# 

# Marketing Management/Leadership

Youth Apprenticeship

# MARKETING MANAGEMENT/LEADERSHIP

Marketing management/leadership youth apprentices help plan and coordinate activities that help a marketing team run efficiently.

**Length of Apprenticeship:** One year. Youth apprentices must have completed Marketing Communications, Merchandising, or Professional Sales prior to beginning this youth apprenticeship.

### **REQUIRED COMPETENCIES**

Youth apprentices must become proficient in both general employability and occupation-specific competencies. All of these, and examples of how each can be demonstrated, are found in the following pages. A total of 11 occupational competencies must be learned for this occupation. Employers may substitute out one competency and should write in the competency they are adding. Where necessary, skills can be simulated. Youth apprentices must be evaluated on these competencies at least two times each year of their apprenticeship.

### **Occupational Competencies**

- 1. Facilitate positive customer interactions
- 2. Communicate the company's unique brand
- 3. Follow workplace human resource laws and regulations
- 4. Demonstrate organizational skills to lead others
- 5. Use teamwork to increase workplace efficiency and effectiveness
- 6. Use technology to manage work and customer relationships
- 7. Maintain business records
- 8. Assist with strategic planning
- 9. Use project management skills to improve return on investment (ROI)
- 10. Develop a marketing campaign
- 11. Maintain technology security to protect customer information and company image

### POST-SECONDARY PATHWAY OPPORTUNITIES

There are several post-secondary pathway opportunities in this area. The following is a partial list.

- Digital Marketing
- Marketing/Sales



# **Marketing Management/Leadership**

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# ON-THE-JOB LEARNING PERFORMANCE STANDARDS GUIDE

# YOUTH APPRENTICE INFORMATION

Youth Apprentice Name	
YA Coordinator	
YA Consortium	
School District	
SIGNATURES	
The On-the-Job Learning Performance Standa	ards Guide includes a list of competencies youth
apprentices learn through mentoring and train	· · · · · · · · · · · · · · · · · · ·
should be reviewed with the employer/ment	ntors and School-Based or YA coordinators: This document or, school-based or YA coordinator on a regular basis with plan future steps to ensure completion of the required ordinator, and the apprentice sign below.
Em 1 <sup>st</sup> Evaluation (Required)	nployer/Mentor 2 <sup>nd</sup> Evaluation (Required)
Employer/Mentor Signature	Employer/Mentor Signature
Employer/Mentor	Employer/Mentor
Business/Company	Business/Company
Date Signed	Date Signed
3 <sup>rd</sup> Evaluation (Optional)	4th Evaluation (Optional)
Employer/Mentor Signature	Employer/Mentor Signature
Employer/Mentor	Employer/Mentor
Business/Company	Business/Company
Date Signed	Date Signed

# **School-Based and/or YA Coordinator**

# 1<sup>st</sup> Evaluation (Required)

# 2<sup>nd</sup> Evaluation (Required)

School-Based and/or YA Coordinator Signature	School-Based and/or YA Coordinator Signature
School-Based and/or YA Coordinator	School-Based and/or YA Coordinator
School District or Organization	School District or Organization
Date Signed	Date Signed

# 3<sup>rd</sup> Evaluation (Optional)

# 4th Evaluation (Optional)

School-Based and/or YA Coordinator Signature	School-Based and/or YA Coordinator Signature
School-Based and/or YA Coordinator	School-Based and/or YA Coordinator
School District or Organization	School District or Organization
Date Signed	Date Signed

# **Youth Apprentice**

# 1<sup>st</sup> Evaluation (Required)

# 2<sup>nd</sup> Evaluation (Required)

Youth Apprentice Signature	Youth Apprentice Signature
Youth Apprentice	Youth Apprentice
School District / High School	School District / High School
Date Signed	Date Signed

# 3<sup>rd</sup> Evaluation (Optional)

# 4th Evaluation (Optional)

Youth Apprentice Signature	Youth Apprentice Signature
Youth Apprentice	Youth Apprentice
School District / High School	School District / High School
Date Signed	Date Signed

# EMPLOYABILITY SKILLS (TO BE COMPLETED BY YA EMPLOYER/MENTOR)

All youth apprentices must demonstrate the key employability skills listed below in order to complete the YA program. They do so by earning at least a "Meets Expectation" rating in each. **At least two evaluations are required each year of a youth apprenticeship**. More columns are included below for those who choose to conduct more frequent reviews.

