement Criteria:** Prepare operations and maintenance plans for the physical layout of all company facilities including workstations, safety and security, housekeeping and sanitation, IT infrastructure, utility systems, and external facilities.

**Measurement Criteria:** Prepare operations and maintenance plans for all equipment.

**Measurement Criteria:** Prepare a management plan for the day to day operations and maintenance of all company supply chains.

**Measurement Criteria:** Hire personnel and/or subcontractors and/or issue purchase orders for maintenance of physical facilities and equipment.

**Measurement Criteria:** Utilize best-value procurement policies in accord with any and all regulatory and/or company policies and procedures (including e-business technologies, as appropriate).

Performance Element: Determine adjustments needed and plan for future growth in facilities, equipment and supply chains to enable profitable operation and growth.

**Measurement Criteria:** Analyze growth projections and determine the impact of future growth on the facilities, equipment and supply chain.

**Measurement Criteria:** Analyze growth projections and determine the impact of future growth on the company profit margin.

**Measurement Criteria:** Prepare technical and cost management plans for the physical facilities, acquisition of new equipment, and an alternative, best-value supply chain.

**Measurement Criteria:** Develop a plan for managing the budget for facilities, equipment and supply chain, including lease versus purchase, purchase versus repair.

**Measurement Criteria:** Explain how you would make economic price adjustments to stay within the company profit margin and continue to manage facilities, equipment and supply chains.

Pathway Topic: Monitoring Progress

**Pathway KS Statement:** Utilize performance standards to monitor progress of personnel, finance and other functional areas.

Performance Element: Identify and communicate performance standards and operating policies and procedures such as ISO to personnel.

**Measurement Criteria:** Determine elements desired for performance standards.

**Measurement Criteria:** Develop policies and procedures for reviewing performance.

**Measurement Criteria:** Prepare written instructions to accompany procedures.

Performance Element: Evaluate results of performance standards to develop an effective tracking system.

**Measurement Criteria:** Track performance indicators according to schedule and standard.

**Measurement Criteria:** Evaluate tracking data and develop performance reports.

Performance Element: Analyze performance reports and make adjustments to recognize successes and identify shortfalls.
Pathway Topic: Monitoring Progress

Analyze performance reports for their impact upon assigned responsibility.

**Measurement Criteria:** Develop appropriate responses to performance shortfalls.

**Measurement Criteria:** Implement performance improvement plans.

**Measurement Criteria:** Amend annual operating plans to account for evaluation results.

Pathway Topic: Facilitating Change

**Pathway KS Statement:** Evaluate opportunities to determine potential company changes and implement strategies for catalyzing and guiding changes.

**Performance Element:** Evaluate opportunities to determine potential company changes.

**Measurement Criteria:** Identify performance standards within the company that impact bottom line and/or drive the need for change.

**Measurement Criteria:** Review performance reports to locate areas that indicate the need to change organizational process or performance.

**Measurement Criteria:** Compile areas needing attention and identify action to be taken.

**Measurement Criteria:** Inform others of changes, purpose and their role.

**Measurement Criteria:** Evaluate actions to be taken and make decision to proceed or abandon idea.

**Performance Element:** Implement the improvement process to guide the change.

**Measurement Criteria:** Document and evaluate input and outcomes throughout the process.

**Measurement Criteria:** Roll-out full scale implementation of the change.

**Measurement Criteria:** Evaluate the improvement process (cost/benefit analysis, impact analysis, etc.).
PATHWAY:  Business Financial Management & Accounting
Pathway Topic:  Computational Skills

Pathway KS Statement:  Apply computational skills in written documents.
Performance Element:  Observe policies and regulations when performing calculations for a given situation.
  Measurement Criteria: Identify the need to follow a policy or regulation.
  Measurement Criteria: Identify appropriate calculation methods for each situation.
  Measurement Criteria: Perform correct calculations for each situation.

Performance Element:  Calculate and enter data for a given situation on appropriate forms or reports.
  Measurement Criteria: Identify appropriate forms and reports for each situation.
  Measurement Criteria: Input raw data into forms or reports.
  Measurement Criteria: Apply the appropriate calculation method: add, subtract, multiply, divide, compare, present value, compound values, etc..

Performance Element:  Re-check computations in written documents for accuracy and quality.
  Measurement Criteria: Identify the most common accounting mistakes.
  Measurement Criteria: Use appropriate calculation methods to re-check results.

Pathway KS Statement:  Apply computational skills to computerized financial documents.
Performance Element:  Operate appropriate financial software to generate useable data.
  Measurement Criteria: Identify the most common features of financial software.
  Measurement Criteria: Explain the most critical functions of financial software.
  Measurement Criteria: Utilize the Help feature in the financial software.
Performance Element:  Operate electronic spreadsheet software to create formulas and reports.
  Measurement Criteria: Create formulas for mathematical computations.
  Measurement Criteria: Create a report based on previous or current mathematical computations.
  Measurement Criteria: Print a report.

Pathway Topic:  Organizational Skills
Pathway KS Statement:  Utilize organizational skills to perform accounting and financial operations.
Performance Element:  Record and schedule appointments and calendars to manage functions.
  Measurement Criteria: Record/schedule appointments.
  Measurement Criteria: Synchronize all calendars.
Performance Element:  Organize work priorities to assure deadlines will be met.
  Measurement Criteria: Establish “to do” lists with scheduled completion dates.
  Measurement Criteria: Schedule work priorities to meet due dates.
Pathway Topic: Organizational Skills

Measurement Criteria: Organize work in logical sequence.
Measurement Criteria: Meet deadlines.
Performance Element: Organize documents, forms and manuals to maintain orderly flow of work.
Measurement Criteria: Identify documents, forms, and manuals needed.
Measurement Criteria: Develop written publications and/or instructional manuals.
Measurement Criteria: Use PERT Charts and other tools to maintain orderly flow of work.

Pathway Topic: Policies and Regulations

Pathway KS Statement: Apply federal, state and local laws, rules and regulations to guide storage and retention of financial records.
Performance Element: Comply with federal, state and local rules, procedures, laws and regulations for storage and retention of financial records and files.
Measurement Criteria: Interpret guidance for storage requirements.
Measurement Criteria: Keep all federal, state, and local requirements updated.
Measurement Criteria: Provide necessary security for records and files.
Performance Element: Adapt accounting and record keeping functions to current computerized systems.
Measurement Criteria: Use database applications.
Measurement Criteria: Use financial systems.
Measurement Criteria: Use appropriate electronic files management software.
Measurement Criteria: Develop auditing system to insure accounting and financial records are correct.
Performance Element: Establish backup procedures for maintaining electronic records.
Measurement Criteria: Insure backup procedures are scheduled and completed.
Measurement Criteria: Maintain backup resources in appropriately determined locations.

Pathway KS Statement: Identify, apply and keep current with laws and regulations that affect financial and accounting practices.
Performance Element: Understand basic financial laws and regulations as applied to financial and accounting practices.
Measurement Criteria: Explain major points and purposes of laws and regulations concerning financial transactions, security trading, basic accounting principles (GAAP/GAA) and taxation laws.
Measurement Criteria: Identify resources that provide specific information regarding financial laws, policies and regulations.
Measurement Criteria: Identify major regulations and policies affecting select financial industries.
Measurement Criteria: Explain penalties and consequences for noncompliance with
Pathway Topic: Policies and Regulations

Performance Element: Examine the purposes of financial laws, policies and regulations to apply them to a given situation.

Measurement Criteria: Explain how to apply financial laws, policies, and regulations to given situations.

Measurement Criteria: Explain how company and industry policies affect industry practices.

Measurement Criteria: Analyze company and individual procedures for compliance with financial laws, policies, and regulations.

Measurement Criteria: Identify major instances of noncompliance with financial laws, policies, and regulations.

Performance Element: Maintain knowledge of current financial laws, policies and regulations to assure continued compliance in financial and accounting practices.

Measurement Criteria: Identify types of resources to provide information on financial laws, policies, and regulations.

