

# Retail Salary Survey

## Job Descriptions & Guide to Completing Survey Questionnaire

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**Area Management, Stores & Drivers**

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# Retail Salary Survey

Head Office:

## Guide to Completing Survey Questionnaire

### Job Matching

Use the Level Guide (page 4), Level Matrix (pages 5-17) and the capsule job description to help you decide if you have a job match for the job. We do not expect every company to match every job. If you have any questions regarding a job match, please contact us.

### Survey Questionnaire

Give information as follows:

- 1. Job Match Identifier (Optional)**  
Where you have a code which identifies the job holder you have matched to the survey job role, and you would like to have this information for future reference, give it here and we will add it to the database. This information will not be used by us except to help you identify your matches.
- 2. Job Match Modifier (+, -, =)**  
Please indicate whether the job(s) in your company are an equal match (=), a smaller size of job (-), or a larger size of job (+) than that described in the survey job descriptions.
- 3. No. of Job Holders**  
This will be one except where you have job holders whose salary, bonus, car and store details are exactly the same. It is important for the analysis that the actual information is given for each individual. Average or median information will distort the survey results.
- 4. Basic Salary**  
Give monthly salary x 12. Location allowance is included in basic salary. If you have a PRP scheme with a shadow salary, give the shadow salary here. If job holders are part time please give full time equivalent salary here.
- 5. Actual Bonus Paid**  
Please give any additional cash paid to the job. This may include company bonus, Christmas bonus, profit share, performance bonus, etc. Bonus may be variable or fixed. Do not give shift or overtime pay, company car allowance or payments made to an individual not related to job activity, e.g. first aid payments. Express as an annual amount. Give the most recent 12 month figures available to you. Give full-time equivalent for any part-timers.
- 6. On Target Bonus (%)**  
Where you have on target bonus payments, please give here the percentage of basic salary paid to the job holder when targets are achieved. Where you have a range of percentages for on-target bonus, please show the average on-target bonus. Give the most recent percentage available.
- 7. Company Car Yes/No**  
Please indicate whether or not the job holder is entitled to a company car or company car cash alternative.

*Survey Questionnaire cont'd*

8. **Company Car List Price**  
Give the list price of the typical/representative company car for which the job holder is eligible. Give the current list price of the car which is offered (even if the job holder takes a cash allowance instead of a car or trades up/down). Exclude delivery, road fund licence and number plates. If in doubt quote the make and model.
9. **Car Allowance (Annual)**  
Give the annual amount offered/paid as an alternative to a company car. Give this figure even if the car option is taken. Please quote as an annual amount.
10. **Perk/Need (P/N)**  
Where the job holder is entitled to a company car or car allowance, please indicate here if the job holder has a car as a perk/status car (P) or as a need car (N).
11. **Weekly Hours**  
Please give the contractual weekly hours worked by the job holder/s.
12. **Postcode**  
Give here the postcode of the office/site where the job match is based. Give the first part of the postcode only (e.g. PO3, SN1). If you have only one site the postcode may be the same for all job holders and you may indicate this instead of completing these cells for all job holders.
13. **Sector**  
Please indicate the appropriate sector for the job holder. The choices are:
1. Food
  2. Non-food
14. **Alternative Job Title**  
In the questionnaire please give your own company's job title for each match.
15. **Job Factor**  
Additional information should be provided for your job matches for the following jobs:
- |       |              |       |                 |       |                 |
|-------|--------------|-------|-----------------|-------|-----------------|
| 10.31 | Buyer        | 13.51 | Finance Manager | 25.31 | Designer        |
| 10.41 | Senior Buyer |       |                 | 25.41 | Senior Designer |
- The type of Buying activity is to be given (from a choice of 11 – see job) for 10.31 and 10.41, the type of financial activity for 13.51 if relevant and the type of design activity for 25.31 and 25.41.
16. **Annual Shift Payment (£ or %): (Jobs 32.02-32.31 only)**  
Please give the annual shift payment. If you are unable to give the annual amount please give the premium paid as a percentage of basic pay.
17. **Shift Pattern (1-4): (Jobs 32.02-32.31 only)**  
Please indicate the shift pattern operated from the following list. If the pattern is not listed please give details of the shift pattern worked.
- 1 = 7 Day 24 Hour Working
  - 2 = 5 Day 24 Hour Working
  - 3 = Double Days
  - 4 = Nights

## Retail Salary Survey

### Level Definitions

Each of the jobs in the survey has been assessed and put into a level structure which has been added to the survey to help participants with job matching and with the survey output. In the table below you can see the level number, the definition and also the equivalent Willis Towers Watson levels and approximate Hay Points. The job's level is shown against the individual job description and in the level matrix which is in the next pages of these job descriptions. An analysis by level is available in the online results service.

The Level Definitions are:

| Level | Level Definition   | Willis Towers Watson Level* | Hay Points* |
|-------|--|-----------------------------|-------------|
| 0     | Below graduate level   | 5, 6                        | Below 250   |
| 1     | Graduate Trainee level – up to 2 years' experience   | 7, 8                        | 250-350     |
| 2     | Developing Management/Professional level – first promotion after gaining experience                              | 9, 10                       | 350-450     |
| 3     | Established Management/Professional level  | 11, 12                      | 450-550     |
| 4     | Established Management/ Professional level – more senior level where seniority is recognised in the organisation | 13                          | 550-650     |
| 5     | Senior Management/Professional level – generally reporting to level 6 or to Director level                       | 14, 15                      | 650-900     |
| 6     | Senior Management – non-Board, reporting to Director level   | 16                          | 900-1200    |

*\* These ranges are approximate and are intended as a guide, to assist with job matching not to be the main matching criterion.*

### Job Numbering

The jobs have been numbered to show you the level of the job.

For example:

#### **25.31 Designer**

The first two digits **25.31** are the number of the function – Design

The third digit **25.31** tells you which level the job is in the level structure shown above

The fourth digit **25.31** shows the order of the job within that function and level

## Level Matrix

Showing the jobs in the survey sorted by function and level

| Level<br>Function         | 0<br>Hay Points: 0-250<br>WTW: 5, 6                        | 1<br>Hay Points: 250-350<br>WTW: 7, 8  | 2<br>Hay Points: 350-450<br>WTW: 9, 10  | 3<br>Hay Points: 450-550<br>WTW: 11, 12   |
|---------------------------|--|--|---|---|
| <b>Buying (10)</b>        | 10.01 Buying Administrator                                 | 10.11 Buying Assistant   | 10.21 Assistant Buyer   | 10.30 Junior Buyer<br><b>10.31 Buyer</b>  |
| <b>Merchandising (11)</b> | 11.01 Merchandising Administrator                          | 11.11 Inventory Control Supervisor<br><b>11.12 Trainee Merchandiser</b><br>11.13 Assistant Display Manager | 11.21 Inventory Control Manager<br><b>11.22 Assistant Merchandiser</b><br>11.23 Display Manager<br><b>11.24 Visual Merchandiser</b> | 11.30 Junior Merchandiser<br><b>11.31 Space Planner</b><br>11.32 Merchandiser   |
| <b>Technologists (12)</b> | 12.01 Technology Assistant                                 |  | 12.21 Assistant Technologist  | 12.31 Technologist<br><b>12.32 Product Developer</b><br>12.33 Product Safety Manager<br><b>12.34 Packaging Technologist</b> |
| <b>Finance (13)</b>       | 13.01 Accounts Clerk<br><b>13.02 Senior Accounts Clerk</b> | 13.11 Part-qualified Accountant  | 13.21 Accountant - Entry Level<br><b>13.22 Accounts Supervisor</b><br>13.23 Financial Analyst 1                                     | 13.31 Accountant – Dev Level<br><b>13.32 Accounts Section Head</b><br>13.33 Financial Analyst 2                             |
| <b>Payroll (14)</b>       | 14.01 Payroll Administrator                                | 14.11 Senior Payroll Administrator   | 14.21 Payroll Supervisor  | 14.31 Payroll Manager   |

## Retail Salary Survey: Level Matrix Continued

| Level<br>Function         | 4<br>Hay Points: 550-650<br>WTW: 13  | 5<br>Hay Points: 650-900<br>WTW: 14, 15                                  | 6<br>Hay Points: 900-1200<br>WTW: 16 |
|---------------------------|--|--|--------------------------------------|
| <b>Buying (10)</b>        | 10.41 Senior Buyer   | 10.51 Buying Manager   | 10.61 Head of Buying                 |
| <b>Merchandising (11)</b> | 11.41 Senior Merchandiser<br>11.42 <b>Space &amp; Range Manager</b>  | 11.51 Merchandising Manager<br>11.52 <b>Visual Merchandising Manager</b> | 11.61 Head of Merchandising          |
| <b>Technologists (12)</b> | 12.41 Senior Technologist<br>12.42 <b>Senior Product Developer</b>   | 12.51 Technology Manager   | 12.61 Head of Technology             |
| <b>Finance (13)</b>       | 13.41 Accountant - Established Level<br>13.42 <b>Accounting Manager</b><br>13.43 Financial Analyst 3<br>13.44 <b>Tax Accountant</b><br>13.45 Commercial Business Partner | 13.51 Finance Manager<br>13.52 <b>Snr Commercial Business Partner</b>    | 13.61 Financial Controller           |
| <b>Payroll (14)</b>       | 14.41 Senior Payroll Manager   |  |                                      |

## Retail Salary Survey: Level Matrix Continued

| Level<br>Function                      | 0<br>Hay Points: 0-250<br>WTW: 5, 6 | 1<br>Hay Points: 250-350<br>WTW: 7, 8 | 2<br>Hay Points: 350-450<br>WTW: 9, 10   | 3<br>Hay Points: 450-550<br>WTW: 11, 12   |
|--|-------------------------------------|---------------------------------------|--|---|
| <b>HR (15)</b>                         | 15.01 HR Administrator              | 15.11 HR Co-ordinator                 | 15.21 HR Officer<br><b>15.22 Employee Relations Advisor</b><br>15.23 Recruitment Advisor<br><b>15.24 HR Operations Analyst</b> | 15.31 Senior HR Officer<br><b>15.32 HR Analyst</b><br>15.33 Senior Employee<br>Relations Advisor<br><b>15.35 Senior Recruitment Advisor</b>                                 |
| <b>Learning &amp; Development (16)</b> |                                     | 16.11 eLearning Developer             | 16.21 Learning & Dev'tment Officer   | 16.31 Senior L & D Officer  |
| <b>Legal (17)</b>                      | 17.01 Legal Administrator           | 17.11 Legal Officer                   |  | 17.31 Asst. Company Secretary<br><b>17.32 Solicitor 1</b>   |
| <b>Property (18)</b>                   |                                     | 18.11 Architectural Technician        | 18.21 Assistant Property Manager<br><b>18.22 Store Planner</b>   | 18.31 Property Manager<br><b>18.32 Building Services Manager</b><br>18.33 Surveyor<br><b>18.34 Architect</b><br>18.35 Store Planning Manager<br><b>18.36 Energy Manager</b> |
| <b>Projects (19)</b>                   |                                     |                                       | 19.21 Assistant Project Manager  | 19.31 Project Manager   |
| <b>Creative (20)</b>                   | 20.01 Administrative Assistant      | 20.11 Design Assistant                | 20.21 Graphic Designer<br><b>20.22 Motion Graphic Designer</b>   | 20.31 Senior Graphic Designer<br><b>20.33 Print/Production Manager</b><br>20.35 Graphic Design Team Ldr   |

## Retail Salary Survey: Level Matrix Continued

| Level<br>Function                      | 4<br>Hay Points: 550-650<br>WTW: 13   | 5<br>Hay Points: 650-900<br>WTW: 14, 15   | 6<br>Hay Points: 900-1200<br>WTW: 16 |
|--|---|---|--------------------------------------|
| <b>HR (15)</b>                         | 15.41 Regional HR Manager<br><b>15.42 Reward Manager</b><br>15.43 HR Manager<br><b>15.44 Employee Relations Manager</b><br>15.45 HR Systems Manager<br><b>15.46 Recruitment Manager</b> | 15.51 Senior HR Manager<br><b>15.52 Manager of HR Shared Services</b>   | 15.61 Head of HR                     |
| <b>Learning &amp; Development (16)</b> | 16.41 Regional L & D Manager<br><b>16.42 Talent Manager</b><br>16.43 Learning & Development Manager   |   | 16.61 Head of Learning & Development |
| <b>Legal (17)</b>                      | 17.41 Solicitor 2<br><b>17.42 Compliance Manager</b>  | 17.51 Solicitor 3   | 17.61 Head of Legal                  |
| <b>Property (18)</b>                   | 18.41 Senior Property Manager<br><b>18.42 Architectural Design Manager</b><br>18.43 Property Acquisition Manager<br><b>18.44 Environment Manager</b>                                    | 18.51 Property Controller<br><b>18.52 Senior Property Acquisition Manager</b><br>18.53 Senior Environment Manager | 18.61 Head of Property               |
| <b>Projects (19)</b>                   | 19.41 Senior Project Manager  | 19.51 Project Controller<br><b>19.52 Business Improvement Manager</b>   | 19.61 Head of Planning Development   |
| <b>Creative (20)</b>                   | 20.41 Print Manager<br><b>20.42 Creative Manager</b>  |   |                                      |

## Retail Salary Survey: Level Matrix Continued

| Level<br>Function                 | 0<br>Hay Points: 0-250<br>WTW: 5, 6   | 1<br>Hay Points: 250-350<br>WTW: 7, 8                              | 2<br>Hay Points: 350-450<br>WTW: 9, 10  | 3<br>Hay Points: 450-550<br>WTW: 11, 12  |
|-----------------------------------|---|--|---|--|
| <b>PR/Comms/CSR (21)</b>          |   | 21.11 PR Assistant<br><b>21.12 Ethical Co-ordinator</b>            | 21.21 PR Officer  | 21.31 PR Manager<br><b>21.32 Internal Comms Manager</b><br>21.33 Corporate Social Responsibility Officer   |
| <b>Customer Insight (22)</b>      |   | 22.11 Assistant Data Analyst                                       | 22.21 Customer Insight Executive<br><b>22.22 Data Analyst</b>   | 22.31 Customer Insight Manager<br><b>22.32 Senior Data Analyst</b>   |
| <b>Advertising (23)</b>           |   |  |   |  |
| <b>Marketing (24)</b>             | 24.01 Promotions Co-ordinator   | 24.11 Senior Promotions Co-ord<br><b>24.12 Marketing Assistant</b> | 24.21 Assistant Brand Manager<br><b>24.22 Promotions Controller</b><br>24.23 Catalogue Marketing Co-ord | 24.31 Brand Manager<br><b>24.32 Trade Planning Manager</b><br>24.33 Local Marketing Manager<br><b>24.34 Category Manager</b><br>24.35 Commercial Manager |
| <b>Design (25)</b>                |   | 25.11 Design Assistant   | 25.21 Assistant Designer  | 25.31 Designer   |
| <b>Facilities Management (26)</b> | 26.01 Clerical Support<br><b>26.02 Telephonist/Receptionist</b><br>26.03/26.04 Chauffeur<br><b>26.05 Multi-skilled Tradesperson</b><br>26.06 Technician | 26.11 Services Supervisor  | 26.21 Assistant Services Manager<br><b>26.22 Maintenance Manager</b><br>26.23 Facilities Specialist     | 26.31 Services Manager   |
| <b>Loss Prevention (27)</b>       | 27.01 Security Officer  | 27.11 Security Supervisor<br><b>27.12 Loss Prevention Analyst</b>  | 27.21 Loss Prevention Co-ord  | 27.31 Security Manager<br><b>27.32 Loss Prevention Manager</b>   |

## Retail Salary Survey: Level Matrix Continued

| Level<br>Function                 | 4<br>Hay Points: 550-650<br>WTW: 13  | 5<br>Hay Points: 650-900<br>WTW: 14, 15                                | 6<br>Hay Points: 900-1200<br>WTW: 16  |
|-----------------------------------|--|--|---|
| <b>PR/Comms/CSR (21)</b>          | 21.41 Senior PR Manager<br><b>21.42 Corporate Social Responsibility Manager</b><br>21.43 Ethical Trade Manager                         |  | 21.62 Head of PR<br><b>21.63 Head of Corporate Social Responsibility</b><br>21.64 Head of Ethical Trading |
| <b>Customer Insight (22)</b>      | 22.41 Business Information Manager   |  |   |
| <b>Advertising (23)</b>           | 23.41 Advertising Manager  |  |   |
| <b>Marketing (24)</b>             | 24.41 Senior Brand Manager<br><b>24.42 Communications Manager</b><br>24.43 Senior Trade Planning Manager<br><b>24.44 Price Manager</b> | 24.51 Marketing Manager<br><b>24.52 Senior Local Marketing Manager</b> | 24.61 Head of Marketing   |
| <b>Design (25)</b>                | 25.41 Senior Designer  | 25.51 Design Manager   | 25.61 Head of Design  |
| <b>Facilities Management (26)</b> | 26.41 Services Controller  |  |   |
| <b>Loss Prevention (27)</b>       | 27.41 Senior Loss Prevention Manager   |  | 27.61 Head of Security  |

## Retail Salary Survey: Level Matrix Continued

| Level<br>Function     | 0<br>Hay Points: 0-250<br>WTW: 5, 6   | 1<br>Hay Points: 250-350<br>WTW: 7, 8             | 2<br>Hay Points: 350-450<br>WTW: 9, 10   | 3<br>Hay Points: 450-550<br>WTW: 11, 12  |
|-----------------------|---|---|--|--|
| Risk & Insurance (28) |   |   | 28.21 Claims Assessor  | 28.31 Risk Manager   |
| Internal Audit (29)   |   |   |  | 29.31 Internal Auditor   |
| Procurement (30)      | 30.01 Procurement Administrator   | 30.11 Asst. Procurement Officer                   | 30.21 Procurement Officer  | 30.31 Senior Procurement Officer   |
| Supply Chain (31)     | 31.01 Import Administrator<br>31.02 Supply Chain Data Admin<br>31.03 Transportation Administrator | 31.11 Import Co-ordinator<br>31.12 Import Analyst | 31.21 Import Team Leader<br>31.22 Supply Chain Analyst<br>31.23 Transportation Analyst | 31.31 Stock Control Manager<br>31.32 Channel Planning Manager<br>31.33 Transportation Hub Supervisor<br>31.34 Inventory Manager<br>31.35 Senior Supply Chain Analyst |
| Depot/Stores (32)     | 32.02 Warehouse Operator  | 32.11 Warehouse Team Leader                       | 32.21 Warehouse Supervisor<br>32.22 Maintenance Engineer                               | 32.31 Warehouse Department Manager<br>32.33 Warehouse Operations Manager   |
| Secretarial (33)      |   | 33.11 Senior Secretary                            | 33.21 Director's Secretary   | 33.31 Main Board Director's Sec'y  |
| Health & Safety (35)  |   |   | 35.21 Health & Safety Officer  | 35.31 Health & Safety Manager  |

## Retail Salary Survey: Level Matrix Continued

| Level<br>Function                | 4<br>Hay Points: 550-650<br>WTW: 13  | 5<br>Hay Points: 650-900<br>WTW: 14, 15   | 6<br>Hay Points: 900-1200<br>WTW: 16 |
|----------------------------------|--|---|--------------------------------------|
| <b>Risk &amp; Insurance (28)</b> | 28.41 Manager, Risk & Insurance  |   | 28.61 Head of Risk & Insurance       |
| <b>Internal Audit (29)</b>       | 29.41 Senior Internal Auditor  | 29.51 Internal Audit Manager              |                                      |
| <b>Procurement (30)</b>          | 30.41 Procurement Manager  | 30.51 Senior Procurement Manager          | 30.61 Head of Procurement            |
| <b>Supply Chain (31)</b>         | 31.41 Supply Chain Manager<br>31.42 <b>Distribution Contract Manager</b><br>31.43 Logistics Services Manager<br>31.44 <b>Transport Manager</b> | 31.51 Supply Chain Senior Manager         | 31.61 Head of Distribution           |
| <b>Depot/Stores (32)</b>         | 32.41 Warehouse Manager<br>32.42 <b>Engineering Manager</b>  | 32.51 General Manager Distribution Centre |                                      |
| <b>Secretarial (33)</b>          |  |   | 33.61 Executive Assistant            |
| <b>Health &amp; Safety (35)</b>  |  | 35.51 Senior Health & Safety Manager      |                                      |

## Retail Salary Survey: Level Matrix Continued

| Level<br>Function                           | 0<br>Hay Points: 0-250<br>WTW: 5, 6                                     | 1<br>Hay Points: 250-350<br>WTW: 7, 8  | 2<br>Hay Points: 350-450<br>WTW: 9, 10  | 3<br>Hay Points: 450-550<br>WTW: 11, 12   |
|---|---|--|---|---|
| <b>Customer Service (36)</b>                | 36.01 Customer Service Advisor<br>36.02 Senior Customer Service Advisor |  | 36.21 Customer Service Team Leader  | 36.31 Customer Service Manager  |
| <b>Retail Operational Support (37)</b>      | 37.01 Store Support Advisor   | 37.11 Retail Operations Coordinator  | 37.21 Retail Analyst  | 37.31 Retail Operations Supervisor  |
| <b>Pensions (39)</b>                        |   |  | 39.21 Pensions Associate  |   |
| <b>Studio (40)</b>                          |   |  | 40.22 Photographer<br>40.24 Video Editor<br>40.25 Photographic Co-ordinator   | 40.31 Senior Photographer<br>40.32 Photography Manager  |
| <b>Business to Business (41)</b>            |   |  |   | 41.31 Key Account Manager   |
| <b>Technology/Data &amp; Analytics (43)</b> |   |  |   |   |
| <b>Cyber Security (44)</b>                  |   |  |   | 44.31 Cyber Security Engineer   |
| <b>IT (45)</b>                              | 45.01 Systems Administrator<br>45.02 Operator<br>45.03 QA Tester        | 45.12 Trainee Developer<br>45.13 Support Analyst<br>45.14 Senior Operator<br>45.15 QA Test Analyst | 45.21 Business Analyst<br>45.22 Developer<br>45.23 Technical Architect<br>45.24 Technical Support Analyst<br>45.25 Team Leader - Service & Operations<br>45.26 Network Systems Engineer | 45.31 Business Test Analyst<br>45.32 Senior Business Analyst<br>45.33 Senior Developer<br>45.34 Senior Technical Architect<br>45.35 Senior Technical Support Analyst<br>45.36 IT Supervisor |

## Retail Salary Survey: Level Matrix Continued

| Level<br>Function                           | 4<br>Hay Points: 550-650<br>WTW: 13  | 5<br>Hay Points: 650-900<br>WTW: 14, 15  | 6<br>Hay Points: 900-1200<br>WTW: 16    |
|---|--|--|---|
| <b>Customer Service (36)</b>                | 36.41 Senior Customer Service Manager  |  | 36.61 Head of Customer Service          |
| <b>Retail Operational Support (37)</b>      | 37.41 Retail Operations Manager  | 37.51 Senior Retail Operations Manager   | 37.61 Head of Retail Operations         |
| <b>Pensions (39)</b>                        | 39.41 Pensions Manager   | 39.51 Pensions Operations Manager  | 39.61 Head of Pensions                  |
| <b>Studio (40)</b>                          |  |  |   |
| <b>Business to Business (41)</b>            | 41.41 Business to Business Development Manager   | 41.51 National Sales Manager   | 41.61 Head of Business to Business      |
| <b>Technology/Data &amp; Analytics (43)</b> |  |  | 43.61 Head of Data Science              |
| <b>Cyber Security (44)</b>                  | 44.41 Information Security Manager<br>44.42 Cyber Security Manager   |  | 44.61 Head of Cyber Security Operations |
| <b>IT (45)</b>                              | 45.41 Development Manager<br>45.42 Business Systems Manager<br>45.43 Technical Architecture Manager<br>45.44 Technical Support Manager<br>45.45 Application Testing Manager<br>45.46 Project Manager | 45.51 Development Controller<br>45.52 Business Systems Controller<br>45.53 Program Manager | 45.61 Head of IT Function               |

## Retail Salary Survey: Level Matrix Continued

| Level  | 0<br>Hay Points: 0-250<br>WTW: 5, 6 | 1<br>Hay Points: 250-350<br>WTW: 7, 8  | 2<br>Hay Points: 350-450<br>WTW: 9, 10  | 3<br>Hay Points: 450-550<br>WTW: 11, 12   |
|--|-------------------------------------|--|---|---|
| Franchise (49)                               |                                     | 49.11 Visual Merchandising Coordinator   |   | 49.31 Accounts Manager  |
| E-commerce: Digital (50)                     |                                     |  |   |   |
| E-commerce: Online Operations (51)           |                                     | 51.11 Operations Assistant   | 51.21 Operations Analyst  | 51.31 Senior Operations Analyst   |
| E-commerce: Online Trading (52)              | 52.01 Web Production Assistant      | 52.11 Junior Web Designer<br><b>52.12 Category Assistant</b><br>52.13 Online Editorial Assistant | 52.21 Online Insight Analyst<br><b>52.22 Web Designer</b><br>52.23 Asst E-commerce Category Manager<br><b>52.24 Junior Online Content Editor</b><br>52.25 Online Content Co-ordinator   | 52.31 Snr Online Insights Analyst<br><b>52.32 Online Production Manager</b><br>52.33 Senior Web Designer<br><b>52.34 E-commerce Category Mgr</b><br>52.35 Online Content Manager          |
| E-commerce: Online Marketing (53)            |                                     | 53.11 Online Marketing Assistant   | 53.21 Search Engine Optimisation (SEO) Executive<br><b>53.22 Paid Search Executive</b><br>53.23 Marketing Data Analyst<br><b>53.24 Social Media Executive</b><br>53.25 Online Marketing Coordinator<br><b>53.26 User Experience Architect</b><br>53.27 Asst. UI/UX Designer<br><b>53.28 Web Developer</b> | 53.31 Social Media Manager<br><b>53.32 SEO Manager</b><br>53.33 Snr User Experience Architect<br><b>53.34 UI/UX Designer</b><br>53.35 Senior Web Developer<br><b>53.36 Website Editor</b> |
| E-commerce: Online Business Development (54) |                                     |  | 54.21 CRM Specialist  | 54.31 CRM Manager   |

## Retail Salary Survey: Level Matrix Continued

| Level   | 4<br>Hay Points: 550-650<br>WTW: 13  | 5<br>Hay Points: 650-900<br>WTW: 14, 15  | 6<br>Hay Points: 900-1200<br>WTW: 16                                |
|---|--|--|---|
| Franchise (49)                                  | 49.41 Senior Accounts Manager  |  |   |
| E-commerce:<br>Digital (50)                     |  |  | 50.61 Digital Director (6+)   |
| E-commerce:<br>Online Operations (51)           | 51.41 E-commerce Operations Manager  | 51.51 Senior E-commerce Operations Manager   | 51.61 Head of Online Operations                                     |
| E-commerce:<br>Online Trading (52)              | 52.41 Online Manager<br>52.42 Online Insight Manager   | 52.51 Senior Online Manager<br>52.52 Senior Online Insight Manager<br>52.53 Senior E-commerce Category Mgr | 52.61 Head of Online Trading  |
| E-commerce:<br>Online Marketing (53)            | 53.41 Paid Search Manager<br>53.42 User Experience Manager<br>53.43 Senior UI/UX Designer<br>53.44 UI/UX Design Manager<br>53.45 Web Development Manager | 53.51 Online Marketing Manager   | 53.61 Head of Online Marketing<br>53.62 Head of Customer Experience |
| E-commerce:<br>Online Business Development (54) | 54.41 Business Development Manager   |  | 54.61 Head of Business Development                                  |

## Retail Salary Survey: Level Matrix Continued

| Level         | 0<br>Hay Points: 0-250<br>WTW: 5, 6                      | 1<br>Hay Points: 250-350<br>WTW: 7, 8                           | 2<br>Hay Points: 350-450<br>WTW: 9, 10 | 3<br>Hay Points: 450-550<br>WTW: 11, 12 |
|---------------|--|---|--|---|
| Function      |  |   |  |   |
| Trainees (55) | 55.01 Apprentice – Level 2<br>55.02 Apprentice – Level 3 | 55.11 Graduate – New Recruit<br>55.12 Graduate – 12 Months Exp. |  |   |

| Level         | 4<br>Hay Points: 550-650<br>WTW: 13 | 5<br>Hay Points: 650-900<br>WTW: 14, 15 | 6<br>Hay Points: 900-1200<br>WTW: 16 |
|---------------|-------------------------------------|---|--------------------------------------|
| Function      |                                     |   |                                      |
| Trainees (55) |                                     |   |                                      |

## Buying (10)

*In each job, the survey code for each job is shown followed by the survey job title.*

- 10.01 Buying Administrator
- 10.11 Buying Assistant
- 10.21 Assistant Buyer
- 10.30 Junior Buyer
- 10.31 Buyer
- 10.41 Senior Buyer
- 10.51 Buying Manager
- 10.61 Head of Buying

## Section 10: Buying

### 10.01

#### Buying Administrator

#### Job Level

0

#### Alternative Title/s

Administration Assistant  
Buying Assistant

#### Job Purpose

To assist in the smooth and efficient operation of the Buying Office by providing administrative support. To liaise with stores and suppliers in a professional and helpful manner.

- To perform administrative tasks associated with the Buying Office, e.g. maintaining department database, filing, collating department records
- To manage communication between stores and suppliers
- To liaise with stores and suppliers on queries
- To carry out other administrative tasks as directed

#### Knowledge/Skills/Experience

GCSE level education or equivalent

Likely to have had 1-2 years' administration experience

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### 10.11

#### Buying Assistant

#### Job Level

1

#### Alternative Title/s

Buyer – Entry Level  
Trainee Buyer  
Category Assistant

#### Job Purpose

To support the Buyer in the day to day operation of the department. To assist with the sourcing and selection of the range in line with target market.

- To assist Buying in sourcing and selecting designated product
- To prepare product, orders and other details for meetings
- To ensure all Quality Control procedures specified by Buyer are carried out according to specifications
- To be aware of deliveries and brief Buyer on any changes to contractual arrangements
- May carry out some buying functions as delegated

#### Knowledge/Skills/Experience

Graduate level education or equivalent

This is an entry level position where the job holder is expected to make significant progress and work towards a Buying qualification.

## Section 10: Buying

10.21

**Assistant Buyer**

**Job Level**

2

**Alternative Title/s**

Buyer – Development Level  
Assistant Category Manager

### **Job Purpose**

To assist the Buyer in developing a commercially successful range to achieve business sales and margin targets.

- To be responsible for the buying of a specific product group/s within the department
- To analyse and understand market trends in order to assist the Buyer in determining strategic direction of department in conjunction with Merchandising team
- To research and propose new product ranges to Buyer; to identify new suppliers
- To contribute to product range reviews
- To contribute to marketing of products, e.g. liaison with marketing over product promotions

### **Knowledge/Skills/Experience**

Graduate level education or equivalent with 1-2 years' experience in a buying environment

This is typically a development position where the job holder is expected to make significant progress

## Section 10: Buying

|                            |  |
|----------------------------|--|
| <b>10.30</b>               | <b>Junior Buyer</b>  |
| <b>10.31</b>               | <b>Buyer</b>   |
| <b>10.41</b>               | <b>Senior Buyer</b>  |
| <b>Alternative Title/s</b> | Junior Category Manager<br>Category Manager<br>Senior Category Manager |
| <b>Job Level</b>           | 3 - Junior Buyer<br>3 - Buyer<br>4 - Senior Buyer                      |

### Job Purpose

To understand customer, category and commercial requirements and to source, buy and develop products and services that deliver agreed targets.

- To understand market data and competitor activities; to compare category range performance and make recommendations to meet customer needs and to maximise sales
- To develop category business plans
- To carry out negotiations with suppliers. To obtain optimum terms for products to meet commercial requirements using knowledge of raw materials and manufacturing processes to assist with negotiations
- To liaise with suppliers and supply chain and agree orders to achieve sales targets
- To monitor performance of products/ranges and respond accordingly
- To provide accurate information on new lines, price changes, promotions

### Knowledge/Skills/Experience

Graduate level education or equivalent.

**10.30 Junior Buyer** - matches at this level will have had several years' progressive experience in buying. Job holders will require supervision and may report to Senior Buyer

**10.31 Buyer** - likely to have had several years' buying experience in relevant sector

**10.41 Senior Buyer** - significant buying experience

### Job Factor: Buying Activity

For Junior Buyer, Buyer & Senior Buyer please indicate the appropriate buying activity for the job holder.

|   |                 |    |                 |
|---|-----------------|----|-----------------|
| 1 | Grocery Ambient | 7  | Home Other      |
| 2 | Grocery Fresh   | 8  | Technology      |
| 3 | Grocery Frozen  | 9  | Health & Beauty |
| 4 | Drink           | 10 | DIY             |
| 5 | Fashion         | 11 | Other           |
| 6 | Home Furnishing |    |                 |

## Section 10: Buying

|                            |   |
|----------------------------|---|
| <b>10.51</b>               | <b>Buying Manager</b>   |
| <b>Job Level</b>           | 5   |
| <b>Alternative Title/s</b> | Head of Buyers<br>Category Manager<br>Senior Category Manager |

### Job Purpose

To lead the development, implementation, delivery and review of category/product business plans designed to meet strategic, customer, financial and operational goals. To manage the category buying team in order to maximise sales and profit opportunities.

- To lead the buying team in managing and developing supplier relationships
- To be involved in negotiation process providing support to the buying team; to lead negotiations where project has medium/long term business impact
- To ensure department meets targets in terms of sourcing technology, new products and suppliers, range selection, negotiation, marketing, trade account revenues, deals and promotions, stock management
- To ensure market trends are interpreted and reacted to; to ensure competitors are monitored
- To develop profit plans; to manage performance against strategic targets

### Knowledge/Skills/Experience

Graduate level education or equivalent

Job holder will have had extensive buying experience including experience at senior levels

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|                            |   |
|----------------------------|---|
| <b>10.61</b>               | <b>Head of Buying</b>   |
| <b>Job Level</b>           | 6   |
| <b>Alternative Title/s</b> | Head of Trading Unit<br>Trading Controller<br>Category Director |

### Job Purpose

To take overall profit and loss responsibility for the trading unit. To initiate and drive strategic decisions. To ensure product ranges are developed and implemented across the trading unit delivering gross profit, sales and space productivity targets. To manage and develop Buying teams.

- To produce medium term category strategies
- To ensure new concepts and products are developed
- To ensure all range plans are delivered and signed off to meet deadlines
- To lead in negotiations and key meetings with suppliers in strategically important deals
- To input into corporate strategies

### Knowledge/Skills/Experience

Graduate level education or equivalent

Extensive experience within a retail buying function with several years' experience of operating at a senior level

**Note:** This is not a board Director level job. Job holders report to board Director level.

**Alan Jones & Associates**

## Merchandising (11)

*In each job, the survey code for each job is shown followed by the survey job title.*

- 11.01 Merchandising Administrator
- 11.11 Inventory Control Supervisor
- 11.12 Trainee Merchandiser
- 11.13 Assistant Display Manager
- 11.21 Inventory Control Manager
- 11.22 Assistant Merchandiser
- 11.23 Display Manager
- 11.24 Visual Merchandiser
- 11.30 Junior Merchandiser
- 11.31 Space Planner
- 11.32 Merchandiser
- 11.41 Senior Merchandiser
- 11.42 Space & Range Manager
- 11.51 Merchandising Manager
- 11.52 Visual Merchandising Manager
- 11.61 Head of Merchandising

### **Jobs Listing by Job Family**

- 11.01 Merchandising Administrator
- 11.12 Trainee Merchandiser
- 11.22 Assistant Merchandiser
- 11.30 Junior Merchandiser
- 11.32 Merchandiser
- 11.41 Senior Merchandiser
- 11.51 Merchandising Manager
- 11.24 Visual Merchandiser
- 11.52 Visual Merchandising Manager
- 11.11 Inventory Control Supervisor
- 11.21 Inventory Control Manager
- 11.13 Assistant Display Manager
- 11.23 Display Manager
- 11.31 Space Planner
- 11.42 Space & Range Manager
- 11.61 Head of Merchandising

## Section 11: Merchandising

### 11.01 Merchandising Administrator

**Job Level** 0

**Alternative Title/s** Administration Assistant  
Merchandising Assistant

#### Job Purpose

To assist in the smooth and efficient operation of the Merchandising Office by providing administrative support. To liaise with stores and suppliers in professional and helpful manner.

- To perform administrative tasks associated with the Merchandising Office, e.g. maintaining department database, filing, collating department records
- To manage communication between stores and suppliers
- To liaise with stores and suppliers on queries
- To carry out other administrative tasks as directed

#### Knowledge/Skills/Experience

GCSE level education or equivalent

Likely to have had 1-2 years' administration experience

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### 11.11 Inventory Control Supervisor

**Job Level** 1

#### Job Purpose

To allocate and replenish merchandise by store to ensure a continuous flow of goods to achieve profitable sales.

- To be responsible for tracking, allocating and replenishing from supplier or from warehouse/s in accordance with stock targets and sales requirements
- To use business procedures and systems effectively to allocate goods to stores
- To ensure optimum allocation of promotional buys to stores
- To forecast availability to cover seasonal peaks in demand
- To supervise administration staff

#### Knowledge/Skills/Experience

Minimum A level education or equivalent

Likely to have had 3 years' relevant experience

## Section 11: Merchandising

### 11.12 Trainee Merchandiser

**Job Level** 1

**Alternative Title/s** Merchandiser – Entry Level

#### Job Purpose

To assist in monitoring product progress from initial order through to manufacture, delivery and distribution to the customer.

- To maintain and update systems with quantities and critical dates
- To be responsible for delivery schedules, production progress and the analysis of sales trends for repeat orders
- To raise orders and chase samples
- To analyse previous seasons' sales figures and buying trends and contribute to strategy on products
- To monitor performance of suppliers

#### Knowledge/Skills/Experience

This position is typically filled by a new graduate with little working experience or equivalent

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### 11.13 Assistant Display Manager

**Job Level** 1

**Alternative Title/s** Visual Planner

#### Job Purpose

To assist with effective allocation of space to deliver commercial range plans and increase productivity. To apply customer focused visual merchandising to displays. To develop display plans. To work with Display Managers, Category Managers, Buyers, etc., producing layouts and planograms for product presentation. To ensure agreed display packages are sent to stores.