1	Working to Meet Expectations: Needs improvement; requires much assistance and supervision;
	rarely displays this behavior
2	Meets Expectations: Meets entry-level criteria; requires some supervision; often displays this
	behavior
3	Exceeds Expectations: Exceeds entry-level criteria; requires minimal supervision; consistently
	displays this behavior

	Employability Skills		Rati	ing	
	Competency and Rating Criteria	Initial	Mid Year 1	Mid Year 2	Final
1.	<ul> <li>Develops positive work relationships with others.</li> <li>Examples of qualities and habits that the employee might exhibit include:         <ul> <li>Interacts with others with respect and in a non-judgmental manner</li> <li>Responds to others in an appropriate and non-offensive manner</li> <li>Helps co-workers and peers accomplish tasks or goals</li> <li>Applies problem-solving strategies to improve relations with others</li> <li>When managing others, shows traits such as compassion, listening, coaching, team development, and appreciation</li> </ul> </li> </ul>	☐ 1 ☐ 2 ☐ 3			
2.	<ul> <li>Communicates effectively with others</li> <li>Examples of qualities and habits that the employee might exhibit include</li> <li>Adjusts the communication approach for the target audience, purpose, and situation to maximize impact</li> <li>Organizes messages/information in a logical and helpful manner</li> <li>Speaks clearly and writes legibly</li> <li>Models behaviors to show active listening</li> <li>Applies what was read to actual practice</li> <li>Asks appropriate questions for clarity</li> </ul>	☐ 1 ☐ 2 ☐ 3			
3.	<ul> <li>Collaborates with others</li> <li>Examples of qualities and habits that the employee might exhibit include</li> <li>Works effectively in teams with people of diverse backgrounds regardless of sex, race, ethnicity, nationality, sexuality, religion, political views, and abilities</li> <li>Shares responsibility for collaborative work and decision making</li> <li>Uses the problem-solving process to work through differences of opinion in a constructive manner to achieve a reasonable compromise</li> <li>Avoids contributing to an unproductive group conflict         Shares information and carries out responsibilities in a timely manner     </li> </ul>	□ 1 □ 2 □ 3	□ 1 □ 2 □ 3	□ 1 □ 2 □ 3	☐ 1 ☐ 2 ☐ 3

	Employability Skills		Rati	ing	
	Competency and Rating Criteria	Initial	Mid	Mid	Final
			Year 1	Year 2	
4.	Maintains composure under pressure  Examples of qualities and habits that the employee might exhibit include	<b>∐</b> 1	∐1	<b>∐1</b>	1
	<ul> <li>Uses critical thinking to determine the best options or outcomes when faced</li> </ul>	2	□ 2	2	<b>□</b> 2
	with a challenging situation	☐ 3	□ 3	☐ 3	□ 3
	Carries out assigned duties while under pressure				
	Acts in a respectful, professional, and non-offensive manner while under				
	pressure				
	Applies stress management techniques to cope under pressure				
5.	Demonstrates integrity	<b>□</b> 1	<b>□</b> 1	1	<b>□</b> 1
.	Examples of qualities and habits that the employee might exhibit include				
	Carries out responsibilities in an ethical, legal and confidential manner	<u> </u>			<b>□2</b>
	Responds to situations in a timely manner	3	3	∐ 3	3
	Takes personal responsibility to correct problems				
	Models behaviors that demonstrate self-discipline, reliability, and				
	dependability				
6.	Performs quality work	1	□ 1	□ 1	□ 1
	Examples of qualities and habits that the employee might exhibit include	<b>□</b> 2	□2	<b>□</b> 2	□2
	Carries out written and verbal directions accurately	 3		 3	 □3
	Completes work efficiently and effectively     Porforms calculations assurately.				
	<ul> <li>Performs calculations accurately</li> <li>Conserves resources, supplies, and materials to minimize costs and</li> </ul>				
	environmental impact				
	Uses equipment, technology, and work strategies to improve workflow				
	<ul> <li>Applies problem-solving strategies to improve productivity</li> </ul>				
	<ul> <li>Adheres to worksite regulations and practices</li> </ul>				
	Maintains an organized work area				
7.	Provides quality goods or services (internal and external)	<b>□</b> 1	<b>□1</b>	<b>□1</b>	<b>□</b> 1
	Examples of qualities and habits that the employee might exhibit include	□ - □ 2		□ - □ 2	
	Shows support for the organizational goals and principles by own personal	□ -	□ - □ 3	 3	□-
	actions				
	<ul> <li>Displays a respectful and professional image to customers</li> <li>Displays an enthusiastic attitude and desire to take care of customer needs</li> </ul>				
	<ul> <li>Seeks out ways to increase customer satisfaction</li> </ul>				
	Produces goods to workplace specifications				
	•				
8.	Shows initiative and self-direction	□ 1		□ 1	□ 1
	<ul> <li>Examples of qualities and habits that the employee might exhibit include</li> <li>Prioritizes and carries out responsibilities without being told</li> </ul>	□ 2	□ 2	□ 2	□ 2
	<ul> <li>Prioritizes and carries out responsibilities without being told</li> <li>Responds with enthusiasm and flexibility to handle tasks that need immediate</li> </ul>	□ 3	□ 3	☐ 3	□3
	attention				
	Reflects on any unsatisfactory outcome as an opportunity to learn				
	Improves personal performance by doing something different or differently				
	Analyzes how own actions impact the overall organization  Supports own action with sound reasoning and principles.				
	<ul> <li>Supports own action with sound reasoning and principles</li> <li>Balances personal activities to minimize interference with work responsibilities</li> </ul>				
	- Buildings personal activities to minimize interference with work responsibilities				
			I .		