Measurement Criteria: Evaluate a list of resources that would provide updates to financial laws, policies, and regulations.

Pathway Topic: Analyze and Interpret Data

Pathway KS Statement: Analyze and interpret financial data to produce accurate reports.

Performance Element: Understand the purpose of financial statements.

Measurement Criteria: Describe the different types of financial statements.

Measurement Criteria: Explain the purpose of a financial statement.

Measurement Criteria: Compare the differences in financial statements.

Performance Element: Analyze financial statements to verify information.

Measurement Criteria: Identify critical data.

Measurement Criteria: Identify relative timelines.

Measurement Criteria: Determine trends.

Measurement Criteria: Interpret trend indicators.

Measurement Criteria: Compare ratios/standards

Measurement Criteria: Identify causes.

Measurement Criteria: Identify problems or areas of concern.

Measurement Criteria: Assess potential impacts.

Performance Element: Interpret financial data for planning purposes.

Measurement Criteria: Identify trends

Measurement Criteria: Review revenues


Measurement Criteria: Determine priorities.

Measurement Criteria: Investigate abnormalities.

Measurement Criteria: Report conclusions based on data.

Pathway Topic: Accounting

Pathway KS Statement: Examine elements of an accounting system to
Pathway Topic: Accounting

*acquire skills in applying good accounting practices.*

Performance Element: Evaluate assets and liabilities to show their functions in an accounting system.

*Measurement Criteria:* Identify the parts of the accounting equation.
*Measurement Criteria:* Classify accounts as assets, liabilities, and owner’s equity.

**Pathway KS Statement:** Record business transactions to track business activities.

Performance Element: Create a chart of accounts to show the variety of accounts activity in a system.

*Measurement Criteria:* Identify asset accounts.
*Measurement Criteria:* Identify liability accounts.
*Measurement Criteria:* Open accounts in a general ledger.
*Measurement Criteria:* Open accounts receivable ledger.
*Measurement Criteria:* Open accounts payable ledger.

Performance Element: Record transactions.

*Measurement Criteria:* Journalize transactions in appropriate journals.
*Measurement Criteria:* Post from journals to ledgers.
*Measurement Criteria:* Prepare a trial balance.
*Measurement Criteria:* Journalize and post adjusting and closing entries.
*Measurement Criteria:* Close the general ledger.

**Pathway KS Statement:** Collect financial data to report required financial information.

Performance Element: Assemble appropriate accounting elements to prepare financial statements.

*Measurement Criteria:* Prepare a balance sheet.
*Measurement Criteria:* Prepare an income statement.
*Measurement Criteria:* Prepare a cash flow statement.
PATHWAY: Human Resources

Pathway Topic: Compensation and Benefits Administration

Pathway KS Statement: Manage an organization’s benefits program to service employees with options and benefits.

Performance Element: Communicate employee benefits options to employees in a given company.

Measurement Criteria: Explain employee benefits.
Measurement Criteria: Create/maintain employee benefits communication pieces.
Measurement Criteria: Disseminate written communications (e.g. newsletters, pamphlets).
Measurement Criteria: Conduct information/training sessions regarding benefits.

Performance Element: Conduct a review and update employee benefits program for a given company.

Measurement Criteria: Research benefit providers and options.
Measurement Criteria: Conduct employee needs analysis.
Measurement Criteria: Determine feasibility of benefit options.
Measurement Criteria: Ensure benefit programs contribute to organization’s total compensations plans and goals.

Performance Element: Maintain employee benefit records for employees in a given company.

Measurement Criteria: Record employee information.
Measurement Criteria: Verify employee benefit documents for accuracy.
Measurement Criteria: Provide security for and confidentiality of employee records.

Pathway KS Statement: Coordinate and administer a wage and salary program for the company.

Performance Element: Develop a competitive direct and indirect pay/compensation plan for the company.

Measurement Criteria: Analyze prevailing wage rates.
Measurement Criteria: Evaluate the cost effectiveness for the organization.
Measurement Criteria: Develop salary schedules (e.g. ranking jobs).
Measurement Criteria: Conduct wage/salary surveys.
Measurement Criteria: Assist in planning for wage increases.
Measurement Criteria: Evaluate pay structure and ensure fit with organization’s strategic objectives and total compensation plans.

Performance Element: Maintain employee time and wage records for the company.

Measurement Criteria: Verify time and wage documents.
Measurement Criteria: Create a payroll schedule.
Measurement Criteria: Ensure timely payroll distribution.
Measurement Criteria: Follow applicable federal, state and local laws.

Performance Element: Verify that applicable files fulfill regulations in order to represent the employer at unemployment compensation hearings.

Measurement Criteria: Research unemployment compensation regulations.
Pathway Topic: Compensation and Benefits Administration

Measurement Criteria: Compare and contrast current case to the applicable regulations.

Measurement Criteria: Develop materials to present during hearing.

Pathway Topic: Training and Development

Pathway KS Statement: Plan, develop and conduct training programs for a company.

Performance Element: Prepare and facilitate an orientation program for new employees.

Measurement Criteria: Locate and organize materials for orientation program.

Measurement Criteria: Inform employees of benefits, compensation and personnel policies.

Measurement Criteria: Ensure completion of appropriate personnel forms.

Performance Element: Prepare on-going training and development activities for employees.


Measurement Criteria: Evaluate past training activities for effectiveness.

Measurement Criteria: Communicate training opportunities to employees.

Measurement Criteria: Develop a training budget and obtain approval.

Performance Element: Implement training and development activities for employees.

Measurement Criteria: Evaluate training materials and methods for instruction.

Measurement Criteria: Select instructors to conduct training.

Measurement Criteria: Schedule classes for training.

Measurement Criteria: Maintain training records.

Measurement Criteria: Maintain up-to-date contact information on trainers.

Pathway KS Statement: Identify, develop and plan training materials to use in training and developing employees in a company.

Performance Element: Organize and maintain a library of training materials for the company.

Measurement Criteria: Research and evaluate available resources.

Measurement Criteria: Select and purchase training materials.

Measurement Criteria: Develop and implement procedures for employee use of materials.

Performance Element: Develop training procedures and guides to assist employees in doing their jobs.

Measurement Criteria: Confer with managers to determine training needs.

Measurement Criteria: Ensure training department is in compliance with all federal, state and local laws.

Measurement Criteria: Maintain positive attitude with all employees, contacts and customers.

Pathway Topic: Recruitment, Retention and Termination of Employees

Pathway KS Statement: Develop recruitment plan to obtain qualified employees.
Pathway Topic: Recruitment, Retention and Termination of Employees

Performance Element: Determine recruitment needs and objectives to obtain qualified employees.
  Measurement Criteria: Analyze current staff and work flow.
  Measurement Criteria: Relate organization’s goals to employees needed.
  Measurement Criteria: Assess current employees and external workers available for employment.

Performance Element: Publicize job openings to obtain qualified employees.
  Measurement Criteria: Identify target of recruitment efforts.
  Measurement Criteria: Determine appropriate media to use to announce openings.
  Measurement Criteria: Prepare materials for internal and external announcement of openings.
  Measurement Criteria: Ensure compliance will all federal, state and local laws (e.g. EEO, Affirmative Action, Americans with Disabilities).

Performance Element: Establish criteria for determining most qualified candidates for specific personnel need.
  Measurement Criteria: Maintain current job descriptions and requirements.
  Measurement Criteria: Select pre-employment tests and screenings.
  Measurement Criteria: Develop application and interview processes and documents.
  Measurement Criteria: Follow federal, state and local employment laws.

Performance Element: Select applicants that match specific personnel needs in a company.
  Measurement Criteria: Review and evaluate applicant qualifications.
  Measurement Criteria: Notify candidates of status.
  Measurement Criteria: Rank candidates to determine hiring preference.

Pathway KS Statement: Analyze company assessment of personnel needs to select qualified employees for current openings.