- To analyse planograms and infer changes to range and facings to increase productivity
- To contribute to effective category management through contribution to range development
- To create visual merchandising of displays attractive to customers
- To supervise build and production of planograms
- To analyse productivity of displays; to obtain feedback on displays from operations and stores
- To develop specifications for display fittings and aids

#### Knowledge/Skills/Experience

Minimum A level education, possibly Graduate level or equivalent

Significant store management experience and/or team working

Relevant experience, e.g. space planning, operations

## Section 11: Merchandising

### 11.21 Inventory Control Manager

**Job Level** 2

#### **Job Purpose**

To allocate and replenish merchandise by store to ensure a continuous flow of goods to achieve profitable sales.

- To track, allocate and replenish stock from supplier or central warehouse in accordance with stock targets and sales requirements
- To be responsible for day to day management of Administrators
- To develop and implement strategies to ensure profitable flow of merchandise into stores and/or through warehouses
- To ensure that stock is available to meet peaks in demand, promotional plans, etc.

#### **Knowledge/Skills/Experience**

Minimum A level education or equivalent

Likely to have had several years' relevant experience

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### 11.22 Assistant Merchandiser

**Job Level** 2

#### **Job Purpose**

To assist the Merchandiser in delivering the sales and profit targets and in maintaining product/service levels.

- To maintain an accurate and efficient delivery schedule; to ensure all department plans and forecasts are accurate and up to date
- To produce up to date category sales, stock and intake plans
- To review sales and markdown forecasts
- To provide Merchandiser with information on product performance, sales, etc.
- To provide supply chain with information on store grading, size ratios, range plan line details, deliveries and promotional activity

#### **Knowledge/Skills/Experience**

Graduate level or equivalent with 1-2 years' experience in a buying environment

This is typically a development position where the job holder is expected to make significant progress

## Section 11: Merchandising

### 11.23 Display Manager

**Job Level** 2

#### **Job Purpose**

To manage effective allocation of space to deliver commercial range plans and increase productivity. To lead customer focused visual merchandising displays. To be responsible for display plans.

- To manage team of Assistant Display Managers (2-4)
- To manage planogram analysis
- To ensure effective category management through contribution to range development
- To lead the creative process for visual merchandising of displays attractive to customers
- To develop annual build schedule; to supervise build and production of planograms
- To be responsible for analysis of productivity of displays
- To plan and implement fixture development portfolio

#### **Knowledge/Skills/Experience**

Graduate level education or equivalent

Experience as an Assistant Display Manager

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### 11.24 Visual Merchandiser

**Job Level** 2

#### **Job Purpose**

To contribute to the development of in-store visual merchandising style to support the company's commercial objectives and brand values.

- To monitor the visual merchandising in stores, making recommendations as appropriate
- To develop visual concepts which contribute positively to the customer perception of the stores
- To develop on shelf mechanisms promoting key deals/new merchandise
- To design and adapt new fixtures
- To analyse commercial effect of visual merchandising activity

#### **Knowledge/Skills/Experience**

Graduate level education or equivalent in a relevant subject

Visual Merchandising qualification

Likely to have had several years' merchandising experience

## Section 11: Merchandising

### 11.31 Space Planner

**Job Level** 3

#### Job Purpose

To maximise the use of space in store, thus enabling the delivery of the category/product business plan.

- To produce and maintain stocking plans
- To assist in proposing changes to space strategies and merchandising techniques to reflect the business plan and maximise customer satisfaction, sales and profitability

#### Knowledge/Skills/Experience

Graduate level or equivalent with 2-3 years' experience in a related environment.  
Retail experience preferable.

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### 11.30 Junior Merchandiser

### 11.32 Merchandiser

### 11.41 Senior Merchandiser

**Job Level** 3 - Junior Merchandiser  
3 - Merchandiser  
4 - Senior Merchandiser

#### Job Purpose

To be responsible for maximising profit potential.

- To achieve margin after discount targets through risk and markdown strategy
- To ensure promotional and clearance activity is phased in line with the defined markdown strategy to achieve profit potential and terminal stock objective
- To identify opportunities to improve sales performance
- To contribute to profit management through accurate forecasting and recommendations on action
- To be responsible for range reviews, range meetings, range analysis and price architecture
- To manage flow of goods into the business from suppliers to stores

#### Knowledge/Skills/Experience

Graduate level education or equivalent.

**11.30 Junior Merchandiser** - matches at this level will have had several years' progressive experience in merchandising. Job holders will require supervision and may report to Senior Merchandiser

**11.32 Merchandiser** - likely to have had several years' merchandising experience in relevant sector

**11.41 Senior Merchandiser** - likely to have significant merchandising experience. The Senior Merchandiser will be responsible for bigger product area, will manage more people and may deputise for the manager

## Section 11: Merchandising

### 11.42 Space & Range Manager

**Job Level** 4

**Alternative Title/s** Lead Space Planner

#### Job Purpose

To assist stores and the centre in the use of store space, macro and micro, both on shelf and off shelf, to ensure the agreed space usage strategies are achieved and sales are maximised in allocated stores.

- To review existing space usage and to identify opportunities to improve
- To assist stores with space issue problems

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Likely to have had a minimum of 5 years' experience in retail stores/field

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### 11.51 Merchandising Manager

**Job Level** 5

**Alternative Title/s** Head of Merchandising

#### Job Purpose

To be responsible for profitable sales through effective financial, range and inventory planning and management.

- To act as a key member of the management team to develop strategies across the business
- To develop merchandise sales, store stock, markdown and gross margin plans to support all merchandise strategies; to review past performance to develop merchandising strategy
- To ensure Merchandisers are managing the volume of stock profitably optimising stock levels and phasing intake to the agreed plan
- To ensure range plans reflect company strategy. To establish a planning calendar. To ensure all planning deadlines are met
- To co-ordinate space planning in conjunction with Buying team
- To monitor sales and inventories and take necessary action to optimise sales and margin
- To ensure Merchandising team react effectively to sales trends and seasons
- To agree supply chain strategy with Buying Manager/Head of Buying. To ensure supplier performance is monitored by Merchandisers
- To manage Merchandising team

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Likely to have had extensive relevant experience in retailing with experience at senior levels

## Section 11: Merchandising

### 11.52 Visual Merchandising Manager

**Job Level** 5

#### Job Purpose

To lead the development of visual merchandising through developing and implementing display principles which reinforce company brand and drive profitable sales.

- To be responsible for design and refinement of key display principles including listed space, seasonal space and promotional space
- To ensure that category display principles are agreed with each key category and that planogram design adheres to those principles
- To be responsible for development of on-shelf mechanisms promoting key deals/new merchandise
- To lead the design development of new fixtures and adaptation of existing fixtures
- To liaise closely with brand communications team to incorporate existing point of sales material into merchandising
- To keep up-to-date with merchandising development to ensure that company merchandising is innovative and creative
- To manage the Display Team

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Likely to have had extensive relevant experience in retailing with experience at senior levels

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### 11.61 Head of Merchandising

**Job Level** 6

#### Job Purpose

Responsible for the Merchandising operation of the company.

- To be responsible for medium and long term planning for Merchandising
- To be responsible for strategic planning for Merchandising function
- To have overall responsibility for Merchandising team

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Extensive experience within a retail merchandising function with several years' experience of operating at a senior level

**Note:** This is not a Director level job. Job holders report to Director level.

## Technologists (12)

*In each job, the survey code for each job is shown followed by the survey job title.*

- 12.01 Technology Assistant
- 12.21 Assistant Technologist
- 12.31 Technologist
- 12.32 Product Developer
- 12.33 Product Safety Manager
- 12.34 Packaging Technologist
- 12.41 Senior Technologist
- 12.42 Senior Product Developer
- 12.51 Technology Manager
- 12.61 Head of Technology

### **Jobs Listing by Job Family**

- 12.01 Technology Assistant
- 12.21 Assistant Technologist
- 12.31 Technologist
- 12.34 Packaging Technologist
- 12.41 Senior Technologist
- 12.32 Product Developer
- 12.42 Senior Product Developer
- 12.33 Product Safety Manager
- 12.51 Technology Manager
- 12.61 Head of Technology

## Section 12: Technologists

### 12.01 Technology Assistant

**Job Level** 0

**Alternative Title/s** Trainee Technologist

#### Job Purpose

To provide support to the department.

- To set up and manage technology process charts
- To administer product packaging details
- To deal with pre-shipment inspection paperwork
- To chase test reports, samples, etc.

#### Knowledge/Skills/Experience

Good general education

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### 12.21 Assistant Technologist

**Job Level** 2

**Alternative Title/s** Quality Technologist  
Quality Assurance Technologist

#### Job Purpose

To support the quality and value of the products by ensuring that the company's standards for quality and safety are implemented effectively.

- To provide relevant data to enable assessment of suppliers and analysis of issues surrounding returns, late deliveries and reworks
- To comment on new products as required
- To be responsible for day to day progressing, e.g. samples, grades

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Expected to develop industry knowledge

This may be a position for a new graduate in a relevant discipline

## Section 12: Technologists

### 12.31 Technologist

|                            |             |
|----------------------------|-------------|
| <b>Job Level</b>           | 3           |
| <b>Alternative Title/s</b> | QA Engineer |

#### Job Purpose

To maintain and improve the quality and value of the products through applied technology within their product area.

- To analyse historical data - suppliers' appraisals, returns rates, late deliveries
- To work with the product teams to make recommendations for strategies for their areas
- To identify possible new suppliers
- To work with design on latest materials and trends
- To input into development of appropriate new products
- To ensure samples are approved and product is signed off

#### Knowledge/Skills/Experience

Graduate level or equivalent in an appropriate discipline, e.g. Fabric Technology  
Likely to have had a minimum of 3 years' relevant experience

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### 12.32 Product Developer

|                  |   |
|------------------|---|
| <b>Job Level</b> | 3 |
|------------------|---|

#### Job Purpose

To develop products as directed from concept design to launch.

- To ensure products reflect the marketing brief, are value adding and in line with quality, safety, integrity and legal requirements
- To design the commercial, competitive, quality and functional aspects of the product using creativity and effective translation of the customer needs into deliverable product
- To liaise with product technologists and product safety team on gaining product safety approval and technical specification sign off
- To sign off final artwork
- To lead and own the analysis of product performance targets post launch.
- To lead and promote creativity both internally and externally to encourage proactivity in innovative product trend and idea generation

#### Knowledge/Skills/Experience

Degree calibre  
3-5 years' experience in product development  
Extensive knowledge of manufacturing processes  
Knowledge of brand management

## Section 12: Technologists

### 12.33 Product Safety Manager

**Job Level** 3

#### Job Purpose

To evaluate and advise on the risks presented by new products and their manufacture. To ensure all safety considerations have been addressed and documented prior to approval for sale.

- To plan and conduct appropriate safety audits of suppliers to ensure compliance with safety requirements
- To conduct surveillance projects to establish the integrity of products to provide additional assurance of product quality, safety and legality within budgetary targets
- To provide advice on product safety issues in response to identified incidents, new product development, proposed changes in supplier manufacturing processes and customer complaints
- To assist in writing technical guidelines/policies and position statements to address product safety issues
- To prepare and conduct technical training and presentations to improve understanding of product safety
- To conduct safety assessments of new operational practices to identify hazards and to make recommendations to control the risks

#### Knowledge/Skills/Experience

Graduate in appropriate technical subject, e.g. microbiology

MSc/PhD in related subject

Auditing experience

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### 12.34 Packaging Technologist

**Job Level** 3

#### Job Purpose

To support the delivery of packaging strategy. Where possible to improve packaging performance whilst maintaining quality and cost effectiveness.

- To create complete product and category project plans
- To ensure progress against agreed targets
- To establish and deliver packaging cost reduction opportunities for business units
- To work with relevant teams to develop packaging strategy at product and category level
- To support colleagues, e.g. Product Developers, Technologists, Buyers, as well as suppliers through provision of packaging expertise

#### Knowledge/Skills/Experience

Graduate calibre

Packaging qualifications

5+ years' relevant experience

## Section 12: Technologists

### 12.41 Senior Technologist

**Job Level** 4

**Alternative Title/s** QA Manager

#### Job Purpose

To maintain and improve the quality and value of the products through applied technology within their product area.

- To analyse historical data - suppliers' appraisals, returns rates, late deliveries
- To work with the product teams to make recommendations for strategies for their areas
- To identify possible new suppliers
- To work with design on latest materials and trends
- To input into development of appropriate new products
- To ensure samples are approved and product is signed off

#### Knowledge/Skills/Experience

Graduate level or equivalent in an appropriate discipline, e.g. Fabric Technology

Likely to have had at least 5 years' experience. Typically has management responsibilities.

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### 12.42 Senior Product Developer

**Job Level** 4

#### Job Purpose

To develop products as directed from concept design to launch.

- To ensure products reflect the marketing brief, are value adding and in line with quality, safety, integrity and legal requirements
- To design the commercial, competitive, quality and functional aspects of the product using creativity and effective translation of the customer needs into deliverable product
- To liaise with product technologists and product safety team on gaining product safety approval and technical specification sign off
- To sign off on final artwork
- To lead and own the analysis of product performance targets post launch

#### Knowledge/Skills/Experience

Degree calibre

Minimum of 5 years' experience in product development

Extensive knowledge of manufacturing processes

Knowledge of brand management

## Section 12: Technologists

### 12.51 Technology Manager

**Job Level** 5

**Alternative Title/s** Head of Merchandise Standards

#### Job Purpose

To be responsible for ensuring that the quality and performance of designated products meet the requirements of customers in order to minimise returns and maximise profit.

- To work with buying, design and merchandise management to agree seasonal direction and establish critical paths for all stages of production process
- To agree overall quality standards
- To identify possible new suppliers and to keep up to date with new machinery, working practices, etc.
- To manage technical and quality issues

#### Knowledge/Skills/Experience

Graduate level or equivalent in an appropriate discipline, e.g. Fabric Technology  
Extensive relevant experience including several years' experience at a senior level

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### 12.61 Head of Technology

**Job Level** 6

**Alternative Title/s** Head of Quality

#### Job Purpose

Responsible for the Technology function of the company.

- To be responsible for medium and long term planning for the function
- To be responsible for strategic planning
- To have overall responsibility for Technology team
- To establish and ensure adherence to quality standards
- To be responsible for policies and procedures around identification and adoption of new suppliers
- To be responsible for ensuring that the function keeps abreast of relevant technological developments and advances
- To be responsible for the effective management of technical and quality issues

#### Knowledge/Skills/Experience

Graduate level or equivalent in an appropriate discipline  
Extensive relevant experience including several years' experience at a senior level

**Note:** This is not a Director level job. Job holders report to Director level.

## Finance (13)

*In each job, the survey code for each job is shown followed by the survey job title.*

- 13.01 Accounts Clerk
- 13.02 Senior Accounts Clerk
- 13.11 Part-qualified Accountant
- 13.21 Accountant - Entry Level
- 13.22 Accounts Supervisor
- 13.23 Financial Analyst 1
- 13.31 Accountant - Development Level
- 13.32 Accounts Section Head
- 13.33 Financial Analyst 2
- 13.41 Accountant - Established Level
- 13.42 Accounting Manager
- 13.43 Financial Analyst 3
- 13.44 Tax Accountant
- 13.45 Commercial Business Partner
- 13.51 Finance Manager
- 13.52 Senior Commercial Business Partner
- 13.61 Financial Controller

### **Jobs Listing by Job Family**

- 13.01 Accounts Clerk
- 13.02 Senior Accounts Clerk
- 13.11 Part-qualified Accountant
- 13.22 Accounts Supervisor
- 13.32 Accounts Section Head
- 13.21 Accountant - Entry Level
- 13.31 Accountant - Development Level
- 13.41 Accountant - Established Level
- 13.42 Accounting Manager
- 13.23 Financial Analyst 1
- 13.33 Financial Analyst 2
- 13.43 Financial Analyst 3
- 13.44 Tax Accountant
- 13.45 Commercial Business Partner
- 13.52 Senior Commercial Business Partner
- 13.51 Finance Manager
- 13.61 Financial Controller

## Section 13: Finance

|                            |   |
|----------------------------|---|
| <b>13.01</b>               | <b>Accounts Clerk</b>   |
| <b>Job Level</b>           | 0   |
| <b>Alternative Title/s</b> | Invoice Processing Clerk<br>Accounts Assistant<br>Finance Assistant |

### Job Purpose

Job holder will have designated routine accounting responsibilities which may include: invoice processing, resolving queries, control of cash payments, preparation of monthly bank reconciliations, control of submission of letters of credit, preparation of cash flow forecasts, etc.

Match any routine level Clerk in the accounts section, other than Pay/Wages Clerk, where no seniority is recognised.

### Knowledge/Skills/Experience

GCSE level education or equivalent.

Likely to have had at least 1 year's experience in an accounts area.

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|              |                              |
|--------------|------------------------------|
| <b>13.02</b> | <b>Senior Accounts Clerk</b> |
|--------------|------------------------------|

|                  |   |
|------------------|---|
| <b>Job Level</b> | 0 |
|------------------|---|

### Job Purpose

To deal with administration of designated accounting responsibilities which may include invoice processing, resolving queries, control of cash payments, preparation of monthly bank reconciliations, control of submission of letters of credit, preparation of cash flow forecasts, etc., working to strict deadlines. The Senior Accounts Clerk would normally give guidance to routine level Clerks.

Seniority must be recognised by some feature of the pay structure, e.g. grade or enhancement.

### Knowledge/Skills/Experience

GCSE level education or equivalent

Typically at least 3 years' accounts experience

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|              |                                  |
|--------------|----------------------------------|
| <b>13.11</b> | <b>Part-Qualified Accountant</b> |
|--------------|----------------------------------|

|                  |   |
|------------------|---|
| <b>Job Level</b> | 1 |
|------------------|---|

### Job Notes

Match any individuals in accounts who have passed part of the accounting qualification and are actively working towards full qualification.

### Note

Do not match individuals who are ***not*** expected to make progress towards full qualification.

## Section 13: Finance

### 13.21 Accountant - Entry Level

**Job Level** 2

#### Job Notes

Match any recently qualified Accountant working in the Finance area. The job holder will have responsibilities for financial/management accounting but will not have managerial responsibilities.

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Qualified Accountant

Likely to have had less than 1 year's experience

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### 13.22 Accounts Supervisor

**Job Level** 2

**Alternative Title/s** Team Leader

#### Job Purpose

To be responsible for the day to day activities of a section of an accounting function with some subordinate staff.

#### Knowledge/Skills/Experience

May be a qualified or part qualified Accountant or a well-experienced unqualified job holder.

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### 13.23 Financial Analyst 1

**Job Level** 2

**Alternative Title/s** Business Analyst

#### Job Purpose

To support the company strategic business plan through providing financial support to a designated function or number of functions.

- To support the function team providing a financial advisory service as required
- Within the team to help to develop understanding of the relationship between commercial decisions and financial performance
- To prepare information on function costs, sales, profit margins, etc., as needed
- To prepare forecasts; to input into business planning liaising with financial function ensuring that plans conform to corporate strategy
- To prepare and advise on budgets, to monitor costs vs budgets and investigate any variance

#### Knowledge/Skills/Experience

Likely to be a qualified or part-qualified Accountant or a well-experienced unqualified job holder

Will have had relevant commercial experience

## Section 13: Finance

### 13.31 Accountant - Development Level

**Job Level** 3

#### Job Notes

Match any qualified Accountants working in the Finance area who have had some post-qualification experience but are still expected to make progress in the company.

The job holder will have responsibilities for financial/management accounting and may have some managerial responsibilities.

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Qualified Accountant

Likely to have had between 1 and 4 years' post-qualification experience

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### 13.32 Accounts Section Head

**Job Level** 3

**Alternative Title/s** Senior Accounts Supervisor  
Senior Team Leader

#### Job Notes

To be a match here the job holder must be a second line Accounts Supervisor, i.e. a Supervisor of a large accounts section with Supervisors or Team Leaders of smaller teams reporting.

#### Knowledge/Skills/Experience

May be a qualified or part qualified Accountant or a well-experienced unqualified job holder.

Will have had experience as an Accounts Supervisor or a Team Leader of a smaller accounts team.

## Section 13: Finance

### 13.33 Financial Analyst 2

**Job Level** 3

**Alternative Title/s** Business Analyst

#### Job Purpose

To support the company strategic business plan through providing support to a designated function or functions.

- To provide financial advice to management in the function on budgeting, financial strategy, business planning as required
- To promote understanding of the relationship between commercial decisions and financial performance
- To analyse information on function costs, sales, profit margins, etc., and advise management accordingly
- To prepare forecasts, to input into business planning liaising with financial function ensuring that plans conform to corporate strategy
- To prepare and advise on budgets, to monitor costs vs budgets and investigate any variance

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Likely to be a qualified Accountant or have another, numerate, qualification e.g. MBA

Will have had several years' post-qualification, commercial experience

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### 13.41 Accountant - Established Level

**Job Level** 4

#### Job Notes

Match any fully Qualified Accountant providing financial/budgetary advice, control, etc., at a senior level but where the job does not have significant managerial/people responsibility.

Job matches here may be specialist Accountants, e.g. Systems Accountant.

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Qualified Accountant

Likely to have had several years' post-qualification experience

## Section 13: Finance

### 13.42 Accounting Manager

**Job Level** 4

#### **Job Purpose**

To be responsible for a section of the financial function with qualified Accountants, part-qualified Accountants and Accounts Clerks reporting. This could be financial accounting, management accounting, credit control, taxation, treasury, etc.

#### **Knowledge/Skills/Experience**

Qualified Accountant or with good standard of education and equivalent relevant experience  
Significant post-qualification appropriate working experience

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### 13.43 Financial Analyst 3

**Job Level** 4

**Alternative Title/s** Business Analyst

#### **Job Purpose**

To support the company strategic business plan through providing leadership to the development of business planning, working closely with designated functions.

- To provide high level, financial advice to senior management in the organisation on budgeting, financial strategy, business planning as required
- To promote understanding of the relationship between commercial decisions and financial performance
- To analyse information on function costs, sales, profit margins, etc., and advise management accordingly
- To ensure that forecasts are prepared in accordance with agreed corporate planning
- To advise on budgets, costs, variances, etc., as required

#### **Knowledge/Skills/Experience**

Graduate level education or equivalent

Likely to be a qualified Accountant or have another, numerate, qualification e.g. MBA

Will have had extensive post-qualification, commercial experience

## Section 13: Finance

### 13.44 Tax Accountant

**Job Level** 4

#### Job Purpose

To be responsible for the tax affairs of the company

- To liaise as required with statutory authorities, e.g. HMRC
- To advise on tax issues
- To issue guidelines on tax issues to line management

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Qualified Accountant

Likely to have had several years' post-qualification experience

### 13.45 Commercial Business Partner

**Job Level** 4

**Alternative Title/s** Finance Business Partner

#### Job Purpose

To provide financial information to assigned teams. To support and, where needed, challenge the commercial decision making of the team/s.

- To provide consistent, timely and appropriate finance business partnering
- To communicate in a targeted and effective way; to add value by providing financial expertise
- To develop robust relationships with key stakeholders within the designated business team/s
- To provide accurate and timely management information
- To undertake financial forecasts and to monitor budgets
- To highlight opportunities and risks in line with overall business objectives
- To support business partners in the business planning process
- To analyse costs and report on variances; to review and challenge spend vs budgets

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Professional qualification – ACA, CIMA, ACCA or equivalent

Job holder will have had 3-5 years' experience of commercial finance business partnering

## Section 13: Finance

### 13.51 Finance Manager

**Job Level** 5

#### Job Purpose

To be responsible for a financial function with qualified Accountants, part-qualified Accountants and Accounts Clerks reporting.

- To ensure that company meets financial requirements in terms of statutory reporting
- To ensure that financial controls are in place within the company
- To advise senior management

In larger companies this level could be responsible for a particular section within finance.

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Qualified Accountant

Extensive experience, some at management level.

#### Job Factor

For Finance Manager please also indicate your job holder's specialism where it is relevant:

1 = Tax

2 = Audit

3 = Treasury

Otherwise leave this column blank.

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### 13.52 Senior Commercial Business Partner

**Job Level** 5

**Alternative Title/s** Senior Finance Business Partner

#### Job Purpose

To ensure the provision of financial information to assigned teams. To ensure that the commercial decision-making of the business team/s are supported and, where needed, challenged.

- To provide consistent, timely and appropriate finance business partnering
- To communicate in a targeted and effective way; to add value by providing financial expertise
- To develop robust relationships with key stakeholders within the designated business team/s
- To ensure the provision of accurate and timely management information
- To co-ordinate and implement the budgeting and financial forecasting processes
- To ensure that areas of risk are identified and to coach business partners on commercial risk and control
- To coach and mentor business partners
- May lead a small team

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Professional qualification – ACA, CIMA, ACCA or equivalent

Job holder will have had a minimum of 5 years' commercial finance business partnering experience

## Section 13: Finance

### 13.61 Financial Controller

**Job Level** 6

**Alternative Title/s** Head of Finance

#### **Job Purpose**

To have overall responsibility for the financial function.

- To be responsible for overall day to day control of company financial and management accounting activity
- To be responsible for development and implementation of financial controls
- To ensure company statutory obligations in terms of financial reporting are met
- To advise senior management

#### **Knowledge/Skills/Experience**

Graduate level education or equivalent

Qualified Accountant

Extensive experience with several years' experience at a senior level

**Note:** This is the most senior Financial role which is not a Director level job.

## Payroll (14)

*In each job, the survey code for each job is shown followed by the survey job title.*

- 14.01 Payroll Administrator
- 14.11 Senior Payroll Administrator
- 14.21 Payroll Supervisor
- 14.31 Payroll Manager
- 14.41 Senior Payroll Manager

## Section 14: Payroll

|                            |   |
|----------------------------|---|
| <b>14.01</b>               | <b>Payroll Administrator</b>                                    |
| <b>Job Level</b>           | 0   |
| <b>Alternative Title/s</b> | Payroll Assistant<br>Payroll Clerk<br>Finance Assistant Payroll |

### Job Purpose

To administer designated payroll records.

- To ensure that employees are paid accurately and on time
- To ensure that company policy and statutory legislation governing pay are adhered to
- To deal with queries arising from employees and external agencies as necessary
- To work to strict deadlines

### Knowledge/Skills/Experience

GCSE level standard of education or equivalent

Likely to have had at least 1-2 years' experience in an accounting environment

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|                            |   |
|----------------------------|---|
| <b>14.11</b>               | <b>Senior Payroll Administrator</b>     |
| <b>Job Level</b>           | 1                                       |
| <b>Alternative Title/s</b> | Payroll Advisor<br>Senior Payroll Clerk |

### Job Purpose

To administer designated payroll records to ensure that employees are paid accurately and on time.

- To ensure that company policy and statutory legislation governing pay are adhered to
- To deal with queries arising from employees and external agencies as necessary
- To work to strict deadlines
- To give advice and support to more junior levels of staff
- May oversee work of more junior levels

### Knowledge/Skills/Experience

GCSE level standard of education or equivalent

Likely to have had several years' experience in a payroll section

## Section 14: Payroll

### 14.21 Payroll Supervisor

**Job Level** 2

**Alternative Title/s** Payroll Team Leader

#### Job Purpose

To co-ordinate a team of staff responsible for the administration of payroll.

- To support and coach payroll staff
- To organise and plan workloads in order to ensure that work is completed accurately and on time
- To deal with escalated queries arising in pay as necessary

Will supervise teams of up to 20 Payroll Administrators.

#### Knowledge/Skills/Experience

GCSE level standard of education or equivalent

Significant payroll experience

Knowledge of legislation governing PAYE and National Insurance and other statutory liabilities

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### 14.31 Payroll Manager

**Job Level** 3

#### Job Purpose

To manage payroll section.

- To ensure that the company is in a position to pay employees accurately and on time
- To ensure section complies with company policies and procedures, employee contracts and government legislation
- To provide timely and accurate financial and statistical information to all relevant areas of the business
- To manage Payroll Department through Payroll Supervisors including recruitment and training
- To deal with escalated problems and queries
- To advise on legislation changes as they relate to payroll

#### Knowledge/Skills/Experience

A level standard of education or equivalent

Extensive payroll experience including experience at supervisor level

Thorough knowledge of legislation governing PAYE and National Insurance and other statutory liabilities

Good understanding of standard accounting procedures

## Section 14: Payroll

14.41

Senior Payroll Manager

Job Level

4

### Job Purpose

To manage a payroll function.

- To establish policies and procedures to ensure that the organisation achieves targets for payroll
- To ensure section complies with company policies and procedures, employee contracts and Government legislation
- To ensure that procedures are in place for providing timely and accurate financial and statistical information as required by the business
- To oversee payroll staff recruitment and development
- To advise on legislation changes as they relate to payroll

### Knowledge/Skills/Experience

Minimum A level standard of education or equivalent

May be CIPP qualified

Extensive payroll experience including experience at manager level

Thorough knowledge of legislation governing PAYE and National Insurance and other statutory liabilities

Good understanding of accounting procedures

## HR (15)

*In each job, the survey code for each job is shown followed by the survey job title.*

15.01 HR Administrator  
15.11 HR Co-ordinator  
15.21 HR Officer  
15.22 Employee Relations Advisor  
15.23 Recruitment Advisor  
15.24 HR Operations Analyst  
15.31 Senior HR Officer  
15.32 HR Analyst  
15.33 Senior Employee Relations Advisor  
15.35 Senior Recruitment Advisor  
15.41 Regional HR Manager  
15.42 Reward Manager  
15.43 HR Manager  
15.44 Employee Relations Manager  
15.45 HR Systems Manager  
15.46 Recruitment Manager  
15.51 Senior HR Manager  
15.52 Manager HR Shared Services  
15.61 Head of HR

### **Jobs Listing by Job Family**

15.01 HR Administrator  
15.11 HR Co-ordinator  
15.21 HR Officer  
15.31 Senior HR Officer  
15.41 Regional HR Manager  
15.43 HR Manager  
15.51 Senior HR Manager  
15.22 Employee Relations Advisor  
15.33 Senior Employee Relations Advisor  
15.44 Employee Relations Manager  
15.23 Recruitment Advisor  
15.35 Senior Recruitment Advisor  
15.46 Recruitment Manager  
15.24 HR Operations Analyst  
15.32 HR Analyst  
15.42 Reward Manager  
15.45 HR Systems Manager  
15.52 Manager of HR Shared Services  
15.61 Head of HR

## Section 15: HR

### 15.01 HR Administrator

**Job Level** 0

**Alternative Title/s** Recruitment Administrator

#### Job Purpose

To provide a support service to the HR team.

- To deal with the routine administration and personnel records of the HR office
- May be responsible for temporary recruitment or the recruitment of junior staff
- To deal on a routine basis with insurance, sickness, benefits, etc.
- To provide information on company HR policies and employment terms as required

#### Knowledge/Skills/Experience

Typically 'A' level standard/NVQ3 or equivalent or GCSE with appropriate experience

Able to work independently with some guidance and supervision

This role is frequently filled by a job holder who is usually a well-experienced Secretary/Administrator but with no professional personnel qualifications

Able to deal with routine problems

---

### 15.11 HR Co-Ordinator

**Job Level** 1

**Alternative Title/s** HR Assistant

#### Job Purpose

To assist in the provision of an HR service to the company.

- To liaise within the company on HR requirements
- To advise line managers on HR policies and procedures
- To co-ordinate new recruit induction programme
- May liaise with external service providers – trainers, recruitment agencies.

#### Knowledge/Skills/Experience

Graduate level education

CIPD or working toward qualification

Some retail experience

## Section 15: HR

### 15.21 **HR Officer**

**Job Level** 2

**Alternative Title/s** Regional HR Officer  
HR Advisor

#### **Job Purpose**

To provide a Human Resources advisory service for a designated group of employees (e.g. stores, head office).

- To ensure fair, reasonable, practical and commercial solutions in HR
- To support Head Office resourcing team
- To evaluate current working practices to identify improvements
- To participate in development programmes, e.g. for management trainees
- To assist with recruitment
- May be required to deliver some training

#### **Knowledge/Skills/Experience**

Graduate level standard of education or equivalent

Likely to have had a minimum of 2 years' generalist HR experience

Preferably CIPD qualified or working towards CIPD membership

---

### 15.22 **Employee Relations Advisor**

**Job Level** 2

#### **Job Purpose**

To provide an Employee Relations (ER) advisory service on a range of ER matters, ensuring that the business complies with legal requirements. To develop management knowledge in ER matters. To support delivery of ER and HR strategies.

- To provide consistent, accurate and timely advice to line managers ensuring that staff are dealt with firmly and fairly and that most commercial decision is reached whilst adhering to company policies
- To coach line management in managing employee relations
- To keep up-to-date with employment legislation and trends and ensure business is compliant
- To brief management in employment law changes

#### **Knowledge/Skills/Experience**

Graduate level standard of education or equivalent

Likely to have had a minimum of 2 years' generalist HR experience with ER activity

Preferably CIPD qualified or working towards CIPD membership

## Section 15: HR

### 15.23 Recruitment Advisor

**Job Level** 2

#### **Job Purpose**

To contribute to the development and maintenance of recruitment policies and processes ensuring that the employment branding and attraction methods effectively meet business needs.

- To build effective relationships with line managers and external suppliers
- To ensure that policies and processes are followed so that the recruitment teams can deliver an effective service
- To support the Recruitment Manager in reviewing effectiveness of policies, developing and updating the employee branding, creating screening criteria and selection methods for generic roles
- To maintain recruitment database
- To develop templates for internal and external employment advertisements
- To maintain knowledge of competitor activity

#### **Knowledge/Skills/Experience**

Graduate level standard of education or equivalent

Likely to have had a minimum of 2 years' generalist HR experience with recruitment activity

Preferably CIPD qualified or working towards CIPD membership

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### 15.24 HR Operations Analyst

**Job Level** 2

#### **Job Purpose**

To support the delivery of HR systems and tools, HR analytics and insights, projects and process improvement for the designated area of operation.

- To be the expert for a number of HR systems. To ensure that users of HR systems and tools are supported across the designated section of the company
- To liaise within the company to understand the application of systems and tools to the designated region and to represent the needs of own region
- To provide support for the HR systems and tools. To deal with escalated queries from HR teams in the designated region. To escalate queries as needed
- To communicate system outages and performance issues to end users and business partners
- To monitor use and efficacy of systems and tools. To identify possible improvements to systems
- To train new users. To develop and maintain training materials
- To deliver regular and ad-hoc HR data reports providing insights and analysis to support business decisions; to help business partners use/understanding of reports
- As directed, to drive execution of HR projects for the designated area
- To undertake additional administrative/analysis tasks as required

#### **Knowledge/Skills/Experience**

Degree level education (or equivalent)

Experience of HR operations/analytics

## Section 15: HR

### 15.31 Senior HR Officer

**Job Level** 3

**Alternative Title/s**  
Senior HR Advisor  
Assistant Regional HR Manager  
Branch Business Partner

#### Job Purpose

To provide a Human Resources service for a designated group of employees (e.g. stores, head office).  
To ensure that corporate HR strategy is implemented.

- To develop and implement HR policies and solutions appropriate to the business
- To develop succession and recruitment strategies for designated area
- To advise management on implementation of company HR policies
- To evaluate current working practices to identify improvements
- To provide an HR context for business planning and decision-making
- To develop and implement employee development programmes
- To provide direction and coaching to less experienced colleagues

#### Knowledge/Skills/Experience

Graduate level standard of education or equivalent  
Likely to have had 3-4 years' generalist HR experience  
CIPD qualified

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### 15.32 HR Analyst

**Job Level** 3

**Alternative Title/s**  
Compensation & Benefits Analyst  
Personnel Analyst  
Reward Analyst

#### Job Purpose

To support the development and implementation of organisation reward strategies.

- To support the development and implementation of compensation and benefits strategies in line with company policy
- To monitor and advise on the organisation's competitive position in the market place
- To liaise with line managers giving advice as required on compensation and benefit matters
- To maintain job evaluation/grading system
- To take part as directed in salary and benefit surveys, HR groups, etc.
- To ensure efficient pay review process and other cyclical reward programmes

#### Knowledge/Skills/Experience

Graduate level standard of education or equivalent  
CIPD qualified

This position will be held by an experienced HR professional who will have had a generalist background before specialising

Likely to have had a minimum of 2 years in compensation and/or benefits role

## Section 15: HR

### 15.33 Senior Employee Relations Advisor

**Job Level** 3

#### **Job Purpose**

To provide an Employee Relations (ER) advisory service on a range of ER matters, ensuring that the business complies with legal requirements. To develop management knowledge in ER matters. To ensure delivery of ER and HR strategies.

- To provide consistent, accurate and timely advice to line managers to help them adhere to company and statutory policies whilst achieving their commercial objectives
- To coach line management in managing employee relations
- To keep up-to-date with employment legislation and trends and ensure business is compliant
- To brief management in employment law changes
- To provide direction and coaching to less experienced colleagues

#### **Knowledge/Skills/Experience**

Graduate level standard of education or equivalent

Likely to have had a minimum of 4 years' generalist HR experience with ER activity

CIPD qualified

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### 15.35 Senior Recruitment Advisor

**Job Level** 3

#### **Job Purpose**

To provide a recruitment service for a designated part of the organisation. To contribute to the development and maintenance of recruitment policies and processes ensuring that the employment branding and attraction methods effectively meet business needs.

- To build effective relationships with line managers and external suppliers
- To ensure that policies and processes are followed so that the recruitment teams can deliver an effective service
- To work with the Recruitment Manager to carry out reviews of the effectiveness of policies and to develop and update employee branding, screening criteria and selection methods
- To ensure recruitment database is maintained
- To develop templates for internal and external employment advertisements
- To maintain knowledge of competitor activity
- May oversee work of less experienced staff

#### **Knowledge/Skills/Experience**

Graduate level standard of education or equivalent

Likely to have had a minimum of 2 years' generalist HR experience with recruitment activity

2-3 years' experience in recruitment including retail experience

May be CIPD qualified

## Section 15: HR

|                            |  |
|----------------------------|--|
| <b>15.41</b>               | <b>Regional HR Manager</b>   |
| <b>Job Level</b>           | 4  |
| <b>Alternative Title/s</b> | Divisional HR Manager<br>Regional HR Controller<br>Regional Business Partner |

### Job Purpose

To provide a Human Resources service for stores to assist with the business and staff needs of the region.