Employability Skills		Rati	ing	
Competency and Rating Criteria	Initial	Mid Year 1	Mid Year 2	Final
<ul> <li>9. Adapts to change         Examples of qualities and habits that the employee might exhibit include Shows flexibility and willingness to learn new skills for various job roles         <ul> <li>Uses problem-solving and critical-thinking skills to cope with changing circumstances</li> <li>Modifies own work behavior based on feedback, unsatisfactory outcomes, efficiency, and effectiveness</li> <li>Displays a "can do" attitude</li> </ul> </li> </ul>	□ 1	☐ 1	□ 1	□1
	□ 2	☐ 2	□ 2	□2
	□ 3	☐ 3	□ 3	□3
<ul> <li>10. Demonstrates safety and security regulations and practices         Examples of qualities and habits that the employee might exhibit include</li> <li>Follows personal safety requirements</li> <li>Maintains a safe work environment</li> <li>Demonstrates professional role in an emergency</li> <li>Follows security procedures</li> <li>Maintains confidentiality</li> </ul>	☐ 1	☐ 1	☐ 1	□ 1
	☐ 2	☐ 2	☐ 2	□ 2
	☐ 3	☐ 3	☐ 3	□ 3
<ul> <li>11. Applies job-related technology, information, and media  Examples of qualities and habits that the employee might exhibit include</li> <li>Applies technology effectively in the workplace</li> <li>Assesses and evaluates information on the job</li> <li>Assesses training manuals, website, and other media related to the job</li> </ul>	☐ 1	☐ 1	☐ 1	☐ 1
	☐ 2	☐ 2	☐ 2	☐ 2
	☐ 3	☐ 3	☐ 3	☐ 3
<ul> <li>12. Fulfills training or certification requirements for employment         Examples of this requirement may include</li> <li>Participation in required career-related training and/or educational programs</li> <li>Passing certification tests to qualify for licensure and/or certification</li> <li>Participation in company training or orientation</li> </ul>	☐ 1	☐ 1	☐ 1	☐ 1
	☐ 2	☐ 2	☐ 2	☐ 2
	☐ 3	☐ 3	☐ 3	☐ 3
<ul> <li>13. Sets personal goals for improvement</li></ul>	□ 1	□ 1	□1	□1
	□ 2	□ 2	□2	□2
	□ 3	□ 3	□3	□3

# OCCUPATIONAL COMPETENCIES (TO BE COMPLETED BY YA EMPLOYER/MENTOR)

Youth apprentices must earn a rating of at least "MEETS EXPECTATIONS" in each competency by the conclusion of the apprenticeship. A total of 11 competencies, 10 must be from the list below. If necessary, employers can substitute one competency with another occupationally appropriate skill. That skill should be added to the competency list for assessment. At least two evaluations are required each year of a youth apprenticeship. More columns are included below for those who choose to conduct more frequent reviews.

1	Working to Meet Expectations: Needs improvement; requires much assistance and supervision;
	rarely displays this behavior
2	Meets Expectations: Meets entry-level criteria; requires some supervision; often displays this
	behavior
3	Exceeds Expectations: Exceeds entry-level criteria; requires minimal supervision; consistently
	displays this behavior

