

# CAREER PATHWAYS AND COMPETENCY MAPS



## RETAIL AND ACCOMMODATION



# REPORT OVERVIEW

In 2022, Employ Prince George's Inc. (in partnership with Prince George's Workforce Development Board, Prince George's County American Job Center Community Network, and the Industry Bridge Programs at Employ Prince George's) partnered with The Council for Adult and Experiential Learning (CAEL) to identify top occupations and lay out occupational competency maps and career pathways that highlight existing and emerging opportunities within the Retail and Accommodation sector across Prince George's County and nearby counties. The ultimate goal of this effort was to identify a set of validated competencies for critical occupations and pathways that complement Retail and Accommodation employers' in-demand roles and provide foundational alignment and consensus across all employers. Aiming for 80 percent shared competencies and languages across employers, this project endeavors to broadly serve hiring managers and provide the basis for further alignment work, smoother career on-ramps, and more effective pathways for guiding talent into gateway roles. Sources of this report include Lightcast Labor Insights, BLS, and O\*Net, among others. This particular report covers the Prince George's County area and nearby counties. The competency maps and career pathways developed will serve as resources for Employ Prince George's Inc. and other regional stakeholders to assist and guide job seekers interested in entering and advancing in Retail and Accommodation occupations. These competency maps and career pathways will highlight competencies, education requirements, and expected wages, as well as some of the most common and realistic entry and transition points. Validation of this report occurred with representatives from Employ Prince George's Inc. and local Retail and Accommodation employers via two business advisory council meetings. Feedback was gathered during each interaction and incorporated into the final product. This document is a living resource that may be continuously updated and altered based on ongoing labor market changes.

## PURPOSE

As automation and changing economic factors continue to impact American workers in traditionally stable industries, it is critical that employers better understand and plan for these changes. Declining and emerging industries and occupations significantly impact workers and employers. The best plan to counteract any negative economic impact resulting from industry and occupation volatility and prepare for jobs that do not exist today is to create roadmaps for how individuals transfer competencies and knowledge to high-growth industries. Employ Prince George's Inc. recognized the value of plotting a roadmap and contracted CAEL to develop an actionable resource to inform how to design and implement processes to identify the best job opportunities in Retail and Accommodation. By outlining in-demand and growth-oriented Retail and Accommodation occupations in Prince George's and nearby counties and mapping how competencies gained transfer to entry-level and high-growth opportunities, our community can create awareness among job-seekers and businesses and provide more line of sight on how specific competencies support the fulfillment of critical jobs in the community. Additionally, this report guides Employ Prince George's Inc. on crucial decisions regarding the allocation of resources and the prioritization of its next steps.

## DEVELOPMENT PROCESS

Data gathering for this project began in the Spring of 2022 when review of data analytics insights for the Retail and Accommodation industry were presented to the business advisory council for feedback and validation. In late May, CAEL received consensus from the business advisory council on the top five occupations for the development of career competencies and pathway development. From there, the business advisory council surfaced essential suggestions and questions about the competencies and credentials for deeper discussion and alignment. During an ongoing effort through September, the pathways were refined.



# INDUSTRY-WIDE FOUNDATIONAL COMPETENCIES

Below, please find a list of top foundational competencies within the Retail and Accommodation Industry. Foundational competencies are defined as core competencies that provide a foundation for success in school and in the world of work. Nationally, employers have identified a link between foundational competencies and job performance and foundational competencies are often a prerequisite for workers to learn new industry-specific competencies. Foundational competencies are broken down into three categories as defined below:

## RETAIL AND ACCOMMODATION: INDUSTRY-WIDE FOUNDATIONAL COMPETENCIES

### PERSONAL EFFECTIVENESS COMPETENCIES

These competencies are essential for all life roles such as being a member of a family, a community, and a larger society. These “soft skills” are increasingly valued in the labor market.