- To develop succession and recruitment strategies
- To influence HR policy
- To coach and support the regional/area/store management on the fair and consistent interpretation and implementation of HR policies and procedures
- To coach regional teams on dealing with HR issues
- To develop and implement employee development programmes
- To review current practices and policies and to determine objectives
- To manage and develop team of Assistant Regional HR Managers

### Knowledge/Skills/Experience

Graduate level standard of education or equivalent  
Significant relevant HR experience  
CIPD qualified

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|                            |                                 |
|----------------------------|---------------------------------|
| <b>15.42</b>               | <b>Reward Manager</b>           |
| <b>Job Level</b>           | 4                               |
| <b>Alternative Title/s</b> | Compensation & Benefits Manager |

### Job Purpose

To be responsible for development and implementation of organisation reward strategies which drive business performance improvement through increasing motivation and attracting and retaining good performers. To ensure organisation is competitive in the market place.

- To develop and implement compensation and benefit strategies in line with corporate policy
- To monitor compensation and benefit developments; to participate in appropriate surveys
- To ensure efficient pay review process and other cyclical reward programmes
- To provide pay and benefits consultancy service to line management
- To manage reward team

### Knowledge/Skills/Experience

Graduate level education or equivalent  
CIPD qualified  
Extensive experience in HR with several years in a compensation and/or benefits role

## Section 15: HR

### 15.43 HR Manager

**Job Level** 4

**Alternative Title/s** HR Business Partner

#### Job Purpose

To influence, develop and implement HR policies and solutions appropriate to the business. To ensure HR projects for assigned area are delivered on time and in line with company policy. To provide HR context and perspective for business planning and decision making.

- To manage programmes ensuring HR projects meet business requirements and deadlines
- To advise senior management in assigned business area to ensure consistency of priorities
- To inform and coach senior management in people management and change management activity
- To work with other HR Managers/HR Business Partners to ensure that policy developments are appropriate for area/areas of responsibility
- To manage designated element of HR budget

#### Knowledge/Skills/Experience

Graduate level standard of education or equivalent  
Extensive relevant HR experience  
CIPD qualified

---

### 15.44 Employee Relations Manager

**Job Level** 4

#### Job Purpose

To be responsible for development and implementation of a policy and procedure framework for the business which ensures legal compliance and required standard of employee experience. To ensure that line management are trained to manage people effectively.

- To ensure business complies with legal and statutory obligations
- To develop and publish policy and procedure possibly including maintenance of HR manual/handbook
- To keep up-to-date with employment legislation and trends and develop appropriate plans
- To provide education and training to line management to ensure compliance and positive employee experiences
- To manage complex employee issues which may arise
- To deal with escalated disciplinary and grievance procedures

#### Knowledge/Skills/Experience

Graduate level education or equivalent  
CIPD qualified  
Extensive experience in an ER or other generalist role

## Section 15: HR

### 15.45 HR Systems Manager

**Job Level** 4

**Alternative Title/s** HR Information Manager

#### Job Purpose

To be responsible for management, production and provision of HR information to the business in order to provide the capability to monitor risk and focus on cost savings and profit protection.

- To provide information for identified risk areas to allow management of corporate risk/cost control
- To undertake projects to provide support to line managers
- To identify systems enhancements/improvements to ensure quality and availability of data
- To undertake quality assurance on data provision
- To co-ordinate requests for data/information to avoid duplication
- To provide trend and historical data through maintenance of HR library
- To undertake benchmarking activity

#### Knowledge/Skills/Experience

Graduate level education or equivalent

CIPD qualified

Extensive experience in retail roles

---

### 15.46 Recruitment Manager

**Job Level** 4

#### Job Purpose

To provide a recruitment service, ensuring that the company has robust policies and processes for employment branding, attraction and selection

- To develop and ensure implementation of recruitment strategies
- To support management in recruitment needs
- To provide specialist advice on recruitment to stores and head office
- To ensure recruitment team delivers an effective service
- To evaluate effectiveness of recruitment policies and processes and review in line with business needs
- To manage tendering process for suppliers; to agree and maintain approved supplier list
- To manage and develop recruitment team

#### Knowledge/Skills/Experience

Graduate level standard of education or equivalent

Likely to have had generalist HR experience with extensive experience in recruitment

CIPD qualified

## Section 15: HR

### 15.51 Senior HR Manager

**Job Level** 5

**Alternative Title/s** Senior HR Business Partner

#### Job Purpose

To initiate, develop and implement HR policies and solutions appropriate to the business. To ensure HR projects for assigned area are delivered on time and in line with company policy. To provide HR context and perspective for business planning and decision making.

- To manage programmes ensuring HR projects meet business requirements and deadlines
- To advise senior management in assigned business area to ensure consistency of priorities
- To inform and coach senior management in people management and change management activity
- To work with other HR Managers/HR Business Partners to ensure that policy developments are appropriate for area/areas of responsibility
- To manage designated element of HR budget
- To manage and develop HR Manager and/or Assistant Manager

#### Knowledge/Skills/Experience

Graduate level standard of education or equivalent

Extensive relevant HR experience

CIPD qualified

---

### 15.52 Manager of HR Shared Services

**Job Level** 5

#### Job Purpose

To manage a shared service centre providing an HR service to the company. To ensure that facility meets agreed service levels efficiently and cost-effectively.

- To lead direct reports to ensure that the shared service centre delivers support to the business
- To be responsible for recruitment, coaching, development and performance of direct reports
- To work with line managers, HR Managers/Business Partners to ensure that they receive the HR support that they require
- To ensure that the shared service centre meets agreed service levels; to ensure that the service works flexibly to meet fluctuating business demands
- To manage shared service budget
- To drive continuous improvement in the centre
- To manage contractors as appropriate

#### Knowledge/Skills/Experience

Graduate level standard of education or equivalent

Extensive relevant HR experience

CIPD qualified

## Section 15: HR

15.61

Head of HR

Job Level

6

### Job Purpose

To have overall day to day responsibility for the HR function.

- To be responsible for the HR function providing a full range of HR services
- To plan and develop HR function to ensure that the function meets the needs of the business in terms of the support provided
- To ensure that the HR strategy is implemented according to business plans
- To be responsible for company compliance with employment law
- To ensure effective systems for recruitment, employee relations, HR administration
- To have overall responsibility for HR department staff recruitment, development and training
- To define and control the HR department budget and standards
- To make recommendations on HR strategy to senior management

### Knowledge/Skills/Experience

Graduate level standard of education or equivalent

Extensive relevant HR experience

CIPD qualified

Extensive experience with several years' experience at a senior level

**Note:** This is the most senior HR role which is not a Director level job.

## Learning & Development (16)

*In each job, the survey code for each job is shown followed by the survey job title.*

- 16.11 eLearning Developer
- 16.21 Learning & Development Officer
- 16.31 Senior Learning & Development Officer
- 16.41 Regional Learning & Development Manager
- 16.42 Talent Manager
- 16.43 Learning & Development Manager
- 16.61 Head of Learning & Development

### **Jobs Listing by Job Family**

- 16.11 eLearning Developer
- 16.21 Learning & Development Officer
- 16.31 Senior Learning & Development Officer
- 16.41 Regional Learning & Development Manager
- 16.43 Learning & Development Manager
- 16.42 Talent Manager
- 16.61 Head of Learning & Development

## Section 16: Learning & Development

### 16.11 eLearning Developer

**Job Level** 1

**Alternative Title/s** eLearning Designer

#### Job Purpose

To create e-learning content and to contribute to the design and development of the e-learning package.

- To work with Learning & Development team to design and develop the online training materials
- To devise templates for training sessions
- To develop online content
- To ensure that approved content is prepared for delivery and uploaded into relevant systems
- To ensure that graphics contribute positively to the training experience; to work with designers on graphical content
- To ensure that training materials are kept up to date and amended as needed
- To be responsible for organisation of e-learning library

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Understanding of e-learning standards

Experience of relevant software packages including audio and video editing

---

### 16.21 Learning & Development Officer

**Job Level** 2

**Alternative Title/s** Retail Training & Development Officer  
Regional Training Officer

#### Job Purpose

To provide expert advice, guidance and support for the development of managers, training of sales staff and the implementation and maintenance of all retail training initiatives.

- To gather data and analyse training needs and to develop training plans
- To recommend the most appropriate training solution and to evaluate the effectiveness of the training
- To prepare and present training sessions

#### Knowledge/Skills/Experience

Graduate level standard of education or equivalent

Likely to have had 2 years' training experience preferably in the retail sector

Preferably CIPD qualified or working towards CIPD membership

## Section 16: Learning & Development

**16.31** **Senior Learning & Development Officer**

**Job Level** 3

**Alternative Title/s** Senior Training & Development Officer

### **Job Purpose**

To provide expert advice, guidance and support for the development of managers and senior staff. To contribute as needed to training for sales staff and to the implementation and maintenance of retail training initiatives.

- To make recommendations on training needs; to develop training plans
- To source the most appropriate training solution, to monitor performance of training suppliers and evaluate the effectiveness of the training
- To prepare and present training sessions
- To coach line managers in delivery of training to staff
- To manage a training budget

### **Knowledge/Skills/Experience**

Graduate level standard of education or equivalent

Likely to have had 4 years' training experience preferably in the retail sector

CIPD qualified

---

**16.41** **Regional Learning & Development Manager**

**Job Level** 4

**Alternative Title/s** Retail Training Manager

### **Job Purpose**

To manage the training support across designated regions.

- To design and implement training and development strategies which contribute to the growth and changing needs of the business
- To review current practices and policies and to determine objectives
- To manage a training budget

### **Knowledge/Skills/Experience**

Graduate level standard of education or equivalent

Significant relevant training experience

CIPD qualified

## Section 16: Learning & Development

**16.42**

**Talent Manager**

**Job Level**

4

**Alternative Title/s**

Talent & Occupational Development Manager

### **Job Purpose**

To identify, develop and manage current and future talent, learning and competence in order to ensure that the company is able to meet its business and strategic plans. To manage talent development staff.

- To support business plans through providing corporate training and development solutions
- To carry out talent management needs analysis to identify corporate succession needs and to meet strategic and business plans
- To design and deliver development programmes to meet succession and development plans
- Deliver change programmes through Training team and outsourced consultants as needed
- To liaise with senior management to support succession planning and in achievement of objectives for talent management and training and development
- To integrate succession and development planning with performance management, reward, resourcing and employee relations policies, procedures and systems

### **Knowledge/Skills/Experience**

Graduate level standard of education or equivalent

Likely to have had a minimum of 2 years' generalist HR experience

CIPD qualified or appropriate post graduate qualification

Experience in the retail sector or similar multi-site environment

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**16.43**

**Learning & Development Manager**

**Job Level**

4

**Alternative Title/s**

Training & Development Manager  
Training Manager

### **Job Purpose**

To influence, develop and implement L & D policies and solutions appropriate to the business.

- To design and implement training and development strategies which contribute to the growth and changing needs of the business
- To analyse company training needs and develop training plans, procedures and training aids
- To review current practices and policies and to determine objectives
- To manage a training budget
- To devise policies and procedures for career development of key personnel
- To manage Learning & Development staff
- To be responsible for training and development of Learning & Development staff
- May manage appraisal process

### **Knowledge/Skills/Experience**

Graduate level education or equivalent

CIPD qualified

Significant experience in Learning and Development, some of which will have been in retail

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## Section 16: Learning & Development

**16.61** **Head of Learning & Development**

**Job Level** 6

**Alternative Title/s** Head of Training & Development  
Associate Director Training & Development

### **Job Purpose**

To be responsible for the day to day control of the Learning & Development function.

- To plan and develop the function to ensure that it meets the needs of the business in terms of support provided
- To make recommendations on Learning & Development strategy to senior management
- To ensure that the Learning & Development strategy is implemented according to business plans
- To have overall responsibility for department staff recruitment, development and training
- To define and control the Learning & Development department budget and standards

### **Knowledge/Skills/Experience**

Graduate level standard of education or equivalent

CIPD qualified

Extensive relevant Learning & Development experience with several years' experience at a senior level

## Legal (17)

*In each job, the survey code for each job is shown followed by the survey job title.*

- 17.01 Legal Administrator
- 17.11 Legal Officer
- 17.31 Assistant Company Secretary
- 17.32 Solicitor 1
- 17.41 Solicitor 2
- 17.51 Solicitor 3
- 17.42 Compliance Manager
- 17.61 Head of Legal

## Section 17: Legal

### 17.01 Legal Administrator

**Job Level** 0

**Alternative Title/s** Secretarial Assistant

#### Job Purpose

To provide support to the department assisting with all aspects of the work and dealing with for example:

- maintaining statutory records
- alcohol licensing for stores
- music licensing for stores
- assisting with administration of share scheme
- maintaining confidential files
- dealing with routine Stock Exchange administration and filing documentation
- secretarial support to department
- other duties as directed

#### Knowledge/Skills/Experience

Minimum GCSE level education or equivalent

Likely to have had several years' secretarial experience

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### 17.11 Legal Officer

**Job Level** 1

**Alternative Title/s** Legal Executive

#### Job Purpose

To undertake timely and cost-effective investigation of claims having regard to civil law and company policy. To maximise resolutions with the minimum cost or exposure to the business.

- For allocated files, to undertake investigation to assess company liability
- To make decisions on whether the company should defend, settle, compromise or discontinue claims
- To ensure that all court orders are completed correctly and on time
- To respond to customer complaints and queries maintaining good customer relations
- To prepare claims and attend hearings as needed
- To deal with any judgement/cost orders
- To work proactively to reduce customer complaints and litigation by providing accurate advice to colleagues, e.g. contact centre, service division, branches

#### Knowledge/Skills/Experience

Minimum A level education or equivalent

Member of the Institute of Legal Executives

Knowledge of consumer law

Experience of instructing legal representation

## Section 17: Legal

### 17.31 Assistant Company Secretary

**Job Level** 3

**Alternative Title/s** Manager - Secretariat

#### **Job Purpose**

To assist the Solicitor/Company Secretary including statutory/legal and customer service issues.

- To ensure compliance with Companies Acts Legislation, e.g. filing of annual returns
- To advise other departments on legal matters (e.g. dealing with complaints)
- To oversee administration of employee share scheme (if appropriate)
- To deal with trademark searches
- To direct work of secretarial staff

#### **Knowledge/Skills/Experience**

Minimum A level education or equivalent

Qualified Secretary or equivalent qualification

Significant relevant experience

## Section 17: Legal

**17.32** **Solicitor 1**

**17.41** **Solicitor 2**

**17.51** **Solicitor 3**

**Alternative Title/s** Legal Advisor

**Job Level** 3 - Solicitor 1  
4 - Solicitor 2  
5 - Solicitor 3

### Job Purpose

To give legal advice, training and guidance to minimise the exposure of the company/group of companies to risk of prosecution and litigation. To safeguard the interests of the business through effective scrutiny of proposed contracts and the successful negotiation of beneficial changes.

- To give advice to other departments/individuals in the company regarding retail operations, e.g. customer services, property, data protection, etc.
- To draft and review contracts to ensure company has legal protection in dealings with third parties
- To conduct civil and/or criminal litigation to minimise company exposure to legal costs and claims
- To monitor changes in the law and review new legislation to ensure that legal advice is accurate and that the company continues to comply with legal requirements
- To prepare and deliver training to educate staff in legal requirements/best practice
- To draft precedent contracts as required
- To select, instruct and supervise external solicitor carrying out legal work for the company.
- May specialise, e.g. in property matters
- At more senior levels may represent the company on committees

### Knowledge/Skills/Experience

Law degree or equivalent

**17.32 Solicitor 1** Minimum 2 years' post-qualification experience

**17.41 Solicitor 2** Minimum 4 years' post-qualification experience

**17.51 Solicitor 3** Likely to have had significant post-qualification experience

### Note:

**Solicitor 3** may be a match for a Deputy Company Secretary with responsibilities to the Board and company relationship with the Stock Exchange.

**Solicitor 3** will manage other Solicitors.

## Section 17: Legal

### 17.42 Compliance Manager

**Job Level** 4

**Alternative Title/s** Trade Compliance Manager

#### Job Purpose

To ensure that the stores have up-to-date procedures to cover every aspect of their operation in line with best commercial practice.

- To train and develop store operating procedures team
- To protect the business by maintaining risk assessments
- To establish standards and to ensure that stores have monitoring systems in place to measure against those standards and against statutory obligations
- To maintain good relations with appropriate statutory/regulatory authorities
- To deal with licensing, registration and other operational support issues

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Typically would have had 5 years' business compliance experience

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### 17.61 Head of Legal

**Job Level** 6

#### Job Purpose

To have overall responsibility for the day to day management of the legal function.

- To be responsible for ensuring that the legal team deliver a legal support and advice service to the organisation
- To be responsible for strategic planning for the legal function
- To ensure that the company has the policies and procedures in place to function legally in all aspects of activity
- To provide a legal service in dealing with external statutory and regulatory authorities
- To advise senior management on legal questions; to recommend action in response to legal changes
- To select, brief and monitor external legal service providers
- To manage legal function budget
- To manage legal team

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Qualified solicitor or barrister

Extensive appropriate commercial experience with several years' experience at a senior level

**Note:** This is the most senior legal role which is not a Director level job

## Property (18)

*In each job, the survey code for each job is shown followed by the survey job title.*

- 18.11 Architectural Technician
- 18.21 Assistant Property Manager
- 18.22 Store Planner
- 18.31 Property Manager
- 18.32 Building Services Manager
- 18.33 Surveyor
- 18.34 Architect
- 18.35 Store Planning Manager
- 18.36 Energy Manager
- 18.41 Senior Property Manager
- 18.42 Architectural Design Manager
- 18.43 Property Acquisition Manager
- 18.44 Environment Manager
- 18.51 Property Controller
- 18.52 Senior Property Acquisition Manager
- 18.53 Senior Environment Manager
- 18.61 Head of Property

### **Jobs Listing by Job Family**

- 18.21 Assistant Property Manager
- 18.31 Property Manager
- 18.41 Senior Property Manager
- 18.51 Property Controller
- 18.33 Surveyor
- 18.11 Architectural Technician
- 18.34 Architect
- 18.42 Architectural Design Manager
- 18.22 Store Planner
- 18.35 Store Planning Manager
- 18.32 Building Services Manager
- 18.36 Energy Manager
- 18.43 Property Acquisition Manager
- 18.52 Senior Property Acquisition Manager
- 18.44 Environment Manager
- 18.53 Senior Environment Manager
- 18.61 Head of Property

## Section 18: Property

### 18.11 Architectural Technician

**Job Level** 1

#### **Job Purpose**

To provide an architectural design and detailing service.

- To provide a CAD drawing service under the direction of the Architect/Design Manager including production of company Design Standard manuals
- To assist in creation of new CAD drawing standards
- To transfer designs into Web site read only format
- To liaise with external consultants as required

#### **Knowledge/Skills/Experience**

HNC level standard of education or equivalent  
CAD experience

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### 18.21 Assistant Property Manager

**Job Level** 2

#### **Job Purpose**

To manage relationships with Landlords and managing agents and provide an administrative/financial control service to the department.

- To ensure that service charge costs incurred by occupation of retail stores are minimised
- To ensure that the services provided by Landlords are service charge recoverable
- To ensure rents are paid/received on time
- To maintain financial transaction records
- May be expected to deal with planning applications which may affect the company's occupation
- Supervision of clerical staff

#### **Knowledge/Skills/Experience**

Minimum A level standard of education or equivalent  
Likely to have had several years' experience in property administration

## Section 18: Property

### 18.22 Store Planner

**Job Level** 2

#### Job Purpose

To plan and produce various types of store layout for both new and existing stores to enable subsequent implementation in accordance with company standards.

- To create proposals for store layouts using computer aided design system including fixture planning and internal building structure
- To achieve best fit of store ranges to maximise profitability and create logical customer and store friendly shopping environment
- To liaise with Architects/Engineers in development of new and re-vamping of existing stores to ensure company operational requirements are met
- To produce commodity layouts for all existing stores to facilitate implementation of range reviews
- To create model plans
- To ensure drawings are technically accurate and conform to company conventions

#### Knowledge/Skills/Experience

A level education (including Technical Drawing or Graphics) or equivalent  
Likely to have had 2 years' experience in CAD drawing; retail experience

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### 18.31 Property Manager

**Job Level** 3

#### Job Purpose

To provide a property management service to the business in support of business plan objectives. To be responsible for a portfolio of branches/a region.

- To negotiate rent reviews, leases, property sales and purchases as needed
- To identify opportunities to enhance the portfolio
- To prepare paperwork as required
- To manage Property Department staff

#### Knowledge/Skills/Experience

Graduate level standard of education or equivalent in appropriate discipline  
Likely to have had several years' relevant experience

## Section 18: Property

18.32

**Building Services Manager**

**Job Level**

3

### **Job Purpose**

To manage and control a portfolio of properties. To protect the company's property and assets and manage environmental and legal issues.

- To provide a professional service on property/structural projects
- To be responsible for contractual maintenance of all heating, ventilation, air conditioning, electrical and mechanical equipment
- To be responsible for reactive maintenance on equipment and on internal and external building fabric
- To liaise as required with Senior Management, Stores, Health & Safety and Project Managers

### **Knowledge/Skills/Experience**

BSc in relevant engineering discipline or equivalent

Member of relevant institute, e.g. Chartered Engineer, BIFM, RICS

Likely to have had a minimum of 5 years' experience of building services in an appropriate sector

Knowledge of Health & Safety legislation

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18.33

**Surveyor**

**Job Level**

3

**Alternative Title/s**

Acquisitions Manager

Disposals Manager

### **Job Purpose**

To support the space requirements of the company through the disposal and/or acquisition of retail properties in the UK.

- To deal with designated number of properties per annum
- To inspect buildings and monitor agents' reports
- To negotiate with prospective buyers/sellers
- To instruct solicitors on contracts, leases, etc.
- To direct marketing of properties as appropriate
- To deal with sub-tenant issues with due diligence

### **Knowledge/Skills/Experience**

BSc in Property Management or equivalent

ARICS with at least 3 year's post-qualification experience

Previous agency/property management experience

Good knowledge of Landlord and Tenant Law

**Note:** Surveyors may specialise in some companies, e.g. Acquisitions, Disposals, Property Development.

## Section 18: Property

### 18.34 Architect

**Job Level** 3

#### **Job Purpose**

To provide input into the Retail/Store Design service for company projects in terms of the development of existing and new stores.

- To carry out initial feasibility exercise as directed
- To prepare design solutions and detailed drawings where necessary
- To review improvements in specific areas of fit out specifications in terms of capital costs, durability, flexibility and prefabrication
- To maximise efficiency in use of space and operations to be carried out in these areas
- To contribute to design standards
- To give guidance to external Designers as required as to company standards

#### **Knowledge/Skills/Experience**

Qualified Architect

Likely to have had 2 years' commercial experience

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### 18.35 Store Planning Manager

**Job Level** 3

#### **Job Purpose**

To manage and co-ordinate the store planning function in order to optimise the use of retail floor space and to maximise profitability.

- To manage production of store plans to meet given deadlines
- To manage development of model block plans; to liaise closely with Merchandisers in respect of new developments
- To be responsible for optimisation of store space and to identify potential for the development of store layouts
- To manage production of store plan extracts to enable introduction of new ranges
- To manage process of preparing new store layouts liaising as needed with Project Managers, Architects, etc.

#### **Knowledge/Skills/Experience**

Graduate level or equivalent

Likely to have had 5 years' relevant experience in planning/merchandising/display

## Section 18: Property

### 18.36 Energy Manager

**Job Level** 3

#### Job Purpose

To be responsible for development and implementation of effective energy policies and procedures to ensure that the company uses energy as efficiently as possible.

- To be responsible for negotiating company energy contracts to ensure that the company has the energy supplies required for commercial activity as cost effectively and securely as possible
- To monitor service from energy suppliers and take action accordingly
- To ensure that energy conservation policies and procedures are developed and implemented throughout the organisation
- To advise line managers on energy use and conservation
- To investigate and make recommendations on energy consumption, sources and costs
- To monitor the company's environmental impact and to develop policies accordingly

#### Knowledge/Skills/Experience

A degree in energy management/science/technology or a related subject or equivalent  
Membership of one of an appropriate professional institute, e.g. Institute of Energy

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### 18.41 Senior Property Manager

**Job Level** 4

#### Job Purpose

To co-ordinate and drive designated disposal and/or acquisition programme in the UK. To deal with associated estate management problems.

- To deal with designated number of property disposals per annum
- To identify, initiate and negotiate the acquisition of retail outlets
- To manage a property development portfolio
- To negotiate with prospective buyers/sellers
- To instruct solicitors on contracts, leases, etc.
- To manage marketing of properties as appropriate
- To deal with designated rent reviews/lease renewals to achieve most advantageous terms
- To supervise subordinate staff
- To prepare submissions for Board
- To liaise with appropriate internal teams keeping them fully aware of progress of projects

#### Knowledge/Skills/Experience

BSc in Property Management or equivalent  
Associate of the Royal Institute of Chartered Surveyors with significant post-qualification experience  
Previous agency/property management experience  
Good knowledge of Landlord and Tenant Law

**Note:** May specialise in some companies, e.g. Acquisitions, Disposals, Property Development.

## Section 18: Property

### 18.42 Architectural Design Manager

**Job Level** 4

#### Job Purpose

To manage a Retail/Store Design service for company projects in terms of the development of existing and new stores.

- To carry out initial feasibility exercise as directed
- To prepare design solutions and detailed drawings where necessary
- To review improvements in specific areas of fit out specifications in terms of capital costs, durability, flexibility and prefabrication
- To maximise efficiency in use of space and operations to be carried out in these areas
- To contribute to design standards
- To give guidance to external Designers as required as to company standards
- To direct work of Design team

#### Knowledge/Skills/Experience

Qualified Architect

Likely to have had 5 years' commercial experience

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### 18.43 Property Acquisition Manager

**Job Level** 4

**Alternative Title/s** Development Manager

#### Job Purpose

To locate and acquire new sites for designated area of responsibility in order to ensure that the business has the resources it requires to fulfil business plans.

- To identify possible new sites
- To appraise new sites and to negotiate their acquisition
- To negotiate with local authorities, local interest groups, consultants, land owners and developers
- To prepare proposals on possible sites for senior management scrutiny
- To progress planning applications for business approved sites
- To draw up and agree contracts
- To manage a property team
- To monitor costs and budgets
- To formulate and agree property acquisition strategies in line with company needs and objectives

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Chartered Surveyor

Likely to have had at least 5 years' property development experience

## Section 18: Property

### 18.44 Environment Manager

**Job Level** 4

**Alternative Title/s** Environmental Solutions Manager

#### Job Purpose

To provide environmental advice and guidance to improve environmental performance. To ensure legal compliance to environmental legislation.

- To take a leading role in definition, design, development and delivery of projects and programmes to manage carbon, waste and to enhance resource efficiency
- To assist in the design of environmental based solutions for major customers and manage the waste recovery process extending services internally to increase revenue
- Work closely with sales and service teams to support tenders for contract business that require environmental improvements
- To assist in the identification of CO<sub>2</sub> footprint for both primary and secondary distribution and to develop a strategy to make substantial reduction in total CO<sub>2</sub> targets
- To manage products that have an environmental, waste or recycling aspect
- To ensure management are aware of all new legislation and environmental initiatives

#### Knowledge/Skills/Experience

Graduate level in an appropriate technical discipline

IEMA

Detailed knowledge of relevant regulations and carbon reduction commitment

Working knowledge of energy consumption management practices and methodology

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### 18.51 Property Controller

**Job Level** 5

#### Job Purpose

To manage the company's property portfolio to maximise income and return upon assets and to minimise outgoings and property related problems. (May be a proportion of the portfolio in larger organisations.)

- To minimise increases in property outgoings (rent, rates, service charges)
- To maximise property income through lettings and tenancy management
- To dispose of properties as quickly as possible to minimise liabilities
- To ensure that the requirements of property occupiers are met and that properties are kept in good order and, where appropriate, within lease terms
- To provide company with professional advice on property matters including valuations
- To maintain good working relationships with external parties, e.g. Landlords, Architects, etc.
- To manage team of Surveyors

#### Knowledge/Skills/Experience

BSc in Property Management or equivalent

Associate of the Royal Institute of Chartered Surveyors with multi-faceted post-qualification experience some in the retail sector

Extensive agency/property management experience

Good knowledge of Landlord and Tenant Law

Alan Jones & Associates

## Section 18: Property

### 18.52 Senior Property Acquisition Manager

**Job Level** 5

**Alternative Title/s** Senior Development Manager

#### Job Purpose

To determine feasibility for new property projects. To assess new sites in order to ensure that the business has the resources it requires to fulfil business plans.

- To manage team investigating possible new sites
- To appraise new sites and to contribute to the acquisition negotiations
- To negotiate with local authorities, local interest groups, consultants, land owners and developers
- To contribute to preparation of proposals on possible sites for senior management scrutiny
- To ensure planning applications for business approved sites are progressed
- To oversee the contracts
- To manage property team
- To monitor costs and budgets
- To formulate and agree property acquisition strategies in line with company needs and objectives

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Chartered Surveyor

Likely to have had at least 7 years' property development experience

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### 18.53 Senior Environment Manager

**Job Level** 5

**Alternative Title/s** Senior Environmental Services Manager

#### Job Purpose

To provide leadership in the company's environmental policies. To be responsible for defining and delivering the company's environmental projects and programmes.

- To lead the definition, design, development and delivery of projects and programmes to manage carbon, waste and to enhance resource efficiency
- To design environmentally based solutions for major customers
- To ensure that waste recovery process is effective
- To ensure tenders for contracts that require environmental improvements are supported
- To lead in the identification of CO<sub>2</sub> footprint for both primary and secondary distribution and to develop a strategy to make substantial reduction in total CO<sub>2</sub> targets
- To manage products that have an environmental, waste or recycling aspect
- To advise management on all new legislation and environmental initiatives

#### Knowledge/Skills/Experience

Graduate level in an appropriate technical discipline

IEMA

Extensive experience in Environmental Services in large companies

Detailed knowledge of relevant regulations and carbon reduction commitment

## Section 18: Property

### 18.61 Head of Property

**Job Level** 6

#### **Job Purpose**

To manage, review and drive the development of new store/site opportunities to satisfy the business plan.

- To be responsible for the management of the property team
- To be responsible for identification and acquisition of new properties
- To be responsible for planning consents and development processes for new stores and major store extensions
- To oversee and, as needed, lead negotiations with local authorities, local interest groups, consultants, land owners and developers
- To be responsible for proposals on possible sites put forward to senior management
- To ensure planning applications for business approved sites are progressed
- To oversee contracts
- To be responsible for the property budget

#### **Knowledge/Skills/Experience**

Graduate calibre

Significant experience in property development in a large company

Significant experience in retail company property management

Senior management experience

Private and public sector property experience

Knowledge of property law

## Projects (19)

*In each job, the survey code for each job is shown followed by the survey job title.*

- 19.21 Assistant Project Manager
- 19.31 Project Manager
- 19.41 Senior Project Manager
- 19.51 Project Controller
- 19.52 Business Improvement Manager
- 19.61 Head of Planning Development

**Note:** *Matches in this discipline are Project Specialists not individuals who have been seconded onto a project. These roles are matches in their own disciplines not in this.*

## Section 19: Projects

*Note: Matches in this discipline are Project Specialists not individuals who have been seconded onto a project. These roles are matches in their own disciplines not in this.*

### 19.21 Assistant Project Manager

**Job Level** 2

#### Job Purpose

To assist the delivery of designated projects, or parts of major projects, to the agreed time, cost and quality.

- As directed, to contribute to the project from inception through to completion
- To monitor project spend and report on any issues with project budget
- To liaise with external suppliers working on project; to monitor supplier performance and report any issues to Project Manager
- To be a member of the project team

#### Knowledge/Skills/Experience

Graduate level standard of education or equivalent in a relevant discipline

Likely to have had at least 1 years' business experience including project experience

Knowledge of retail or related business

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### 19.31 Project Manager

**Job Level** 3

#### Alternative Title/s

Project Leader  
Project Architect  
Project Engineer  
Programme Co-ordinator  
Store Development Manager, etc.

#### Job Purpose

To deliver designated projects, or parts of major projects, to the agreed time, cost and quality.

- To lead the project from inception through to completion
- To manage project budget
- To liaise with external suppliers working on project; to negotiate with and appoint suppliers
- To lead project team

#### Knowledge/Skills/Experience

Graduate level standard of education or equivalent in a relevant discipline

Likely to have had at least 3 years' business experience including project experience

Team leading experience

Knowledge of retail or related business

The Project Manager would normally be responsible for smaller projects or parts of projects and would supervise up to 5 people working on the project

## Section 19: Projects

19.41

### Senior Project Manager

Job Level

4

Alternative Title/s

Senior Project Leader  
Senior Project Architect  
Senior Project Engineer  
Store Development Manager, etc.

#### Job Purpose

To deliver designated projects, or parts of major projects, to the agreed time, cost and quality.

- To lead the project from inception through to completion
- To manage project budget
- To liaise with external suppliers working on project; to negotiate with and appoint suppliers
- To lead project team

#### Knowledge/Skills/Experience

Graduate level standard of education or equivalent in a relevant discipline

Likely to have had at least 5 years' business experience including several years' project experience

Team leading experience

Knowledge of retail or related business

The Senior Project Manager would normally be responsible for larger projects or substantial parts of major projects and would supervise more than 5 people working on the project

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19.51

### Project Controller

Job Level

5

#### Job Purpose

To be responsible for managing a project team. To ensure projects are completed within budget, to the required standard and on time.

- To manage project capital expenditure
- To organise and control individual projects, working through the team
- To input into feasibility studies for new work
- To manage information flow of external consultancy firms across individual projects
- To ensure sufficient communication between stores and retail management teams
- To manage and motivate project teams; to direct and manage a number of Project Managers

#### Knowledge/Skills/Experience

Graduate level standard of education or equivalent in a relevant discipline (engineering, architecture, building)

Multi-faceted business experience including several years' project experience and experience working at senior levels

## Section 19: Projects

### 19.52 Business Improvement Manager

**Job Level** 5

**Alternative Title/s** Development Manager

#### Job Purpose

To work with all parts of the business to deliver business change in support of the business strategy.

- To manage and/or work on specific business improvement projects carrying out the following activities as appropriate to the project: project definition; facilitation; process modelling, analysis, design; organisation design; business case development; change management; communication management; benchmarking/competitor analysis; visioning
- To assist with selling the change programme across the business
- To assist with development of staff to enable delivery of business improvements
- To identify training materials and courses for business improvement training

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Likely to have had 5 years' management experience in the retail industry

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### 19.61 Head of Planning Development

**Job Level** 6

**Alternative Title/s** Head of Business Improvement  
Head of Business Change

#### Job Purpose

To lead, manage, motivate and develop the Business Improvement team.

- To work with all parts of the business to deliver business change in support of the business strategy
- To be responsible for a range of Business Improvement projects
- To support incremental process/systems improvements required to deliver plans
- To ensure that processes and systems are developed and maintained to support an effective and efficient integrated planning process, including long term Business Plans, Annual Plans and regular re-forecasts.

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Likely to have had significant senior management experience in the retail industry

## Creative (20)

*In each job, the survey code for each job is shown followed by the survey job title.*

- 20.01 Administrative Assistant
- 20.11 Design Assistant
- 20.21 Graphic Designer
- 20.22 Motion Graphic Designer
- 20.31 Senior Graphic Designer
- 20.33 Print/Production Manager
- 20.35 Graphic Design Team Leader
- 20.41 Print Manager
- 20.42 Creative Manager

### **Jobs Listing by Job Family**

- 20.01 Administrative Assistant
- 20.11 Design Assistant
- 20.21 Graphic Designer
- 20.22 Motion Graphic Designer
- 20.31 Senior Graphic Designer
- 20.35 Graphic Design Team Leader
- 20.33 Print/Production Manager
- 20.41 Print Manager
- 20.42 Creative Manager

**Note:** See Studio (function 40) for additional 'creative' roles

## Section 20: Creative

### 20.01 Administrative Assistant

**Job Level** 0

**Alternative Title/s**  
Photography Assistant  
Visual Merchandising Assistant  
Directory Product Co-ordinator

#### Job Purpose

To provide a support service within a Creative Department.

- To liaise as required with external suppliers
- To chase within company to ensure deadlines are met
- To maintain database/s
- To attend meetings and take minutes
- To undertake filing and other routine administrative tasks
- To maintain samples

#### Knowledge/Skills/Experience

GCSE level education or equivalent

Likely to have had 2-3 years' commercial experience

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### 20.11 Design Assistant

**Job Level** 1

**Alternative Title/s**  
Artwork Assistant

#### Job Purpose

To assist with the production of designs. To help interpret and fulfil brief following corporate style.

- To produce designs to fulfil brief
- To create and enhance design work within company style
- To ensure that design is produced to fulfil brief and also on time
- To liaise as required with external suppliers, e.g. photographers, printers
- Works under direction of more senior Design staff

#### Knowledge/Skills/Experience

Degree level education or equivalent in a relevant discipline, e.g. art, design, graphics

Likely to have had 0-1 years' commercial experience

## Section 20: Creative

### 20.21 Graphic Designer

**Job Level** 2

**Alternative Title/s** Artworker

#### Job Purpose

To be briefed on design requirements and to fulfil briefs to required standard, within budget and on time. To ensure designs conform to corporate style.

- To produce designs to fulfil brief
- To create and enhance design work within company style
- To ensure that design is produced to fulfil brief and also on time
- To liaise as required with external suppliers, e.g. photographers, printers

#### Knowledge/Skills/Experience

Degree level education or equivalent in a relevant discipline, e.g. art, design, graphics

Likely to have had 2 years' commercial experience

Knowledge of artwork, printing processes, typesetting, desktop publishing and other software

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### 20.22 Motion Graphic Designer

**Job Level** 2

#### Job Purpose

To be briefed on motion graphic requirements and to fulfil briefs to required standard, within budget and on time. To ensure graphics conform to corporate style.

- To produce video/animations to fulfil brief
- To create and enhance video work and animations within company style
- To ensure that work is produced to fulfil brief and also on time
- To liaise as required with external suppliers

#### Knowledge/Skills/Experience

Degree level education or equivalent in a relevant discipline, e.g. art, design, graphics

Likely to have had 2 years' commercial experience

Knowledge of relevant software, e.g. InDesign, Illustrator, Photoshop

Editing experience and good knowledge of editing software, e.g. Premiere, Final Cut, Cinema 4D

## Section 20: Creative

### 20.31 Senior Graphic Designer

**Job Level** 3

**Alternative Title/s** Senior Artworker

#### Job Purpose

To provide a creative service to the company. To ensure that designs are produced to the required standard, within budget and on time. To ensure designs conform to corporate style.