Performance Element: Use compliance-proven information to make termination and transition decisions that meet company goals.
  Measurement Criteria: Establish criteria.
  Measurement Criteria: Ensure compliance with federal, state and local laws.
  Measurement Criteria: Document communications with employees.
  Measurement Criteria: Conduct exit interview with employee.

Performance Element: Develop programs to assist in meeting needs of separated and transitional employees.
  Measurement Criteria: Determine employee needs.
  Measurement Criteria: Research materials and methods available.
  Measurement Criteria: Communicate programs available.

Pathway KS Statement: Identify key elements to develop and implement a performance appraisal system.

Performance Element: Determine elements of an evaluation system for a given
Pathway Topic: Recruitment, Retention and Termination of Employees

**Measurement Criteria:** Identify what knowledge, skills and behaviors will be evaluated.
**Measurement Criteria:** Identify who will conduct the evaluation.
**Measurement Criteria:** Develop an evaluation instrument.
**Measurement Criteria:** Analyze evaluation process based on federal, state and local laws.

**Performance Element:** Implement an employee appraisal system for a company.
**Measurement Criteria:** Determine evaluation timeline.
**Measurement Criteria:** Communicate evaluation methods/procedures to employees.
**Measurement Criteria:** Conduct employee appraisal interviews.

**Performance Element:** Create a system to maintain employee appraisal records for a company.
**Measurement Criteria:** Complete employee appraisal records and documentation.
**Measurement Criteria:** Ensure confidentiality of records.
**Measurement Criteria:** Establish criteria for file reviews by employees.

Pathway Topic: Personnel Policies and Procedures

**Pathway KS Statement:** Organize and maintain an organization’s personnel policies and procedures documents to assure consistency.

**Performance Element:** Develop and/or revise policies and procedures to maintain company personnel policies.
**Measurement Criteria:** Review current policies and procedures.
**Measurement Criteria:** Identify areas where policies and procedures must be added or revised.
**Measurement Criteria:** Develop and maintain company policies and procedures (e.g. grievance, appeals and progressive disciplinary procedures).

**Performance Element:** Participate in strategic planning to support company’s mission.
**Measurement Criteria:** Gather and interpret internal operations information.
**Measurement Criteria:** Gather and interpret general business and industry practices information.
**Measurement Criteria:** Work with executives to ensure support for organization's policies and practices.
**Measurement Criteria:** Provide information for budget processes in human functional areas.

**Pathway KS Statement:** Establish and implement programs, practices and procedures to protect workers and the workplace.

**Performance Element:** Read regulations to promote compliance with applicable health and safety laws and regulations.
**Measurement Criteria:** Maintain knowledge of federal, state and local laws and regulations.
**Measurement Criteria:** Establish policies and programs that promote health and safety.
**Measurement Criteria:** Work with supervisors and managers to enforce safety.
Pathway Topic: Personnel Policies and Procedures

**Measurement Criteria:** Educate employees about health and safety.
**Measurement Criteria:** Monitor worker's compensation claims and costs.

Performance Element: Provide resources for the organization to protect employees and the workplace.

**Measurement Criteria:** Develop emergency response plans.
**Measurement Criteria:** Work with management to plan and acquire safety equipment.
**Measurement Criteria:** Represent the organization when appropriate in work with federal, state and local regulatory agencies.

**Measurement Criteria:** Ensure appropriate documentation of workplace incidents.

**Pathway KS Statement:** Formulate human resources objectives, practices and policies to contribute to organizational effectiveness.

Performance Element: Participate in strategic planning process and implementation to manage business operations.

**Measurement Criteria:** Gather and interpret internal operations information.
**Measurement Criteria:** Gather and interpret general business and industry practices information.
**Measurement Criteria:** Establish strategic relationships within and outside the organization.

**Measurement Criteria:** Provide information for budget processes in human resources functional areas.

Performance Element: Communicate and monitor legal and regulatory processes to ensure compliance to manage business operations.

**Measurement Criteria:** Monitor the legislative environment.
**Measurement Criteria:** Provide guidance to organization's management on legal issues related to employment and employee relations.

**Measurement Criteria:** Cultivate leadership and ethical values within the organization.

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Pathway Topic: Labor Relations

**Pathway KS Statement:** Recognize the importance of union-management relationships and contracts to ensure business continuity.

Performance Element: Analyze contracts and company’s position to assist management in labor contract negotiations.

**Measurement Criteria:** Analyze current contract.
**Measurement Criteria:** Compile information on proposed contract.
**Measurement Criteria:** Communicate management’s position.
**Measurement Criteria:** Arrange and schedule meetings between parties.
**Measurement Criteria:** Prepare and present contract cases.

Performance Element: Monitor implementation of contract for compliance.

**Measurement Criteria:** Analyze hours, wages and working conditions.
**Measurement Criteria:** Complete statistical reports on findings.
**Measurement Criteria:** Schedule and meet with union representatives.
**Measurement Criteria:** Resolve grievances and problems.
PATHWAY: Business Analysis

Pathway Topic: Defining the Goal

Pathway KS Statement: Use reliable information to research the problem.
Performance Element: Identify factors and other considerations to clearly state the problem.

Measurement Criteria: List the most important elements of the problem.
Measurement Criteria: Distinguish between quantitative and non-quantitative information.

Performance Element: Appraise environmental and other parameters to identify the potential affects of the problem.

Measurement Criteria: List environmental influences.
Measurement Criteria: Distinguish between the controllable and non-controllable factors.
Measurement Criteria: Document benefits of solving the problem will provide.

Performance Element: Explore stakeholder needs to determine impact to the stakeholders.

Measurement Criteria: Identify the stakeholders.
Measurement Criteria: Describe the impact on the various stakeholders.
Measurement Criteria: Discuss the problem with stakeholders.
Measurement Criteria: Identify stakeholder needs.

Pathway KS Statement: Form a clear statement of the problem to ensure consistent understanding among all stakeholders.

Performance Element: Develop a problem statement.

Measurement Criteria: Write the problem statement using the conventions of standard English.
Measurement Criteria: Include factors, time and measurement in problem statement.
Measurement Criteria: Solicit feedback from stakeholders to validate problem statement.

Pathway KS Statement: Formulate assumptions and a hypothesis to facilitate a solution.

Performance Element: Formulate assumptions to gain a better understanding of the causes of the problem.

Measurement Criteria: Apply quantitative measures for assumptions.
Measurement Criteria: Develop a rationale for each assumption.
Measurement Criteria: Compile a list of hurdles to overcome.

Performance Element: Examine various approaches to articulate possible solutions.

Measurement Criteria: Solicit input from each stakeholder
Measurement Criteria: Describe each approach using quantitative measures.
Measurement Criteria: Estimate resources involved in each approach.

Pathway Topic: Collect and Evaluate Data

Pathway KS Statement: Compile data to validate assumptions and hypothesis.

Performance Element: Examine available sources to determine key elements.
Pathway Topic: Collect and Evaluate Data