- ⊗ **Accountability**
- ⊗ **Adaptable**
- ⊗ **Appearance**
- ⊗ **Care for Others**
- ⊗ **Cleanliness**
- ⊗ **Coachable**
- ⊗ **Common Sense**
- ⊗ **Empathy**
- ⊗ **Flexibility**
- ⊗ **Friendly**
- ⊗ **Positive Attitude**
- ⊗ **Problem Solver**
- ⊗ **Punctual**
- ⊗ **Reliable**
- ⊗ **Represent this industry as Professionals**
- ⊗ **Stability**

### EDUCATION COMPETENCIES

These are critical competencies primarily learned in an academic setting, as well as cognitive functions and thinking styles. These competencies are likely to apply to all organizations in a single industry or be represented by an industry association.

- ⊗ **Accounting**
- ⊗ **Alcohol Awareness**
- ⊗ **Auditing Inventory**
- ⊗ **Cash Handling**
- ⊗ **Conflict Resolution**
- ⊗ **Cooking**
- ⊗ **Customer Experience**
- ⊗ **Digital Literacy and Technology**
- ⊗ **Food Preparation**
- ⊗ **Food Safety and Sanitation**
- ⊗ **Food Services**
- ⊗ **Cooking and Grilling**
- ⊗ **Healthy Communication**
- ⊗ **Marketing**
- ⊗ **Phone Etiquette**
- ⊗ **Point of Sale (POS) Systems**
- ⊗ **Restaurant Management**
- ⊗ **Restaurant Operations**
- ⊗ **Selling Techniques**
- ⊗ **Understand Policies**
- ⊗ **User Experience**



### WORKPLACE COMPETENCIES

These competencies represent those competencies and abilities that allow individuals to function in an organizational setting.

- ⊗ **Attention to Detail**
- ⊗ **Communication**
- ⊗ **Coordination**
- ⊗ **Creativity**
- ⊗ **Initiative**
- ⊗ **Integrity**
- ⊗ **Manual Dexterity**
- ⊗ **Monitoring**
- ⊗ **Quality Control Analysis**
- ⊗ **Responsibility**
- ⊗ **Speaking**
- ⊗ **Terminology**
- ⊗ **Time Management**
- ⊗ **Understand expectations and standards**



## TEAM/CREW MEMBER

### JOB DESCRIPTION

Perform duties such as taking orders and serving food and beverages. Serve customers at the counter. May take payment. May prepare food and beverage. Support the needs of the team during service.

### KEY FOUNDATIONAL COMPETENCIES

- ⊗ Near vision
- ⊗ Oral Expression
- ⊗ Oral Comprehension
- ⊗ Speech Recognition
- ⊗ Speech Clarity
- ⊗ Active Listening
- ⊗ Organization

### COMMON SKILLS

- ⊗ Restaurant Operations
- ⊗ Food Services
- ⊗ Food Safety and Sanitation
- ⊗ Customer Service, Communication
- ⊗ Enthusiasm
- ⊗ Positivity
- ⊗ Cleanliness
- ⊗ Teamwork
- ⊗ Multitasking
- ⊗ Take Initiative
- ⊗ Go the extra mile

### SALARY RANGE

**Entry Level:** \$27,000-\$32,000

### CREDENTIALS

#### Required:

- ⊗ Social Security Card
- ⊗ Photo ID

#### Varies by Employer:

- ⊗ High School Diploma or Equivalent preferred
- ⊗ Valid Driver's License
- ⊗ Minimum age of 21
- ⊗ Proof of COVID-19 Vaccination