- To provide creative guidance to designers
- To attend and input into creative briefings
- To design and produce creative work to fulfil designated briefs to schedule
- To liaise as required with external suppliers, e.g. photographers, printers
- To be aware of major calendar events and to input into creative solutions
- To innovate within corporate style where possible

#### Knowledge/Skills/Experience

Degree level education or equivalent in a relevant discipline, e.g. art, design, graphics

Likely to have had at least 4 years' commercial experience

Knowledge of artwork, printing processes, typesetting

Knowledge of desktop publishing and other software

### 20.33 Print/Production Manager

**Job Level** 3

**Alternative Title/s** Print & Production Manager

#### Job Purpose

To manage print and production processes for company's printed literature

- To work closely with designers, buyers, supply chain and manufacturing giving advice as needed, e.g. on packaging formats and print
- To understand and interpret needs of originators
- To place print-work with most appropriate supplier
- To liaise as required with external suppliers, e.g. photographers, printers as required
- To be aware of major calendar events and to input into creative solutions

#### Knowledge/Skills/Experience

Degree level education or equivalent in a relevant discipline, e.g. art, design, graphics

Likely to have had several years' commercial experience

In-depth knowledge of printing procedures and processes

## Section 20: Creative

### 20.35 **Graphic Design Team Leader**

**Job Level** 3

**Alternative Title/s** Manager Graphic Design  
Studio Manager

#### **Job Purpose**

To manage the Graphic Design team responsible for providing a creative service to the company in terms of artwork and designs. To be responsible for ensuring work of team/studio is high quality and meets company design guidelines.

- To manage staff in design team, arrange training, monitor progress
- To plan and agree department budgets and to monitor spend against budget
- To participate in production of creative project work
- To liaise as required with external creative agencies and print producers

#### **Knowledge/Skills/Experience**

Graduate level or equivalent in Graphic Design or similar  
Significant experience in graphic design preferably in the retail sector  
Experience of commissioning external design work  
People management skills

---

### 20.41 **Print Manager**

**Job Level** 4

#### **Job Purpose**

To be responsible for organising the print production team ensuring that the company directory/catalogue is printed to required standards, within budget and on time.

- To input into and agree print budgets
- To monitor spend of print budget
- To negotiate with and brief print suppliers
- To ensure print supplier performance is monitored

#### **Knowledge/Skills/Experience**

Degree level education or equivalent experience  
Extensive experience including printing and print-buying experience  
In-depth knowledge of printing processes

## Section 20: Creative

20.42

**Creative Manager**

**Job Level**

4

### **Job Purpose**

To manage the team providing a creative design service to the company. To be responsible for the production of artwork and designs of agreed quality on time and within budget.

- To manage creative team
- To attend creative briefings
- To ensure creative work is carried out according to brief and schedule
- To negotiate as required with external suppliers, e.g. photographers, printers
- To recommend creative solutions to major calendar events
- To innovate within corporate style where possible

### **Knowledge/Skills/Experience**

Degree level education or equivalent in a relevant discipline, e.g. art, design, graphics

Likely to have had at least 6 years' commercial experience

Good knowledge of artwork, printing processes, typesetting

Good knowledge of desktop publishing and other software

## PR/Comms/CSR (21)

*In each job, the survey code for each job is shown followed by the survey job title.*

- 21.11 PR Assistant
- 21.12 Ethical Co-ordinator
- 21.21 PR Officer
- 21.31 PR Manager
- 21.32 Internal Communications Manager
- 21.33 Corporate Social Responsibility Officer
- 21.41 Senior PR Manager
- 21.42 Corporate Social Responsibility Manager
- 21.43 Ethical Trade Manager
- 21.62 Head of PR
- 21.63 Head of Corporate Social Responsibility
- 21.64 Head of Ethical Trading

### **Jobs Listing by Job Family**

- 21.11 PR Assistant
- 21.21 PR Officer
- 21.31 PR Manager
- 21.41 Senior PR Manager
- 21.62 Head of PR
- 21.12 Ethical Co-ordinator
- 21.43 Ethical Trade Manager
- 21.64 Head of Ethical Trading
- 21.32 Internal Communications Manager
- 21.33 Corporate Social Responsibility Officer
- 21.42 Corporate Social Responsibility Manager
- 21.63 Head of Corporate Social Responsibility

## Section 21: PR/Comms/CSR

### 21.11

#### PR Assistant

#### Job Level

1

#### Alternative Title/s

Press Office Assistant  
Press Officer  
Communications Assistant

#### Job Purpose

To handle merchandise queries and requests from the press. To assist in the organisation of loans to the media and with organising returns. To develop awareness of trends in the retail business.

- To control merchandise queries, loans and returns minimising loss and damage as far as possible
- To assist at media events under supervision
- To maintain and update press cuttings and circulate within company as directed
- To arrange and attend meetings, to accompany press on visits
- To provide support and assistance to PR department as required

#### Knowledge/Skills/Experience

Graduate level or equivalent

Likely to have had 0-1 years' commercial experience

This is a match for a new graduate expected to make significant progress

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### 21.12

#### Ethical Co-ordinator

#### Job Level

1

#### Job Purpose

To support the implementation and maintenance of the organisation's ethical trade policy. To contribute to ethical audit management, data management reporting and administration.

- To carry out reviews and risk rating for ethical audits in line with company standards
- To create reports, presentations and updates for head office and regional teams
- To liaise with other departments, suppliers and third parties to follow up on supply base information, corrective action plans and operational targets
- To maintain ethical trade database ensuring that information on audits, actions, etc., is maintained and up to date
- To respond to internal and external queries on ethical trade
- To contribute to the resolution of issues
- To contribute to the ethical knowledge of the business

#### Knowledge/Skills/Experience

Likely to have A level standard education, possibly graduate level or similar

Likely to have had at least 2 years' experience in retail sector in a similar area of the business

Research skills

## Section 21: PR/Comms/CSR

|                            |   |
|----------------------------|---|
| <b>21.21</b>               | <b>PR Officer</b>   |
| <b>Job Level</b>           | 2   |
| <b>Alternative Title/s</b> | Communications Officer<br>Press & PR Officer<br>Assistant PR Manager<br>Senior PR Officer |

### Job Purpose

To publicise and protect the company through effective management of media enquiries and issues. To implement PR campaigns to enhance favourable media exposure and increase awareness of company.

- To act as a contact for consumer media on issues affecting company and sector
- To answer press calls, organise interviews and prepare press releases
- May be responsible for organising PR library
- To stage and assist at media events, branch openings, interviews, filming and training
- To develop network of media contacts
- To develop internal contacts in order to be able to source information for PR purposes

### Knowledge/Skills/Experience

Graduate level or equivalent

Likely to have had 2-3 years' PR experience

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|                            |                      |
|----------------------------|----------------------|
| <b>21.31</b>               | <b>PR Manager</b>    |
| <b>Job Level</b>           | 3                    |
| <b>Alternative Title/s</b> | Press Office Manager |

### Job Purpose

To publicise and protect the company through effective management of media enquiries and issues. To plan and implement press and PR activity to enhance favourable media exposure and increase awareness of company.

- To act as a contact for consumer media on issues affecting company and sector
- To answer press calls, organise interviews and prepare press releases
- To source, brief and monitor external PR agencies
- To plan and organise media events, branch openings, interviews, filming and training
- To develop and maintain network of media contacts
- To develop and maintain internal contacts in order to be able to source information for PR purposes
- To manage a PR team

### Knowledge/Skills/Experience

Graduate level or equivalent

Likely to have had several years' PR or press experience

## Section 21: PR/Comms/CSR

### 21.32 Internal Communications Manager

**Job Level** 3

#### Job Purpose

To develop and implement internal communications strategy to deliver understanding and engagement by company personnel. To ensure messages are communicated clearly and on time.

- To develop internal communications aimed at ensuring awareness in the company of business initiatives, operational requirements, external campaigns, etc.
- To design and implement internal communications initiatives
- To ensure key communicators are able to communicate effectively internally and with external audiences as needed
- To influence internal and external communications, checking consistency
- To contribute to the delivery of the corporate events calendar
- To contribute to the development of communications plans
- To manage internal communications staff
- To agree and manage internal communications budget

#### Knowledge/Skills/Experience

Graduate level or equivalent

Significant experience in internal communications in a large organisation

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### 21.33 Corporate Social Responsibility Officer

**Job Level** 3

**Alternative Title/s** Ethical Compliance Officer  
Quality & Environmental Compliance Officer

#### Job Purpose

To support Corporate Social Responsibility (CSR) initiatives within the organisation.

- To assist the CSR Manager in maintenance and evaluation of existing targets for CSR
- To contribute to agreements for new targets appropriate to the business. To work with other departments to ensure implementation of environmental policies
- To act as a contact for non-government officers, government departments and other stakeholders, e.g. Friends of the Earth; to develop and maintain networks of contacts
- To represent the company at appropriate forums
- To support the company's ethical compliance programme. To be responsible for checking supplier ethical policy standards. May undertake external audits to ensure compliance
- To conduct training for company staff to ensure CSR policies are understood and implemented

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Several years' appropriate experience, e.g. in environmental management

## Section 21: PR/Comms/CSR

### 21.41 Senior PR Manager

**Job Level** 4

**Alternative Title/s** Senior Press Office Manager

#### Job Purpose

To publicise and protect the company through effective management of media enquiries and issues. To set PR strategy in line with corporate objectives and within budget. To manage the PR team.

- To develop PR strategy and ensure that it is implemented within budget and on schedule
- To establish and develop good relationships across the company to help identify PR support and opportunities
- To coach and lead PR team
- To be responsible for creative execution of press packs, press photography and press releases
- To be involved in the handling of sensitive press issues
- To ensure that all press queries are dealt with in accordance with company policy

#### Knowledge/Skills/Experience

Graduate level or equivalent

Likely to have had significant PR or press experience

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### 21.42 Corporate Social Responsibility Manager

**Job Level** 4

**Alternative Title/s** Ethical Compliance Manager  
Quality & Environmental Compliance Manager

#### Job Purpose

To co-ordinate, evaluate and measure Corporate Social Responsibility (CSR) initiatives within the organisation.

- To maintain and evaluate existing targets for CSR
- To agree new targets appropriate to the business. To formulate and drive environmental policies and position statements
- To maintain networks with non-government officers, government departments and other stakeholders, e.g. Friends of the Earth
- To represent the company at appropriate forums
- To manage company's ethical compliance programme ensuring that suppliers meet ethical policy standards and that external audit is undertaken to ensure compliance
- To conduct training for company staff to ensure CSR policies are understood and implemented

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Extensive appropriate experience, e.g. in environmental management

## Section 21: PR/Comms/CSR

### 21.43 Ethical Trade Manager

**Job Level** 4

#### Job Purpose

To contribute to the creation, implementation and maintenance of the organisation's ethical trade policy. To co-ordinate, evaluate and measure initiatives in ethical trading and to monitor company performance in achievement of objectives.

- To contribute to and ensure implementation of the company's ethical and sustainability policies
- To monitor the organisation's performance against objectives in terms of ethical trading, modern slavery, responsible sourcing policies and objectives, etc.
- To ensure implementation of robust auditing policies and procedures; to identify auditors and process for new suppliers, to ensure continued auditing of existing suppliers
- To monitor and report on industry and market trends to advise senior management
- To contribute to review of strategies continually in response to emerging trends, legislative changes, business needs, etc.
- To work with Purchasing/Procurement teams to ensure company policies are being followed
- To analyse supply audit reports, assess ethical trade risks and identify any actions required; to liaise with external agencies regarding ethical issues or audit standards
- To lead, manage and develop the Ethical Trading team

#### Knowledge/Skills/Experience

Graduate level education or equivalent in a relevant discipline, e.g. Environmental Science  
Likely to have had 5 years' appropriate experience, with some experience of staff supervision  
Experience in ethical management and issue resolution in retail industry  
In depth understanding of sustainability, ethical trading and global trends

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### 21.62 Head of PR

**Job Level** 6

#### Job Purpose

To have overall day to day responsibility for the PR function.

- To be responsible for the PR function providing a full range of PR services
- To plan and develop PR function to ensure that the function meets the needs of the business in terms of the support provided
- To ensure that the PR strategy is implemented according to business plans
- To have overall responsibility for PR department staff recruitment, development and training
- To define and control the PR department budget and standards
- To make recommendations on PR strategy to senior management

#### Knowledge/Skills/Experience

Graduate level standard of education or equivalent  
Extensive relevant PR and press experience  
Extensive experience with several years' experience at a senior level

**Note:** This is the most senior PR role which is not a Director level job.

## Section 21: PR/Comms/CSR

21.63

**Head of Corporate Social Responsibility**

**Job Level**

6

**Alternative Title/s**

Head of Ethical Compliance  
Head of Quality & Environmental Compliance

### **Job Purpose**

To develop and deliver a Corporate Social Responsibility (CSR) strategy for the organisation. To be responsible for the day to day running of the CSR function.

- To develop and implement the CSR strategy ensuring that it meets the needs of the business, its suppliers and customers. To position the organisation as a responsible and sustainable retailer
- To track and prioritise the CSR agenda ensuring appropriate business response to emerging trends, relevant legislation and other CSR business risks and opportunities
- To ensure appropriate CSR targets and measures are set. To monitor and evaluate company's performance against targets and measures
- To maintain networks with government departments, NGOs and key sustainability opinion formers, e.g. Friends of the Earth
- To represent the company at appropriate forums
- To lead the communication of the CSR programme
- To devise and develop the company's ethical compliance programme ensuring that suppliers meet ethical policy standards and that external audit is undertaken to ensure compliance
- To lead, manage and develop the CSR team

### **Knowledge/Skills/Experience**

Graduate level education or equivalent in a relevant discipline, e.g. Environmental Science

Likely to have a relevant post-graduate qualification

Extensive appropriate experience, e.g. in environmental management

Experience of working with the media

## Section 21: PR/Comms/CSR

21.64

**Head of Ethical Trading**

**Job Level**

6

### **Job Purpose**

To plan and implement business and environmental sustainability. To review the impact of the business social responsibility programmes and activities on key stakeholders.

- To develop and ensure implementation of the company's ethical and sustainability policies
- To ensure that the organisation is meeting performance targets in terms of ethical trading, modern slavery, responsible sourcing policies and objectives, etc.
- To oversee establishment and maintenance of robust auditing policies and procedures
- To monitor industry and market trends to advise senior management on business risks and opportunities
- To review strategies continually in response to emerging trends, legislative changes, business needs, etc.
- To work with Purchasing/Procurement teams to ensure that ethical policies and objectives are observed and achieved
- To represent the company as required at appropriate forums
- To lead, manage and develop the Ethical Trading team

### **Knowledge/Skills/Experience**

Graduate level education or equivalent in a relevant discipline, e.g. Environmental Science

Likely to have a relevant post-graduate qualification

Extensive appropriate experience, with considerable management level experience

In depth understanding of sustainability, ethical trading and global trends

## Customer Insight (22)

*In each job, the survey code for each job is shown followed by the survey job title.*

- 22.11 Assistant Data Analyst
- 22.21 Customer Insight Executive
- 22.22 Data Analyst
- 22.31 Customer Insight Manager
- 22.32 Senior Data Analyst
- 22.41 Business Information Manager

### **Jobs Listing by Job Family**

- 22.11 Assistant Data Analyst
- 22.22 Data Analyst
- 22.32 Senior Data Analyst
- 22.21 Customer Insight Executive
- 22.31 Customer Insight Manager
- 22.41 Business Information Manager

## Section 22: Customer Insight

### 22.11 Assistant Data Analyst

**Job Level** 1

#### **Job Purpose**

To use information held on customer database to make selections for customer communication activity and to carry out data analysis.

- To provide campaign and customer analysis
- To carry out targeting and selection of prospects for mailing and analysis purposes
- To provide analysis of raw market and customer research data; to interpret findings and produce written reports
- To provide geographical and locational research

#### **Knowledge/Skills/Experience**

Graduate level or equivalent in an analytically based discipline  
High level of numeracy

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### 22.21 Customer Insight Executive

**Job Level** 2

**Alternative Title/s** Market Research Officer/Executive  
Customer Insight Officer

#### **Job Purpose**

To undertake designated customer insight/research assignments. To assist customer insight management with ongoing and ad hoc customer insight projects running elements as directed.

- To identify potential opportunities for the business to benefit from research
- To plan and implement designated projects
- To source, review and recommend external agencies for work and to brief and monitor successful agency; to build relationships with external agencies
- To review and report on research findings; to disseminate information as appropriate
- To update customer insight database and produce reports as required
- To liaise with other departments and develop full understanding of research needs

#### **Knowledge/Skills/Experience**

Graduate level or equivalent preferably in marketing or business related discipline  
Likely to have had 2-3 years' experience preferably in retail marketing

## Section 22: Customer Insight

### 22.22 Data Analyst

**Job Level** 2

#### Job Purpose

To use information held on customer database to make selections for customer communication activity and to carry out data analysis. To assist with planning and execution of customer insight activities. To assist with post campaign response analysis.

- To provide analysis of raw market and customer research data; to interpret findings and produce written reports
- To carry out targeting and selection of prospects for mailing and analysis purposes; to forecast mailing volumes
- To co-ordinate customer insight surveys
- To provide geographical and locational research

#### Knowledge/Skills/Experience

Graduate level or equivalent in an analytically based discipline

High level of numeracy

Likely to have had 2-3 years' market analysis experience

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### 22.31 Customer Insight Manager

**Job Level** 3

**Alternative Title/s** Market Research Manager

#### Job Purpose

To develop and implement customer insight strategy to ensure that marketing management is provided with information upon which to base future plans.

- To manage ongoing and ad hoc customer insight projects.
- To liaise within business to ensure that customer insight activity meets business needs
- To identify customer insight opportunities
- To source, review and recommend external agencies for work and to brief and monitor successful agency; to build relationships with external agencies
- To review and report on research findings; to disseminate information as appropriate
- To manage customer insight budget
- May manage Mystery Shopper Research Programme

#### Knowledge/Skills/Experience

Graduate level or equivalent preferably in marketing or business related discipline

Likely to have had 4-5 years' relevant customer insight and marketing experience preferably in retail sector

## Section 22: Customer Insight

### 22.32 Senior Data Analyst

**Job Level** 3

#### Job Purpose

To apply analytical expertise to business activities and problems. To provide support to marketing and product teams and across the organisation as needed.

- To produce reports to support business decision-making and objectives
- To ensure that solutions to problems in data analysis are shared across the organisation
- To support customer insight analysis
- To oversee work of less-experienced Analysts

#### Knowledge/Skills/Experience

Graduate level or equivalent in an analytically based discipline  
Likely to have had 4-5 years' data analysis experience  
High level of numeracy  
Experience of synthesising complex information

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### 22.41 Business Information Manager

**Job Level** 4

**Alternative Title/s** Customer Insight Senior Manager

#### Job Purpose

To be responsible for the business information/customer insight function.

- To ensure that business is provided with accurate and timely information on which to base business decisions
- To manage database operations collating and analysing information on customer demographics, sales, mapping, etc.
- To manage customer insight activity
- To input into customer communications strategic planning

#### Knowledge/Skills/Experience

Graduate level or equivalent preferably in marketing or business related discipline  
Significant relevant customer insight and business information experience preferably in retail sector

## Advertising (23)

*In each job, the survey code for each job is shown followed by the survey job title.*

23.41 Advertising Manager

## Section 23: Advertising

### 23.41 Advertising Manager

**Job Level** 4

#### **Job Purpose**

To be responsible for planning and implementing the advertising strategy for designated product range.

- To ensure that the communications strategy for the designated brands is developed, agreed, documented and implemented
- To agree and ensure adherence to advertising budgets
- To ensure that all media bookings are made and confirmed
- To ensure media briefs are clear and accurate before agency submission
- To develop and maintain close relationship with external suppliers

#### **Knowledge/Skills/Experience**

Graduate level or equivalent in marketing or business related discipline

Likely to have had significant relevant experience including 2-3 years' experience in marketing management

## Marketing (24)

*In each job, the survey code for each job is shown followed by the survey job title.*

- 24.01 Promotions Co-ordinator
- 24.11 Senior Promotions Co-ordinator
- 24.12 Marketing Assistant
- 24.21 Assistant Brand Manager
- 24.22 Promotions Controller
- 24.23 Catalogue Marketing Co-ordinator
- 24.31 Brand Manager
- 24.32 Trade Planning Manager
- 24.33 Local Marketing Manager
- 24.34 Category Manager
- 24.35 Commercial Manager
- 24.41 Senior Brand Manager
- 24.42 Communications Manager
- 24.43 Senior Trade Planning Manager
- 24.44 Price Manager
- 24.51 Marketing Manager
- 24.52 Senior Local Marketing Manager
- 24.61 Head of Marketing

### **Jobs Listing by Job Family**

- 24.01 Promotions Co-ordinator
- 24.11 Senior Promotions Co-ordinator
- 24.22 Promotions Controller
- 24.42 Communications Manager
- 24.12 Marketing Assistant
- 24.21 Assistant Brand Manager
- 24.31 Brand Manager
- 24.34 Category Manager
- 24.41 Senior Brand Manager
- 24.23 Catalogue Marketing Co-ordinator
- 24.32 Trade Planning Manager
- 24.43 Senior Trade Planning Manager
- 24.33 Local Marketing Manager
- 24.52 Senior Local Marketing Manager
- 24.35 Commercial Manager
- 24.44 Price Manager
- 24.51 Marketing Manager
- 24.61 Head of Marketing

## Section 24: Marketing

### 24.01 Promotions Co-ordinator

**Job Level** 0

**Alternative Title/s** Brand Co-ordinator  
Sales Support Administrator

#### Job Purpose

To co-ordinate in-store promotional activity. To assist with ensuring that promotional activity meets planned targets.

- To liaise as required with suppliers
- To co-ordinate promotional projects
- To co-ordinate in-store events
- To liaise internally to ensure promotions meet deadlines

#### Knowledge/Skills/Experience

GCSE level education or equivalent

Likely to have had 1-2 years' experience preferably in marketing

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### 24.11 Senior Promotions Co-ordinator

**Job Level** 1

**Alternative Title/s** Senior Brand Co-ordinator

#### Job Purpose

To co-ordinate media and promotional campaigns. To assist with ensuring that promotional activity meets planned targets.

- To assist brand management with implementation of press and TV campaigns
- To implement in-store promotions
- To liaise with senior members of buying teams on product, sales volume, etc.
- To brief agencies and monitor performance

#### Knowledge/Skills/Experience

GCSE/A level education or equivalent

Likely to have had 3 years' experience preferably in marketing

## Section 24: Marketing

### 24.12 Marketing Assistant

**Job Level** 1

#### Job Purpose

To assist product management in fulfilment of product business plans.

- New graduate assisting product management and developing knowledge of retail sector, pricing, promotional activity, etc.

#### Knowledge/Skills/Experience

Graduate level or equivalent in an appropriate discipline, e.g. business studies, marketing  
This is a match for a new graduate starting out in marketing

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### 24.21 Assistant Brand Manager

**Job Level** 2

**Alternative Title/s** Assistant Product Manager

#### Job Purpose

To assist the Product Manager to develop and deliver the product plans in order to maximise sales and profitability.

- To input into development, maintenance and implementation of product plans
- To develop good working relationships with internal departments
- To assist Product Manager in selection, negotiation and delivery of product ranges
- To develop understanding of competitive market place and pricing action required to fulfil briefs
- To assist with implementation of category promotional plan
- To assist with sales forecasting to ensure optimum stock availability

#### Knowledge/Skills/Experience

Graduate level education in an appropriate discipline, e.g. business studies, marketing  
Likely to have had 1-2 year's buying or marketing experience preferably in a retail environment

## Section 24: Marketing

### 24.22 Promotions Controller

**Job Level** 2

**Alternative Title/s** Direct Marketing Controller

#### Job Purpose

To manage media and promotional campaigns. To ensure that promotional activity meets planned targets.

- To ensure that brand management is assisted with implementation of press and TV campaigns
- To implement in-store promotions
- To liaise with senior members of buying teams on product, sales volume, etc.
- To brief agencies and monitor performance
- To supervise work of Promotions Co-ordinators

#### Knowledge/Skills/Experience

A level education or equivalent

Likely to have had several years' experience including promotions experience

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### 24.23 Catalogue Marketing Co-ordinator

**Job Level** 2

#### Job Purpose

To ensure that all catalogue mailings go out on time and within a pre-agreed budget.

- To co-ordinate creative and targeted mailing selections for in-season mailing programme
- To ensure customer services are briefed on all mailing jobs
- To co-ordinate in-season brochure production and distribution and deal with follow-up programme
- To liaise with in-house print and mailing support
- To work with e-commerce to look for opportunities for online business

#### Knowledge/Skills/Experience

A level education or equivalent

Likely to have had several years' appropriate experience preferably in marketing

## Section 24: Marketing

### 24.31 Brand Manager

**Job Level** 3

**Alternative Title/s** Product Manager

#### Job Purpose

To develop and deliver the product plans for designated products in order to maximise sales and profitability.

- To be responsible for development and management of business and promotional plans to meet product briefs for designated products
- To manage price, structure and composition of product range including margin and stock levels
- To liaise closely with marketing management on product performance issues
- To understand competitive position in market place and price action required for business plan
- To monitor sales and margins and recommend responsive action
- To develop and fulfil promotional plans

#### Knowledge/Skills/Experience

Graduate level or equivalent in an appropriate discipline, e.g. business studies, marketing  
Likely to have had several years' marketing experience preferably in retail sector  
Likely to have had at least 1 year's experience as Assistant Product Manager

---

### 24.32 Trade Planning Manager

**Job Level** 3

**Alternative Title/s** Trade Marketing Manager

#### Job Purpose

To plan feature space promotions for a number of areas of the business, across all store formats. To manage the promotion merchandising rules, feature space targets and plans to communicate across the business.

- To check promotion selections across formats to deliver competitive promotions for customers
- To liaise with commercial (buying) to ensure products are available for promotions
- To produce promotion space plans to enable space range and display; to produce planograms
- To communicate feature space plans to supply chain to enable them to plan stock availability
- To set features space targets for commercial based on trade plan and sales forecasts
- To identify opportunities and advise events teams on merchandising solutions

#### Knowledge/Skills/Experience

Graduate level or equivalent in an appropriate discipline, e.g. business studies, marketing  
Likely to have had a minimum of 2 years' marketing experience

## Section 24: Marketing

24.33

### Local Marketing Manager

Job Level

3

#### Job Purpose

To manage individual marketing campaigns for new stores, refits and extensions.

- To design and manage local marketing activity for new, refitted and extended stores within a region in order to attract customers and to achieve sales targets
- To visit all new stores to understand local catchment and local market
- To select and brief third party agencies to deliver campaigns
- To work with the Site Research and Property Development teams to inform campaigns
- To attend all store launches and deal with any issues
- To track store sales and review campaign effectiveness
- To devise and trial new tactics and share learnings across the team

#### Knowledge/Skills/Experience

Graduate level or equivalent in an appropriate discipline, e.g. business studies, marketing  
Likely to have had a minimum of 2 years' retail marketing experience as well as project management experience

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24.34

### Category Manager

Job Level

3

#### Job Purpose

To develop and implement the services strategy for a designated category, delivering against targets for stores and the division.

- To organise and implement successful trials/launches or projects
- To identify opportunities for the growth of the services through new initiatives as well as on-going review of key sales levers
- To identify new opportunities to promote the service and target new customers
- To review sales per week, per store. To analyse data and make recommendations
- To review existing practices and recommend improvements. To ensure new initiatives are successfully implemented
- To give feedback to buying and merchandising teams on bestsellers
- To ensure brand standards are maintained

#### Knowledge/Skills/Experience

Graduate level or equivalent in an appropriate discipline, e.g. business studies, marketing  
Retail store and head office experience  
Experience of category management in an FMCG or similar environment

## Section 24: Marketing

### 24.35 Commercial Manager

**Job Level** 3

#### **Job Purpose**

To develop and manage new corporate clients for voucher and gift card business.

- To maintain and develop existing direct corporate client base
- To develop and manage external third party voucher and card providers
- To identify new corporate business opportunities and to generate leads
- To market the corporate business service, e.g. through advertising, mailshots, agency representation and trade exhibitions
- To be involved in order fulfilment and preparation as necessary. To ensure orders are processed in line with agreed performance objectives
- To identify opportunities for sales growth by analysing competitor and market activity, key trends and through an in depth knowledge of the corporate market.

#### **Knowledge/Skills/Experience**

Graduate calibre

Retail experience

Commercial experience

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### 24.41 Senior Brand Manager

**Job Level** 4

**Alternative Title/s** Marketing Manager

#### **Job Purpose**

To maximise and drive sales and profitability of product groups by the effective use of marketing in the short and medium term. To lead and motivate a marketing team.

- To input into and set budgets for marketing
- To manage sales forecasting and achievement of profit targets
- To oversee commercial viability of the promotional plan
- To liaise with buyers to achieve construction of profitable product ranges

#### **Knowledge/Skills/Experience**

Graduate level or equivalent in an appropriate discipline, e.g. business studies, marketing

Significant commercial experience with extensive experience in the retail and/or FMCG sectors

## Section 24: Marketing

### 24.42 Communications Manager

**Job Level** 4

**Alternative Title/s** Direct Marketing Manager

#### Job Purpose

To maximise customer interest, loyalty and ultimately sales through the development of relevant publications in order to provide ongoing communication with potential and existing company customers. To lead and motivate a direct marketing team.

- To input into and set budgets for direct marketing activity
- To manage sales forecasting and achievement of profit targets
- To plan and co-ordinate mailers and leaflets including sourcing suppliers and negotiating prices
- To oversee copy, design and production of mailers and leaflets
- To manage budgets
- May be responsible for a customer magazine

#### Knowledge/Skills/Experience

Graduate level or equivalent in an appropriate discipline, e.g. business studies, marketing  
Significant experience with experience in the retail and/or FMCG sectors as well as direct marketing experience

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### 24.43 Senior Trade Planning Manager

**Job Level** 4

**Alternative Title/s** Senior Trade Marketing Manager

#### Job Purpose

To lead and develop the feature space and trade planning team to plan and deliver exciting and relevant trading activity and promotions for customers.

- To manage a team of people to:
  - Produce 52 week rolling Trade Plan which is understood by staff and works for customers
  - To join up the Trade Plan, customer plan and business capacity to ensure it is delivering business priorities and making it simpler for stores
  - Identify format trade gaps and work with commercial (buying) to agree solutions
  - Agree Feature Space plans and ensure they are aligned to the Trade Plan
  - Ensure Feature Space delivers more sales and better promotions for customers
  - Communicate the process and tools for Feature Space promotions to stores and define and shape the process for buying
  - Communicate and develop merchandising and planning principles to format needs
  - Manage ad-hoc trade activity
- To identify new ways to plan trade and feature space and work cross-functionally to influence and gain support from Directors to implement change
- To report on performance of promotions to senior management

#### Knowledge/Skills/Experience

Graduate level or equivalent in an appropriate discipline, e.g. business studies, marketing  
Significant commercial experience with extensive experience in the retail and/or FMCG sectors  
Strong knowledge of buying; experienced people manager

Alan Jones & Associates

## Section 24: Marketing

### 24.44 Price Manager

**Job Level** 4

#### **Job Purpose**

To lead and manage a team developing, monitoring and controlling pricing strategy.

- To manage the pricing team
- To negotiate contracts terms and service levels with price checking agencies
- To report the company price position to the business
- To agree price plans
- To mark recommendations on plans to senior management
- To lead price launch activity

#### **Knowledge/Skills/Experience**

Graduate level or equivalent in an appropriate discipline, e.g. business studies, marketing

Extensive marketing experience

Experienced people manager

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### 24.51 Marketing Manager

**Job Level** 5

#### **Job Purpose**

To manage the Marketing team. To contribute to the business marketing strategy and to ensure that the strategy is implemented.

- To initiate and deliver marketing/promotional plans
- To explore, develop and exploit new marketing opportunities
- To work with senior management to agree priorities and champion local marketing agenda
- To lead relationships with third party agencies
- To develop the tactics and toolkit to ensure effective communication, best and consistent practice
- To manage a marketing budget ensuring impact of spend is maximised

#### **Knowledge/Skills/Experience**

Graduate level or equivalent in an appropriate discipline, e.g. business studies, marketing

Significant commercial experience with extensive experience in the retail and/or FMCG sectors

Experienced people manager; operational experience of stores

## Section 24: Marketing

### 24.52 Senior Local Marketing Manager

**Job Level** 5

#### **Job Purpose**

To manage the Local Marketing team to ensure delivery of the most cost effective marketing campaigns for new stores/refits/extensions.

- To manage a team of people to:
  - Attract new customers to new stores, refits and extensions through local marketing
  - Identify opportunities to retain and grow customers where there is competitor impact
  - Identify opportunities to grow customers in underperforming stores, addressing the key issues and then re-marketing the store
- To work with senior operations management to agree priorities and champion the local marketing agenda
- To lead the relationship with third party agencies
- To develop the tactics and toolkit to ensure effective communication, best and consistent practice
- To manage a local marketing budget ensuring impact of spend is maximised

#### **Knowledge/Skills/Experience**

Graduate level or equivalent in an appropriate discipline, e.g. business studies, marketing  
Significant commercial experience with extensive experience in the retail and/or FMCG sectors  
Experienced people manager; operational experience of stores

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### 24.61 Head of Marketing

**Job Level** 6

#### **Job Purpose**

To be responsible for development of company marketing strategy. To ensure that marketing initiatives are communicated to customers using all available channels. To account fully for marketing spend.

- To evolve and implement a co-ordinated marketing strategy
- To produce individual marketing/promotional plans
- To judge and agree proposed creative solutions
- To lead negotiations with major agencies used
- To develop and maintain good working relationships with senior management
- To explore, develop and exploit new marketing opportunities

#### **Knowledge/Skills/Experience**

Graduate level or equivalent in an appropriate discipline, e.g. business studies, marketing  
Multi-faceted commercial experience with extensive experience in the retail and/or FMCG sectors, and experience in retail management.

## Design (25)

*In each job, the survey code for each job is shown followed by the survey job title.*

- 25.11 Design Assistant
- 25.21 Assistant Designer
- 25.31 Designer
- 25.41 Senior Designer
- 25.51 Design Manager
- 25.61 Head of Design

## Section 25: Design

### 25.11 Design Assistant

**Job Level** 1

#### Job Purpose

To assist Designers as required. To develop knowledge of design and markets.

- To contribute to the trend identification process
- To support Designer in producing CAD designs
- To deliver CAD images within specified time frame
- To work on projects as delegated

#### Knowledge/Skills/Experience

Graduate level or equivalent

Entry level role

---

### 25.21 Assistant Designer

**Job Level** 2

**Alternative Title/s** Junior Designer  
Design Technologist

#### Job Purpose

To contribute to the strategic plan for their product area by proposing ideas on latest shapes, colours, moods, fabrics and techniques.

- To contribute to the trend identification process
- To produce CAD designs as directed adhering to critical path and buying calendar
- To work with buyers/suppliers/sample room to deliver sample process from design concept to confirmation
- To work on projects as delegated; to support Designers

#### Knowledge/Skills/Experience

Graduate level or equivalent

Likely to have had 1-2 years' experience in design

## Section 25: Design

### 25.31 Designer

**Job Level** 3

#### Job Purpose

To ensure that the designs for designated product area are representative of the latest trends whilst reflecting company brand in order to meet customer expectations.

- To contribute to the identification of key trends and contribute to trend overview process
- To ensure design process adheres to critical path and buying calendar
- To deliver required number of designs within specified time frame
- To work with buyers/suppliers/sample room to deliver sample process from design concept to confirmation
- To identify new fabrics and trims
- To manage team members

#### Knowledge/Skills/Experience

Graduate level or equivalent

Likely to have had several years' experience in design

---

### 25.41 Senior Designer

**Job Level** 4

#### Job Purpose

To work with Designers in identifying and presenting season trends and key items to translate into profit opportunities for the company.

- To identify key trends and contribute to trend overview process
- To monitor and evaluate the commercial potential of designs
- To ensure newness and innovation
- To ensure design process adheres to critical path and buying calendar
- To deliver required number of designs within specified time frame
- To oversee sample production from design concept to confirmation
- To identify new fabrics and trims

#### Knowledge/Skills/Experience

Graduate level or equivalent

Significant experience in design

#### Job Factor

For Designer and Senior Designer please also indicate your job holder's specialism where it is relevant:

1 = Fashion

2 = Non-fashion

## Section 25: Design

### 25.51 Design Manager

**Job Level** 5

#### Job Purpose

To ensure that the company's product offer each season represents a commercially effective blend of the latest trends whilst maintaining strong brand image.

- To plan and create an inspirational product strategy for the department which reflects latest shapes, colours, moods, fabrics and seasonal changes whilst taking into account merchandising history
- To monitor and evaluate the commercial potential of designs
- To determine design process strategy and ensure critical path and buying calendar are fulfilled
- To be responsible for sample production from design concept to confirmation
- To liaise with internal management to agree critical paths and strategies
- To manage team members and oversee freelance design resource

#### Knowledge/Skills/Experience

Graduate level or equivalent

Extensive experience in design including experience working at senior levels

**Note:** Design Managers have designers reporting to them

---

### 25.61 Head of Design

**Job Level** 6

#### Job Purpose

To be responsible for the day to day management of the Design function. To be responsible for ensuring that the company's product offer each season represents a commercially effective blend of latest fashion trends whilst maintaining strong brand image.

- To lead the design team.
- To develop an inspirational product strategy for the department which reflects latest shapes, colours, moods, fabrics and seasonal changes whilst taking into account merchandising history and to ensure that this is implemented according to plan
- To ensure that the commercial potential of designs is optimised
- To have overall responsibility for the design process strategy
- To liaise with senior management on critical paths and strategies
- To manage design budget

#### Knowledge/Skills/Experience

Graduate level or equivalent

Extensive experience in design including experience working at senior levels

Significant management experience

## Facilities Management (26)

*In each job, the survey code for each job is shown followed by the survey job title.*

- 26.01 Clerical Support
- 26.02 Telephonist/Receptionist
- 26.03 Chauffeur (No Overtime)
- 26.04 Chauffeur (With Overtime)
- 26.05 Multi-skilled Tradesperson
- 26.06 Technician
- 26.11 Services Supervisor
- 26.21 Assistant Services Manager
- 26.22 Maintenance Manager
- 26.23 Facilities Specialist
- 26.31 Services Manager
- 26.41 Services Controller

### **Jobs Listing by Job Family**

- 26.01 Clerical Support
- 26.02 Telephonist/Receptionist
- 26.03 Chauffeur (No Overtime)
- 26.04 Chauffeur (With Overtime)
- 26.05 Multi-Skilled Tradesperson
- 26.06 Technician
- 26.22 Maintenance Manager
- 26.23 Facilities Specialist
- 26.11 Services Supervisor
- 26.21 Assistant Services Manager
- 26.31 Services Manager
- 26.41 Services Controller

## Section 26: Facilities Management

### 26.01 Clerical Support

**Job Level** 0

**Alternative Title/s** Administration Assistant

#### Job Notes

To provide a support service to the company in the office services area, e.g. filing, etc.