**Measurement Criteria:** List data elements.

**Measurement Criteria:** Explain how each data element relates to the overall problem or goal statement.

**Measurement Criteria:** Quantify amount of data needed.

**Measurement Criteria:** Prioritize data.

**Performance Element:** Develop a plan for gathering data.

**Measurement Criteria:** Locate data sources.

**Measurement Criteria:** Estimate resources required.

**Measurement Criteria:** Create a time-line for data collection.

**Performance Element:** Solicit feedback from stakeholders to validate data

**Measurement Criteria:** Obtain data from sources identified.

**Measurement Criteria:** Conduct meetings with key stakeholders and others who will provide data.

**Measurement Criteria:** Obtain buy-in from data providers.

**Measurement Criteria:** Further define the problem if data indicates need.

**Performance Element:** Organize the data to facilitate interpretation.

**Measurement Criteria:** Select the appropriate storage schema.

**Measurement Criteria:** Use information technology tools to store the data.

**Pathway KS Statement:** Evaluate the data to validate assumptions and hypothesis.

**Performance Element:** Convert data into key metrics to facilitate interpretation.

**Measurement Criteria:** Apply Information Technology tools to perform mathematical computations.

**Measurement Criteria:** Identify applicable formulas.

**Measurement Criteria:** Apply formulas to data.

**Performance Element:** Interpret information to validate assumptions and hypothesis.

**Measurement Criteria:** Identify trends and perform a regression analysis.

**Measurement Criteria:** Determine key data elements.

**Measurement Criteria:** Evaluate data collected in context.

**Measurement Criteria:** Determine relevance of data collected

**Performance Element:** Prepare data in a format to facilitate interpretation.

**Measurement Criteria:** Create graphical representations of metrics.

**Measurement Criteria:** Determine usable format.

Pathway Topic: Formulate and Evaluate Solutions

**Pathway KS Statement:** Generate alternatives to facilitate comparisons.

**Performance Element:** Review data to determine key leverage points.

**Measurement Criteria:** Examine data to determine key leverage points.

**Measurement Criteria:** Justify each leverage point based on the data.

**Measurement Criteria:** Rank the leverage points.

**Measurement Criteria:** Prepare cost benefit analysis.

**Performance Element:** Identify constraints to evaluate feasibility of alternatives.

**Measurement Criteria:**
Pathway Topic: Formulate and Evaluate Solutions

- List constraints.
  - **Measurement Criteria:** Relate constraints to identified leverage points.
- Performance Element: Seek a variety of input to create alternative solutions.
  - **Measurement Criteria:** Brainstorm ideas.
  - **Measurement Criteria:** Prepare options in writing.
- Performance Element: Eliminate infeasible alternatives to save time.
  - **Measurement Criteria:** Compare each option to the stakeholders' needs.
  - **Measurement Criteria:** Estimate resource needs of each alternative.
- Performance Element: Establish the means for comparing alternatives.
  - **Measurement Criteria:** Select criteria.
  - **Measurement Criteria:** Determine how each solution stands against criteria.
  - **Measurement Criteria:** Analyze extenuating circumstances and factors.

Pathway Topic: Select and Present a Solution

**Pathway KS Statement:** Explore possibilities to select the most beneficial solution.

- Performance Element: Review criteria to evaluate the potential and limitation to each solution
  - **Measurement Criteria:** Summarize each solution against criteria.
  - **Measurement Criteria:** Estimate and explore the impact of each solution.
- Performance Element: Compare the alternatives to select the best solution
  - **Measurement Criteria:** Rank solutions based on overall outcome
  - **Measurement Criteria:** Justify solution.

**Pathway KS Statement:** Prepare presentation of solutions to communicate to stakeholders.

- Performance Element: Condense and customize information to prepare a presentation.
  - **Measurement Criteria:** Condense information into a concise format.
  - **Measurement Criteria:** Customize presentation for the audience.
  - **Measurement Criteria:** Prepare supporting documents and visuals.
  - **Measurement Criteria:** List possible questions and concerns.
- Performance Element: Use effective communication skills to present the solutions.
  - **Measurement Criteria:** Capture the attention of the audience.
  - **Measurement Criteria:** Model appropriate use of materials.
  - **Measurement Criteria:** Employ a logical progression of ideas and information.
  - **Measurement Criteria:** Meet the expectations of the audience effectively.

Pathway Topic: Control the Process

**Pathway KS Statement:** Communicate with all stakeholders throughout the process to ensure alignment of energies and resources.

- Performance Element: Establish a time-line and milestones to gauge progress.
  - **Measurement Criteria:** Create a time-line.
  - **Measurement Criteria:** Obtain approval of the time-line from stakeholders.
Pathway Topic: Control the Process

**Measurement Criteria:** Evaluate and adjust the time-line as necessary.

Performance Element: Periodically review timeline and progress to make adjustments expeditiously.

**Measurement Criteria:** Evaluate progress against time-line and goals

**Measurement Criteria:** Recommend and make changes based on analysis.

Performance Element: Provide periodic reports for stakeholder evaluation.

**Measurement Criteria:** Exchange data and information with stakeholders.

**Measurement Criteria:** Solicit feedback from stakeholders.

**Measurement Criteria:** Prepare reports.
PATHWAY:  Marketing & Communications

Pathway Topic:  Pricing

Pathway KS Statement:  Apply a variety of approaches to determine the appropriate price for a product/service.

Performance Element:  Use different pricing methods to calculate the price of a product/service.

Measurement Criteria:  Explain the importance of break even point and its role in pricing.


Performance Element:  Determine company goals and external issues necessary to determine pricing.

Measurement Criteria:  Explain the importance of return on investment (ROI) and apply it to pricing of a product/service.

Measurement Criteria:  Identify and apply the goals of market penetration/market share of the company.

Measurement Criteria:  Identify and apply the global influences and the impact on pricing.

Measurement Criteria:  Identify government regulations, their cost and integrate the cost into pricing.

Pathway KS Statement:  Relate factors that influence price to a product’s price.

Performance Element:  List and discuss the factors to determine price.

Measurement Criteria:  List the factors that influence price.

Measurement Criteria:  Identify and match key factors to product.

Measurement Criteria:  Prioritize factors and apply to the process of calculating price.

Measurement Criteria:  Determine break even point.

Measurement Criteria:  Determine pricing that will maximize profits.

Performance Element:  Determine perceived quality to establish a price.

Measurement Criteria:  Discuss and conclude what determines quality in the product.

Measurement Criteria:  Match the product quality to the perceptions of the customer.

Measurement Criteria:  Apply appropriate price that will match market approval and customer satisfaction.

Performance Element:  Identify the total product cost to determine price.

Measurement Criteria:  Identify all elements of overhead and how to apply them to product pricing.

Measurement Criteria:  Identify and apply marketing and sales expenses to pricing.

Performance Element:  Identify the impact of external (uncontrollable) activities or consumer practices to determining price.

Measurement Criteria:  Discuss consumer practices (shop lifting, improper returns, and product liability claims) and their impact on price.

Measurement Criteria:  Explain the impact of consumer practices on return on...
Pathway Topic: Pricing

*Pathway KS Statement:* Evaluate customers and their needs to determine pricing of product or service.

Performance Element: List and discuss the concept of customer needs as it applies to a specific product/service price.

- **Measurement Criteria:** Describe the product.
- **Measurement Criteria:** Explain the difference between price and perceived quality.
- **Measurement Criteria:** Identify customer needs and match to benefits of the product.
- **Measurement Criteria:** Establish a perceived value to determine a price-based on the needs of customers and benefits of product.

Performance Element: Recognize geographic needs of product to determine price.

- **Measurement Criteria:** Compare geographic needs of customers.
- **Measurement Criteria:** Apply economic considerations for various geographic areas of product/service markets.

*Pathway KS Statement:* Apply pricing strategies to meet competition.

Performance Element: Identify the competitive practices to anticipate the future activities of competitors.

- **Measurement Criteria:** Analyze and discuss competitors' previous and current pricing strategies.
- **Measurement Criteria:** List all possible actions of the competitors and match the appropriate proactive response.
- **Measurement Criteria:** Analyze return on investment (ROI) before adapting any pricing practices.

Performance Element: Identify and apply the process of altering pricing to meet competitive situations.

- **Measurement Criteria:** Determine when price adjustments should be made.
- **Measurement Criteria:** Identify the competitive environment and determine the appropriate alternative pricing approach.
- **Measurement Criteria:** Apply bait and switch, descriptive pricing, dumping, loss leader pricing, and price discrimination to determine the best approach.
- **Measurement Criteria:** Apply appropriate approaches for successful product/service price discounting.

Performance Element: Evaluate pricing formats to find the best solution to price altering.

- **Measurement Criteria:** Analyze the impact of bait and switch on break even, return on investment (ROI), and mark up to determine the best approach.
- **Measurement Criteria:** Analyze the impact of demand based pricing on break even, return on investment (ROI), and mark up to the pricing situation.
- **Measurement Criteria:** Analyze the impact of mark up on break even, return on investment (ROI), and mark up on the pricing situation.