### WORK EXPERIENCE

**Entry Level:** 0-1 Years

### OTHER JOB TITLES/ ROLES

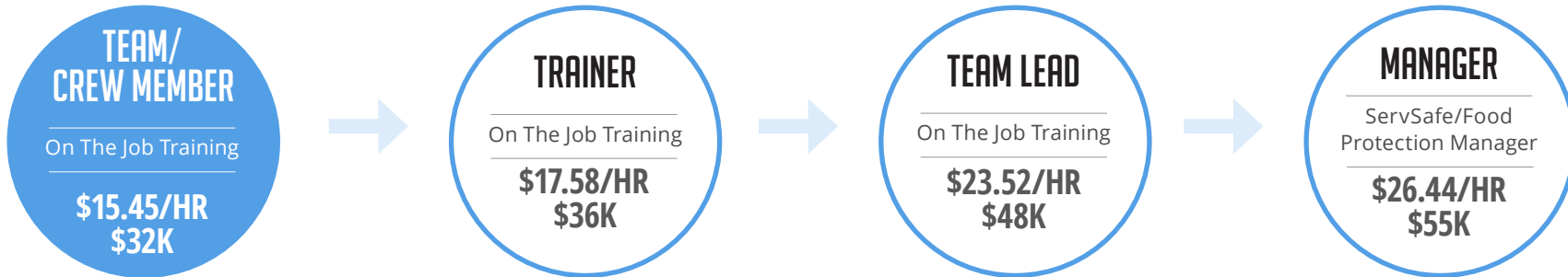
Cafe Server, Cashier, Deli Worker (Delicatessen Worker), Food Server, Food Service Aide, Food Service Assistant, Food Service Worker



## TEAM/CREW MEMBER

### TEAM/CREW MEMBER PATHWAY

The pathway below represents a typical career pathway in the ever-changing industry of Retail and Accommodation. The highlighted circle represents the occupation in the pathway.





## PREP COOK

### JOB DESCRIPTION

Prepare and cook large quantities of food for institutions, such as businesses, events, restaurants, hospitals, schools and more.

### KEY FOUNDATIONAL COMPETENCIES

- ⊗ Dependability
- ⊗ Attention to Detail
- ⊗ Self-Control
- ⊗ Integrity
- ⊗ Stress Tolerance
- ⊗ Near Vision
- ⊗ Oral Expression
- ⊗ Deductive Reasoning

### COMMON SKILLS

- ⊗ Physical Stamina
- ⊗ Communications
- ⊗ Sanitation
- ⊗ Multilingualism
- ⊗ Judgement and Decision Making
- ⊗ Quality Control Analysis

### SALARY RANGE

**Entry Level:** \$29,000-\$36,000

### CREDENTIALS

**Required:**

- ⊗ Social Security Card
- ⊗ Photo ID

**Varies by Employer:**

- ⊗ High School Diploma or Equivalent
- ⊗ Proof of COVID-19 Vaccination

### WORK EXPERIENCE

**Entry Level:** 0-1 Years

### OTHER JOB TITLES/ ROLES

Cafeteria Cook, Chef, Cook, Dietary Cook, Dinner Cook, Food Service Specialist, Food Service Worker, Prep Cook (Preparatory Cook), School Cook, Sous Chef



## PREP COOK

### PREP COOK PATHWAY

The pathway below represents a typical career pathway in the ever-changing industry of Retail and Accommodation. The highlighted circle represents the occupation in the pathway.





## LINE COOK/GRILL MASTER

### JOB DESCRIPTION

Prepare, season, grill, and cook dishes such as soups, meats, vegetables, or desserts in restaurants. May order supplies and keep records.

### KEY FOUNDATIONAL COMPETENCIES

- ⊗ Independence
- ⊗ Creativity
- ⊗ Responsibility
- ⊗ Adaptability
- ⊗ Stress Tolerance
- ⊗ Initiative
- ⊗ Manual Dexterity

### COMMON SKILLS

- ⊗ Sanitation
- ⊗ Cleanliness
- ⊗ Communications
- ⊗ Customer Service
- ⊗ Management
- ⊗ Multitasking
- ⊗ Lifting Ability
- ⊗ Detail Oriented
- ⊗ Inventory

### SALARY RANGE

**Entry Level:** \$36,000-\$39,000

### CREDENTIALS

**Required:**

- ⊗ Social Security Card
- ⊗ Photo ID

**Varies by Employer:**

- ⊗ High School Diploma or Equivalent
- ⊗ Proof of COVID-19 Vaccination

### WORK EXPERIENCE

**Entry Level:** 1-3 Years

### OTHER JOB TITLES/ ROLES

Appetizer Preparer, Back Line Cook, Banquet Cook, Breakfast Cook, Broil Cook, Cook, Fry Cook, Grill Cook, Line Cook