Only match adult pay rate job holders here.

#### Knowledge/Skills/Experience

GCSE level education or equivalent

Some general office experience

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### 26.02 Telephonist/Receptionist

**Job Level** 0

#### Job Purpose

To provide a telephone answering and visitor reception service.

#### Knowledge/Skills/Experience

GCSE level education or equivalent

Switchboard training

---

### 26.03 Chauffeur (No Overtime)

### 26.04 Chauffeur (With Overtime)

**Job Level** 0

#### Job Purpose

To provide a chauffeuring service to company as directed

- To carry out routine maintenance on one or more company vehicle(s), i.e. checking oil, tyres, etc., and washing vehicle(s)
- May be required to carry out other routine mechanical maintenance as necessary

#### Knowledge/Skills/Experience

GCSE level education or equivalent

Driver training

**Note:** In the survey this job appears twice:

**For 26.03:** Give the basic salary **EXCLUDING** overtime payment

**For 26.04:** Give the basic salary **INCLUDING** total typical overtime payment

Please show any bonus as normal in the additions column

## Section 26: Facilities Management

### 26.05 Multi-skilled Tradesperson

**Job Level** 0

**Alternative Title/s** Handy person

#### Job Purpose

As part of the maintenance team to support the site by delivering planned and reactive maintenance tasks.

- To carry out non-technical planned preventative maintenance tasks
- To undertake reactive maintenance from minor maintenance requests
- To support change work in the site
- To carry out work with due regard to the health and safety of staff and customers

#### Knowledge/Skills/Experience

Basic education

Manual maintenance skills

---

### 26.06 Technician

**Job Level** 0

#### Job Purpose

As part of the maintenance team to respond to maintenance requests and issues. To carry out planned preventative maintenance as assigned.

- To monitor site and equipment to minimise any disruption to the business operation
- To carry out reactive maintenance, to rectify faults within competency and skill set and without specialist contractor intervention
- To carry out preventative maintenance tasks as delegated
- To evaluate new work and quotations with a view to undertaking the work in-house if cost effective and without impact on other service level agreements
- To provide out-of-hours support on a rota basis
- To support change work in the site
- To carry out work with due regard to the health and safety of staff and customers

#### Knowledge/Skills/Experience

Experienced time-served Craftsperson/Technician

Is multi-skilled - has a base training in mechanical or electrical work

Likely to have had at least 2 years' appropriate working experience

## Section 26: Facilities Management

### 26.11 Services Supervisor

**Job Level** 1

**Alternative Title/s** Facilities Supervisor

#### Job Purpose

To be responsible for a team providing a support service to the company in the office services area, e.g. reception, etc., and for meeting agreed service level targets.

- To organise work rotas for members of team
- To arrange training
- To deal with day to day problems arising in section

#### Knowledge/Skills/Experience

GCSE level education or equivalent

Likely to have had 2-3 years' relevant commercial experience

### 26.21 Assistant Services Manager

**Job Level** 2

**Alternative Title/s** Assistant Facilities Manager

#### Job Purpose

To assist with the planning and control of site facilities. In larger organisations/sites this may be responsible for part of the facilities.

- To assist with organisation of work teams delivering services to the site, e.g. post, cleaning, security, maintenance
- To liaise as required with external authorities, e.g. on building regulations, environmental issues, etc.
- To deal with office projects, e.g. office moves
- To monitor performance of contractors working on site

#### Knowledge/Skills/Experience

HNC level education or equivalent in a relevant discipline

Likely to have had 2-3 years' relevant building services experience

## Section 26: Facilities Management

26.22

### Maintenance Manager

Job Level

2

#### Job Purpose

To provide a comprehensive maintenance service to the site through planned preventative maintenance and management of specialist contractors.

- To organise general maintenance work ensuring on a daily basis that repairs are carried out
- To organise planned maintenance of building and equipment through team and/or contractors
- To monitor and evaluate performance of contractors
- To provide support as needed on projects on site
- To ensure that cleaning is carried out on site; to oversee waste disposal, collection and recycling
- To manage out of hours support on a rota basis
- To support change work in the site
- To ensure that all work is carried out with due regard to the health and safety
- To monitor and appraise performance of team members
- To monitor and control staff resources within agreed budget
- To lead and develop team

#### Knowledge/Skills/Experience

HNC or equivalent

Relevant working experience

Supervisory experience

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26.23

### Facilities Specialist

Job Level

2

#### Job Purpose

To be responsible for hard and soft services for stores maintenance for a designated region/group of stores/sites.

- To manage external service providers to ensure stores are maintained to brand standards and in compliance with all statutory and legal regulations
- To be responsible for performance of preventative and reactive maintenance to company standards on time and within budget
- To identify maintenance issues, diagnose and resolve
- To plan work distribution for maintenance and monitor performance
- To manage work flow and to develop and implement methods to evaluate compliance; to document processes and procedures
- To visit stores in region of responsibility, audit service provision and build relationships with store managers

#### Knowledge/Skills/Experience

Degree in a relevant subject, e.g. facilities management, engineering, business administration or equivalent

Likely to have NEBOSH/ISOH qualification

Likely to have had 3 years' facilities experience

General understanding of relevant regulations, building codes, health & safety, etc.

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## Section 26: Facilities Management

|                            |  |
|----------------------------|--|
| <b>26.31</b>               | <b>Services Manager</b>  |
| <b>Job Level</b>           | 3  |
| <b>Alternative Title/s</b> | General Services Manager<br>Facilities Manager<br>Head Office Services Manager |

### Job Purpose

To be responsible for the planning and control of site facilities. To ensure that site services meet agreed service level targets. In larger organisations/sites this may be responsible for part of the facilities.

- To organise work of teams delivering services to the site, e.g. post, cleaning, security, maintenance
- To liaise as required with external authorities, e.g. on building regulations, environmental issues, etc.
- To be responsible for organising office projects, e.g. office moves
- To source, negotiate with and monitor performance of contractors
- To input into services budget and to deliver services within budget

### Knowledge/Skills/Experience

Graduate level education or equivalent in a relevant discipline  
Likely to have had significant relevant building services experience

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|                            |                            |
|----------------------------|----------------------------|
| <b>26.41</b>               | <b>Services Controller</b> |
| <b>Job Level</b>           | 4                          |
| <b>Alternative Title/s</b> | Facilities Controller      |

### Job Purpose

To have overall responsibility for site facilities.

- To set targets for service levels and to manage department to ensure that services levels are met
- To liaise at senior level with external authorities, e.g. on building regulations, environmental issues
- To negotiate contracts
- To manage service budget

### Knowledge/Skills/Experience

Graduate level education or equivalent in relevant discipline  
Extensive relevant experience

## Loss Prevention (27)

*In each job, the survey code for each job is shown followed by the survey job title.*

27.01 Security Officer  
27.11 Security Supervisor  
27.12 Loss Prevention Analyst  
27.21 Loss Prevention Co-ordinator  
27.31 Security Manager  
27.32 Loss Prevention Manager  
27.41 Senior Loss Prevention Manager  
27.61 Head of Security

### **Jobs Listing by Job Family**

27.01 Security Officer  
27.11 Security Supervisor  
27.31 Security Manager  
27.12 Loss Prevention Analyst  
27.21 Loss Prevention Co-ordinator  
27.32 Loss Prevention Manager  
27.41 Senior Loss Prevention Manager  
27.61 Head of Security

## Section 27: Loss Prevention

### 27.01 Security Officer

**Job Level** 0

#### **Job Purpose**

To minimise shrinkages within warehouse and to protect company buildings and property.

- To protect company property and buildings against theft and vandalism by employees or intruders
- To ensure no unauthorised persons or vehicles gain access to company premises
- To deal courteously with visitors as required
- To monitor and record staff and vehicle searches, alarm activations, items removed from site

#### **Knowledge/Skills/Experience**

GCSE level education or equivalent  
Relevant security experience

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### 27.11 Security Supervisor

**Job Level** 1

#### **Job Purpose**

To ensure integrity of company assets, personnel and premises in order to minimise losses for designated areas. To ensure security team follow company procedures.

- To organise security teams to provide continuous security cover for designated premises/area
- To maintain up to date knowledge of security technology and services and make recommendations
- To liaise with police, other companies and other security personnel in local area
- To investigate cases of loss or breach of company procedures, to recommend appropriate action
- To monitor and record staff and vehicle searches, alarm activations, items removed from site

#### **Knowledge/Skills/Experience**

GCSE/A level standard  
Likely to have had several years' relevant security experience, e.g. police, armed services  
People management skills

## Section 27: Loss Prevention

27.12

### Loss Prevention Analyst

Job Level

1

#### Job Purpose

To provide administrative support to the Loss Prevention team by measuring performance, highlighting successes and issues, and initiating loss prevention solutions and activity.

- To provide administrative and analytical support to the Loss Prevention team ensuring projects and plans are effective and on target
- To collate, analyse and disseminate Loss Prevention reports and information
- To research data from stores, areas, regions, etc., to provide team with information and standardised reports to use to strengthen prevention and detection
- To support the investigative process into internal and external theft/fraud, non-compliance issues, etc., by providing reports, documentation or evidence
- May be expected to coordinate business continuity plans for a designated region
- To manage security systems, CCTV, access control. To monitor service provider performance and costs
- To monitor alarms, out of hours activity, etc.
- To research and organise Loss Prevention projects and contribute to projects as needed that involve an aspect of Loss Prevention

#### Knowledge/Skills/Experience

Good educational background minimum GCSE with Maths & English

Likely to have loss prevention/security/risk/audit/investigator experience and may have a related qualification

Knowledge of security related criminal law, employment law, H&S regulation, disciplinary procedures

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27.21

### Loss Prevention Co-Ordinator

Job Level

2

Alternative Title/s

Prevention Officer

#### Job Purpose

To work in partnership with Regional/Area Managers to maximise profitability by improving store compliance with loss prevention systems and procedures.

- To work with Retail to improve store compliance on loss prevention systems and procedures
- To support implementation of shrinkage reduction plan and effective use of shrinkage preventative measures
- To complete internal theft investigations
- To support set up of systems and procedures in new stores working with other support functions
- To provide training and coaching on shrinkage

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Likely to have had several years' relevant retail experience

## Section 27: Loss Prevention

### 27.31 Security Manager

**Job Level** 3

**Alternative Title/s** Retail Security Manager

#### Job Purpose

To manage a security team. To develop security policies and ensure these are implemented. To find cost effective solutions using up to date security technology to safeguard company property, personnel and buildings.

- To forecast and monitor expenditure on security services and equipment
- To develop security training packages for presentation to management and staff to improve their ability to deal with security issues
- To maintain comprehensive awareness of legislation, best practice on criminal prosecutions, employment practice, fair trading and loss prevention techniques and to make recommendations on security strategy
- To develop and recommend security policies
- To ensure all cases of dishonesty or malpractice are investigated

#### Knowledge/Skills/Experience

Minimum A level education or equivalent

Extensive relevant security experience, e.g. police, armed services.

People management skills

Retail security experience

---

### 27.32 Loss Prevention Manager

**Job Level** 3

**Alternative Title/s** Risk Manager

#### Job Purpose

To develop and support the implementation of a Loss Prevention Management strategy. To ensure reduction of risk in all major areas: personal safety, crisis management, shrinkage reduction, asset protection, business continuity, disaster recovery. To contribute to fire and health & safety management.

- To provide Loss Prevention Management training to operations staff
- To advise on incidents and recommend future actions to minimise risk
- To manage third party contract service providers and to monitor budgets
- To manage team of Loss Prevention Co-ordinators
- To provide immediate support in the event of any incidents
- To provide specialist advice in own technical area (e.g. crime prevention, terrorism, logistics)

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Likely to have had significant working experience in a retail environment.

Knowledge of criminal, employment and health & safety law

Knowledge of crime prevention methods

## Section 27: Loss Prevention

### 27.41 Senior Loss Prevention Manager

**Job Level** 4

**Alternative Title/s** Senior Risk Manager

#### Job Purpose

To devise, develop and support the Loss Prevention Management strategy. To ensure reduction of risk in all major areas: personal safety, crisis management, shrinkage reduction, asset protection, business continuity, disaster recovery. To contribute to fire and health & safety management.

- To be responsible for provision of Loss Prevention Management training to operations staff
- To advise on incidents and recommend future actions to minimise risk
- To be responsible for third party contract service providers and to monitor budgets
- To have overall responsibility for the Loss Prevention team
- To ensure that the procedures are in place to provide immediate support in the event of any incidents
- To advise management in Loss Prevention

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Extensive working experience in a retail environment.

Good knowledge of criminal, employment and health & safety law

Good knowledge of crime prevention methods

---

### 27.61 Head of Security

**Job Level** 6

**Alternative Title/s** Head of Loss Prevention

#### Job Purpose

To lead, manage, motivate and develop the security team.

- To formulate strategy and policy to deliver an effective and efficient security service
- To represent the business externally, e.g. with police and other security services
- To maintain contact with other retail security professionals, suppliers, law enforcement agencies, etc., to keep up with best practice
- To advise business on new technology in security
- To investigate security problems
- To be responsible for training for employees in dealing with security

#### Knowledge/Skills/Experience

Previous experience with police, security services or security industry

Good knowledge of criminal law for theft, powers of arrest and police and criminal evidence

## Risk & Insurance (28)

*In each job, the survey code for each job is shown followed by the survey job title.*

- 28.21 Claims Assessor
- 28.31 Risk Manager
- 28.41 Manager, Risk & Insurance
- 28.61 Head of Risk & Insurance

## Section 28: Risk & Insurance

### 28.21 Claims Assessor

**Job Level** 2

#### Job Purpose

- To respond to enquiries/contacts from customers of the company. Where appropriate to contact customers and potential customers.
- To ensure that the customer is dealt with in a satisfactory manner.
- To investigate any problems arising from orders, etc.
- To make routine decisions within strictly defined parameters, e.g. on credits, discounts, etc. May give advice to customers within defined limits.

#### Knowledge/Skills/Experience

GCSE level education or equivalent.

Likely to have had 2 years' experience in a call centre or customer services environment

---

### 28.31 Risk Manager

**Job Level** 3

**Alternative Title/s** Liability Claims Controller  
Insurance Administration Manager

#### Job Purpose

To manage a department dealing with insurance claims and/or cover. To advise management on ways to reduce claims and costs.

In some companies this position will be responsible for a part of the function, e.g. employee liability claims, customer claims, administration of insurances, organisation of insurance cover.

#### Knowledge/Skills/Experience

Degree level education or equivalent

Likely to have had significant relevant commercial experience with claims experience

ACII or similar insurance/legal qualification

## Section 28: Risk & Insurance

### 28.41 **Manager, Risk And Insurance**

**Job Level** 4

#### **Job Purpose**

To ensure efficient administration of claims made against or by the company in respect of liabilities, assets and profits.

- To provide professional guidance to management in matters of loss recovery and claims handling
- To manage service providers ensuring that they meet with company standards in terms of performance
- To ensure that risk improvement is undertaken based on feedback from incidents
- To deal with complex incidents
- To ensure departmental systems and procedures are efficient and records are properly maintained
- To supervise day to day work of department

#### **Knowledge/Skills/Experience**

Degree level education or equivalent

Extensive relevant experience with extensive insurance/claims experience

Associate of Chartered Insurance Institute

---

### 28.61 **Head of Risk And Insurance**

**Job Level** 6

#### **Job Purpose**

To manage the risk and insurance function ensuring that company has procedures and policies in place to minimise risks and liabilities and that any claims made by or against the company are dealt with.

- To provide professional guidance to management in matters of loss recovery and claims handling
- To select, negotiate with and manage service providers
- To ensure that risk improvement is undertaken based on feedback from incidents
- To be responsible for ensuring departmental systems and procedures are efficient and records are properly maintained

#### **Knowledge/Skills/Experience**

Degree level education or equivalent

Multi-faceted relevant experience with extensive insurance/claims experience and experience at senior management level.

Associate of Chartered Insurance Institute

## Internal Audit (29)

*In each job, the survey code for each job is shown followed by the survey job title.*

- 29.31 Internal Auditor
- 29.41 Senior Internal Auditor
- 29.51 Internal Audit Manager

## Section 29: Internal Audit

### 29.31 Internal Auditor

**Job Level** 3

#### **Job Purpose**

To manage and undertake risk and control related projects. To provide an independent and objective review of the company's systems of control.

- To plan, undertake and report on projects as delegated
- To make recommendations based on audit information
- To monitor management's proposed action in response to audit
- Work may be field based
- Will supervise other staff working on audit as required by project

#### **Knowledge/Skills/Experience**

Graduate level education or equivalent preferably with relevant professional qualification, e.g.

Accountant

Likely to have had 2 years' relevant experience

---

### 29.41 Senior Internal Auditor

**Job Level** 4

#### **Job Purpose**

To co-ordinate the work of an audit team and to manage and undertake risk and control related projects. To provide an independent and objective review of the company's systems of control.

- To co-ordinate the work of the team and assist with planning and execution of projects as delegated
- To manage own audit projects
- To make recommendations based on audit information
- To monitor management's proposed action in response to audit

#### **Knowledge/Skills/Experience**

Graduate level education or equivalent preferably with relevant professional qualification, e.g.

Accountant

Likely to have had significant relevant experience

## Section 29: Internal Audit

29.51

### Internal Audit Manager

**Job Level**

5

#### **Job Purpose**

To manage internal audit function. To ensure audits are carried out as scheduled and within budget.

- To agree audit schedule
- To ensure audits are carried out efficiently and to required standards
- To develop and implement company audit procedures
- To report back to senior management on audit results making recommendations for action
- To ensure that agreed system and procedures changes are implemented by management within agreed timeframe

#### **Knowledge/Skills/Experience**

Graduate level education or equivalent preferably with relevant professional qualification, e.g. Accountant

Extensive relevant retail experience with experience working at senior management level.

## Procurement (30)

*In each job, the survey code for each job is shown followed by the survey job title.*

- 30.01 Procurement Administrator
- 30.11 Assistant Procurement Officer
- 30.21 Procurement Officer
- 30.31 Senior Procurement Officer
- 30.41 Procurement Manager
- 30.51 Senior Procurement Manager
- 30.61 Head of Procurement

**Note:** *This is the Procurement Function NOT BUYING. This department is engaged in purchasing items for use by the company, not for re-sale to customers.*

## Section 30: Procurement

### 30.01 Procurement Administrator

**Job Level** 0

**Alternative Title/s** Purchasing Administrator

#### Job Purpose

To provide a support service to the Procurement function.

- To maintain the procurement system administering purchase orders and invoices
- To chase deliveries and deal with problems arising
- To deal with queries, e.g. on invoices, prices, timescales, etc.
- To generate routine and ad hoc reports as required
- May be responsible for some routine procurement

#### Knowledge/Skills/Experience

GCSE level education or equivalent

Likely to have had 1-2 years' commercial experience

### 30.11 Assistant Procurement Officer

**Job Level** 1

**Alternative Title/s** Assistant Purchasing Officer  
Assistant Buyer (Purchasing)

#### Job Purpose

To assist with the sourcing of non-merchandise suppliers and place orders whilst achieving competitive terms for the company.

- To assist with supplier relationships - selection, negotiations, delivery details, etc.
- To develop good working relationships within the company with purchasing originators
- To liaise with Planning and Forecasting to ensure optimum stock levels are maintained

#### Knowledge/Skills/Experience

Graduate level or equivalent in a relevant business oriented discipline

This is typically a first position for a new graduate

## Section 30: Procurement

### 30.21 Procurement Officer

**Job Level** 2

**Alternative Title/s** Purchasing Officer  
Buyer (Purchasing)

#### Job Purpose

To source suppliers and obtain non-merchandise goods and services at most competitive prices. To challenge and influence procurement decisions within the company.

- To buy range of products and services as designated; to be point of contact for these purchases
- To negotiate prices of goods and services, as well as performance targets for suppliers
- To develop relationships within the company in order to assess needs, create procurement awareness and monitor service provided
- To source, evaluate and select new suppliers; to monitor current suppliers
- To oversee work of more junior staff; to ensure procurement records are kept up to date

#### Knowledge/Skills/Experience

Graduate level or equivalent in a relevant business oriented discipline

Likely to have had 2-3 years' procurement experience

May be working towards membership of Institute of Procurement & Supply

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### 30.31 Senior Procurement Officer

**Job Level** 3

**Alternative Title/s** Senior Purchasing Officer  
Senior Buyer (Purchasing)

#### Job Purpose

To source suppliers and obtain non-merchandise goods and services at most competitive prices. To challenge and influence procurement decisions within the company.

- To buy range of products and services as designated; to be point of contact for these purchases
- To negotiate prices of goods and services, as well as performance targets for suppliers
- To develop relationships within the company in order to assess needs, create purchasing awareness and monitor service provided
- To manage supplier base, to investigate and develop new sources; to draft contracts with suppliers
- To oversee work of more junior staff; to ensure procurement records are kept up to date

#### Knowledge/Skills/Experience

Graduate level or equivalent in a relevant business oriented discipline

Likely to have had significant procurement experience

Member of the Institute of Procurement & Supply

## Section 30: Procurement

### 30.41 Procurement Manager

**Job Level** 4

**Alternative Title/s** Purchasing Manager

#### Job Purpose

To manage non-merchandise Procurement function or a part of the function (in larger companies). To be responsible for ensuring that company is supplied with the goods and services it requires at competitive prices. To challenge and influence procurement decisions within the company.

- To develop relationships within the company in order to assess needs, create procurement awareness and monitor service provided
- To deal with major suppliers, to be involved in contractual negotiations as required
- To monitor performance of suppliers to the company
- To manage Procurement Officers and administrative staff ensuring company processes, procedures and standards are maintained

#### Knowledge/Skills/Experience

Graduate level or equivalent in a relevant business oriented discipline  
Extensive procurement experience including management experience  
Member of the Institute of Procurement & Supply

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### 30.51 Senior Procurement Manager

**Job Level** 5

**Alternative Title/s** Senior Purchasing Manager

#### Job Purpose

To manage non-merchandise Procurement function or a part of the function (in larger companies). To be responsible for ensuring that company is supplied with the goods and services it requires at competitive prices. To challenge and influence procurement decisions within the company.

- To develop relationships within the company in order to assess needs, create procurement awareness and monitor service provided
- To deal with major suppliers, to be involved in contractual negotiations as required
- To monitor performance of suppliers to the company
- To manage Procurement Officers and administrative staff ensuring company processes, procedures and standards are maintained
- To contribute to the development of procurement policies and procedures and to ensure their effective application and enforcement
- To support the Head of Procurement in management of function

#### Knowledge/Skills/Experience

Graduate level or equivalent in a relevant business oriented discipline  
Extensive procurement experience including several years' experience in purchasing management  
Member of the Institute of Procurement & Supply

## Section 30: Procurement

**30.61** **Head of Procurement**

**Job Level** 6

**Alternative Title/s** Head of Purchasing

### **Job Purpose**

To be responsible for the non-merchandise Procurement function. To be responsible for ensuring that company is supplied with the goods and services it requires at competitive prices. To challenge and influence procurement decisions within the company.

- To develop relationships within the company in order to assess needs, create procurement awareness and monitor service provided
- To deal with major suppliers, to be involved in contractual negotiations as required
- To ensure that performance of suppliers to the company meet company standards
- To manage procurement department ensuring company processes, procedures and standards are established and maintained

### **Knowledge/Skills/Experience**

Graduate level or equivalent in a relevant business oriented discipline

Extensive procurement experience including several years' experience at a senior management level.

Member of the Institute of Procurement & Supply

## Supply Chain (31)

*In each job, the survey code for each job is shown followed by the survey job title.*

31.01 Import Administrator  
31.02 Supply Chain Data Administrator  
31.03 Transportation Administrator  
31.11 Import Co-ordinator  
31.12 Import Analyst  
31.21 Import Team Leader  
31.22 Supply Chain Analyst  
31.23 Transportation Analyst  
31.31 Stock Control Manager  
31.32 Channel Planning Manager  
31.33 Transportation Hub Supervisor  
31.34 Inventory Manager  
31.35 Senior Supply Chain Analyst  
31.41 Supply Chain Manager  
31.42 Distribution Contract Manager  
31.43 Logistics Services Manager  
31.44 Transport Manager  
31.51 Supply Chain Senior Manager  
31.61 Head of Distribution

### **Jobs Listing by Job Family**

31.01 Import Administrator  
31.11 Import Co-ordinator  
31.12 Import Analyst  
31.21 Import Team Leader  
31.31 Stock Control Manager  
31.02 Supply Chain Data Administrator  
31.22 Supply Chain Analyst  
31.35 Senior Supply Chain Analyst  
31.32 Channel Planning Manager  
31.41 Supply Chain Manager  
31.51 Supply Chain Senior Manager  
31.03 Transportation Administrator  
31.23 Transportation Analyst  
31.33 Transportation Hub Supervisor  
31.44 Transport Manager  
31.34 Inventory Manager  
31.42 Distribution Contract Manager  
31.43 Logistics Services Manager  
31.61 Head of Distribution

## Section 31: Supply Chain

### 31.01

#### Import Administrator

#### Job Level

0

#### Alternative Title/s

Import/Export Clerk  
Shipping Clerk  
Administration Assistant

#### Job Purpose

To deal with a designated part of the administration of importing.

- To maintain and update supplier database
- To authorise invoices for payment
- To raise debit notes and process credit notes
- To keep buying functions informed of shipments
- To deal with shipping documentation

#### Knowledge/Skills/Experience

GCSE level education or equivalent

Likely to have had 1-2 years' commercial experience

Basic understanding of shipping/freight forwarding

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### 31.02

#### Supply Chain Data Administrator

#### Job Level

0

#### Alternative Title/s

Master Data Administrator

#### Job Purpose

To create and maintain accurate and timely company master data in line with business critical paths and agreed service level agreements.

- To validate and approve/reject data received from trading unit colleagues, suppliers and other sources ensuring highest level of product data completeness, accuracy and integrity
- To create and maintain product data in system. To ensure work complies with existing processes and procedures and meets company and statutory requirements. To ensure work is accurate
- To log all requests received and ensure that work can be tracked and monitored
- To produce statistical analysis of log

#### Knowledge/Skills/Experience

GCSE level education or equivalent

Good numerical skills

## Section 31: Supply Chain

### 31.03 Transportation Administrator

**Job Level** 0

#### Job Purpose

To provide administrative support to the Transport function.

- To deal with administration within the function, e.g. freight invoicing, delivery reports, payment authorisation processes
- To deal with escalated store queries
- To provide administrative support as designated, dealing with stakeholders
- To deal with collection and delivery schedules
- To perform daily transportation operational processes
- To support management via monitoring trends and compiling and analysing data
- To participate in special projects as directed

#### Knowledge/Skills/Experience

Good standard of education

Minimum of 2 years' experience in a relevant discipline, e.g. Logistics, Transportation, Customer Service, Retail

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### 31.11 Import Co-Ordinator

**Job Level** 1

**Alternative Title/s**  
Senior Import/Export Clerk  
Senior Shipping Clerk  
Supply Chain Co-ordinator

#### Job Purpose

To control documentation and movement of goods. To liaise with Buying offices, freight agents and distribution centres on deliveries of stock. To maintain tracking system.

- To deal with shipment movements as authorised
- To deal with shipping documents, to check and forward as appropriate
- To liaise with Buying offices and distribution centres on delivery of consignments
- To administer shipping licences
- To classify stock
- To oversee work of more junior staff

#### Knowledge/Skills/Experience

GCSE level education or equivalent

Likely to have had several years' commercial experience

Good understanding of shipping/freight forwarding

## Section 31: Supply Chain

### 31.12 Import Analyst

**Job Level** 1

**Alternative Title/s** Logistics Analyst

#### Job Purpose

To assist with management and provision of information in logistics/supply chain.

- To manage insurance claims and delivery violations
- To deal with queries from Buying and Merchandising teams regarding shipping costs and timing
- To deal with queries from Freight Forwarders regarding shipment of imported goods
- To manage information flow in tracking system from Freight Forwarders
- To check accuracy of information received and resolve queries in a timely manner to prevent delays to stock deliveries to distribution centres
- To maintain databases on freight rates and forwarding agents
- To communicate updated rates to Accounts. To deal with accounts queries

#### Knowledge/Skills/Experience

A level education or equivalent (minimum)

Numerate/analytical

Likely to have had several years' logistics/accounts experience

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### 31.21 Import Team Leader

**Job Level** 2

**Alternative Title/s** Section Manager

#### Job Purpose

To supervise work of a team of Import Administrators/Co-ordinators ensuring that work is carried out to meet company deadlines and to required standards of accuracy.

- To ensure that supplier databases are maintained and updated
- To deal with missing stock and insurance claims
- To deal with stock classification issues
- To ensure tracking system is accurate and up to date
- To supervise team, to provide training

#### Knowledge/Skills/Experience

GCSE/A level education or equivalent

Likely to have had significant commercial experience

In-depth understanding of shipping/freight forwarding

## Section 31: Supply Chain

### 31.22 Supply Chain Analyst

**Job Level** 2

**Alternative Title/s** Operations Analyst

#### Job Purpose

To deliver analytical support for operational team.

- To generate operational forecasts across all business activity. To develop processes and reporting that improve forecast accuracy
- To define and enhance key volumetrics against which to manage KPIs. To provide analytical support to support achievement
- To conduct ad-hoc analysis to support delivery of improvement levels of service
- To collate, maintain and communicate key data to ensure Operations team are kept up to date with current performance and issues
- To develop and maintain transition volume model and facilitate communication with all internal and external parties to delivery successful migration. To conduct data interrogation as required to support development of optimal migration plan
- To develop training material to share operational understanding across teams
- To support customer communications effort with analysis as required

#### Knowledge/Skills/Experience

Graduate level education or equivalent

In-depth knowledge of relevant applications

Good understanding of the needs of the business

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### 31.23 Transportation Analyst

**Job Level** 2

#### Job Purpose

To be responsible for the delivery schedule (this may vary but for example the schedule could be weekly with a 2-4 week forecast). To communicate schedule changes as needed.

- To be responsible for the creation, maintenance, accuracy and timely publication of the delivery schedule
- To ensure data input accuracy to the delivery schedule tools and to ensure it aligns with related systems
- As directed, to communicate directly with designated stores regarding delivery requirements
- To deal with third party providers (if appropriate) regarding delivery schedules and queries
- To contribute to transportation function activities and decision-making
- To support management via monitoring trends and compiling and analysing data
- To implement process improvements

#### Knowledge/Skills/Experience

Degree level education (or equivalent) in a business discipline or similar

Minimum of 2 years' experience in a relevant discipline, e.g. Logistics, Transportation, Planning, Customer Service, Retail

## Section 31: Supply Chain

### 31.31 Stock Control Manager

**Job Level** 3

**Alternative Title/s** Import/Export Manager

#### Job Purpose

To manage the physical movement of stock and related items for designated area/range in the most efficient and cost effective way.

- To manage physical movement of stock responsible for so that adequate stock is available to cope with demand and meet merchandising timescales
- To ensure freight costs are kept to a minimum through effective use of resources
- To manage flow of stock through computerised system ensuring all paperwork is dealt with efficiently
- To deal as required with customs/DTI

#### Knowledge/Skills/Experience

Graduate level or equivalent in a relevant business discipline  
Likely to have had significant logistics experience

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### 31.32 Channel Planning Manager

**Job Level** 3

**Alternative Title/s** Tactical Planning Manager

#### Job Purpose

To be responsible for creating and maintaining models and scenarios that result in a feasible plan by channel/route for a specified rolling period (e.g. 12-18 months). To be accountable for short-term tactical planning (e.g. 0-6 weeks).

- To maximise the efficiency through each component of the distribution infrastructure
- To develop a plan which meets performance indicators and is split by distribution channels/routes
- To manage tactical planning in short-term
- To carry out daily appraisal of operations and variances, identify reasons for large variances and recommend solutions
- To formulate and authorise balancing of network's components to meet/exceed tactical business objectives whilst optimising business performance and reducing supply chain costs
- To ensure that data input into strategy model is accurate and that systems meet set targets
- To ensure analysts produce required management information to required standard
- To facilitate development of optimum network strategy to meet service level targets within budget

#### Knowledge/Skills/Experience

Graduate level education or equivalent  
Likely to have had significant experience in retail supply chain

## Section 31: Supply Chain

**31.33**

**Transportation Hub Supervisor**

**Job Level**

3

### **Job Purpose**

To supervise a Transportation team contributing to the management of the flow of merchandise in and out of the Distribution Centre. To monitor service levels, costs, employee performance and departmental results. To make changes as needed in procedures, resources and short-term strategies to improve outcomes.

- To develop and maintain policies, procedures and equipment forecasts needed to support timely dispatch of outbound vehicles
- To contribute to planning for transport operations, vehicle needs, peak contingency planning, exception scheduling
- To contribute to the creation of the Store Delivery schedule
- To support continuous improvement through monitoring trends, analysing information and resolving service failures
- To be responsible for vehicle utilisation planning and for load management and load audits
- To provide cost analysis to support decision making and where possible to identify cost savings whilst maintaining service levels
- To supervise and direct team members

### **Knowledge/Skills/Experience**

Degree level education (or equivalent)

Minimum of 5 years' of progressive responsibility in Logistics/Transportation

Supervisory experience

Logistics systems user experience (TMS, WMS, BOL Builder, Carton Matching, Load Planning)

## Section 31: Supply Chain

### 31.34 Inventory Manager

**Job Level** 3

#### **Job Purpose**

To be responsible for maintenance of inventory integrity by ensuring robust procedures are in place for and practiced by operational and inventory teams. To be responsible for highlighting inventory issues to management team. To deal with Distribution Centre stocking strategy and storage capacity.

- To be responsible for management of rework and destruction of product requests
- To be responsible for relationships with 3rd party service providers. To monitor service and deal with set up, invoicing, audits and reviews
- To be responsible for maintaining Distribution Centre inventories from door (inbound) to door (shipping)
- To deal with inventory control templates, audits, annual inventory count and regular reports on stock monitoring processes
- To work with management to ensure that operational processes maintain inventory integrity and to highlight any issues
- To be responsible for audit activity including quality audits, reporting, chargebacks and resource planning
- To be responsible for maintaining and improving warehouse inventory management
- To manage Inventory team; to ensure safe working practices are followed

#### **Knowledge/Skills/Experience**

Degree level education (or equivalent)

Relevant working experience in distribution/warehousing with a minimum of 3 years' experience of managing a team

Good understanding of inventory management/stock control

## Section 31: Supply Chain

### 31.35 Senior Supply Chain Analyst

**Job Level** 3

**Alternative Title/s** Senior Operations Analyst

#### Job Purpose

To deliver analytical support for operational team. To liaise and advise operations team as required.

- To generate operational forecasts across all business activity. To initiate and develop processes and reporting that improve forecast accuracy
- To define and enhance key volumetrics against which to manage KPIs. To ensure that ongoing analytical support is provided
- To conduct ad-hoc analysis to support delivery of improvement levels of service
- To liaise with Operations team on current performance and issues providing supporting data as needed
- To develop, implement and where possible improve transition volume model. To interrogate data as required to support development of optimal migration plan
- To contribute to development of training material to share operational understanding across teams

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Likely to have had significant experience in retail supply chain

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### 31.41 Supply Chain Manager

**Job Level** 4

**Alternative Title/s** Supply Chain Advisor

#### Job Purpose

To manage designated section ensuring that the company has an efficient and reliable supply chain.

- To be responsible for motivating, co-ordinating and leading the supply chain team in achieving all operational and developmental priorities
- To input into targets for supply chain and to ensure that these are met on time and within budget
- To ensure smooth set up of supply chain for new channels
- To evaluate new suppliers and to make recommendations on improvements to supply chain infrastructure
- To liaise with other business areas to ensure co-ordination of supply chain related activity

#### Knowledge/Skills/Experience

Graduate level or equivalent in a relevant business discipline

Extensive logistics experience

## Section 31: Supply Chain

### 31.42 Distribution Contract Manager

**Job Level** 4

**Alternative Title/s** Contract Operations Manager

#### Job Purpose

To contribute to business performance by ensuring that the distribution service provided by third party carriers meets agreed timescales and service level agreements.

- To develop operational systems and procedures
- To manage third party distribution carriers via senior management meetings, daily communication with management and regular formal reviews at senior level
- To monitor service levels achieved by third party providers to ensure that all targets for timescales and service levels are met
- To negotiate contracts with third party suppliers
- To ensure that company and statutory health and safety standards are adhered to

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Significant experience in retail supply chain/distribution

People management experience

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### 31.43 Logistics Services Manager

**Job Level** 4

#### Job Purpose

To contribute to business performance by providing internal planning and support service to the Logistics function.

- To be responsible for development of Logistics IT systems
- To undertake commercial evaluation of logistics projects and to translate into viable plans
- To manage logistics budgeting process and to monitor spend of agreed budgets
- To ensure Logistics complies with company policies and procedures
- To be responsible for stock control and reconciliation
- To manage Logistics Services team
- To liaise with appropriate senior managers to work to improve Logistics processes and procedures

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Likely to have had significant experience in a senior operational role within logistics/supply chain

Retail experience

## Section 31: Supply Chain

### 31.44 Transport Manager

**Job Level** 4

#### Job Purpose

To be responsible for transport operations.

- To have day to day responsibility for provision of an efficient and cost-effective transport service
- To ensure that service levels are maintained within budget
- To input into and to meet targets set for expenditure, service, etc.
- To manage the Transport team
- To work to improve Transport operation wherever possible

#### Knowledge/Skills/Experience

Graduate level education or equivalent experience

Likely to have had significant experience within logistics/supply chain

Retail experience

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### 31.51 Supply Chain Senior Manager

**Job Level** 5

**Alternative Title/s** Supply Chain Controller

#### Job Purpose

To manage designated section ensuring delivering optimum levels of service, meeting company targets within budget.