*Pathway KS Statement:* Apply technology to identify a variety of approaches for determining and monitoring pricing.
Pathway Topic: Pricing

Performance Element: Identify the ways that technology can be used to impact the pricing function.

Measurement Criteria: Understand the quantitative variables of pricing and price variables that can be applied to software.

Measurement Criteria: List and discuss methods to apply technology to pricing.

Measurement Criteria: Identify the appropriate software and technology tools to use in establishing pricing.

Measurement Criteria: Identify the time saving and other financial advantages to using technology.

Performance Element: Explain the specific applications of technology to determine pricing.

Measurement Criteria: Match pricing application to appropriate technology/software needed in the process of setting prices.

Measurement Criteria: Evaluate the cost of technology verses the return on investment (ROI) and the impact on pricing of the product/service.

Measurement Criteria: Review the technology available in other elements of pricing such as applying price stickers.

Measurement Criteria: Use technology to monitor all elements of the price altering.

Pathway KS Statement: Apply strategies for determining and adjusting prices to maximize return and meet customer's perceptions of value.

Performance Element: Develop objectives, policies and strategies to make pricing decisions.

Measurement Criteria: Explain the relationship between price and purchasing decisions.

Measurement Criteria: List the factors that influence price.

Measurement Criteria: Calculate the price of a product/service or line of products/services using different pricing methods.

Performance Element: Use technology to determine prices.

Measurement Criteria: Explain the impact of technology on the roles of buyers and sellers in determining price.

Measurement Criteria: Demonstrate the use of technology in determining the price for a product/service.

Pathway Topic: Customer Service

Pathway KS Statement: Use strategies necessary to determine appropriate level of customer service.

Performance Element: Determine the appropriate activities to achieve high quality customer service.

Measurement Criteria: Describe the level of customer service appropriate for a product/service or firm.

Measurement Criteria: Determine customer service needs based on customer contact.

Measurement Criteria: Maintain a file of key information about customers.

Measurement Criteria: Develop a system for contacting customers periodically.

Performance Element: Determine activities necessary to offer the benefits of self service.
Pathway Topic: Customer Service

Measurement Criteria: Describe the activities necessary to offer self-service.

Measurement Criteria: Develop a plan to offer self-service for a line of products/services.

Pathway Topic: Selling

Pathway KS Statement: Take necessary action to determine customer needs and wants and to respond through planned, personalized communication that influences purchase decisions.

Performance Element: Demonstrate techniques to achieve personal selling.

Measurement Criteria: List and demonstrate the steps in the personal selling process.

Measurement Criteria: Explain the role of personal selling in building customer relationships.

Performance Element: Demonstrate appropriate techniques to achieve electronic selling.

Measurement Criteria: Identify the types of electronic marketing.

Measurement Criteria: Explain the benefits and liabilities of electronic marketing to a specific product/service or firm.

Measurement Criteria: Design a sales campaign for a product or service utilizing web-based marketing or e-mail.

Pathway KS Statement: Establish selling philosophies to develop customer loyalty and profitability.

Performance Element: Develop selling policies that encourage long-term client relationships.

Measurement Criteria: Provide for effective customer service.

Measurement Criteria: Document expected ethical behaviors.

Measurement Criteria: Create value-added strategies.

Measurement Criteria: Document expectations for post-sale follow up.

Performance Element: Analyze current business conditions to isolate external factors affecting the selling relationship.

Measurement Criteria: Determine the legal requirements that apply to selling.

Measurement Criteria: Identify common and accepted practice as appropriate to the situation.

Measurement Criteria: Analyze current economic conditions.

Measurement Criteria: Explain position relative to competitive environment.

Pathway KS Statement: Utilize product and company attributes to help the customer understand benefit outcomes.

Performance Element: Develop benefit statements to show their unique relationship to the company.

Measurement Criteria: Acquire company information relevant to the customer.

Measurement Criteria: Analyze company information to determine benefits.

Measurement Criteria: Identify benefits unique to company.

Performance Element: Develop benefit statements to show their relationship to a product or service.

Measurement Criteria: Acquire product information relevant to customer.
Pathway Topic: Selling

- **Measurement Criteria**: Analyze product information to determine benefits.
- **Measurement Criteria**: Identify benefits unique to product or brand.

**Performance Element**: Identify value-added considerations to show their relationship to a product or service.

- **Measurement Criteria**: Emphasize brand promise.
- **Measurement Criteria**: Explain warranties and guarantees.
- **Measurement Criteria**: Upsell options relative to customer needs or wants (only).
- **Measurement Criteria**: Suggest related products as appropriate.

**Pathway KS Statement**: Analyze client characteristics to facilitate the buying process.

- **Performance Element**: Identify client purchasing processes to integrate significant elements into buying process.

- **Measurement Criteria**: Determine demographic characteristics relative to purchase decision.
- **Measurement Criteria**: Analyze psychographic characteristics relative to purchase decision.
- **Measurement Criteria**: Analyze historical buying patterns and relationships.

- **Performance Element**: Determine motives to help define customer buying process.

- **Measurement Criteria**: Determine basic needs and wants.
- **Measurement Criteria**: Identify customer motives.
- **Measurement Criteria**: Differentiate between organizational and consumer behavior.
- **Measurement Criteria**: Address personality needs.
- **Measurement Criteria**: Analyze decision-making process.

**Pathway KS Statement**: Use accepted processes to complete the buying process.

- **Performance Element**: Conduct prospecting to maintain or increase client base.

- **Measurement Criteria**: Select prospecting techniques.
- **Measurement Criteria**: Construct prospect list.
- **Measurement Criteria**: Qualify leads.
- **Measurement Criteria**: Maintain data.

- **Performance Element**: Make a sales presentation to encourage customer to buy a product or use a service.

- **Measurement Criteria**: Determine decision-makers and gatekeepers.
- **Measurement Criteria**: Customize selling message to appropriate individual.
- **Measurement Criteria**: Prepare support materials.
- **Measurement Criteria**: Organize sales presentation to the interests of the decision-maker.
- **Measurement Criteria**: Educate the client throughout sales presentation.
- **Measurement Criteria**: Convert objections to benefits relative to client needs.
- **Measurement Criteria**: Negotiate close.

- **Performance Element**: Develop and implement a follow-up plan to enhance satisfaction and encourage a continuing relationship.

- **Measurement Criteria**: Maintain detailed sales/service documentation.
Pathway Topic: Selling

- **Measurement Criteria:** Identify appropriate follow-up activities.
- **Measurement Criteria:** Follow up in a timely fashion.
- **Measurement Criteria:** Resolve complaints.
- **Measurement Criteria:** Take corrective action as appropriate.
- **Measurement Criteria:** Provide continuing education and training.
- **Measurement Criteria:** Expand collaborative involvement with client.
- **Measurement Criteria:** Exceed service expectations.

Pathway Topic: Distribution

- **Pathway KS Statement:** Utilize standard processes to move, store, locate and/or transfer ownership of goods and services.
- **Performance Element:** Determine appropriate channels to distribute goods and services.
- **Measurement Criteria:** List and explain five channels of distribution.
- **Measurement Criteria:** Explain the relationship between customer service, price and channel of distribution.
- **Measurement Criteria:** Determine appropriate channel of distribution for a product/service or line of products/services.

Pathway Topic: Promotion

- **Pathway KS Statement:** Disseminate information about products/services or firm to achieve a desired outcome for a product or service.
- **Performance Element:** Develop a plan to promote a product/service.
- **Measurement Criteria:** List and explain the various forms of sales promotion.
- **Measurement Criteria:** Evaluate the various forms of sales promotion with regard to a specific line of products/services or firm.
- **Measurement Criteria:** Determine appropriate use of sales promotion for a specific line of products/services or firm.
- **Performance Element:** Prepare an advertising plan to promote a product/service.
- **Measurement Criteria:** List and explain the various advertising media.
- **Measurement Criteria:** Evaluate the appropriateness of various advertising media for a specific line of products/services or firm.
- **Measurement Criteria:** Develop an advertising plan for a specific line of products/services or firm.
- **Performance Element:** Utilize various forms of publicity to promote product/service.
- **Measurement Criteria:** List and explain the various forms of publicity.
- **Measurement Criteria:** Develop a plan to utilize publicity for a specific line of products/services or firm.
- **Performance Element:** Exhibit a clear and concise understanding of ethical behavior to promote a product/service.
- **Measurement Criteria:** List and explain how various forms of moral and ethical promotion lead to customer trust.
- **Measurement Criteria:** Prepare a form of promotion with regard to both “truth in advertising” and “government instituted laws.”
- **Performance Element:** Develop a plan to use all forms of promotional mix to develop
Pathway Topic: Promotion

a well-rounded sales campaign.