	Occupational Competencies		Rat	ing	
	Competency and Rating Criteria	Minin	Check	ng of 2 E/ Rating	ACH –
		Initial	Mid Year 1	Mid Year 2	Final
1.	<ul> <li>Facilitate positive customer interactions</li> <li>display a courteous, professional manner</li> <li>respond to customer questions and comments</li> <li>adapt communication to cultural and social differences among clients</li> <li>use active listening</li> </ul>	☐ 1 ☐ 2 ☐ 3	☐ 1 ☐ 2 ☐ 3	☐ 1 ☐ 2 ☐ 3	☐ 1 ☐ 2 ☐ 3
2.	<ul> <li>Communicate the company's unique brand</li> <li>identify the company's brand standards</li> <li>explain why the company's products are valuable to customers</li> <li>articulate how the company is different from competitors</li> <li>follow the company's customer service policies</li> <li>explain the company's mission and vision</li> </ul>	□1 □2 □3	□1 □2 □3	□ 1 □ 2 □ 3	□ 1 □ 2 □ 3
3.	<ul> <li>Follow workplace human resource laws and regulations</li> <li>identify workplace factors that impact human resources management</li> <li>identify related human resource laws and regulations</li> <li>apply laws and regulations to workplace situations</li> </ul>	☐ 1 ☐ 2 ☐ 3	☐ 1 ☐ 2 ☐ 3	☐ 1 ☐ 2 ☐ 3	☐ 1 ☐ 2 ☐ 3
4.	<ul> <li>Demonstrate organizational skills to lead others</li> <li>assist employees with prioritizing work responsibilities</li> <li>delegate work to others</li> <li>coordinate efforts of cross-functional teams</li> <li>manage collaborative efforts</li> </ul>	☐ 1 ☐ 2 ☐ 3	☐ 1 ☐ 2 ☐ 3	☐ 1 ☐ 2 ☐ 3	☐ 1 ☐ 2 ☐ 3

Occupational Competencies		Rat	ing	
		Evalu	ation	
	Minin	num Rati	ng of 2 E	ACH –
Competency and Rating Criteria		Check	1	I
	Initial	Mid	Mid	Final
		Year 1	Year 2	
5. Use teamwork to increase workplace efficiency and effectiveness	<b>1</b>	□ 1	□ 1	<b>□1</b>
assist with orienting new employees	☐ <b>2</b>	□ 2	□ 2	□ 2
promote innovation	□ 3	□ 3	□ 3	□ 3
inspire, engage, and motivate others to be part of a team				
<ul> <li>communicate a clear vision and bring people together around a common task</li> </ul>				
work effectively with multiple points of view				
demonstrate concern for the task at hand and the people involved				
treat others fairly				
maintain collaborative partnerships with colleagues				
6. Use technology to manage work and customer relationships	<b>□</b> 1	<b>□1</b>	<b>□</b> 1	<b>□1</b>
use collaborative/groupware applications			☐ 2	
create and post online communication				
<ul> <li>use technology for marketing research</li> </ul>	3		3	
share current technology trends for use in marketing				
demonstrate fundamental skills within database applications				
7. Maintain business records	□ 1	□ 1	□ 1	□ 1
maintain customer records	□ 2	□ 2	□ 2	□ 2
track sales	<b>□3</b>	<b>□</b> 3	□3	<b>□3</b>
conduct an inventory analysis				
generate reports				
<ul> <li>assist with invoicing and accounts receivable/payable</li> </ul>				
8. Assist with strategic planning	<b>□</b> 1	<b>□</b> 1	<b>□</b> 1	<b>□</b> 1
<ul> <li>assist with forecasting future sales</li> </ul>		 2	_ 2	 2
<ul> <li>provide input into strategic planning</li> </ul>			 3	 3
<ul> <li>assist with conducting a gap analysis</li> </ul>				
assist to develop budgets				
identify potential business threats and opportunities				
9. Use project management skills to improve return on investment (ROI)	<u> </u>	<b>□</b> 1	<b>□</b> 1	<b>□1</b>
identify resources needed for the project		☐ <b>2</b>		□ _ □ 2
develop a project plan			☐ 3	
evaluate project results				
10. Develop a marketing campaign	<u> </u>	□ 1	<b>1</b>	□ 1
<ul> <li>develop a story and a target goal for the campaign</li> </ul>	□ 2	□ 2	□ 2	□ 2
<ul> <li>determine the placement for the campaign</li> </ul>	<u> </u>			
determine the length of the campaign				
<ul> <li>describe what success looks like for the campaign</li> </ul>				
execute the campaign				
measure and present campaign results				

Occupational Competencies	Rating			
	Evaluation			
	Minimum Rating of 2 EACH –			
Competency and Rating Criteria	Check Rating			
	Initial	Mid	Mid	Final
	miciai	Year 1	Year 2	
11. Maintain technology security to protect customer information and	□ 1	□ 1	□ 1	□ 1
company image	<b>2</b>	□ 2	☐ 2	□ 2
identify security considerations	□ 3	□ 3	□ 3	□ 3
follow customer data security procedures				
follow company social media policies				
adhere to internal compliance agreements				
follow company image security procedures				
<ul> <li>report breech of information security</li> </ul>				
Competency Substitute (if you replaced a competency above, note the	<b>□</b> 1	<u></u> 1	<b>∐</b> 1	
competency and rating)	<u> </u>	<u> </u>	<u> </u>	<b>□</b> 2
	☐ 3	☐ 3	□ 3	□ 3
Comments:				

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