- To be responsible for motivating, co-ordinating and leading the supply chain team in achieving all operational and developmental priorities
- To input into development and implementation of company systems and strategy for supply chain
- To ensure smooth set up of supply chain for new channels
- To evaluate new suppliers and to make recommendations on improvements to supply chain infrastructure
- To ensure co-ordination of supply chain related activity

#### Knowledge/Skills/Experience

Graduate level or equivalent in a relevant business discipline

Multi-faceted logistics experience with experience at a senior management level

## Section 31: Supply Chain

**31.61** **Head of Distribution**

**Job Level** 6

**Alternative Title/s** Head of Logistics

### **Job Purpose**

To manage the company's logistics activities covering Logistics Operations and Distribution. To ensure Logistics strategy is in line with and meets company's strategic plans. To provide a low cost, service driven operation, meeting customer's needs and in line with agreed financial targets.

To work closely with Director of Supply Chain in identifying new opportunities for improved service/efficiency and anticipating the changing needs of the business

- To lead and manage logistics senior management and team
- To initiate appropriate changes to operation in response to changing priorities
- To direct operations in line with logistics/company strategy
- To promote the appropriate standard of behaviour, approach and attitude
- To develop and implement logistics strategic plans in line with company's supply chain strategy
- To produce and manage the delivery of financial plans for operations and distribution
- To manage and deliver all aspects of the operation in line with service levels agreed

### **Knowledge/Skills/Experience**

Extensive experience in a Senior operational role within logistics/supply chain

## Depot/Stores (32)

*In each job, the survey code for each job is shown followed by the survey job title.*

- 32.02 Warehouse Operator
- 32.11 Warehouse Team Leader
- 32.21 Warehouse Supervisor
- 32.22 Maintenance Engineer
- 32.31 Warehouse Department Manager
- 32.33 Warehouse Operations Manager
- 32.41 Warehouse Manager
- 32.42 Engineering Manager
- 32.51 General Manager Distribution Centre

### **Jobs Listing by Job Family**

- 32.02 Warehouse Operator
- 32.11 Warehouse Team Leader
- 32.21 Warehouse Supervisor
- 32.31 Warehouse Department Manager
- 32.33 Warehouse Operations Manager
- 32.41 Warehouse Manager
- 32.22 Maintenance Engineer
- 32.42 Engineering Manager
- 32.51 General Manager Distribution Centre

## Section 32: Depot/Stores

### 32.02 Warehouse Operator

**Job Level** 0

#### **Job Purpose**

To perform a manual role as directed within the warehouse on job functions associated with the receipt, movement, control or distribution of goods

#### **Typical Responsibilities May Include:**

- Loading and unloading vehicles
- Checking and keeping records of incoming and outgoing goods
- Putting away stock
- Accurate picking, packing and despatching of goods
- Stock rotation
- Stock taking duties
- Using fixed or mobile mechanical handling equipment

#### **Knowledge/Skills/Experience**

Previous warehouse experience preferable but not essential

May be trained in the operation of forklift and other types of mechanical handling equipment

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### 32.11 Warehouse Team Leader

**Job Level** 1

#### **Job Purpose**

To be responsible for a team of Warehouse Operators.

- To ensure that members of the team achieve the required levels of service to the company in terms of goods receipt/despatch
- To be responsible for ensuring warehouse area is kept clean and tidy
- To ensure that goods are received and stored appropriately and that all warehouse activity is entered into systems
- To be responsible for ensuring team adherence to health and safety regulations
- To liaise with other functions to co-ordinate activities affecting warehouse area, e.g. maintenance
- To be responsible for holiday rotas, cover rotas, etc.

#### **Knowledge/Skills/Experience**

Job matches for this job are likely to have reached this level through a combination of competence and experience working within warehousing/distribution

Typical job matches are likely to have a number of years of relevant experience

Demonstrates competence in own area

Typically works with moderate guidance in own area of knowledge

## Section 32: Depot/Stores

### 32.21

### Warehouse Supervisor

#### Job Level

2

#### Job Purpose

To supervise the running of a safe and efficient operation working within clear guidelines to help achieve operational standards and defined outcomes for their area of responsibility.

- To supervise the team in the area/on the shift
- To encourage productivity of the team whilst ensuring that operational and quality standards are maintained
- To ensure that standards are established and that team members receive appropriate training
- May be responsible for managing the team whilst on shift

#### Knowledge/Skills/Experience

Reasonable standard of education

Likely to have had at least 5 years' experience in retail supply chain/distribution

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### 32.22

### Maintenance Engineer

#### Job Level

2

#### Job Purpose

To be a member of a team providing a maintenance service to the Distribution Centre.

- To carry out planned maintenance according to the Planned Maintenance schedule
- To identify damaged or defective equipment and carry out repairs
- To respond as directed to breakdowns or problems with plant/machinery or similar on site
- To ensure all work is carried out adhering to all relevant health and safety regulations and standards
- To maintain records of work
- To ensure spare part and service levels meet specified service criteria

#### Knowledge/Skills/Experience

ONC/City & Guilds in electrical/mechanical engineering

Apprenticeship with 4 years' study

Some experience in Logistics/Manufacturing environment

## Section 32: Depot/Stores

### 32.31 Warehouse Department Manager

**Job Level** 3

**Alternative Title/s** Warehouse Operations Manager

#### Job Purpose

To contribute to business performance by leading and developing a warehouse team.

- To agree and define business service levels for each area under job holder's control
- To ensure that agreed service levels are met
- To deal as needed with third party suppliers
- To manage warehouse teams ensuring efficient use of space and resources
- Where appropriate, to ensure quality standards are enforced
- To ensure that company and statutory health and safety standards are adhered to

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Likely to have had a minimum of 3 years' experience in retail supply chain/distribution management

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### 32.33 Warehouse Operations Manager

**Job Level** 3

#### Job Purpose

To manage the site system control facility.

- To supervise the team monitoring the warehouse automation screens, monitoring alarms and resolving and escalating issues as appropriate
- To encourage productivity by monitoring all systems and communicating promptly and clearly with maintenance when any flow problems or other issues arise
- To manage the physical flow through of the operation
- To ensure that standards are adhered to
- To identify and bring new standards to operation

#### Knowledge/Skills/Experience

Graduate level education or similar

Likely to have had at least 3 years' experience in retail supply chain/distribution systems management

## Section 32: Depot/Stores

### 32.41 Warehouse Manager

**Job Level** 4

#### **Job Purpose**

To maximise profitability and efficiency by ensuring Transport receives the right stock in the correct quantities at the agreed time.

- To lead, manage and develop a team of Shift Managers
- To produce and deliver an operational plan for the Warehouses and team
- To ensure that health and safety standards and operational procedures are adhered to
- To ensure each shift works to maximum efficiency
- To develop and implement projects to reduce costs and improve service

#### **Knowledge/Skills/Experience**

Graduate level education or equivalent experience

Likely to have had significant experience in supply chain/warehousing

Retail experience

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### 32.42 Engineering Manager

**Job Level** 4

#### **Job Purpose**

To manage the Engineering Department providing support to the site/Distribution Centre. To be responsible for the Maintenance Team ensuring the maintenance and repair of the facility. To plan and manage projects. To pursue productivity enhancements through development of existing systems and application of new technology.

- To manage site Engineering staff
- To analyse business plans and trends to forecast facility design requirements; to keep up-to-date with engineering practices in the Logistics industry
- To coordinate the design of engineering projects; to manage projects when required
- To ensure compliance with all applicable standards of building and engineering regulations and with corporate environmental concerns
- To manage day to day maintenance of materials handling plant and machinery. To manage materials handling projects as needed
- Where possible to identify productivity enhancements and cost savings

#### **Knowledge/Skills/Experience**

Degree level education (or equivalent) in an Engineering or Scientific discipline

Minimum of 5 years' experience in Industrial Engineering management or general contracting in Manufacturing or Distribution

## Section 32: Depot/Stores

32.51

### General Manager Distribution Centre

Job Level

5

#### Job Purpose

To manage the company's logistics activities in a distribution centre. To ensure that the distribution operation meets company's objectives. To provide a low cost, service driven operation, meeting customers' needs and in line with agreed financial targets.

- To lead and manage the distribution centre
- To initiate and drive through changes to operation in response to changing priorities
- To direct operations in line with logistics/company strategy
- To promote the appropriate standard of behaviour, approach and attitude
- To develop and implement logistics strategic plans in line with company's supply chain strategy
- To manage budget
- To manage and deliver all aspects of the operation in line with service levels agreed
- To line manage distribution team

#### Knowledge/Skills/Experience

Graduate level education with additional logistics qualifications

Extensive experience in a retail distribution role

## Secretarial (33)

*In each job, the survey code for each job is shown followed by the survey job title.*

- 33.11 Senior Secretary
- 33.21 Director's Secretary
- 33.31 Main Board Director's Secretary
- 33.61 Executive Assistant

## Section 33: Secretarial

### 33.11 Senior Secretary

**Job Level** 1

**Alternative Title/s** Team Secretary

#### Job Purpose

To provide a full secretarial support service to one or more managers.

- To take and deal with calls as appropriate
- To arrange business meetings and travel
- To attend and take minutes at meetings
- To liaise within company on behalf of manager/s
- To undertake filing and other administrative duties

#### Knowledge/Skills/Experience

GCSE level standard of education or equivalent

Likely to have had at least 2-3 years' experience as a Secretary

### 33.21 Director's Secretary

**Job Level** 2

**Alternative Title/s** Senior Managers Secretary  
Subsidiary Board Director's Secretary

#### Job Purpose

To provide a full secretarial support service to a Director.

- To take and deal with calls as appropriate
- To arrange business meetings and travel
- To attend and take confidential minutes at meetings
- To liaise within company on behalf of Director
- To undertake filing and other administrative duties

#### Knowledge/Skills/Experience

GCSE level standard of education or equivalent

Likely to have had significant experience as a Secretary

## Section 33: Secretarial

### 33.31 Main Board Director's Secretary

**Job Level** 3

#### Job Purpose

To provide a full secretarial support service to a Main Board Director.

- To take and deal with calls as appropriate
- To arrange business meetings and travel
- To attend and take confidential minutes at meetings
- To liaise within company on behalf of Director
- To undertake filing and other administrative duties

#### Knowledge/Skills/Experience

GCSE level or equivalent standard of education

Significant experience as a Secretary with experience at Senior level

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### 33.61 Executive Assistant

**Job Level** 6

#### Job Purpose

To support the Chief Executive (or Chairperson) of the organisation. To maximise their productivity through effective management of their time and the provision of an appropriate supportive infrastructure.

- To investigate and resolve operational issues identified by CEO
- To deal with external communications acting as ambassador for the CEO;
- To deal with internal communications including preparing presentations
- To provide an independent view of business performance and operational and strategic issues
- To represent the CEO at meetings as needed
- To prioritise communications with CEO
- To manage day to day operation of CEO's office
- May deal with planning and organisation of Board meetings

#### Knowledge/Skills/Experience

Graduate calibre

Commercial experience

Deep understanding of the company

Exposure to different functional areas of the organisation

Experience of managing multiple projects

Influencing skills

## Health & Safety (35)

*In each job, the survey code for each job is shown followed by the survey job title.*

- 35.21 Health & Safety Officer
- 35.31 Health & Safety Manager
- 35.51 Senior Health & Safety Manager

## Section 35: Health & Safety

**35.21**

**Health & Safety Officer**

**Job Level**

2

### **Job Purpose**

To support the Health & Safety Manager in providing a professional service aiming to reduce accidents and breaches of legislation. To promote Health & Safety awareness.

- To keep up with safety law and best practice and work with Manager in implementation of policies
- To build relationships with company personnel and give advice to line managers
- To complete risk assessments
- To investigate reportable accidents and assist with compilation of statistics
- To schedule store health and safety audits/inspections and to carry out audits as required
- To liaise as required with statutory authorities

### **Knowledge/Skills/Experience**

Minimum A level education or equivalent

NEBOSH certificate and qualified safety practitioner working towards NEBOSH diploma.

Likely to have had 3 years' experience in Health & Safety

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**35.31**

**Health & Safety Manager**

**Job Level**

3

**Alternative Title/s**

Health & Safety Support Manager  
Retail Health & Safety Manager

### **Job Purpose**

To ensure that a professional service is provided for designated areas/departments in terms of risk management by accident reduction, legal compliance and improving the health, welfare and safety of company employees and those affected by the work of the company, e.g. customers, contractors.

- To provide expert legal advice and knowledge keeping up to date with safety law and best practice
- To manage safety team
- To audit and review safety performance measuring strategy and performance of company against objective internal and external standards. To direct safety team and line managers on any adjustments required
- To contribute to health and safety policies and to ensure that policies are implemented in own area
- To liaise as required with statutory authorities

### **Knowledge/Skills/Experience**

Graduate level education or equivalent

Health & Safety qualification (IOSH Diploma, MIOSH)

Significant relevant experience in Health & Safety

## Section 35: Health & Safety

**35.51** **Senior Health & Safety Manager**

**Job Level** 5

**Alternative Title/s** Group Health & Safety Manager  
Company Health & Safety Manager

### **Job Purpose**

To be responsible for company safety. To ensure that a professional service is provided in terms of risk management by accident reduction, legal compliance and improving the health, welfare and safety of company employees and those affected by the work of the company, e.g. customers, contractors.

- To provide expert legal advice and knowledge keeping up to date with safety law and best practice
- To manage health and safety team
- To audit and review safety performance measuring strategy and performance of company against objective internal and external standards. To direct safety team and line managers on any adjustments required
- To develop health and safety policies and ensure that they are implemented
- To liaise as required with statutory authorities

### **Knowledge/Skills/Experience**

Graduate level education or equivalent

Health & Safety qualification (IOSH Diploma, MIOSH)

Extensive relevant experience in Health & Safety including experience working at senior levels

## Customer Service (36)

*In each job, the survey code for each job is shown followed by the survey job title.*

- 36.01 Customer Service Advisor
- 36.02 Senior Customer Service Advisor
- 36.21 Customer Service Team Leader
- 36.31 Customer Service Manager
- 36.41 Senior Customer Service Manager
- 36.61 Head of Customer Service

## Section 36: Customer Service

**36.01 Customer Service Advisor**

**36.02 Senior Customer Service Advisor**

**Alternative Title/s** Customer Service Representative  
Call Centre Operator

**Job Level** 0

### Job Purpose

To provide first line support to customers/stores. To resolve queries in line with agreed processes and procedures. To deputise for Team Leader as required.

- To deal with customer/store queries, taking responsibility for query to resolution
- To log all relevant information
- To identify any recurring themes/concerns

### Knowledge/Skills/Experience

GCSE level education or equivalent

**36.01 Customer Service Advisor** – 6 months' customer service/call centre experience

**36.02 Senior Customer Service Advisor** – likely to have had several years' relevant customer service/call centre experience

**Senior Advisor** may deputise for the Team Leader as needed

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**36.21 Customer Service Team Leader**

**Job Level** 2

**Alternative Title/s** Operations Leader  
Customer Service Centre Team Leader

### Job Purpose

To lead a team of Customer Service Advisors providing first-line support to customers/stores in line with agreed business objectives and targets.

- To supervise team to ensure agreed service levels are met
- To drive team and departmental service improvements
- May assist with recruitment and selection of new team members
- To provide second level support to team and to escalate issues to management if required
- To liaise within company to resolve second level queries

### Knowledge/Skills/Experience

A level education or equivalent

Likely to have had significant experience in retail customer service

Supervisory skills

## Section 36: Customer Service

### 36.31 Customer Service Manager

**Job Level** 3

**Alternative Title/s** Customer Service Centre Manager

#### Job Purpose

To be responsible for the day to day management of the Customer Service department providing first-line support to customers/stores in line with agreed business objectives and targets.

- To manage, motivate and develop team to ensure service levels are met
- To drive team and departmental service improvements
- To be responsible for recruitment and selection of new team members
- To deal with any escalated issues and refer within organisation as needed
- To input into development of systems and procedures for the department

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Extensive experience in retail customer service

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### 36.41 Senior Customer Service Manager

**Job Level** 4

#### Job Purpose

To be responsible for managing a large team within customer service. To ensure that the team develop, deliver and maintain a customer service which meets customer expectations, performs against competitors and which achieves given customer service targets.

- To ensure that customer need and expectations are understood and used to develop customer service targets
- To ensure that the service delivers against targets
- To action required improvements in operational service
- To review of customer service performance and make development recommendations
- To anticipate and be aware of future/developing concepts and trends in customer service
- To identify, research and explore new service opportunities

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Likely to have had several years' customer services management experience

## Section 36: Customer Service

**36.61**

**Head of Customer Service**

**Job Level**

6

### **Job Purpose**

To be responsible for the Customer Service function.

- To lead, motivate and develop the Customer Services teams through management of Customer Services Managers.
- To be responsible for planning the strategic development of the function to meet the company's business needs
- To be responsible for determining customer service budgets
- To monitor spend of budgets
- To manage Customer Services function ensuring company processes, procedures and standards are established and maintained

### **Knowledge/Skills/Experience**

Graduate level education or equivalent

Job holder will have had extensive customer services management experience

## Retail Operational Support (37)

*In each job, the survey code for each job is shown followed by the survey job title.*

- 37.01 Store Support Advisor
- 37.11 Retail Operations Co-ordinator
- 37.21 Retail Analyst
- 37.31 Retail Operations Supervisor
- 37.41 Retail Operations Manager
- 37.51 Senior Retail Operations Manager
- 37.61 Head of Retail Operations

## Section 37: Retail Operational Support

### 37.01 Store Support Advisor

**Job Level** 0

#### Job Purpose

To provide first line support to stores on all queries relating to IT hardware and software. To resolve or escalate problems.

- To deal with store contacts relating to IT, hardware and software
- To analyse issues raised and work with store to resolve the problem
- To log all relevant information
- To work with second level support colleagues and escalate any issues
- To identify recurring concerns for global resolution

#### Knowledge/Skills/Experience

GCSE level education or equivalent

Likely to have had several years' relevant retail or call centre experience

### 37.11 Retail Operations Co-ordinator

**Job Level** 1

**Alternative Title/s** Promotions Assistant  
Communications Co-ordinator

#### Job Purpose

To support the retail operational process by providing support to the retail operations team. To track promotional information.

- To administer workload planner
- To assist with strategic planning of communication to stores
- To assist with the planning of tactical activity within stores following Store Mail guidelines
- To maintain database of information on tactical/promotional communications
- To be the first point of contact for any queries relating to operational policy
- To assist with administration of incentives
- To provide administrative support as needed

#### Knowledge/Skills/Experience

GSCE level education or equivalent

Commercial experience preferably in the retail sector

## Section 37: Retail Operational Support

|                            |   |
|----------------------------|---|
| <b>37.21</b>               | <b>Retail Analyst</b>                                   |
| <b>Job Level</b>           | 2   |
| <b>Alternative Title/s</b> | Retail Communications Advisor<br>Retail Support Analyst |

### Job Purpose

To ensure smooth running of the retail operational process by implementing the retail workload and strategic plans.

- To ensure workload planner is administered and up-to-date
- To assist with strategic planning of communication to stores
- To assist with tactical activity within stores following Store Mail guidelines
- To collate and produce reports on tactical/promotional communication
- To provide sales and operations report and stocks/sales analysis as required
- To administer incentives on a day-to-day basis
- To provide administrative support for remove/put back on sale/destroy (products) communication process

### Knowledge/Skills/Experience

Minimum A level education or equivalent

Likely to have had relevant store experience (Assistant Manager level), typically 3-5 years

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|                            |                                     |
|----------------------------|-------------------------------------|
| <b>37.31</b>               | <b>Retail Operations Supervisor</b> |
| <b>Job Level</b>           | 3                                   |
| <b>Alternative Title/s</b> | Communications Supervisor           |

### Job Purpose

To develop store implementation process. To provide support for day-to-day operational activity. To be responsible for a small team of Retail Analysts.

- To phase workloads. To ensure method of implementation allows stores to set up the activity fully and on time
- To ensure that tactical and period promotions are set up first time, on time
- To ensure the communication issued to stores is relevant, accurate, timely and enables effective implementation of visual merchandising, marketing and customer service standards within retail staff
- To provide support in any day-to-day operational issues, escalating any issues where necessary
- To ensure store processes are reviewed and removed/simplified where appropriate to improve performance

### Knowledge/Skills/Experience

Graduate level education or equivalent

Likely to have had several years' retail (field) experience

## Section 37: Retail Operational Support

**37.41** **Retail Operations Manager**

**Job Level** 4

**Alternative Title/s** Communications Manager

### **Job Purpose**

To contribute to store implementation, policy and procedures. To manage day-to-day Retail Operations activity, driving operational excellence to enhance customer experience.

- To manage a Retail Operations team
- To set targets for workloads whilst ensuring that the method of implementation allows stores to set up the activity fully and on time
- To ensure that tactical and period promotions are set up first time, on time
- To ensure the communication issued to stores is relevant, accurate, timely and enables effective communication
- To resolve any day-to-day operational issues
- To manage external and third-party relationships, ensuring that they are operating effectively within stores
- To co-ordinate cross-functionally to ensure that stores are compliant with Health & Safety and Security.
- To ensure store processes are reviewed and removed/simplified where appropriate to improve performance

### **Knowledge/Skills/Experience**

Graduate level education or equivalent

Likely to have had significant retail (field) experience

## Section 37: Retail Operational Support

**37.51** **Senior Retail Operations Manager**

**Job Level** 5

**Alternative Title/s** Senior Communications Manager

### **Job Purpose**

To develop and deliver store implementation, policy and procedures. To ensure the retail operations function is working effectively to maximize the customer experience.

- To be responsible for the work of a number of Retail Operations teams
- To contribute to development of objectives and targets for Retail Operations
- To be responsible for effective tactical and period promotions
- To be responsible for ensuring that the Retail Operations teams communicate effectively with stores
- To oversee the resolution of all retail operational issues
- To ensure that the retail operations team is working effectively within company deadlines, policy and procedures
- To initiate and drive the review of store processes
- To deliver continuous improvement in store communications

### **Knowledge/Skills/Experience**

Graduate level education or equivalent

Likely to have had significant retail (field) experience

Experience at senior management level within Retail Operations

## Section 37: Retail Operational Support

**37.61** **Head of Retail Operations**

**Job Level** 6

**Alternative Title/s** Head of Communications

### **Job Purpose**

To have overall responsibility for the Retail Operations Function. To plan and develop the Retail Operation function to ensure that it meets the needs of the business in terms of the operational support that is provided.

- To ensure that the Retail Operations strategy is implemented according to business plans
- To ensure that policies and procedures are in place to control communications from head office to stores
- To manage Retail Operations team
- To develop retail communication strategy and ensure that this is implemented
- To be responsible for implementation of policies
- To monitor performance of team against targets
- To be responsible for department budget
- To advise senior management in own area of expertise

### **Knowledge/Skills/Experience**

Graduate level education or equivalent

Will have had extensive experience in the retail sector at progressive levels of seniority

Will have had several years' field experience

## Pensions (39)

*In each job, the survey code for each job is shown followed by the survey job title.*

- 39.21 Pensions Associate
- 39.41 Pensions Manager
- 39.51 Pensions Operations Manager
- 39.61 Head of Pensions

## Section 39: Pensions

### 39.21 Pensions Associate

**Job Level** 2

#### Job Purpose

To undertake all aspects of pension scheme administration. For outsourced schemes, to assist in monitoring performance of suppliers.

- To update and manage the workflow systems for new and completed cases
- To process individual cases
- To collate additional data, e.g. voluntary contribution information
- Where appropriate to contribute to benefit statements
- To deal with pension transfer including preparing calculations
- To deal with queries including technical queries from third parties

#### Knowledge/Skills/Experience

Minimum A level education or equivalent

Experienced administrator, pension scheme administration experience

PMI, or working toward achievement of PMI qualification

High level of numeracy

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### 39.41 Pensions Manager

**Job Level** 4

#### Job Purpose

To be responsible for administration of pension schemes.

- To ensure business complies with legal and statutory obligations
- To develop and publish policy and procedure for pension schemes
- To keep up-to-date with developments in pension administration
- To be primary contact for pension scheme providers; to monitor performance of providers
- To manage complex employee/retiree issues which may arise
- To make recommendation on pension scheme to senior management

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Post graduate qualification in pension administration

Extensive relevant experience

## Section 39: Pensions

### 39.51 Pensions Operations Manager

**Job Level** 5

#### Job Purpose

To manage the operations of the pensions office. To deliver a high quality service to scheme members.

- To provide a clear approach to delivering the overall pensions strategy
- To manage all aspects of pension administration
- To develop an operating model for transactional activity to support the pension strategy
- To manage statutory and regulatory compliance
- To manage timelines and accuracy of communications to pension members
- To update pensions systems as needed
- To liaise as needed within the company
- To manage team

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Post graduate qualification in pension administration

Significant experience of administering pension schemes with good experience of working at a senior level

Detailed knowledge of pension schemes, pension legislation and technical details

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### 39.61 Head of Pensions

**Job Level** 6

#### Job Purpose

To manage the pension department. To advise senior management on pension policy. To be responsible for pension fund management.

- To advise senior management on legislation with regard to pension schemes
- To be responsible for administering the pension scheme
- To be responsible for ensuring that scheme members are given information when they need it and that their benefits are paid when due
- To manage pension fund on behalf of pension trustees
- To update pensions systems as needed
- To liaise as needed within the company
- To manage team

#### Knowledge/Skills/Experience

Graduate calibre

FPMI, FIA, CFA qualified or similar

Very experienced senior manager

Pension fund management experience

Familiar with actuarial concepts

Thorough knowledge of institutional investment

## Studio (40)

*In each job, the survey code for each job is shown followed by the survey job title.*

- 40.22 Photographer
- 40.24 Video Editor
- 40.25 Photographic Co-ordinator
- 40.31 Senior Photographer
- 40.32 Photography Manager

### **Jobs Listing by Job Family**

- 40.25 Photographic Co-ordinator
- 40.22 Photographer
- 40.31 Senior Photographer
- 40.32 Photography Manager
- 40.24 Video Editor

**Note:** See Creative (function 20) for additional 'creative/studio' roles

## Section 40: Studio

### 40.22 Photographer

**Job Level** 2

#### Job Purpose

To produce high quality digital photographs that can be used on the company's website/s or for marketing purposes.

- To create and manage the photography briefing process
- To manage project sign off and ensure that budgets are approved
- To work with project sponsor keeping them up-to-date with the project and ensuring that their objectives are being met
- To manage photographic projects to ensure that projects are delivered on time
- When required, conduct creative brainstorming with project sponsors
- To understand requirements and limitations of digital photography and explain these to sponsors as needed
- To edit photographs as needed/directed
- To work with data analytics to assess effectiveness of photography onsite

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Experience of working in a digital photography studio

Minimum 3 years' experience with relevant software

Digital editing experience

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### 40.24 Video Editor

**Job Level** 2

#### Job Purpose

To deliver all video edits required by the Digital Video team.

- To assemble footage and sound according to the script supplied. To digitally cut files together and to reorder and tweak as needed to ensure logical sequencing and smooth running
- To correct faulty footage
- To create or source voiceovers, music or graphics required and add to final video
- To evaluate video content and collaborate as needed within company on improvements
- To collaborate with studio team and wider business on video projects
- To ensure all videos are delivered on time
- To work with data analytics to assess effectiveness of video onsite

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Experience of working in a digital photography studio

Minimum 2 years' experience of video production

## Section 40: Studio

### 40.25 Photographic Co-ordinator

**Job Level** 2

#### Job Purpose

To arrange for production of photographs to highest quality standards, on time and within corporate style.

- To attend brief and agree creative formats
- To organise shoots
- To select models, photographers, etc., as required for the shoots and to attend shoots
- To select and crop transparencies and select out-takes

#### Knowledge/Skills/Experience

Degree level education or equivalent experience

Likely to have had 2 years' commercial experience

In-depth knowledge of photographic procedures and processes

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### 40.31 Senior Photographer

**Job Level** 3

#### Job Purpose

To produce high quality digital photographs that can be used on the company's website/s or for marketing purposes.

- To create and manage the photography briefing process
- To manage project sign off and ensure that budgets are approved
- To work with project sponsor keeping them up-to-date with the project and ensuring that their objectives are being met
- To manage photographic projects to ensure that projects are delivered on time
- To conduct creative brainstorming with project sponsors
- To understand requirements and limitations of digital photography and explain these to sponsors as needed
- To edit photographs
- To work with data analytics to assess effectiveness of photography onsite
- To oversee work of less experienced staff

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Minimum 5 years' relevant experience

Digital editing experience

## Section 40: Studio

40.32

### Photography Manager

Job Level

3

#### Job Purpose

To manage the photography process ensuring that product appearing on the website or elsewhere has a primary photograph and, as required, secondary shots.

- To be responsible for ensuring and monitoring delivery of images from external suppliers
- To liaise with buying teams on timing of volumes of primary and secondary images and to plan work accordingly
- To manage the process of producing primary photographs. To manage the stock movement required. To ensure images are uploaded on time. To manage any quality issues
- To manage the process for producing secondary photographs ensuring images are in line with style guidelines and brand requirements
- To update and maintain styling guidelines and to advise on the rules
- To work within the photography budget
- May maintain a portfolio of models and to develop and maintain relationships with agencies
- To ensure that product photography is delivered on time
- Where appropriate, to manage video process

#### Knowledge/Skills/Experience

Graduate level or equivalent in a relevant discipline

Understanding of buying process

Experience of managing a full crew and able to deliver on time and to budget

Styling experience

## Business to Business (41)

*In each job, the survey code for each job is shown followed by the survey job title.*

- 41.31 Key Account Manager
- 41.41 Business to Business Development Manager
- 41.51 National Sales Manager
- 41.61 Head of Business to Business

## Section 41: Business to Business

### 41.31 Key Account Manager

**Job Level** 3

#### Job Purpose

To execute planning and delivery of a sales strategy by managing and growing sales from designated existing key clients, channel and market opportunities.

- To achieve sales targets (by volume, product mix, margin)
- To agree sales targets with Manager
- To develop and maintain relationship with existing clients enabling continuation and growth of accounts
- To develop and refine new business sales plans
- To feedback on competitor activity
- To influence, engage and gain the support of key stakeholders and enablers within the company and within client companies in order to support sales

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Likely to have had up to 5 years' relevant experience

Experience of working in a business to business sales environment

Experience in card transactional sales

Retail sector experience

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### 41.41 Business to Business Development Manager

**Job Level** 4

#### Job Purpose

To support the development and implementation of operating formats for business to business customers.

- To investigate specific aspects of current and potential business to business opportunities
- To identify potential operations and process and systems issues for new business to business ventures and work with business to business customers and key stakeholders to develop appropriate solutions to overcome issues
- To support the development of financial models and business cases for growth of existing customer opportunities and new business opportunities
- To input into the ongoing development of business to business systems and processes to optimise efficiencies for the company and for third parties
- To contribute to development of operating manuals as needed
- To communicate, train and support users in system upgrades

#### Knowledge/Skills/Experience

Graduate level education or equivalent in an analytical discipline

Some experience of working in a business to business sales environment

## Section 41: Business to Business

**41.51**

**National Sales Manager**

**Job Level**

5

### **Job Purpose**

To lead, manage, motivate and develop a sales team ensuring that the team achieve and if possible exceed agreed sales targets.

- To manage the sales team on a day to day basis
- To be responsible for staff coaching and development
- To maintain and increase sales of designated products
- To ensure that relationships with existing customers are maintained and developed
- To develop sales strategies and to set targets for performance
- To monitor performance of sales team members
- To keep up to date on products and on competitor activity

### **Knowledge/Skills/Experience**

Graduate level education or equivalent

Experience of working in a business to business sales environment

Management experience

Likely to have had significant relevant experience in retail

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**41.61**

**Head of Business to Business**

**Job Level**

6

### **Job Purpose**

To be responsible for day to day management of the Business to Business function.

- To lead the business to business sales team
- To ensure pursuit of every commercial opportunity to maximise profit
- To optimise multi-channel and interdivisional opportunities for securing profitable sales
- To develop and implement sales plans for business to business section
- To work with team to ensure that long term business relationships are established and developed to maximise commercial opportunities
- To drive growth in corporate sales. To manage business risk in new ventures
- To manage budget

### **Knowledge/Skills/Experience**

Graduate level education or equivalent

Likely to have a post graduate business qualification

Significant experience of working in a business to business sales environment

Management experience

## Technology/Data & Analytics (43)

*In each job, the survey code for each job is shown followed by the survey job title.*

43.61 Head of Data Science

## Section 43: Technology/Data & Analytics

43.61

Head of Data Science

Job Level

6

### Job Purpose

To be responsible for the company's data science capability. To define how the business creates additional value through the use of its data assets and analytics. To develop opportunities to use advanced analytics to improve business outcomes and to promote and integrate data driven decision making.

- To engage within the company in order to identify business challenges where data analytics can deliver solutions
- To demonstrate value of use of data assets and analytics in business decision making
- To utilise data and insights to drive meaningful action
- To prioritise business issues to be addressed
- To lead collaboration with data architecture and engineering teams to identify datasets that can be used or acquired to address business issues
- To develop and implement algorithms and models
- To communicate findings as well as complex data science concepts to business stakeholders to ensure data insights create business impact
- To manage, mentor and develop analyst colleagues

### Knowledge/Skills/Experience

Degree level education (or equivalent) typically in a numerical discipline, e.g. Maths, Statistics, Economics

Significant relevant working experience using appropriate data analysis software, e.g. SAS, and programming languages, e.g. Python

In depth knowledge of statistical analysis/modelling

Coaching and mentoring experience

## Cyber Security (44)

*In each job, the survey code for each job is shown followed by the survey job title.*

- 44.31 Cyber Security Engineer
- 44.41 Information Security Manager
- 44.42 Cyber Security Manager
- 44.61 Head of Cyber Security Operations

## Section 44: Cyber Security

44.31

Cyber Security Engineer

Job Level

3

### Job Purpose

To develop the organisation's security controls and services in order to protect all applications/products/IT/networks and services.

- To maintain a clear future roadmap for technical Security capabilities
- To drive iterative improvements to Security technology to improve overall effectiveness, improve the company's cyber defences and improve value for money from cyber security investments
- Implement security controls against roadmap and strategy for the company's security infrastructure
- To drive the security direction for the company in order to protect the company's assets and services based on the defined risks to the business (as specified by the Security Risk Management Team). To provide a balance between compliance to requirements, delivery times/costs and operability
- To drive security best practice for maintaining availability and integrity of the company's infrastructure
- To act as a technical representative for Security to all stakeholders
- To evaluate and promote new technology solutions. To integrate the new with legacy systems managing standardisation, consolidation and system complexity
- To identify opportunities for Cyber Security team to add value to the business by identifying and resolving security vulnerabilities prevalent in deployed architecture

### Knowledge/Skills/Experience

Degree or equivalent in a relevant discipline

Likely to have had 5 years' relevant work experience

Likely to have a security qualification, e.g. ISC2, CISSP, CISA

Knowledge of security frameworks

Experience of working with third party specialists

## Section 44: Cyber Security

44.41

Information Security Manager

Job Level

4

### Job Purpose

To be responsible for implementing Information Security control and risk policies and procedures within the business. To work with technology teams to implement controls and to define the operating procedure.

- To support the effective management of Cyber Security and Risk
- To perform cyber risk assessment and risk analysis as needed for both internal and external solutions and to provide recommendations to mitigate issues
- To support the wider business in information security governance, ensuring adherence to policies and standards
- To coordinate periodic security testing and to prioritise and manage response activities
- To assist with Risk Management framework including updating policies and procedures and monitoring third party adherence to information security
- To develop metrics, analyse data, identify trends and help drive improvements to the cyber security environment
- To manage security incidents
- To ensure adherence to legislative and regulatory frameworks
- To report as needed to management on security issues, threats, solutions and actions
- To manage third party security specialists as needed

### Knowledge/Skills/Experience

Degree or equivalent in a relevant discipline

Likely to have formal Cyber Security/IT Security qualifications

Likely to have had long relevant work experience including at senior level in mid to large organisations

In depth knowledge of applications, infrastructure networks, database security, encryption, IT security incident management, IT operations, ethical hacking & vulnerability research, etc.

Deep understanding of applicable UK law and regulations in relation to IT security

## Section 44: Cyber Security

**44.42** **Cyber Security Manager**

**Job Level** **4**

**Alternative Title/s** Cyber Security Lead

### **Job Purpose**

To set and enforce the information security policies and practices necessary to balance regulatory compliance, risk appetite and the requirements for technology change. To be an expert in information security measures, security regulation and legislation.

- To set controls and parameters within information security to ensure the security of the organisation's estate and information.
- To lead the data security function and ensure that the required skills and capabilities are in place
- To keep abreast of key requirements, market conditions and trends, including updates to legislation and research and emerging information on security threats and industry responses
- To plan security measures to protect sensitive data and systems from infiltration and cyber-attacks
- To ensure that technology services are designed, developed and operated within the defined information security controls
- To provide expertise across the business on relevant IT information security regulation, legislation and compliance obligations

### **Knowledge/Skills/Experience**

Graduate level or equivalent in an analytically based discipline

Security qualified, e.g. (ISC)2, ISACH, CISSP

Likely to have had a minimum 5 years' experience in cyber security

High level of numeracy

## Section 44: Cyber Security

44.61

Head of Cyber Security Operations

Job Level

6

### Job Purpose

To be responsible for ensuring that the company has appropriate and effective cyber defences in place at all times. To be responsible for effective incident response plans.

- To ensure that unauthorised access or damage to company computers, networks, programs and data is prevented
- To define strategy for and lead the Cyber Security function in maintaining the confidentiality, integrity and availability of systems and data
- To manage other IT teams in the provision of Cyber Security
- To own and manage relationships with security suppliers, ensuring contractual commitments are delivered and to drive continuous improvement
- To ensure that contracted cyber security suppliers evolve to meet the needs of the business
- To be responsible for ensuring that colleagues in IT and across the company are educated about and made aware of cyber security matters
- To lead the company response to cyber security incidents including managing communications with stakeholders
- To be accountable for the effectiveness of security incident response activities
- To ensure the company has an effective incident response plan; to analyse incidents and response performance to implement changes and improvements as needed

### Knowledge/Skills/Experience

Degree or equivalent in a relevant discipline

Likely to have formal Cyber Security/IT Security qualifications

Likely to have had long relevant work experience including at senior level in mid to large organisations

In depth knowledge of applications, infrastructure networks, database security, encryption, IT security incident management, IT operations, ethical hacking & vulnerability research, etc.