**Measurement Criteria:** List and explain the basic types of a promotional mix.

**Measurement Criteria:** Evaluate how all types of a promotional mix will coordinate in a small-scale sales campaign.

**Measurement Criteria:** Develop a sales campaign utilizing all four types of promotional mix to assure a products/service is widely recognized.

**Performance Element:** Use appropriate terminology to promote a product or service.

**Measurement Criteria:** Demonstrate appropriate uses of the computer in the different areas of promotion.

**Measurement Criteria:** Utilize computer technology to convey the promotional message to the customer.

**Performance Element:** Exhibit a clear and concise understanding of promotion to market a product or service.

**Measurement Criteria:** List and define the concept of promotion.

**Measurement Criteria:** Demonstrate how the types of promotion encompass and compliment the other functions of marketing.

Pathway Topic: Communications

**Pathway KS Statement:** Utilize concepts, strategies and systems necessary to interact effectively with others

**Performance Element:** Apply effective presentation skills to a marketing/sales situation.

**Measurement Criteria:** Explain the difference between persuasive and informative presentations.

**Measurement Criteria:** Develop a sales presentation for marketing a specific product/service.

**Measurement Criteria:** Exhibit negotiation skills in marketing of products/service.

**Performance Element:** Exhibit verbal communication skills to provide information at staff meetings and trade shows.

**Measurement Criteria:** Contribute ideas gained from staff meetings and trade shows with co-workers supervisors and customers.

**Measurement Criteria:** Network with potential customers.

**Measurement Criteria:** Conduct staff meetings.

**Measurement Criteria:** Develop potential partnerships.

**Pathway KS Statement:** Develop and deliver the effective customer relations skills to provide good customer service.

**Performance Element:** Inform and update co-workers and supervisors of progress and concerns to meet customer needs.

**Measurement Criteria:** Share product/service and company information with co-workers and supervisors.

**Measurement Criteria:** Share innovative ideas in selling particular products and services.

**Measurement Criteria:** Inform supervisors of customer questions and requests.
Pathway Topic: Communications

Performance Element: Shares ideas about selling and maintaining products/services with customers and co-workers to maintain sales continuity.

Measurement Criteria: Read product/service and company information.

Measurement Criteria: Relate product/service and company information with co-workers, supervisors and customers.

Measurement Criteria: Informs supervisors of customer questions and requests.

Pathway KS Statement: Provide ethical, legal and culturally sensitive information to customers and co-workers.

Performance Element: Exercise cultural sensitivity to interact with customers and co-workers.

Measurement Criteria: Research current domestic and international affairs related to market.

Measurement Criteria: Develop strategies and promotional ideas relating to current issues relating to the target audience.

Performance Element: Examine ethical and legal issues to provide information in a given marketing situation.

Measurement Criteria: Explain reasons for safeguarding confidential information.

Measurement Criteria: Describe why you should provide honest information to and about consumers.

Measurement Criteria: Discuss ethical methods of communicating information to others.

Pathway Topic: Product/Service Management

Pathway KS Statement: Apply the concepts and processes necessary to obtain, develop, maintain and improve a product/service mix.

Performance Element: Examine consumer product/service to compare it to industrial productions/service.

Measurement Criteria: List and define consumer products/services.

Measurement Criteria: List and define industrial products/services.

Performance Element: Develop a product/service mix to service a selected market.

Measurement Criteria: Prepare a list of potential products/services.

Measurement Criteria: Analyze product/service liability risks.

Measurement Criteria: Select products/services to market.

Performance Element: Conduct research for potential new products/services to market to meet customer needs.

Measurement Criteria: Analyze requests from customers.

Measurement Criteria: Review new products/services from catalogs, trade shows, and advertisements.

Measurement Criteria: Prepare list of possible products/services.

Pathway KS Statement: Apply the product/service management function to a marketing business.

Performance Element: Explain the importance of product/service management to a marketing business.

Measurement Criteria: Define product/service management.
Pathway Topic: Product/Service Management

**Measurement Criteria:** List the benefits of product/service management.

**Measurement Criteria:** Describe the classes of product/service management.

**Measurement Criteria:** Explain the role of product/service management in marketing.

**Performance Element:** Explain the impact of product life cycles to marketing decisions.

**Measurement Criteria:** Define the following: product life cycle, introduction, growth, and maturity.

**Measurement Criteria:** Identify the stages of a product life cycle.

**Measurement Criteria:** Discuss the impact of each step of the life cycle and decision making.

**Performance Element:** Use technology to perform functions of product/service management.

**Measurement Criteria:** Identify ways that the use of technology impacts product/service management.

**Measurement Criteria:** Explain specific applications of technology in product/service management.

**Performance Element:** Explain the relationship of business ethics to product/service management.

**Measurement Criteria:** Describe ethical consideration in product packaging.

**Measurement Criteria:** Explain how planned obsolescence is an ethical issue for business.

**Measurement Criteria:** Explain ethical issues associated with product liability.

**Pathway KS Statement:** Apply various types of quality assurance to product service management.

**Performance Element:** Maximize the use of grades and standards to product service management.

**Measurement Criteria:** Define the terms grades and standards.

**Measurement Criteria:** Explain the reasons for using grades and standards.

**Measurement Criteria:** Describe the ways that grades and standards aid in buying and selling.

**Performance Element:** Explain the importance of warranties and guarantees to product service management.

**Measurement Criteria:** Define the following: warranty, express warranty, implies warranty, full warranty, limited warranty, and guarantee.

**Measurement Criteria:** Identify the provisions of a full warranty.

**Measurement Criteria:** Describe the purposes of warranties and guarantees.

**Performance Element:** Identify the provisions of appropriate agencies to protect consumers.

**Measurement Criteria:** Describe the forms of consumer protection associated with product/service management.

**Measurement Criteria:** Explain why consumer protection is needed in product/service management.

**Measurement Criteria:** Discuss the role of government and private agencies in protecting consumers.
Pathway Topic: Product/Service Management

Pathway KS Statement: Create a product mix that meets the needs of customers and produces a profit for the company.

Performance Element: Determine ways to achieve product mix.

Measurement Criteria: Define product mix, product item, product line, width, depth, consistency, expansion, contraction, alteration, trading up, trading down and positioning.

Measurement Criteria: Discuss ways in which product lines can be organized.

Performance Element: Relate the importance of product bundling to marketing products.

Measurement Criteria: Define the term product bundling.

Measurement Criteria: Identify the reasons for bundling products.

Measurement Criteria: Describe ways in which products can be bundled.

Measurement Criteria: Explain the impact of bundling on pricing decisions.

Performance Element: Develop a plan to create a product mix.

Measurement Criteria: Describe considerations in selecting product mix strategies.

Measurement Criteria: Identify factors that can minimize costs in developing a product mix.

Performance Element: Determine appropriate services to offer customers within a product mix.

Measurement Criteria: Discuss reasons for providing services to customers.

Measurement Criteria: Identify possible services to provide for customers.

Measurement Criteria: Determine the costs associated with providing specific services to customers.

Measurement Criteria: Develop an appropriate set of services for customers within a product mix.

Pathway KS Statement: Apply marketing factors to position products and services in a business.

Performance Element: Describe marketing factors that are used to position products and services in a business.

Measurement Criteria: Define competitive advantage and positioning.

Measurement Criteria: Explain the relationship between target market and positioning.