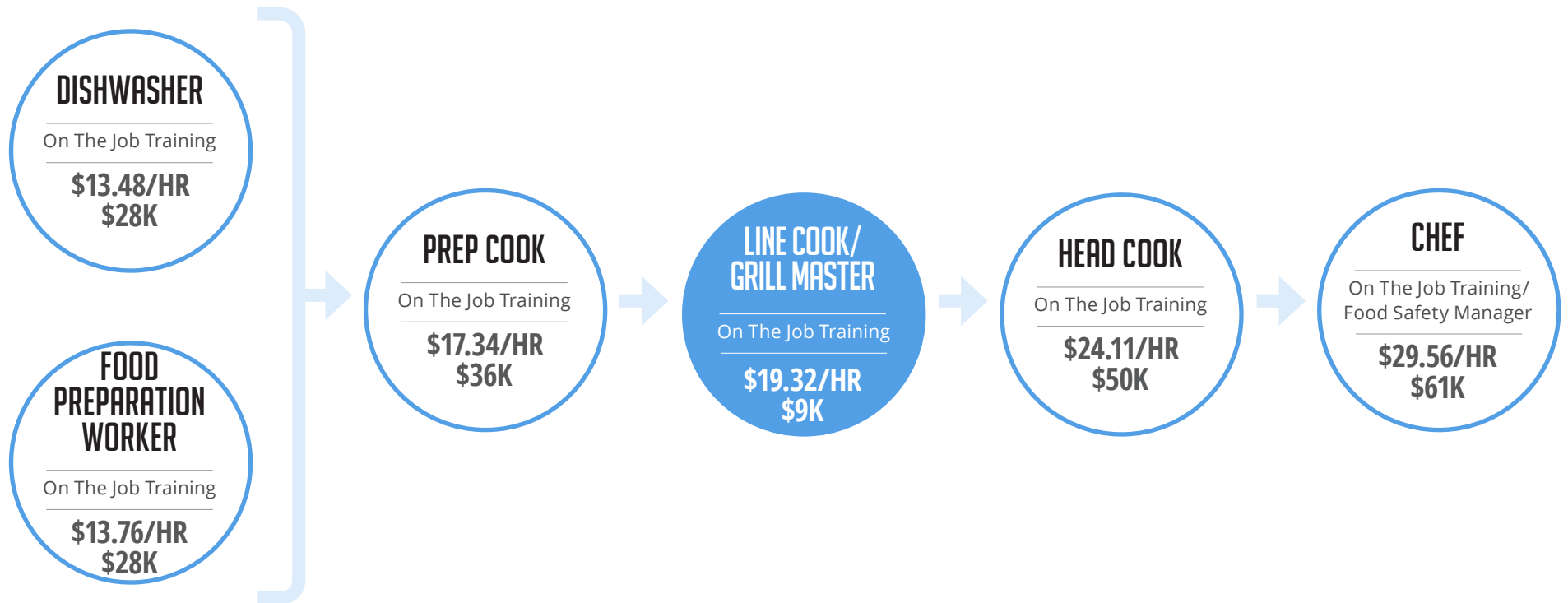




## LINE COOK/GRILL MASTER

### LINE COOK/GRILL MASTER PATHWAY

The pathway below represents a typical career pathway in the ever-changing industry of Retail and Accommodation. The highlighted circle represents the occupation in the pathway.





# MANAGER

## JOB DESCRIPTION

Serves as the Manager/Supervisor and provides additional management coverage of operating hours and direct supervision of operations in an individual restaurant. Plan, direct, or coordinate activities of an organization or department that serves food and beverages.