Deep understanding of applicable UK law and regulations in relation to IT security

## IT (45)

*In each job, the survey code for each job is shown followed by the survey job title.*

### **Jobs Listing by Job Family**

|       |                                    |       |                                    |
|-------|------------------------------------|-------|------------------------------------|
| 45.01 | Systems Administrator              | 45.01 | Systems Administrator              |
| 45.02 | Operator                           | 45.02 | Operator                           |
| 45.03 | QA Tester                          | 45.14 | Senior Operator                    |
| 45.12 | Trainee Developer                  | 45.26 | Network Systems Engineer           |
| 45.13 | Support Analyst                    | 45.36 | IT Supervisor                      |
| 45.14 | Senior Operator                    | 45.13 | Support Analyst                    |
| 45.15 | QA Test Analyst                    | 45.25 | Team Leader - Service & Operations |
| 45.21 | Business Analyst                   | 45.12 | Trainee Developer                  |
| 45.22 | Developer                          | 45.22 | Developer                          |
| 45.23 | Technical Architect                | 45.33 | Senior Developer                   |
| 45.24 | Technical Support Analyst          | 45.41 | Development Manager                |
| 45.25 | Team Leader – Service & Operations | 45.51 | Development Controller             |
| 45.26 | Network Systems Engineer           | 45.21 | Business Analyst                   |
| 45.31 | Business Test Analyst              | 45.32 | Senior Business Analyst            |
| 45.32 | Senior Business Analyst            | 45.42 | Business Systems Manager           |
| 45.33 | Senior Developer                   | 45.52 | Business Systems Controller        |
| 45.34 | Senior Technical Architect         | 45.24 | Technical Support Analyst          |
| 45.35 | Senior Technical Support Analyst   | 45.35 | Senior Technical Support Analyst   |
| 45.36 | IT Supervisor                      | 45.44 | Technical Support Manager          |
| 45.41 | Development Manager                | 45.23 | Technical Architect                |
| 45.42 | Business Systems Manager           | 45.34 | Senior Technical Architect         |
| 45.43 | Technical Architecture Manager     | 45.43 | Technical Architecture Manager     |
| 45.44 | Technical Support Manager          | 45.03 | QA Tester                          |
| 45.45 | Application Testing Manager        | 45.15 | QA Test Analyst                    |
| 45.46 | Project Manager                    | 45.31 | Business Test Analyst              |
| 45.51 | Development Controller             | 45.45 | Application Testing Manager        |
| 45.52 | Business Systems Controller        | 45.46 | Project Manager                    |
| 45.53 | Program Manager                    | 45.53 | Program Manager                    |
| 45.61 | Head of IT Function                | 45.61 | Head of IT Function                |

## Section 45: IT

45.01

**Systems Administrator**

**Job Level**

0

### **Job Purpose**

To provide an administration service for IT department/function. To be responsible for user administration on servers, clients and applications.

- To deal with systems administration incidents and requests according to agreed service levels
- To administer IT procurement requests to defined procedures
- To deal with software inventory
- To educate users on best practice so as to prevent further incidents being raised
- To liaise with suppliers ensuring all procurement requirements are being met

### **Knowledge/Skills/Experience**

IT qualification

Retail/customer service experience

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45.02

**Operator**

**Job Level**

0

### **Job Purpose**

To provide an operational support service ensuring application schedules are run to agreed service levels. To provide primary support contact outside of working hours.

- To follow pre-set schedules to deliver systems to agreed service levels
- To monitor systems and infrastructure
- To provide initial assessment of Operations incidents and make first attempt of incident resolution following defined processes; refer incidents to second line support as appropriate
- To escalate service issues to IS Management and Third Party suppliers
- To maintain operational schedules to cater for changes due to external activities
- To review efficiency of operational schedules and controls, to identify issues and service improvement opportunities
- This may be a shift job

### **Knowledge/Skills/Experience**

IT qualification preferred; IT experience necessary

Experience in a systems operator role

## Section 45: IT

45.03

QA Tester

Job Level

0

### Job Purpose

To run scripts in order to test for any issues that may arise.

- To obtain a detailed understanding of what the allocated project objectives are trying to achieve
- To understand and, where appropriate, question all scripts provided to run
- To record all script results
- To record all issues arising from script testing, including all steps required to re-create the issue
- To re-test assigned issues as directed by the Test Manager
- To update Test Manager on testing progress and highlight any issues that may impact on agreed testing timescales

### Knowledge/Skills/Experience

A level or equivalent

Understanding of testing principles/methods preferred

Retail experience

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45.12

Trainee Developer

Job Level

1

### Job Purpose

To create software solutions of small size and low complexity under guidance by developing, implementing and supporting software code, designing solutions where required.

- To complete Development training programme
- To familiarise self with and understand Trainee Developer role, working with line manager to develop a plan to complete all activities within 9 to 15 months
- To produce and manage efficient, effective and scalable software solutions and documentation under guidance to meet customer requirements
- To assist the project team during the User Acceptance Testing phase of projects to improve the quality of the solution
- To produce and update documentation for teams

### Knowledge/Skills/Experience

Graduate level education or equivalent; HND or other diploma in computing related subject

Some retail experience preferred

## Section 45: IT

### 45.13 Support Analyst

**Job Level** 1

#### **Job Purpose**

To act as primary IT support contact between customers and the Systems Division, providing first line support so that the Business can operate efficiently and effectively.

- To receive and record all calls from users, dealing directly with simple requests and complaints
- To provide initial assessment of incidents and make first attempt of incident resolution following defined processes
- To educate users on best practice so as to prevent further incidents being raised
- To refer incidents to second line support as appropriate
- To monitor and escalate all incidents according to agreed service levels
- To keep users informed on status and progress

#### **Knowledge/Skills/Experience**

IT qualification

Retail/customer service experience

---

### 45.14 Senior Operator

**Job Level** 1

#### **Job Purpose**

To be responsible for the provision of an operational support service that executes the operational workload to agreed service level.

- To take responsibility for the delivery of the operations scheduled workload
- To contribute to the management and maintenance of operational schedules
- To contribute to the delivery of systems backups to minimise potential impact of systems failures
- To assess operations incidents to determine the correct course of action and execute
- To escalate incidents and service issues to support areas, IS Management and Third Party suppliers
- To assist in system implementations and change requests
- Train and coach less experienced members of the team
- May work shifts

#### **Knowledge/Skills/Experience**

IT qualification preferred; IT experience necessary

Will have had experience as an Operator

## Section 45: IT

### 45.15 QA Test Analyst

**Job Level** 1

#### **Job Purpose**

To undertake Quality Assurance testing of systems, ensuring that they meet the quality standards required. To assist support teams in resolving incidents and problems.

- To test software, hardware and configurations to ensure systems have been developed in line with their functional requirements in order to minimise risk of impact to service
- To provide advice and guidance to Project Managers on appropriate test strategies
- To assist support teams in resolving incidents and problems
- To contribute to development of quality standards and test strategies
- To act as point of contact with 3rd party suppliers

#### **Knowledge/Skills/Experience**

A level or equivalent qualifications preferred

Proven understanding of testing principles/methods

Retail experience preferred

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### 45.21 Business Analyst

**Job Level** 2

#### **Job Purpose**

To define, analyse and deliver systems solutions, ensuring they are technically and commercially viable.

- To analyse, validate and document business requirements using appropriate analysis techniques to ensure clear and concise interpretation of requirements for project stakeholders
- To build and develop working relationships with end users, project team and stakeholders to ensure project benefits are realised, and that post investment activities are followed through
- To investigate impact of projects on other systems areas, to ensure this is accounted for as part of the solution delivery and project plan
- To formulate business, operational and system solutions to meet requirements, documenting these for development and testing teams to provide realistic and workable systems
- To establish and maintain project controls, enabling risks and issues to be managed
- To specify and manage project testing to validate system deliverables against requirements
- Provide 2<sup>nd</sup> line support for a defined set of systems

#### **Knowledge/Skills/Experience**

Graduate level education or equivalent

Retail experience

Minimum 9 to 15 months experience of business analysis in a trainee role

## Section 45: IT

### 45.22 Developer

**Job Level** 2

#### Job Purpose

To create software solutions that perform, are supportable and which meet functional requirements.

- To work with the project team in the production of functional requirement specifications to promote adherence to standards and solutions that are efficiently converted into software
- To convert functional requirements into a solution design specification
- To produce and manage efficient, effective and scalable software solutions and documentation by applying technical and procedural expertise to meet customer requirements
- To facilitate the delivery of development phases of projects, contributing to planning and estimation to provide a single point of contact for development management
- To assist the project team during the User Acceptance Testing phase of projects to improve the quality of the solution
- To provide second and third line solution support for customers to maintain service levels

#### Knowledge/Skills/Experience

Graduate level education or equivalent; relevant technical certification

Minimum of 2 years' experience in junior development role with experience in relevant development language

Retail experience

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### 45.23 Technical Architect

**Job Level** 2

**Alternative Title/s** Solutions Architect

#### Job Purpose

To be responsible for the design and development of technical solutions. To provide technical advice to IS and the business. To provide third line support.

- To undertake design, development and validation of new technical solutions which are fit for purpose meeting business and service requirements
- To establish and maintain project controls
- To project manage own infrastructure projects
- To maintain a working knowledge of technology within area of expertise so that existing technologies are fully exploited to achieve the optimum solution
- To provide technical recommendations, advice and guidance on infrastructure solutions
- To recommend new infrastructure projects
- To contribute to the capacity plans for key systems
- To develop and maintain the technical architecture roadmap to implement the technical strategy

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Experience in a systems support role

In depth knowledge of at least one key technology

## Section 45: IT

45.24

### Technical Support Analyst

Job Level

2

#### Job Purpose

To maintain the existing infrastructure and deliver technical projects. To provide 2nd line support for incidents and problems.

- To work on assigned projects to deliver technical solution
- To manage and plan own infrastructure projects
- To attend project meetings to ensure that systems are supportable and production ready
- To recommend and implement minor system upgrades and maintenance
- To provide 2nd line support within area of technical expertise
- To improve service through systems administration and monitoring
- To maintain a working knowledge of technology within area of expertise

#### Knowledge/Skills/Experience

Graduate level education or equivalent; relevant technical certification

Experience in a systems support role

Experience in a retail environment

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45.25

### Team Leader – Service & Operations

Job Level

2

#### Job Purpose

To manage a team of Support Analysts, communicating system availability issues to customers and IS Management, ensuring system issues are resolved or escalated as appropriate.

- To recruit, coach and develop individuals in the team ensuring strong performance is recognised and under performance is identified; to manage a team to meet defined service levels
- To define, manage and implement staff/shift rota
- To establish and maintain relationships within IS, the Business and Third Party Suppliers to ensure open and effective dialogue, escalating issues and risks where necessary
- To conduct service reviews to ensure service levels are managed
- To be responsible for effective change control on systems maintained by the IS Division.
- To escalate incidents affecting key systems; to minimise any disruption arising
- To develop, implement and review service improvement initiatives

#### Knowledge/Skills/Experience

A level or equivalent; ITIL certification, or an understanding of ITIL principles/methods

Customer service and line management experience preferably in a retail environment

Experience of key technologies

## Section 45: IT

45.26

### Network Systems Engineer

Job Level

2

#### Job Purpose

To perform analysis, design, needs assessments, acquisitions, development, installation, modification and support of network, server and telecommunication systems. To provide third line support in the organisation. To participate in and, as needed, lead project teams.

- To provide IT support to internal customers as required
- To provide third line support to the organisations network, telecommunication and server environments as needed
- To maintain and update network, hardware and software standards
- To support installation, optimisation, integration, troubleshooting, backup, recovery, modification, security and upgrading of IT systems
- To monitor complex systems and recommend improvements; to ensure preventative maintenance is performed
- To deal with connecting equipment into the network infrastructure
- To carry out testing and validation
- To manage vendor performance and relations as appropriate

#### Knowledge/Skills/Experience

Degree in Computer Science or equivalent

Certifications, e.g. CCNA

Minimum 3 years' relevant experience

Comprehensive infrastructure knowledge

## Section 45: IT

### 45.31 Business Test Analyst

**Job Level** 3

#### Job Purpose

To analyse, manage and deliver all test elements of assigned projects for Information Systems and support high risk live incidents.

- To establish good working relationships with end users and project team
- To provide regular updates to both project teams and management on progress to testing, highlighting concerns and risk to delivery of project
- To formulate testing quotes
- To identify and assess all project testing risk and escalate to appropriate manager
- To investigate impact of projects on other system areas
- To design and implement test strategies and documents to validate system deliverables against requirements
- To co-ordinate a team of people to execute tests in line with testing schedule
- To identify issues found and document all details.
- To manage the movement of objects and software between environments to allow accurate testing strategies to be followed

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Retail experience

Testing experience; experience of business analysis within any role

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### 45.32 Senior Business Analyst

**Job Level** 3

#### Job Purpose

To define and analyse business requirements and system solutions ensuring they are commercially and technically viable. To deliver large and complex projects through to the adoption of the solution.

- To provide solution consultancy in the conceptual stages of projects for a business area, facilitating the achievement of the desired business strategy
- To establish and maintain relationships with project teams and sponsor, ensuring project benefits are realised, and that post investment activities are followed through
- To establish and maintain project controls, enabling risks and issues to be managed
- To lead and facilitate business, operational and system requirements, documenting these for Business, Development and Testing teams to provide realistic and workable solutions
- To investigate impact of projects on other business and system areas
- To contribute and manage all project testing to validate system deliverables against requirements
- To coach, mentor and support Business Analysts

#### Knowledge/Skills/Experience

Graduate level education or equivalent retail experience preferred

Delivered projects in/across at least 2 technical environments

Minimum of 5 years' experience of Business Analysis

## Section 45: IT

### 45.33 Senior Developer

**Job Level** 3

#### Job Purpose

To lead the delivery of quality software solutions that perform, are supportable and which meet the functional requirements. To provide strategic technical input to improve development services.

- To contribute to the technical strategy so that business and technical strategies are fully aligned
- To provide solution consultancy in the formative stages of projects, recommending efficient and supportable designs
- To own and drive conversion of functional requirements into a solution architecture specification, spanning technologies and environments as necessary, to provide a timely and complete solution specification
- To produce and manage efficient, effective and scalable software solutions and documentation by applying high levels of technical and procedural expertise to meet customer requirements
- To lead, facilitate and track the delivery of development phases of projects, contributing to planning and estimation to provide a single point of contact for development management
- To build and maintain a working relationship with project team and stakeholders
- To train, coach and support developers and trainees

#### Knowledge/Skills/Experience

Graduate level education or equivalent; relevant technical certification

Minimum of 5 years' experience in development role

Experience in and/or knowledge of formal project management methodologies

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### 45.34 Senior Technical Architect

**Job Level** 3

#### Job Purpose

To be responsible for design and development of enterprise-wide technical solutions. To influence and assist in the delivery of the technical architecture roadmap. To provide technical advice to IS and the business.

- To undertake design, development and validation of new technical solutions which are fit for purpose, meeting business and service requirements
- To manage and plan own infrastructure projects delivering against project requirements
- To provide technical recommendations, advice and guidance on infrastructure solutions
- To recommend new infrastructure projects
- To maintain a detailed knowledge of technology within area of expertise
- To develop and maintain the technical architecture roadmap to implement the technical strategy
- To advise on appropriate security standards to protect the business from risk.
- To define architecture standards to ensure the team deliver solutions to a consistent level.

#### Knowledge/Skills/Experience

Graduate qualifications or equivalent preferred

Relevant technical background, e.g. systems support, development and technical architecture

In depth knowledge of at least two key technologies – e.g. networks, servers and host systems

Broad and deep understanding of key business processes, preferably in a retail environment

Experience in technology research and technical design

## Section 45: IT

### 45.35 Senior Technical Support Analyst

**Job Level** 3

#### Job Purpose

To support the existing infrastructure to maximise service delivery. To provide 2nd line support for incidents and problems. To contribute to the design and manage the delivery of technical projects.

- To provide and deliver technical solutions to projects
- To establish and maintain project controls, enabling risks and issues to be managed
- To assess the impact of proposed changes relevant to their technical area
- To recommend and implement minor system upgrades and maintenance
- To provide 2nd line technical support to meet defined service levels
- To improve service through continuous systems administration and monitoring
- To perform root cause analysis on recurring problems, to reduce the number of incidents
- To coach, mentor and support Technical Support Analysts

#### Knowledge/Skills/Experience

Graduate level education or equivalent; relevant technical certification

Proven experience in a relevant retail environment

Experienced in delivering multiple large and complex projects

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### 45.36 IT Supervisor

**Job Level** 3

#### Job Purpose

To supervise an IT team providing technical support to the organisation. To direct, supervise and coach team members.

- To ensure that support is provided on the site/s for workstations, thin client, printers, peripheral hardware, software, etc.
- To plan work and to adjust schedules as required
- To administer, monitor and ensure compliance with company policies and company IT policies, practices and procedures
- To organise on-call support
- To prioritise responsibilities and staff to support business initiatives including upgrades, projects, etc.
- To direct and coach team members. To monitor performance and take corrective action as needed
- To liaise between business operations and IT as needed. To negotiate planned outages for the site and keep site informed of any problems with the infrastructure

#### Knowledge/Skills/Experience

Degree in Computer Science or equivalent

Minimum of 5 years' experience in a technical capacity in a similar environment with experience of end user support

Advanced knowledge in network configuration and operation, Operating Systems

Familiarity with variety of hardware

## Section 45: IT

45.41

### Development Manager

Job Level

4

#### Job Purpose

To manage and deliver development phases of projects, which meet business requirements, ensuring high quality, supportable solutions that are implemented to agreed timescales and budgets. To work with the Business Systems Manager to ensure high quality service and support to help achieve the objectives of the business area.

- To contribute to the development strategy, advising and reviewing technologies
- To plan and maintain the development phases for the manager of the project, identifying the skills and resource requirements to deliver the business solution
- To be the key point of contact for the manager of the project, managing communications between all development teams, to deliver successful business solutions
- To manage work performed by the development team to ensure effective and efficient use of tools and adherence to standards to maximise investment and supportability of the solution
- To recruit, coach and develop individuals in the team

#### Knowledge/Skills/Experience

Graduate level education or equivalent; relevant technical certification

Minimum of 5 years' experience in development role

2 years' team leading/management

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45.42

### Business Systems Manager

Job Level

4

#### Job Purpose

To manage and lead systems teams to deliver viable business solutions that are adopted and which realise commercial benefits for the Business.

- To define, manage and implement a programme of work to support a business area
- To establish and maintain relationships within IS and Business area, ensuring project benefits are realised
- To provide consultancy by validating business requirements, only delivering commercially viable projects for the business area
- To plan and manage overall budget and programme control within a business area
- To identify key project objectives ensuring risks, issues, change management and subsequent re-planning are managed
- To recruit, coach and develop individuals in the team
- To ensure provision of day to day support and problem management for critical production issues when required to meet agreed service levels

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Experience in and/or knowledge of formal project management methodologies

Minimum 2 years' team leading/management

Minimum of 5 years of Business Analysis or 2 years as a Project Manager

## Section 45: IT

### 45.43 Technical Architecture Manager

**Job Level** 4

#### Job Purpose

To be responsible for the design and development of technical solutions. To provide technical advice to IS and the business. To provide third line support.

- To recruit, coach and develop individuals in the team
- To manage the provision of 3<sup>rd</sup> line support to meet defined Service Levels
- To contribute to the development and delivery of infrastructure solutions
- To provide technical recommendations, advice and guidance on infrastructure solutions to meet new and existing business requirements; to recommend new infrastructure projects
- To recommend, influence and communicate the technical strategy at an enterprise level so that the right decisions are made for the long term
- To develop and maintain the technical architecture roadmap
- To advise on appropriate security standards to protect the business from risk
- To define Architecture standards to ensure the team deliver solutions to a consistent level

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Experience in a technical role

Experience of delivery of large, technical projects in a mixed technical environment

Team leading/management experience

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### 45.44 Technical Support Manager

**Job Level** 4

#### Job Purpose

To manage and lead Technical Teams in the maintenance and delivery of infrastructure solutions. To provide 2<sup>nd</sup> Line support to run the business in a cost effective manner.

- To recruit, coach and develop individuals in the team
- To manage the provision of 2<sup>nd</sup> line support within area of technical expertise
- To maintain and monitor the infrastructure to prevent service problems
- To maintain and communicate an overall roadmap for technical support
- To provide technical recommendations, advice and guidance on infrastructure solutions
- To implement and enforce appropriate security standards to protect the business.
- To negotiate for and purchase hardware and software to enable delivery of assigned projects
- To ensure effective asset management is in place for IT equipment
- To ensure effective security of assets at head office locations
- To support and adhere to the technical architecture roadmap

#### Knowledge/Skills/Experience

Graduate level education or equivalent; relevant technical certification

Experience in a technical role and experience of supporting a large user base

Experience of team leading/management

## Section 45: IT

### 45.45 Application Testing Manager

**Job Level** 4

#### Job Purpose

To manage and implement all aspects of testing for the business and create testing environments to support and improve the quality of application deployments.

- To contribute to the department testing strategy
- To review and assess specified project documentation for the IS division
- To facilitate and clarify testing requirements with key divisional managers
- To identify and define appropriate testing parameters for each project
- To negotiate and agree testing requirements, costs and resources with Business Systems Managers and Project Managers
- To manage the delivery of application testing across the IS Division
- Recruit, coach and develop individuals in the team

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Team leading experience of large teams; experience in testing management

Experience in and /or knowledge of formal project management methodologies, manual/automated software testing methodologies/techniques, test report documentation/scripting

Experience in an IT Development or Business Analysis role

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### 45.46 Project Manager

**Job Level** 4

#### Job Purpose

To lead projects within Information Systems to achieve successful project delivery to agreed timescale and budgets.

- To establish and maintain project controls enabling costs, timescales, resource and task allocation to be identified enabling risks and issues to be managed
- To demonstrate leadership by communicating the project vision, working with the project teams to facilitate change
- To build and maintain working relationships with project teams, stakeholders and external suppliers
- To identify key project objectives ensuring risks, issues, change management and subsequent re-planning are managed
- To provide feedback to project resources and their line managers

#### Knowledge/Skills/Experience

Graduate level education or equivalent; relevant technical certification

Delivered projects in/across at least 2 technical environments

Experience in and/or knowledge of formal project management methodologies

Minimum 3 years' experience of Information Systems in one of the following roles: Business Analyst, Developer, Senior Support Analyst, Implementation Support Analyst, Technical Architect

## Section 45: IT

45.51

### Development Controller

Job Level

5

#### Job Purpose

To ensure the overall quality and consistency of the function. To ensure that solutions are developed and delivered to meet business needs. To manage Development team. To work collaboratively within IT delivering a technical centre of excellence.

- To develop and drive the development strategy
- To be responsible for the planning and maintenance of the development phases of projects
- To ensure that there are effective communications between all development teams contributing to the delivery successful business solutions
- To be responsible for the work performed by the development team
- To manage allocation of resources
- To maintain knowledge of developments in own and adjacent disciplines
- To ensure that team is trained and developed appropriately for current and future business needs

#### Knowledge/Skills/Experience

Graduate level education or equivalent; relevant technical certification

Will have had significant experience in development function

5 years' team leading/management

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45.52

### Business Systems Controller

Job Level

5

#### Job Purpose

To ensure the overall quality and consistency of the function. To ensure that business solutions are delivered and adopted. To manage Business Systems team. To work collaboratively within IT delivering a technical centre of excellence.

- To lead the Business Systems function
- To build effective relationships with direct reports and with business partners to review, highlight and provide best practice advice on analysis
- To review work of team and make recommendations on projects
- To manage allocation of resources
- To maintain knowledge of developments in own and adjacent disciplines
- To ensure that team is trained and developed appropriately for current and future business needs

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Significant experience in Business Analysis and Project Management

5 years' team leading/management

## Section 45: IT

### 45.53 Program Manager

**Job Level** 5

**Alternative Title/s** Change Controller

#### Job Purpose

To support and improve the IT service through control of delivery of major change programmes. To ensure that there is minimal disruption to business as a result of IT changes

- To support development teams
- To ensure timely delivery of change programme
- To inspire and develop Project Managers and Development Managers
- To allocate resources across the programme
- To review change requests
- To ensure that projects are delivered on time and to required quality and compliance standards

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Significant experience in Project Management

Experience in change management

Experience in supporting and developing IT systems

Understanding of how IT is delivered to the business

### 45.61 Head of IT Function

**Job Level** 6

**Alternative Title/s** Head of Design  
Head of Architecture  
Head of Business Systems

#### Job Purpose

To have overall day to day responsibility for the IT function or, in very large IT departments, for a significant part of the function.

- To be responsible for the IT function providing a full range of IT services
- To plan and develop the IT function to ensure that the function meets the needs of the business in terms of the support provided
- To ensure that the IT strategy is implemented according to business plans
- To have overall responsibility for IT department staff recruitment, development, training and deployment
- To define and control the IT department budget and standards
- To make recommendations on IT strategy to senior management

#### Knowledge/Skills/Experience

Graduate level standard of education or equivalent

Extensive relevant IT experience in the retail sector

Extensive experience with several years' experience at a senior level

**Note:** This is the most senior IT role which is not a Director level job.

## Franchise (49)

*In each job, the survey code for each job is shown followed by the survey job title.*

- 49.11 Visual Merchandising Coordinator
- 49.31 Accounts Manager
- 49.41 Senior Accounts Manager

## Section 49: Franchise

### 49.11 Visual Merchandising Coordinator

**Job Level** 1

#### Job Purpose

To assist in the maintenance of visual standards across the Franchise business in a designated region. To ensure all visual execution supports both regional and wider business strategies.

- To support the management in the designated region in driving visual standards.
- To contribute to franchise goals by contributing to the quality of the showroom experience for particular events
- To review visual merchandising tools
- To maintain awareness of competitive activity
- To review and validate floor plans, window mock ups and other marketing materials as needed

#### Knowledge/Skills/Experience

Degree level education (or equivalent)

Retail experience

Visual merchandising and display skills

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### 49.31 Accounts Manager

**Job Level** 3

#### Job Purpose

To be responsible for the Franchise business for a designated region. To drive the delivery of the brand including standards and operational excellence through training and monitoring of store performance.

- To manage relationships with key contacts in assigned region
- To manage feedback from franchises on support needs and service quality; to provide feedback on field and operational strategies
- To participate in development of operations strategies
- To provide perspective on market and real estate opportunities
- To monitor franchise store experience ensuring that store branding, presentation, service, etc., aligns to global business standards; to provide insight and feedback and to identify need for and provide any additional support and resources required
- To visit stores in designated region. To provide support with store openings, training, etc.
- To work with senior management to develop and maintain standardised business processes

#### Knowledge/Skills/Experience

Degree level education (or equivalent)

Significant relevant working experience with in-depth retail knowledge

Franchise experience; experience of multi-site retail store management

Leadership skills

## Section 49: Franchise

49.41

Senior Accounts Manager

Job Level

4

### Job Purpose

To be responsible for the franchise business for a designated region. To create and lead the delivery of the brand including standards and operational excellence through training and monitoring of store performance. To oversee work of less experienced Account Managers to ensure consistent service and execution of operations strategy.

- To identify global franchise and wholesale needs and to work with senior management to drive solutions
- To serve as main point of contact for key contacts in assigned region
- To manage feedback from franchises on support needs and service quality; to provide feedback on field and operational strategies
- To participate in development of operations strategies
- To provide perspective on market and real estate opportunities
- To monitor franchise store experience ensuring that store branding, presentation, service, etc., aligns to global business standards; to provide insight and feedback and to identify need for and provide any additional support and resources required
- To visit stores in designated region. To provide support with store openings, training, etc.
- To work with senior management to develop and maintain standardised business processes

### Knowledge/Skills/Experience

Degree level education (or equivalent)

Significant relevant working experience with in-depth retail knowledge

Franchise experience; experience of multi-site retail store management

Leadership skills

## E-commerce: Digital (50)

*In each job, the survey code for each job is shown followed by the survey job title.*

50.61 Digital Director

## Section 50: E-commerce: Digital

50.61

**Digital Director**

**Job Level**

6+

**Alternative Title/s**

Director of E-commerce & Digital

### **Job Purpose**

To be responsible for the development and delivery of the organisation's online strategy, working as needed with other senior management. To be responsible and accountable for product development and delivery across the website.

- To set and develop the online customer experience strategy
- To be responsible and accountable for the overall user experience, design and creative content of the website
- To deliver support for online category trading, ensuring commercial opportunities are maximised
- To monitor and respond to competitor and industry trends
- To be responsible for the interpretation and delivery of the company brand
- To identify and develop new business opportunities
- To develop a culture of innovation using test and learn methodologies and analytics
- To determine and develop online product roadmap
- To keep up to date with technological development. To make recommendations on future investment
- To lead and motivate the digital team

### **Knowledge/Skills/Experience**

Graduate level education or equivalent

Likely to have a relevant post graduate qualification

Likely to have had at least 5 years' product development experience

Likely to have had significant retail experience at escalating levels of seniority

Experience of leading a significantly sized team

Experience of online marketing and analytics

## E-commerce: Online Operations (51)

*In each job, the survey code for each job is shown followed by the survey job title.*

- 51.11 Operations Assistant
- 51.21 Operations Analyst
- 51.31 Senior Operations Analyst
- 51.41 E-commerce Operations Manager
- 51.51 Senior E-commerce Operations Manager
- 51.61 Head of Online Operations

## Section 51: E-commerce: Online Operations

51.11

**Operations Assistant**

**Job Level**

1

**Alternative Title/s**

E-commerce Operations Assistant

**Job Purpose**

To assist in the delivery of online functionality. To ensure relationships between platform, business data and service are integrated and operationally efficient. To assist in ensuring a robust and stable web presence with a smooth user experience for customers.

- To undertake day to day web maintenance processes to support online stability and use
- To deploy product catalogue
- To create and manage e-commerce users
- To maintain web data integrity
- To administer scheduled web system tasks and to escalate any issues
- To respond to ad hoc requests from commercial teams
- To support web promotional mechanics
- To provide general support to web quality assurance and performance
- To undertake testing of platform releases and upgrades

**Knowledge/Skills/Experience**

Good level of educational achievement, e.g. A levels

Some experience in a commercial e-commerce environment

Knowledge of data integration across distributed systems

Working knowledge of HTML, CSS, SQL

## Section 51: E-commerce: Online Operations

51.21

**Operations Analyst**

**Job Level**

2

**Alternative Title/s**

E-commerce Operations Analyst

### **Job Purpose**

To support the E-commerce Operations Manager in delivering online functionality. To ensure relationships between platform, business data and service are integrated and operationally efficient. To support a robust and stable web presence with a smooth user experience for customers.

- To carry out web maintenance processes to support online stability and use
- To support deployment of product catalogue
- To create and manage e-commerce users
- To maintain web data integrity
- To administer scheduled web system tasks and to escalate any issues
- To respond to ad hoc requests from commercial teams
- To support web promotional mechanics
- To provide general support to web quality assurance and performance
- To undertake testing of platform releases and upgrades

### **Knowledge/Skills/Experience**

Likely to be graduate level or equivalent in a relevant discipline

Likely to have had some experience in e-commerce operations

Some knowledge of data integration across distributed systems

Working knowledge of HTML, CSS, SQL

## Section 51: E-commerce: Online Operations

51.31

Senior Operations Analyst

Job Level

3

Alternative Title/s

E-commerce Operations Senior Analyst

### Job Purpose

To support the E-commerce Operations Manager in delivering online functionality. To ensure relationships between platform, business data and service are integrated and operationally efficient. To ensure a robust and stable web presence with a smooth user experience for customers.

- To be responsible for day to day web maintenance processes to support online stability and use
- To have day to day responsibility for deployment of product catalogue
- To create and manage e-commerce users
- To maintain web data integrity
- To administer scheduled web system tasks and to escalate any issues
- To respond to ad hoc requests from commercial teams
- To support web promotional mechanics
- To provide general support to web quality assurance and performance
- To undertake testing of platform releases and upgrades
- To direct work of Operations Analysts

### Knowledge/Skills/Experience

Likely to be graduate level or equivalent in a relevant discipline

Likely to have had at least 2 years' experience in e-commerce operations

Knowledge of data integration across distributed systems

Working knowledge of HTML, CSS, SQL

## Section 51: E-commerce: Online Operations

**51.41** **E-commerce Operations Manager**

**Job Level** 4

**Alternative Title/s** Operations Manager

### **Job Purpose**

To manage an E-commerce Operations function ensuring that the systems, controls and processes provide support to the online business and operate at optimal efficiency. To identify areas for improvement.

- To investigate business processes and identify areas for improvement
- To liaise as needed with internal and external contacts to implement improvements
- To analyse all areas of the web operation to ensure processes are robust and are being followed
- To have day to day responsibility for managing the web maintenance process
- To ensure that all e-commerce processes are documented
- To manage requests from/issues raised by commercial teams
- To manage implementation of platform releases and updates ensuring all functionality is tested and that all relevant parties are informed of changes and impacts of changes
- To manage any issues arising from 3<sup>rd</sup> party support
- To manage, motivate and develop team of Operations Analysts

### **Knowledge/Skills/Experience**

Likely to be graduate level or equivalent in a relevant discipline

Significant experience in commercial e-commerce environment including retail/home shopping

Understanding of retail principles, products, life cycle concepts, range management, etc.

Working knowledge of HTML, CSS, SQL

Knowledge of data integration across distributed systems

## Section 51: E-commerce: Online Operations

**51.51** **Senior E-commerce Operations Manager**

**Job Level** 5

**Alternative Title/s** Senior Operations Manager

### **Job Purpose**

To manage an E-commerce Operations function ensuring that the systems, controls and processes provide support to the online business and operate at optimal efficiency. To identify areas for improvement.

- To investigate business processes and identify areas for improvement
- To liaise as needed with internal and external contacts to implement improvements
- To analyse all areas of the web operation to ensure processes are robust and are being followed
- To manage web maintenance processes
- To ensure that all e-commerce processes are documented
- To manage requests from/issues raised by commercial teams
- To manage implementation of platform releases and updates ensuring all functionality is tested and that all relevant parties are informed of changes and impacts of changes
- To manage any issues arising from 3<sup>rd</sup> party support
- To manage, motivate and develop team/s of Operations Analysts

### **Knowledge/Skills/Experience**

Likely to be graduate level or equivalent in a relevant discipline

Operations management experience

Significant experience in commercial e-commerce environment including retail/home shopping

Understanding of retail principles, products, life cycle concepts, range management, etc.

Working knowledge of HTML, CSS, SQL

Knowledge of data integration across distributed systems

## Section 51: E-commerce: Online Operations

**51.61** **Head of Online Operations**

**Job Level** 6

**Alternative Title/s**  
Internet Operations Controller  
Head of Dot Com  
Head of Multi-channel  
Head of IT & Delivery

### **Job Purpose**

To direct and manage an E-commerce Operations function ensuring the provision of an operation which is fit for purpose and capable of growth. To ensure that the systems, controls and processes required to support the online business are efficient and to plan for improvements.

- To contribute to and to ensure the implementation of the e-commerce operations strategy
- To ensure that the systems and processes that support the online business are reviewed and improved
- To ensure the development and implementation of annual budgets
- To contribute to future planning for the e-commerce operation
- To be responsible for negotiating with 3<sup>rd</sup> party suppliers as needed
- To contribute to improvements in other areas of the business that contribute to quality of e-commerce service to customers
- To manage the Operations team. To be responsible for staff recruitment, development and performance

### **Knowledge/Skills/Experience**

Graduate level or equivalent in a relevant business discipline

Extensive appropriate retail/home shopping experience including experience working at senior levels

Senior strategic management experience

Experience of managing cross-functional projects

Experience of management in key operational functions

## E-commerce: Online Trading (52)

*In each job, the survey code for each job is shown followed by the survey job title.*

- 52.01 Web Production Assistant
- 52.11 Junior Web Designer
- 52.12 Category Assistant
- 52.13 Online Editorial Assistant
- 52.21 Online Insight Analyst
- 52.22 Web Designer
- 52.23 Assistant E-commerce Category Manager
- 52.24 Junior Online Content Editor
- 52.25 Online Content Co-ordinator
- 52.31 Senior Online Insight Analyst
- 52.32 Online Production Manager
- 52.33 Senior Web Designer
- 52.34 E-commerce Category Manager
- 52.35 Online Content Manager
- 52.41 Online Manager
- 52.42 Online Insight Manager
- 52.51 Senior Online Manager
- 52.52 Senior Online Insight Manager
- 52.53 Senior E-commerce Category Manager
- 52.61 Head of Online Trading

### **Jobs Listing by Job Family**

- 52.01 Web Production Assistant
- 52.11 Junior Web Designer
- 52.22 Web Designer
- 52.33 Senior Web Designer
- 52.12 Category Assistant
- 52.23 Assistant E-commerce Category Manager
- 52.34 E-commerce Category Manager
- 52.53 Senior E-commerce Category Manager
- 52.21 Online Insight Analyst
- 52.31 Senior Online Insight Analyst
- 52.42 Online Insight Manager
- 52.52 Senior Online Insight Manager
- 52.13 Online Editorial Assistant
- 52.24 Junior Online Content Editor
- 52.25 Online Content Co-ordinator
- 52.32 Online Production Manager
- 52.35 Online Content Manager
- 52.41 Online Manager
- 52.51 Senior Online Manager
- 52.61 Head of Online Trading

## Section 52: E-commerce: Online Trading

### 52.01 **Web Production Assistant**

**Job Level** 0

**Alternative Title/s** Online Production Assistant  
E-commerce Assistant

#### **Job Purpose**

To support the Web Design team in the development and delivery of graphical and text content for multiple online channels.

- To assist with the optimising, uploading and publishing designed content in accordance with schedules
- To check updates in multiple test environments
- To update the website with new features and content
- To produce work in line with agreed service levels
- To maintain image library

#### **Knowledge/Skills/Experience**

Educated to A level or equivalent

Good knowledge of relevant software, e.g. Photoshop, Dreamweaver

Good knowledge of HTML, CSS

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### 52.11 **Junior Web Designer**

**Job Level** 1

**Alternative Title/s** Junior Digital Designer

#### **Job Purpose**

To produce designs as directed for the company's digital channels.

- To contribute to the design and production of web designs for web sites, emails, social networks, banners and other digital channels
- To assist in optimising, uploading and publishing designed content in accordance with schedules and to check updates in multiple test environments
- To help design and build emails to support online and offline campaigns and promotions
- To respond to customer insight with improvements and developments as needed
- To produce work in line with agreed service levels
- To maintain image library

#### **Knowledge/Skills/Experience**

Educated to degree level or equivalent

Good knowledge of relevant software, e.g. Photoshop, Dreamweaver

Experience of front-end web design and e-mail design

Knowledge of HTML, CSS

## Section 52: E-commerce: Online Trading

### 52.12 Category Assistant

**Job Level** 1

**Alternative Title/s** Online Category Executive

#### **Job Purpose**

To support the Online Category team in driving sales and margin performance for the category.