Performance Element: Use product branding to position products and services.

Measurement Criteria: Define brand, brand name, brand mark, generic brand, national brand, private brand and licensing.

Measurement Criteria: Explain the advantage(s) of branding to a business.

Measurement Criteria: Discuss the factors that affect the decision to brand/not brand.

Performance Element: Explain the role of customer service to positioning/image of product/service.

Measurement Criteria: Explain the importance of customer service to positioning/image.

Measurement Criteria: Describe the elements of customer service that can be considered in establishing specific images.

Measurement Criteria: Discuss the trade-offs associated with establishing a level of
Pathway Topic: Product/Service Management

customer service.
PATHWAY: Administrative & Information Support

Pathway Topic: Information Processing

Pathway KS Statement: Use word processing software to produce documents.

Performance Element: Use keyboarding skills to key new documents.
   Measurement Criteria: Complete with 100% accuracy and within allotted time.
   Measurement Criteria: Format correctly.
   Measurement Criteria: Free of smudges and extraneous marks.
   Measurement Criteria: Incorporate use of spell check, Thesaurus, and/or grammar check features.
   Measurement Criteria: Free of unnecessary computer commands.

Performance Element: Use software techniques to insert a graphic in document.
   Measurement Criteria: Complete with 100% accuracy and within allotted time.
   Measurement Criteria: Placement most effective.
   Measurement Criteria: Properly captioned.
   Measurement Criteria: Free of unnecessary computer commands.

Performance Element: Use software commands to design a table.
   Measurement Criteria: Complete with 100% accuracy and within allotted time.
   Measurement Criteria: Display relationship among groups of data.
   Measurement Criteria: Use borders, lines, and leaders, to emphasize relationship among data groups.
   Measurement Criteria: Format to meet data requirements.
   Measurement Criteria: Free of unnecessary commands.

Performance Element: Use computer software to design forms.
   Measurement Criteria: Complete with 100% accuracy and within allotted time.
   Measurement Criteria: Provide sufficient space to contain data allotted.
   Measurement Criteria: Record data in logical arrangement.
   Measurement Criteria: Free of unnecessary commands.

Performance Element: Apply computer skills to complete preprinted forms.
   Measurement Criteria: Information in specified allotted areas.
   Measurement Criteria: Appears slightly above horizontal lines
   Measurement Criteria: Complete with 100% accuracy.

Performance Element: Use a scanner to scan data and insert data into a document electronically.
   Measurement Criteria: Complete with 100% accuracy.
   Measurement Criteria: Scan data into specified location
   Measurement Criteria: Free of unnecessary commands.

Performance Element: Use software commands to merge text.
   Measurement Criteria: Complete with 100% accuracy and within allotted time.
   Measurement Criteria: Free of unnecessary commands.
   Measurement Criteria: Format to meet assignment requirements.

Pathway KS Statement: Prepare documents for presentation.

Performance Element: Use traditional notation to proofread and edit documents.
Pathway Topic: Information Processing

**Measurement Criteria:** Identify and use proofreaders’ marks to indicate all errors in format.

**Measurement Criteria:** Identify and use proofreaders’ marks to indicate all errors in content.

**Measurement Criteria:** Identify and use proofreaders’ marks to indicate all errors in spelling and grammar.

**Performance Element:** Secure document notarization.

**Measurement Criteria:** Sign document in presence of notary by signatory.

**Measurement Criteria:** Verify Notary Public document’s execution by proper person.

**Measurement Criteria:** Complete correct data and signatures in proper blanks.

**Measurement Criteria:** Confirm expiration date of notary commission.

**Measurement Criteria:** Affix seal or stamp as required by local law.

**Performance Element:** Utilize resource materials to prepare documents.

**Measurement Criteria:** Access on-line resources.

**Measurement Criteria:** Access Library and other resource materials.

**Measurement Criteria:** Collect information.

**Measurement Criteria:** Evaluate information.

**Measurement Criteria:** Document sources.

**Pathway KS Statement:** Use database software to produce documents.

**Performance Element:** Use database software to create databases.

**Measurement Criteria:** Choose appropriate software.

**Measurement Criteria:** Define fields and type of data.

**Measurement Criteria:** Enter database structure.

**Measurement Criteria:** Define relationships of tables

**Performance Element:** Use data entry techniques to enter information in databases.

**Measurement Criteria:** Enter data into databases, tables and/or forms.

**Measurement Criteria:** Edit data in databases, tables and/or forms.

**Measurement Criteria:** Create interface user form for easier entry of data.

**Measurement Criteria:** Be able to import and/or export databases

**Performance Element:** Use appropriate commands to retrieve data and create reports from database.

**Measurement Criteria:** Retrieve data from tables and queries.

**Measurement Criteria:** Create queries.

**Measurement Criteria:** Create and print reports.

**Pathway KS Statement:** Use spreadsheet software to produce documents.

**Performance Element:** Use spreadsheet software to create spreadsheets.

**Measurement Criteria:** Choose appropriate software for creating spreadsheets.

**Measurement Criteria:** Enter labels and values into spreadsheet cells.

**Measurement Criteria:** Format labels and values.

**Performance Element:** Enter appropriate formulas and functions in a document.

**Measurement Criteria:** Develop formulas and enter appropriate functions.

**Measurement Criteria:** Check formulas and functions with sample values.
Pathway Topic: Information Processing

Performance Element: Create components to analyze spreadsheet data.

Measurement Criteria: Produce and print graphs.
Measurement Criteria: Produce PivotCharts.
Measurement Criteria: Create "what if" scenarios.
Measurement Criteria: Print reports
Measurement Criteria: Print formulas

Pathway KS Statement: Choose appropriate software to enter information.

Performance Element: Analyze, compare and contrast available software packages to use.

Measurement Criteria: Review software package.
Measurement Criteria: Develop a cost/benefit analysis.
Measurement Criteria: Rank software to select.

Performance Element: Use appropriate software to generate information reports.

Measurement Criteria: Enter appropriate data.
Measurement Criteria: Generate output.
Measurement Criteria: Evaluate output and adjust as needed.

Performance Element: Review software package to select the best choice.

Measurement Criteria: Compare efficiency.
Measurement Criteria: Compare costs.
Measurement Criteria: Compare benefits.

Pathway Topic: Manage Records and Files

Pathway KS Statement: Establish and follow procedures to manage paper/manual records.

Performance Element: Establish a filing system to preserve records.

Measurement Criteria: Compare basic filing systems.
Measurement Criteria: Index and code records.

Performance Element: File, retain, and discard materials in a timely manner to manage records.

Measurement Criteria: Retrieve records.
Measurement Criteria: Refile records.
Measurement Criteria: Establish retention schedule.
Measurement Criteria: Transfer or discard records.

Performance Element: Destroy records as required to maintain company security.

Measurement Criteria: Develop and apply retention policies.
Measurement Criteria: Apply retention policies.
Measurement Criteria: Maintain destruction records.
Measurement Criteria: Use appropriate destruction methods.

Pathway KS Statement: Establish and follow procedures for electronic filing.

Performance Element: Establish document priorities to interpret file hierarchy.

Measurement Criteria: Explain file hierarchy.
Measurement Criteria: Establish folder/subfolder organization.
Pathway Topic: Manage Records and Files

**Measurement Criteria:** Identify file pathways.

**Performance Element:** Employ computer skills to manage electronic files.
**Measurement Criteria:** Organize information into appropriate folders.
**Measurement Criteria:** Purge files.

**Pathway KS Statement:** Establish and follow procedures for image processing.

**Performance Element:** Prepare records to track image processing.
**Measurement Criteria:** Compare methods of processing.
**Measurement Criteria:** Select image processing methods.
**Measurement Criteria:** Organize records for processing.

**Performance Element:** Retain, transfer and discard files as necessary to manage records.
**Measurement Criteria:** Retrieve records.
**Measurement Criteria:** Refile records.
**Measurement Criteria:** Establish retention schedule for records.
**Measurement Criteria:** Transfer or discard records.