## KEY FOUNDATIONAL COMPETENCIES

- ⊗ Dependability
- ⊗ Leadership
- ⊗ Self Control
- ⊗ Cooperation
- ⊗ Stress Tolerance
- ⊗ Attention to Detail
- ⊗ Concern for Others
- ⊗ Adaptability

## COMMON SKILLS

- |                    |                     |
|--------------------|---------------------|
| ⊗ Management       | ⊗ Sanitation        |
| ⊗ Customer Service | ⊗ Planning          |
| ⊗ Operations       | ⊗ Inventory Control |
| ⊗ Sales            | ⊗ Ordering          |
| ⊗ Communications   | ⊗ Budgeting         |
|                    | ⊗ Scheduling        |

## SALARY RANGE

**Entry Level:** \$55,000-\$60,000

**Advanced Level:** \$65,000-\$70,000

## CREDENTIALS

### Required:

- ⊗ Social Security Card
- ⊗ Photo ID

### Certifications:

- ⊗ ServSafe
- ⊗ Food Handler
- ⊗ Food Protection Manager

### Varies by Employer:

- ⊗ High School Diploma or Equivalent preferred
- ⊗ Valid Driver's License
- ⊗ Minimum age of 21
- ⊗ Proof of COVID-19 Vaccination

## WORK EXPERIENCE

**Entry Level:** 1-3 Years

**Advanced Level:** 3-5 Years

## OTHER JOB TITLES/ ROLES

Banquet Manager, Catering Manager, Food and Beverage Director, Food and Beverage Manager, Food Service Director, Food Service Manager, Food Service Supervisor, Kitchen Manager, Restaurant Manager



## MANAGER

### MANAGER PATHWAY

The pathway below represents a typical career pathway in the ever-changing industry of Retail and Accommodation. The highlighted circle represents the occupation in the pathway.





# DISTRICT MANAGER

## JOB DESCRIPTION

Plan, direct, or coordinate the operations of restaurant services, overseeing multiple departments and locations. Duties and responsibilities include formulating policies, managing daily operations, and planning the use of materials and human resources. Personnel, purchasing, and administrative services. Usually manage through subordinate supervisors.

## KEY FOUNDATIONAL COMPETENCIES

- ⊗ Active Listening
- ⊗ Coordination
- ⊗ Monitoring
- ⊗ Social Perceptiveness
- ⊗ Speaking
- ⊗ Critical Thinking
- ⊗ Time Management

## COMMON SKILLS

- |                    |                   |
|--------------------|-------------------|
| ⊗ Operations       | ⊗ Problem Solving |
| ⊗ Management       | ⊗ Scheduling      |
| ⊗ Customer Service | ⊗ Accounting      |
| ⊗ Communications   | ⊗ Budgeting       |
| ⊗ Leadership       | ⊗ Planning        |
| ⊗ Sales            | ⊗ Marketing       |

## SALARY RANGE

**Entry Level:** \$80,000-\$90,000

**Advanced Level:** \$90,000-\$100,000

## CREDENTIALS

### Required:

- ⊗ Social Security Card
- ⊗ Photo ID

### Certifications:

- ⊗ ServSafe
- ⊗ Food Handler
- ⊗ Food Protection Manager

### Varies by Employer:

- ⊗ High School Diploma or Equivalent preferred
- ⊗ Valid Driver's License
- ⊗ Minimum age of 21
- ⊗ Proof of COVID-19 Vaccination