**Performance Element:** Develop guidelines for the destruction of records.
**Measurement Criteria:** Apply retention policies.
**Measurement Criteria:** Use appropriate destruction method.
**Measurement Criteria:** Maintain destruction records.

Pathway Topic: Organizing and Planning

**Pathway KS Statement:** Apply planning and time management principles to accomplish workplace efficiency and achieve company objectives.

**Performance Element:** List appointments and itineraries to maintain calendars.
**Measurement Criteria:** Keep record of boss’s appointments and itineraries.
**Measurement Criteria:** Keep record of individual appointments.
**Measurement Criteria:** Synchronize manual and electronic calendars.
**Measurement Criteria:** "Hot synk" hand held computers with desk tops.

**Performance Element:** Set priorities and schedule work to organize workload.
**Measurement Criteria:** Establish “To do” lists with due dates.
**Measurement Criteria:** Determine office priorities.
**Measurement Criteria:** Organize work in logical sequence.
**Measurement Criteria:** Coordinate work with others to meet priorities.
**Measurement Criteria:** Meet deadlines.

**Performance Element:** Exercise good housekeeping to maintain a clean and functional work environment.
**Measurement Criteria:** Organize and categorize office work, supplies, and resources.
**Measurement Criteria:** Remove clutter from work area.
**Measurement Criteria:** Return materials to their proper place.

**Pathway KS Statement:** Plan and participate in meetings.

**Performance Element:** Assemble materials to prepare for meetings.
Pathway Topic: Organizing and Planning

- Prepare agenda.
- Reserve meeting room.
- Prepare meeting materials and handouts.
- Setup audio visual equipment.

Performance Element: Take notes and handle materials to support a meeting.

- Record minutes.
- Troubleshoot unexpected problems.
- Disseminate materials.

Performance Element: Prepare notes and process travel claims to provide meeting follow-up.

- Transcribe minutes, (NEW print) and distribute.
- Summarize action plan.
- Prepare or process travel reimbursement.

Pathway KS Statement: Prepare a maintenance schedule to maintain and manage equipment and supplies.

- Establish procedures to maintain equipment and supplies.
- Determine equipment needed.
- Determine supplies needed.
- Establish equipment and supplies maintenance system.
- Schedule equipment maintenance procedure.
- Utilize equipment and supplies maintenance procedures.

Performance Element: Organize purchasing and inventory to manage equipment and supplies.

- Purchase, inventory, and maintain equipment.
- Purchase, inventory disburse and reorder supplies.

Performance Element: Train equipment operators to operate equipment.

- Operate equipment.
- Train or assist personnel in equipment operation.
- Troubleshoot equipment.
- Schedule equipment service.

Pathway KS Statement: Prepare travel arrangements.

Performance Element: Select suitable lodging and transportation to arrange travel for a supervisor.

- Search the best prices and location for transportation and hotels.
- Arrange transportation.
- Make hotel arrangements.
- Prepare and process travel reimbursements.

Performance Element: Organize schedules to prepare itinerary.

- Collect pertinent information.
- Prepare documents in correct format and order.
- Disseminate itinerary to appropriate personnel.
Pathway Topic: Communication Skills

Pathway KS Statement: Use telephone skills to communicate effectively.

Performance Element: Utilize effective resources to achieve good telephone performance.

  Measurement Criteria: Use telephone directories.
  Measurement Criteria: Use company or agency directories.
  Measurement Criteria: Use toll free directories including web site directories.

Performance Element: Record messages and deliver to appropriate parties to complete telephone communications.

  Measurement Criteria: Record message accurately, legibly and completely.
  Measurement Criteria: Deliver message to appropriate person/department.

Performance Element: Coordinate times and participants to set up conference calls.

  Measurement Criteria: Coordinate participants.
  Measurement Criteria: Follow calling procedures.
  Measurement Criteria: Troubleshoot any problems.

Performance Element: Employ telephone etiquette to place and receive calls.

  Measurement Criteria: Use proper telephone etiquette.
  Measurement Criteria: Follow company policy.
  Measurement Criteria: Plan and organize call.
  Measurement Criteria: Transfer calls to correct person.

Pathway KS Statement: Select appropriate formats to prepare internal and external written documents.

Performance Element: Select format and procedure to produce memoranda appropriate for a given purpose.

  Measurement Criteria: Select proper layout, i.e. direct, indirect.
  Measurement Criteria: Use correct grammar, spelling, punctuation and other English mechanics.
  Measurement Criteria: Prepare in correct memo format.
  Measurement Criteria: Key without error.
  Measurement Criteria: Disseminate to appropriate persons.

Performance Element: Select document type and layout to produce business letters.

  Measurement Criteria: Determine use of document, e.g., sales, claims, good news.
  Measurement Criteria: Prepare with correct layout.
  Measurement Criteria: Use correct grammar, spelling, punctuation and other English mechanics.
  Measurement Criteria: Key without error.

Performance Element: Select appropriate writing method to produce a variety of reports.

  Measurement Criteria: Determine purpose of report.
  Measurement Criteria: Select proper method of writing, e.g., short; informal.
  Measurement Criteria: Prepare tables, graphs, and graphics.
  Measurement Criteria: Use references and prepare notations and bibliography.
Business, Management and Administration

Pathway Topic: Communication Skills
Measurement Criteria: Use correct grammar, spelling, punctuation and other English mechanics.

Measurement Criteria: Key without error.

Pathway Topic: Financial Skills

Pathway KS Statement: Maintain records and reports to manage cash and banking procedures.
Performance Element: Record transactions to manage cash fund accounts.
Measurement Criteria: Keep records of petty cash disbursements.
Measurement Criteria: Replenish petty cash.
Measurement Criteria: Increase or decrease as necessary.
Performance Element: Tally receipts and proof work to prepare bank deposits.
Measurement Criteria: Prepare endorsement.
Measurement Criteria: Reconcile.
Measurement Criteria: Proof totals.
Performance Element: Practice good bookkeeping guidelines to reconcile bank statements.
Measurement Criteria: Compare checkbook to bank statement.
Measurement Criteria: Add deposits not credited.
Measurement Criteria: Subtract checks not cleared.
Measurement Criteria: Subtract bank charges from checkbook.

Pathway KS Statement: Maintain employee time cards to manage payroll procedures.
Performance Element: Use a spreadsheet to prepare payroll.
Measurement Criteria: Create payroll spreadsheet.
Measurement Criteria: Proof time cards.
Measurement Criteria: Maintain accurate employee payroll records.
Performance Element: Enter appropriate date and print checks to process payroll.
Measurement Criteria: Enter variable data.
Measurement Criteria: Verify data entry.

Pathway Topic: Computer Systems Operations and Troubleshooting

Pathway KS Statement: Study component operation to prevent, diagnose, and solve computer operations problems.
Performance Element: Check hard drive and files to maintain computer operating systems.
Measurement Criteria: Manipulate operating system to improve performance.
Measurement Criteria: Optimize hard drive.
Measurement Criteria: Delete temporary files.
Measurement Criteria: Delete unnecessary data files.
Performance Element: Employ updated virus protection software to maintain system data integrity.
Pathway Topic: Computer Systems Operations and Troubleshooting

Measurement Criteria: Install and update applications software.
Measurement Criteria: Install and update virus protection.
Measurement Criteria: Perform backups and other utilities.
Measurement Criteria: Perform maintenance.

Performance Element: Inspect and troubleshoot to diagnose and solve computer operation problems.

Measurement Criteria: Inspect personal computer component hardware.
Measurement Criteria: Describe network fundamentals.
Measurement Criteria: Analyze operating system components.
Measurement Criteria: Troubleshoot computer operation problems.

Performance Element: Inspect and troubleshoot to diagnose and solve peripheral operation problems.

Measurement Criteria: Install/reinstall drivers.
Measurement Criteria: Maintain peripherals.
Measurement Criteria: Explain peripheral configurations.
Measurement Criteria: Ensure appropriate connections.
Measurement Criteria: Create a checklist for troubleshooting peripherals.