## WORK EXPERIENCE

**Entry Level:** 1-3 Years

**Advanced Level:** 3-5 Years

## OTHER JOB TITLES/ ROLES

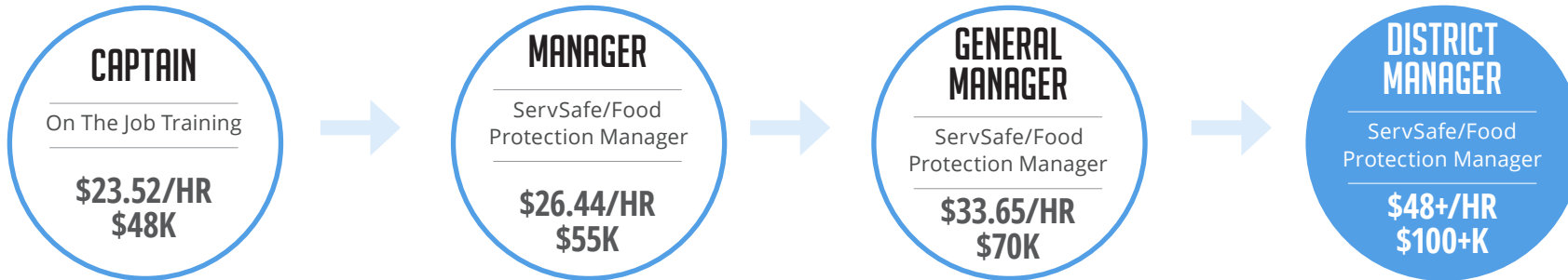
Business Manager, General Manager (GM), Operations Director, Operations Manager, Store Manager



## DISTRICT MANAGER

### DISTRICT MANAGER PATHWAY

The pathway below represents a typical career pathway in the ever-changing industry of Retail and Accommodation. The highlighted circle represents the occupation in the pathway.



## ABOUT EMPLOY PRINCE GEORGE'S INC.

Employ Prince George's, Inc. serves as the principal workforce development entity for Prince George's County, Maryland. Our mission is to improve the local economy by creating a demand-driven workforce system, and workforce development programs that deliver qualified workers to businesses, improves the productivity of businesses, and provides jobseekers with opportunities for career in high demand/high growth industries.

[employpg.org](http://employpg.org)



## ABOUT PRINCE GEORGE'S COUNTY WORKFORCE DEVELOPMENT BOARD

The Prince George's County Workforce Development Board (WDB) is a dynamic group of private and public sector partners that provides leadership, direction and policy oversight for the workforce delivery system in Prince George's County. Our mission is to be a Workforce Development Board that drives the innovation, integration, continuity, productivity, and efficiency of a workforce system that produces a robust, qualified, and skilled workforce that meets the needs of the business community. <https://pgcajc.com/workforce-board/>



## PRINCE GEORGE'S COUNTY AMERICAN JOB CENTER COMMUNITY NETWORK

The Prince George's County American Job Center Community Network is a collective of American Job Centers, Community based organizations, government agencies and faith-based organizations providing a full range of services connecting job seekers to training and employment opportunities in the Washington Metropolitan Area. The American Job Center Community Network is a free membership network with over 125 community partners working together to support job seekers and the workforce pipeline. <https://pgcajc.com/>



## ABOUT THE COUNCIL FOR ADULT AND EXPERIENTIAL LEARNING

Recognizing that adult learners are the backbone of the U.S. economy, CAEL helps forge a clear, viable connection between education and career success, providing solutions that promote sustainable and equitable economic growth. CAEL opens doors to opportunity in collaboration with workforce and economic developers; postsecondary educators; employers and industry groups; foundations and other mission-aligned organizations. By engaging with these stakeholders, we foster a culture of innovative, lifelong learning that helps individuals and their communities thrive. A membership organization established in 1974, CAEL is a part of Strada Collaborative, a mission-driven nonprofit. Learn more at [cael.org](http://cael.org) and [stradacollaborative.org](http://stradacollaborative.org).



The Industry Bridge Programs at Employ Prince George's are driven by the input and work of the Business Advisory Councils. Industry leaders who serve on the Business Advisory Councils work collaboratively to identify and address the unprecedented challenges and opportunities that exist in the sector. Business Advisory Council members also confirm labor market insight and provide input to steer the workforce pipeline for their respective industries, and help provide training and employment opportunities as appropriate.



# Thank You!

Thanks to the employers for their time and efforts in creating these maps and pathways!

**RUBY'S SOUTHERN COMFORT  
KITCHEN / POTOMAC  
HOSPITALITY GROUP**

**SARVIS CAFÉ**

**BOBBY MCKEY'S DUELING  
PIANO BAR**

**CHICK-FIL-A DISTRICT HEIGHTS**

**VIA ROMA PIZZERIA CAMP  
SPRINGS**

**RSRVD INC**

**FLAVORS, LLC**

**SILVER DINER**

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