- To support the delivery of online sales targets through day to day management of stock ensuring appropriate management of fast and slow selling lines
- To manage web product images and requests used in the web store
- To support delivery of seasonal offers and price amendments
- To communicate offers and promotions to relevant E-commerce teams
- To deal with sales or return stock, transfers and recalls and discontinued stock
- To assist with communication of new product launches
- To assist with work of proposing and signing off on products to be featured in emails
- To work with Web Content team to develop onsite content opportunities for the category

#### **Knowledge/Skills/Experience**

Graduate level education or equivalent

Administration experience

IT skills

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### 52.13 Online Editorial Assistant

**Job Level** 1

#### **Job Purpose**

To assist the Content team in the planning, administering, creating and publishing of web content.

- To contribute to onsite conversion performance with product selections, image sourcing, etc.
- To perform site checks on new content
- To manage calendars for promotions and content
- To assist marketing team with social media ideas and their implementation
- To use site analytics to assess impacts of actions
- To create product descriptions for items across site
- May contribute to blog content and conversations
- To keep up to date with competitor activities
- To assist copywriter as required

#### **Knowledge/Skills/Experience**

Experience of copywriting

Understanding of print, online publishing, blogs and social media

Experience of retailing

CMS/HTML/SEO skills

## Section 52: E-commerce: Online Trading

### 52.21 Online Insight Analyst

**Job Level** 2

**Alternative Title/s** Web Analyst  
Digital Analyst

#### Job Purpose

To provide analysis and recommendations on customer behaviour using web analytics and customer data. To optimise the website for commercial success and usability.

- To provide reports on site, campaign and customer analysis and to use information to suggest improvements and actions
- To find patterns in customer purchase and browse history and to recommend actions to optimise onsite messaging
- To provide feedback to design and content team
- To analyse targeted slots highlighting failures and successes and to make recommendations
- To analyse offsite content sites, e.g. blogs, apps, microsites
- To contribute to measurement and tagging on new templates
- To advise team on site analytics as needed

#### Knowledge/Skills/Experience

Graduate level or equivalent in relevant discipline

Experience of web analytics platforms

Understanding of databases, SQL and HTML

Retail experience

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### 52.22 Web Designer

**Job Level** 2

**Alternative Title/s** Graphic Designer

#### Job Purpose

To produce designs as directed for the company's digital channels.

- To design and produce web designs for web sites, emails, social networks, banners and other digital channels
- To optimise, upload and publish designed content in accordance with schedules and to check updates in multiple test environments
- To design and build emails to support online and offline campaigns and promotions
- To respond to customer insight with improvements and developments as needed
- To produce work in line with agreed service levels
- To maintain image library
- To work with visual merchandising team to understand campaigns and company styles

#### Knowledge/Skills/Experience

Educated to degree level or equivalent

Good knowledge of relevant software, e.g. Photoshop, Dreamweaver

Experience of front-end web design and e-mail design

Knowledge of HTML, CSS

## Section 52: E-commerce: Online Trading

### 52.23 Assistant E-commerce Category Manager

**Job Level** 2

**Alternative Title/s** Assistant E-commerce Product Manager  
Assistant Online Merchandising Manager  
Assistant Online Trading Manager  
Assistant Commercial Manager

#### **Job Purpose**

To support the E-commerce Category Manager in the development of the product strategy for allocated category lines to deliver objectives for performance and profit.

- To assist in the development of forecasts and the setting of budgets
- To assist in the review sales and margins vs targets
- To contribute to the stock allocation plan
- To manage allocated category stock for website
- To drive performance through identification of commercial opportunities
- To monitor market and competitor activity
- To work with website and buying colleagues, helping to develop onsite content strategies, to develop and recommend commercial initiatives
- To review online pricing and promotions
- To develop relationships with retail colleagues to ensure sales opportunities are maximised

#### **Knowledge/Skills/Experience**

Graduate level education

At least 2 years' appropriate experience

Experience of managing complex products in an online environment

Good knowledge of online performance drivers

## Section 52: E-commerce: Online Trading

52.24

**Junior Online Content Editor**

**Job Level**

2

**Alternative Title/s**

eMarketing Assistant, Product Writer, Copywriter

### **Job Purpose**

To create content for online channels. To write and upload copy. To co-ordinate information from buying teams, brands, company promotions and new launches to create onsite features to attract and inform customers.

- To ensure all copy is in line with online tone of voice
- To proof read online text and messaging, to provide feedback
- To write and curate content, e.g. emails, social media, blogs, website
- To create content - write copy, select products, source images, links, photos, video, testing
- To work with Category Team to reflect the commercial priorities in the content
- May be responsible for blog content and conversations
- To keep up to date with competitor activities
- To coach and develop colleagues, e.g. Editorial Assistants, to improve team performance

### **Knowledge/Skills/Experience**

Graduate level education

Experience of creating web content (retailer or magazine)

Experience of creating editorial features

Copywriting skills

Experience of multi-brand or multi-category environment

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52.25

**Online Content Co-ordinator**

**Job Level**

2

**Alternative Title/s**

Web Content Co-ordinator

Digital Campaign & Content Assistant Manager

### **Job Purpose**

To assist the Content Manager in co-ordinating content and updates for social media.

- To be responsible for the co-ordinating the day to day running and updating of web sites/designated sections of web sites and for ensuring that the web content is accurate
- To maintain website links
- To provide briefs for sale and brand events
- To ensure that web activity is recorded and analysed
- To support the online customer service operation
- To monitor competitor web activity
- To support changes to the web sites
- To ensure that changes are tested

### **Knowledge/Skills/Experience**

Graduate level or equivalent

Likely to have had 2-3 years' experience

Requires strong computer, internet and e-commerce skills and knowledge of appropriate software

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## Section 52: E-commerce: Online Trading

### 52.31 Senior Online Insight Analyst

**Job Level** 3

**Alternative Title/s** Senior Digital Analyst  
Insight Analyst Team Leader

#### Job Purpose

To provide analysis and recommendations on customer behaviour using web analytics and customer data. To optimise the website for commercial success and usability.

- To provide reports on site, campaign and customer analysis and to use information to suggest improvements and actions
- To find patterns in customer purchase and browse history and to recommend actions to optimise onsite messaging
- To provide feedback to design and content team
- To analyse targeted slots highlighting failures and successes and to make recommendations
- To analyse offsite content sites, e.g. blogs, apps, microsites
- To contribute to measurement and tagging on new templates
- To advise team on site analytics
- To oversee work of more junior staff

#### Knowledge/Skills/Experience

Graduate level or equivalent in relevant discipline  
Several years' experience of web analytics platforms  
Understanding of databases, SQL and HTML  
Retail experience

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### 52.32 Online Production Manager

**Job Level** 3

#### Job Purpose

To be responsible for the delivery of updates, campaigns and video to online channels.

- To ensure that online channels reflect overall business calendar
- To maintain the planning calendar for company promotions, campaigns, site initiatives and brand/product launches
- To ensure that launches are delivered in a timely manner
- To oversee site updates ensuring site releases and updates are aligned with content plans
- To manage photography including budget
- May be expected to manage video process

#### Knowledge/Skills/Experience

Graduate level or equivalent in a relevant discipline  
Experience of managing processes within an online site  
Experience of online design and HTML coding  
Experience of management of 3<sup>rd</sup> party providers

## Section 52: E-commerce: Online Trading

|                            |   |
|----------------------------|---|
| <b>52.33</b>               | <b>Senior Web Designer</b>                        |
| <b>Job Level</b>           | 3   |
| <b>Alternative Title/s</b> | Web Design Team Leader<br>Senior Graphic Designer |

### **Job Purpose**

To produce designs for the company's digital channels. To lead and motivate more junior Designers.

- To liaise internally and externally to create and translate ideas into designs for web sites, emails, social networks, banners and other digital channels
- To maintain the online portrayal of the company's brand and its core values through development of new designs
- To be responsible for web layout, usability, brand continuity
- To contribute to customer experience by testing work on all channels prior to release
- To respond to customer insight with improvements and developments as needed
- To produce work in line with agreed service levels
- To manage, monitor and mentor members of the design team

### **Knowledge/Skills/Experience**

Educated to degree level or equivalent

Several years' experience of working with an e-commerce platform

Experience of multi-channel retail environment

In depth knowledge of design software, e.g. Adobe Creative Suite

Knowledge of HTML, CSS, video publishing, web animation, mobile interfaces

## Section 52: E-commerce: Online Trading

### 52.34 E-commerce Category Manager

**Job Level** 3

**Alternative Title/s**  
E-commerce Product Manager  
Online Merchandising Manager  
Online Trading Manager  
Commercial Manager

#### **Job Purpose**

To develop and lead the product strategy for allocated category lines to deliver objectives for performance and profit. To lead commercial relationship with any external suppliers to optimise commercial performance through delivery of compelling products and propositions.

- To lead the category profit and loss: to develop forecasts and set budgets, to input into business plan
- To review sales and margins vs targets
- To ensure the stock allocation plan will sustain the required sales and growth
- To manage allocated category stock for website
- To drive performance through identification of commercial opportunities
- To monitor market and competitor activity
- Working with website and buying colleagues, to develop onsite content strategies, to develop and recommend commercial initiatives
- To develop and maintain relationships with external brand contacts to ensure commercial initiatives are supported
- To manage online pricing and promotions. To be responsible for development of offers and promotions that are attractive to target customers
- To develop relationship with retail colleagues to ensure sales opportunities are maximised
- To lead, manage and develop a category team

#### **Knowledge/Skills/Experience**

Graduate level education

Several years' appropriate experience

Experience of managing complex products in an online environment

Good knowledge of online performance drivers

## Section 52: E-commerce: Online Trading

52.35

### Online Content Manager

Job Level

3

Alternative Title/s

Online Content Producer  
Digital Campaign & Content Manager

#### Job Purpose

To manage launch of web content and editorials. To work with copy, design, trading, buying and marketing to ensure the creation of content to increase sales. To manage content change.

- To manage content planning calendar to control timing of promotions, brand launches, etc.
- To compose briefs for copy and design teams. To create coherent messaging for customers including product selection, onsite journey planning, proofing, testing
- To ensure that content contributes to conversion of site visitors to purchasers
- To plan and brief editorial features and blogs
- To monitor results. To deliver analysis and make recommendations to improve onsite content
- To work with marketing team to drive improvements for content
- To monitor competition and keep informed on industry initiatives

#### Knowledge/Skills/Experience

Graduate level education

E-commerce background with experience of managing website content

Experience of creating/proofing editorial features

Copywriting skills

Understanding of web design and HTML

## Section 52: E-commerce: Online Trading

52.41

**Online Manager**

**Job Level**

4

**Alternative Title/s**

Online Trading Manager

### **Job Purpose**

To be responsible for day to day management of online trading. To lead, manage and motivate the web content team.

- To be responsible for assisting with the development and then for the implementation of customer insight strategy
- To be responsible for the testing of and learning from onsite search and sort algorithms to optimise the website and improve conversion and sales
- To monitor results of activities and make recommendations
- To work with Category Managers and liaise with marketing to deliver a commercial and engaging online experience
- To be responsible for ensuring that web content reflects the company brands, visions and values
- To be responsible for effective planning and co-ordination of onsite content launches
- To have ownership of look and feel of website, ensuring that the tone and message are consistent with company image and values
- To be responsible for onsite photography
- To work to minimise speed to market
- To lead, manage and motivate the Online Trading team. To be responsible for staff recruitment, development and performance

### **Knowledge/Skills/Experience**

Graduate level or equivalent in a relevant business discipline

Extensive online retailing experience

Experience of multi-brand environment

Experience of management in key operational functions

## Section 52: E-commerce: Online Trading

52.42

**Online Insight Manager**

**Job Level**

4

**Alternative Title/s**

Digital Analytics Manager

### **Job Purpose**

To use data to make recommendations for commercial decision-making in order to increase sales. To undertake day to day content optimisation as well as long term website development and strategy.

- To provide commercial insight using data from various sources. To use web analytics, online and post-purchase surveys, online ratings and reviews, customer feedback, etc., to make recommendations on commercial strategies
- To optimise the customer experience through feedback of results to merchandising and buying teams, to improve onsite search and sort algorithms, to develop and improve the product recommendations engine, to improve volume and quality of user content and data
- To lead, manage and motivate the Online Insight team. To be responsible for staff recruitment, development and performance

### **Knowledge/Skills/Experience**

Graduate level or equivalent in maths, statistics or related discipline

Experience of web analytics platforms

Experience of use of market research/customer surveys

Experience of management of 3<sup>rd</sup> party providers

## Section 52: E-commerce: Online Trading

52.51

Senior Online Manager

Job Level

5

Alternative Title/s

Senior Online Trading Manager

### Job Purpose

To be responsible for day to day management of online trading. To lead, manage and motivate the web content team.

- To be responsible for assisting with the development and implementation of customer insight strategy
- To be responsible for the testing of and learning from onsite search and sort algorithms to optimise the website and improve conversion and sales
- To monitor results of activities and make recommendations
- To work with Category Managers and liaise with marketing to deliver a commercial and engaging online experience
- To be responsible for ensuring that web content reflects the company brands, visions and values
- To be responsible for effective planning and co-ordination of onsite content launches
- To have ownership of look and feel of website, ensuring that the tone and message are consistent with company image and values
- To be responsible for onsite photography
- To work to minimise speed to market
- To lead, manage and motivate the Online Trading team. To be responsible for staff recruitment, development and performance

### Knowledge/Skills/Experience

Graduate level or equivalent in a relevant business discipline

Extensive online retailing experience

Experience of multi-brand environment

Experience of management in key operational functions

## Section 52: E-commerce: Online Trading

**52.52** **Senior Online Insight Manager**

**Job Level** 5

**Alternative Title/s** Senior Digital Analytics Manager

### **Job Purpose**

To lead and motivate the online insight team ensuring that data are analysed and used to make recommendations to business management. To contribute to the development of short and long term website development and strategy.

- To be responsible for day to day running of Online Insight team ensuring that team draw data from a suitable variety of sources. To supervise the use of web analytics, online and post-purchase surveys, online ratings and reviews, customer feedback, etc., for making recommendations on commercial strategies
- To ensure that the customer experience is optimised through feedback of results to merchandising and buying teams
- To ensure continuous improvement to the onsite search and sort algorithms, the product recommendations engine and the volume and quality of user content and data
- To lead, manage and motivate the team. To be responsible for staff recruitment, development and performance

### **Knowledge/Skills/Experience**

Graduate level or equivalent in mathematics, statistics or related discipline

Significant experience of web analytics platforms

Experience of using market research/customer surveys

Experience of management of 3<sup>rd</sup> party providers

## Section 52: E-commerce: Online Trading

**52.53** **Senior E-commerce Category Manager**

**Job Level** 5

**Alternative Title/s**  
Senior E-commerce Product Manager  
Senior Online Merchandising Manager  
Senior Online Trading Manager  
Senior Commercial Manager

### **Job Purpose**

To be responsible for developing and leading the product strategy for allocated category lines to deliver objectives for performance and profit. To lead commercial relationship with any external suppliers to optimise commercial performance through delivery of compelling products and propositions.

- To lead the category profit and loss: to develop forecasts and set budgets, to input into business plan
- To review sales and margins vs targets
- To ensure the stock allocation plan will sustain the required sales and growth
- To manage allocated category stock for website
- To drive performance through identification of commercial opportunities
- To monitor market and competitor activity
- Working with website and buying colleagues, to develop onsite content strategies, to develop and recommend commercial initiatives
- To develop and maintain relationships with external brand contacts to ensure commercial initiatives are supported
- To manage online pricing and promotions. To be responsible for development of offers and promotions that are attractive to target customers
- To develop relationship with retail colleagues to ensure sales opportunities are maximised
- To lead, manage and develop a category team
- To oversee the work of more junior colleagues

### **Knowledge/Skills/Experience**

Graduate level education

Significant appropriate experience including experience as an E-commerce Category Manager

Experience of managing complex products in an online environment

Good knowledge of online performance drivers

## Section 52: E-commerce: Online Trading

52.61

**Head of Online Trading**

**Alternative Title/s**

Head of Digital Merchandising

**Job Level**

6

### **Job Purpose**

To be accountable for website profitability. To be responsible for online trading strategy (product range and assortment, online customer experience) and for the conversion of online channel visitor traffic to orders and sales.

- To contribute to the company's online business strategy
- To be responsible for profitability of online business
- To be responsible for the onsite customer experience
- To propose website development and improvement
- To develop website personality in line with company brand, visions and values
- To be responsible for trading performance and to undertake any necessary sales, stock and margin plans
- To be responsible for quality and performance of online product merchandising and search engine optimisation
- To be responsible for trading planning process. To co-ordinate planning process. To co-ordinate the onsite content strategy
- To liaise with distribution centre over stock and order volumes
- To lead, manage and motivate the Online Trading team. To be responsible for staff recruitment, development and performance

### **Knowledge/Skills/Experience**

Graduate level or equivalent in a business discipline, likely to have a relevant post graduate qualification

Extensive online retailing experience

Senior strategic management experience

Experience of management in key operational functions at escalating levels of seniority

## E-commerce: Online Marketing (53)

*In each job, the survey code for each job is shown followed by the survey job title.*

- 53.11 Online Marketing Assistant
- 53.21 Search Engine Optimisation Executive
- 53.22 Paid Search Executive
- 53.23 Marketing Data Analyst
- 53.24 Social Media Executive
- 53.25 Online Marketing Co-ordinator
- 53.26 User Experience Architect
- 53.27 Assistant UI/UX Designer
- 53.28 Web Developer
- 53.31 Social Media Manager
- 53.32 Search Engine Optimisation Manager
- 53.33 Senior User Experience Architect
- 53.34 UI/UX Designer
- 53.35 Senior Web Developer
- 53.36 Website Editor
- 53.41 Paid Search Manager
- 53.42 User Experience Manager
- 53.43 Senior UI/UX Designer
- 53.44 UI/UX Design Manager
- 53.45 Web Development Manager
- 53.51 Online Marketing Manager
- 53.61 Head of Online Marketing
- 53.62 Head of Customer Experience

### **Jobs Listing by Job Family**

- 53.11 Online Marketing Assistant
- 53.23 Marketing Data Analyst
- 53.25 Online Marketing Co-ordinator
- 53.21 Search Engine Optimisation Executive
- 53.32 Search Engine Optimisation Manager
- 53.22 Paid Search Executive
- 53.41 Paid Search Manager
- 53.24 Social Media Executive
- 53.31 Social Media Manager
- 53.26 User Experience Architect
- 53.33 Senior User Experience Architect
- 53.42 User Experience Manager
- 53.27 Assistant UI/UX Designer
- 53.34 UI/UX Designer
- 53.43 Senior UI/UX Designer
- 53.44 UI/UX Design Manager
- 53.28 Web Developer
- 53.35 Senior Web Developer
- 53.45 Web Development Manager
- 53.36 Website Editor
- 53.51 Online Marketing Manager
- 53.61 Head of Online Marketing
- 53.62 Head of Customer Experience

## Section 53: E-commerce: Online Marketing

### 53.11 Online Marketing Assistant

**Job Level** 1

**Alternative Title/s** E-commerce Admin Assistant

#### Job Purpose

To work as part of the online marketing team providing support in ongoing and tactical web activity.

- To provide support to team in their marketing activity
- To co-ordinate online marketing activity with 3<sup>rd</sup> party agencies
- To produce reports as needed for designated marketing team
- To research competitor activity through web and social media channels and to report findings
- To assist with team activities as needed

#### Knowledge/Skills/Experience

Graduate level education preferably in a marketing discipline  
Some relevant experience

---

### 53.21 Search Engine Optimisation Executive

**Job Level** 2

**Alternative Title/s** Search Marketing Executive

#### Job Purpose

To assist with developing and monitoring the search engine optimisation strategy.

- To identify key initiatives for search engine optimisation (SEO)
- To produce SEO analysis including performance metrics, keyword research, website audits, etc.
- To monitor transactions and ensure that targets are being met
- To implement SEO activities
- To write content as needed

#### Knowledge/Skills/Experience

Graduate level education in a computer science discipline  
Understanding of front end web development, e.g. HTML, CSS, PHP, MySQL

## Section 53: E-commerce: Online Marketing

### 53.22 Paid Search Executive

**Job Level** 2

#### Job Purpose

To support the Paid Search Team in building, running, optimising and growing pay per click campaigns.

- To compile reports on paid search activities and performance
- To monitor campaigns across major search engines
- To undertake campaign optimisation
- To research and group keywords and to optimise landing page across search engines
- To monitor competitor activity
- To maintain knowledge of paid search and other digital marketing trends
- To develop relationships with key search engines

#### Knowledge/Skills/Experience

Graduate level education in a numerate discipline

Relevant search marketing experience

Some experience of using web analytics programs

Experience of bid management tools

---

### 53.23 Marketing Data Analyst

**Job Level** 2

**Alternative Title/s**  
E-commerce Analyst  
Customer Insight Analyst  
E-commerce Business Analyst

#### Job Purpose

To ensure that company data resource delivers business insight.

- To produce reports and analysis using available metrics and analytics and in partnership with E-commerce marketing team members
- To use multiple data sources to support Marketing team
- To design and deliver regular reports highlighting trends and correlations
- To identify trends and to interpret findings for planning recommendations
- To report on findings to E-commerce team

#### Knowledge/Skills/Experience

Graduate level education in a numerate discipline

Online analysis experience

Experience of using web analytics programs

## Section 53: E-commerce: Online Marketing

**53.24**

**Social Media Executive**

**Job Level**

2

**Alternative Title/s**

Online Social Engagement Executive

### **Job Purpose**

To co-ordinate and execute social activity across various networks and forums. To increase sales through engagement with current and new users and the broadcasting of company messages. To maintain company tone in social channels and to maximise conversion of customers to visit website.

- To plan activity to fit in with e-commerce/Marketing strategy
- To instigate and host conversations with users on social channels
- To respond to users and find answers to queries
- To liaise as needed with Customer Services to achieve goals
- To brief design team on profile pages
- To co-ordinate competitions on social channels
- To monitor and report on performance of social campaigns
- To optimise work for all search engines

### **Knowledge/Skills/Experience**

Relevant social networking experience, e.g. experience managing an online community

Proofing skills

Copywriting skills

Understanding of search engine optimisation

---

**53.25**

**Online Marketing Co-ordinator**

**Job Level**

2

### **Job Purpose**

To work as part of the E-commerce team co-ordinating designated online marketing activities.

- To provide support to team in their marketing activity
- To assist with evaluation of campaigns
- To be responsible for online marketing reporting

### **Knowledge/Skills/Experience**

Graduate level education in marketing or similar

Likely to have had 2 years' experience in online marketing

Understanding of online tracking

Numerate

## Section 53: E-commerce: Online Marketing

### 53.26 User Experience Architect

**Job Level** 2

#### **Job Purpose**

To help to design the customer experience to ensure the best possible site usability.

- To create the shopping experience for customers across range of contact points
- To work with and provide guidance to Web Designers and Developers
- To gather requirements from internal and external stakeholders
- To complete usability reviews to optimise the user experience
- To review and improve the user experience
- To produce interfaces for high fidelity wireframes and interactive prototypes
- To map user journeys, design scenarios and system maps
- To produce visual design concepts and layouts
- To support Senior User Experience Architect in checking and testing new releases

#### **Knowledge/Skills/Experience**

Graduate level education in design or computer science

At least 2 years' user experience design experience

---

### 53.27 Assistant UI/UX Designer

**Job Level** 2

#### **Job Purpose**

To assist in the creation of designs and layouts for company web-based applications contributing to the design of the customer experience and ensuring the best possible site usability.

- To collaborate on interfaces which are optimised for technical performance and user experience
- To work with Web Design, Production and Development Teams as directed
- To support the gathering of requirements from internal and external stakeholders
- To complete usability reviews to optimise the user experience
- To assist with reviewing and improving the user experience
- To map user journeys
- To assist with the production of visual design concepts and layouts
- To assist with the checking and testing new releases

#### **Knowledge/Skills/Experience**

Graduate level education in design or computer science

At least 2 years' appropriate experience

## Section 53: E-commerce: Online Marketing

**53.28**

**Web Developer**

**Job Level**

2

**Alternative Title/s**

Front End Web Designer  
Front End Web Developer

### **Job Purpose**

To assist in the creation of user interfaces to improve the user experience of the company website and other digital channels.

- To design, develop and release projects to improve user experience
- To convert visual layouts to working prototypes
- To design and implement reliable client and web-based applications
- To collaborate with business stakeholders and technology teams to build better solutions for the business
- To keep up to date on web development and to make recommendations on new techniques and technologies

### **Knowledge/Skills/Experience**

Graduate level education in design or computer science or equivalent commercial web development experience

Likely to have had 2 years' web development experience

Fluency in coding HTML, CSS, JavaScript

Experience of creating web interfaces

---

**53.31**

**Social Media Manager**

**Job Level**

3

### **Job Purpose**

To be responsible for the development and implementation of the social media strategy to deliver increases in brand awareness, customer engagement and sales.

- To contribute to development of social media strategy
- To co-ordinate with stakeholders across company to ensure effectiveness of strategy and to ensure social media techniques are part of corporate culture
- To keep up to date with social media and to ensure that the company is positioned correctly
- To plan calendar in line with other E-commerce team stakeholders
- To plan campaigns to achieve targets
- To ensure that social channels sustain company brand and style
- To instigate and host conversations with users
- To keep up to date with competitor social activity and industry developments
- To identify opportunities to encourage customers to visit website
- To optimise work for search engines

### **Knowledge/Skills/Experience**

Graduate level education and likely to have a post-graduate qualification in Marketing

Experience of working in social media

Copywriting skills

Search engine optimisation experience

**Alan Jones & Associates**

## Section 53: E-commerce: Online Marketing

### 53.32 Search Engine Optimisation Manager

**Job Level** 3

**Alternative Title/s** Search Marketing Manager

#### Job Purpose

To be responsible for developing and directing the search engine optimisation strategy.

- To identify key initiatives for search engine optimisation (SEO)
- To monitor transactions and ensure that targets are being met
- To undertake research and analysis to test SEO
- To manage SEO projects from concept to launch
- To provide analysis and feedback to marketing
- To ensure optimisation of on-page content working with content owners
- To ensure key word research is applied
- To evaluate links
- To manage agencies, ensuring briefs are met on time
- To manage SEO team

#### Knowledge/Skills/Experience

Graduate level education in a computer science discipline

Experience of complex architectures

Experience of SEO

Deep understanding of front end web development, e.g. HTML, CSS, PHP, MySQL

---

### 53.33 Senior User Experience Architect

**Job Level** 3

#### Job Purpose

To contribute to the design of the customer experience to ensure the best possible site usability.

- To create the shopping experience for customers across range of contact points
- To work with and provide guidance to Web Designers and Developers
- To gather requirements from internal and external stakeholders
- To complete usability reviews to optimise the user experience
- To review and improve the user experience
- To produce interfaces for high fidelity wireframes and interactive prototypes
- To map user journeys, design scenarios and system maps
- To produce visual design concepts and layouts
- To support User Experience Manager in checking and testing new releases

#### Knowledge/Skills/Experience

Graduate level education in design or computer science

At least 4 years' user experience design experience

## Section 53: E-commerce: Online Marketing

### 53.34 UI/UX Designer

**Job Level** 3

#### Job Purpose

To create designs and layouts for company web-based applications contributing to the design of the customer experience and ensuring the best possible site usability.

- To collaborate on interfaces which are optimised for technical performance and user experience
- To work with and provide guidance to Web Design, Production and Development Teams
- To gather requirements from internal and external stakeholders and present solutions
- To complete usability reviews to optimise the user experience
- To review and improve the user experience
- To map user journeys
- To produce visual design concepts and layouts
- To check and test new releases

#### Knowledge/Skills/Experience

Graduate level education in design or computer science

At least 4 years' appropriate experience

---

### 53.35 Senior Web Developer

**Job Level** 3

**Alternative Title/s** Senior Front End Web Designer  
Senior Front End Web Developer

#### Job Purpose

To create user interfaces to improve the user experience of the company website and other digital channels.

- To design, develop and release projects to improve user experience
- To convert visual layouts to working prototypes
- To design and implement reliable client and web-based applications
- To collaborate with business stakeholders and technology teams to build better solutions for the business
- To mentor junior members of the team
- To keep up to date on web development and to make recommendations on new techniques and technologies

#### Knowledge/Skills/Experience

Graduate level education in design or computer science or equivalent commercial web development experience

At least 4 years web development experience

Fluency in coding HTML, CSS, JavaScript

Experience of creating web interfaces

## Section 53: E-commerce: Online Marketing

53.36

### Website Editor

Job Level

3

Alternative Title/s

Web Content Editor  
Online Content Manager

#### Job Purpose

To be responsible for developing and maintaining content on company web site that delivers the business plan in line with the marketing plan.

- To develop site and content to meet the marketing plan
- To be responsible for content strategy for all channels
- To liaise as needed internally and externally, e.g. with design, editorial, buying, suppliers, agencies, etc., to ensure that all deadlines are met and content is agreed
- To monitor results and make recommendations on improvements/remedial action
- To ensure an up to date work plan for site maintenance and developments
- To manage the editorial process to ensure editorial consistency and quality control
- To manage editorial team

#### Knowledge/Skills/Experience

Educated to degree level or equivalent, Marketing/Journalism type degree preferred

Previous online editorial experience

Experience of multi-brand/multi-category environment

Working knowledge of HTML and Photoshop

---

53.41

### Paid Search Manager

Job Level

4

#### Job Purpose

To be responsible for strategic and operational aspects of search engine marketing activity. To ensure the cost effective generation of traffic to the online store.

- To develop the search engine marketing plan
- To develop and manage paid search campaigns across multiple search engines
- To be responsible for paid search forecasting
- To manage accounts to optimise visibility
- To develop network campaigns
- To manage and, where possible, improve paid search processes
- To contribute to the development of test strategy for paid search
- To work with colleagues to integrate paid search activity
- May manage a paid search team

#### Knowledge/Skills/Experience

Graduate level education or equivalent

Significant relevant search marketing experience

Numerate and analytical

Experience of using web analytics programs

Experience of bid management tools

Alan Jones & Associates

## Section 53: E-commerce: Online Marketing

### 53.42 User Experience Manager

**Job Level** 4

**Alternative Title/s** Application Architect

#### Job Purpose

To design the customer experience to ensure the best possible site usability.

- To design the customer experience to company quality specifications
- To provide guidance on optimum customer experience
- To be responsible for creation of designs for site developments
- To ensure appropriate tagging for new implementations
- To develop continuous improvement programme
- To manage testing programme
- To translate business requirements into customer journeys
- To define user experience objectives
- To manage team

#### Knowledge/Skills/Experience

Graduate level education

Extensive user experience

---

### 53.43 Senior UI/UX Designer

**Job Level** 4

#### Job Purpose

To oversee and contribute to the creation of designs and layouts for company web-based applications. To ensure that the design of the customer experience delivers the best possible site usability.

- To collaborate on interfaces which are optimised for technical performance and user experience
- To work with and provide guidance to Web Design, Production and Development teams
- To gather requirements from internal and external stakeholders and present solutions
- To complete usability reviews to optimise the user experience
- To review and improve the user experience
- To map user journeys
- To produce visual design concepts and layouts
- To check and test new releases
- To oversee work of more junior staff members

#### Knowledge/Skills/Experience

Graduate level education in design or computer science

At least 5 years' appropriate experience

## Section 53: E-commerce: Online Marketing

53.44

### UI/UX Design Manager

Job Level

4

#### Job Purpose

To be responsible for the day to day running of the UI/UX design function. To be responsible for the designs and layouts for company web-based applications and for ensuring the best possible site usability from the design of the customer experience.

- To ensure interfaces are optimised for technical performance and user experience
- To manage Web Design, Production and Development teams
- To oversee design projects
- To be responsible for optimisation of the user experience
- To be responsible for the review and improvement of the user experience
- To monitor production of visual design concepts and layouts
- To ensure all new releases are checked and tested
- To manage budget

#### Knowledge/Skills/Experience

Graduate level education in design or computer science

Significant appropriate experience at escalating levels of seniority

Management experience

---

53.45

### Web Development Manager

Job Level

4

Alternative Title/s

Web Design Manager

Front End Web Development Manager

#### Job Purpose

To manage the Web Developers ensuring that user interfaces are created to improve the user experience of the company website and other digital channels on time and within budget.

- To manage the design, develop and release projects to improve user experience
- To be responsible for the conversion of visual layouts to working prototypes
- To ensure that reliable client and web-based applications are designed and implemented
- To lead the collaboration with business stakeholders and technology teams in order to build better solutions for the business
- To manage the function
- To keep up to date on web development and to make recommendations on new techniques and technologies

#### Knowledge/Skills/Experience

Graduate level education in design or computer science or equivalent commercial web development experience

At least 5 years' web development experience

Fluency in coding HTML, CSS, JavaScript

Experience of creating web interfaces

## Section 53: E-commerce: Online Marketing

### 53.51 Online Marketing Manager

**Job Level** 5

**Alternative Title/s** Marketing Manager, Internet & E-commerce

#### Job Purpose

To contribute to the development of the online marketing strategy for the business or for a designated section of the business. To implement the agreed online marketing strategy to increase profit via online outlets. To lead an Online Marketing team.

- To set performance goals by channel
- To ensure that these goals are met
- To identify growth opportunities
- To work closely with internal stakeholders to support the marketing plan
- To assist with budgeting and forecasting for the online business
- To lead and motivate a marketing team ensuring objectives are set and to monitor team performance

#### Knowledge/Skills/Experience

Graduate level education and likely to have a post-graduate qualification in Marketing

Likely to have had significant experience in marketing - including experience with an online brand/retailer

Previous experience in managing a team

---

### 53.61 Head of Online Marketing

**Job Level** 6

#### Job Purpose

To develop the Online Marketing Strategy, devising and implementing activities to increase profit via online outlets. To lead the Online Marketing team.

- To devise and manage marketing plan to deliver sales and profit targets
- To adjust budget as needed to meet targets
- To be responsible for ensuring paid search campaigns meet targets
- To review, manage and optimise advertising and retargeting campaigns
- To work closely with other areas of the business to ensure structured co-ordination of e-commerce promotional campaigns
- To manage marketing team. To inspire and motivate team. To set and review objectives

#### Knowledge/Skills/Experience

Graduate level education and likely to have a post-graduate qualification in Marketing

Significant experience of online marketing

Significant retail experience

Relevant e-commerce marketing experience

Experience of managing external agencies

## Section 53: E-commerce: Online Marketing

53.62

Head of Customer Experience

Job Level

6

### Job Purpose

To ensure that sales are maximised through the design of the customer experience and that the customer is engaged across all channels. To manage and oversee the onsite customer experience.

- To ensure that the customer has a best in class experience when visiting the website
- To develop and implement policies and practices for customer experience to maintain and increase sales, to encourage repeat visits and to optimise conversion and customer satisfaction
- To provide the direction and expertise for the business on site design, content engagement, tone of voice and usability testing
- To be responsible for developing and implementing a multi-channel customer experience with a consistent message
- To ensure that the site has engaging product and editorial content
- To guide business video and image content strategy
- To ensure web analytics are used to improve the customer journey
- To manage agencies and service providers
- To manage costs and budgets
- To ensure legal compliance

### Knowledge/Skills/Experience

Graduate level education or equivalent

Likely to have a relevant post graduate qualification

Significant experience multi-channel online retailing including management experience

## E-commerce: Online Business Development (54)

*In each job, the survey code for each job is shown followed by the survey job title.*

- 54.21 CRM Specialist
- 54.31 CRM Manager
- 54.41 Business Development Manager
- 54.61 Head of Business Development

## Section 54: E-commerce: Online Business Development

|                            |  |
|----------------------------|--|
| <b>54.21</b>               | <b>CRM Specialist</b>                    |
| <b>Job Level</b>           | 2  |
| <b>Alternative Title/s</b> | CRM Officer<br>Email Marketing Assistant |

### Job Purpose

To contribute to the email marketing programme. To implement programme as directed.

- To plan and manage email calendar
- To work with relevant functions on email content and timing
- To liaise with editorial group, design and technical teams on email briefs
- To ensure timely delivery of emails, e.g. welcome, weekly, ad hoc
- To co-ordinate product selection and approval processes for emails as needed, e.g. merchandising, editorial, offline and online marketing and content teams
- To work with marketing team to ensure that all activities are in line with company branding
- Set-up and deploy email marketing campaigns
- To monitor and report on email effectiveness
- To maintain awareness of technical developments

### Knowledge/Skills/Experience

Graduate level

2+ years' experience of e-commerce

---

|                            |  |
|----------------------------|--|
| <b>54.31</b>               | <b>CRM Manager</b>                           |
| <b>Job Level</b>           | 3  |
| <b>Alternative Title/s</b> | Retention Manager<br>Email Marketing Manager |

### Job Purpose

To be responsible for customer relationship strategy. To develop and implement the customer communication strategy.

- To plan and manage customer relationship management activities/campaigns
- To develop and establish mechanisms to review efficacy of activities and to ensure that the CRM strategy is informed by and adjusted to benefit from the feedback
- May be responsible for managing activities of 3<sup>rd</sup> party suppliers
- To be responsible for the timely delivery of the email marketing plan
- To be responsible for product selection and approval processes for emails as needed, e.g. merchandising, editorial, offline and online marketing and content teams
- To work with marketing team to ensure that all activities are in line with company branding
- To maintain awareness of technical developments
- To manage CRM team members

### Knowledge/Skills/Experience

Graduate level education

Likely to have had at least 5 years' experience of e-commerce

## Section 54: E-commerce: Online Business Development

### 54.41 Business Development Manager

**Job Level** 4

**Alternative Title/s** Multi Channel Development Manager

#### Job Purpose

To contribute to the development, launch and evolution of new routes to market. To work with colleagues across the business to identify new areas of opportunity for business growth.

- To contribute to identifying projects to contribute to business growth within online channels
- To facilitate and drive the development of new ideas and concepts
- To develop business and IT requirements for new initiatives
- To carry out any sourcing required for new channels
- To contribute to setting of project timelines and delivery parameters, to ensure that these objectives are met
- To report on and monitoring of new launches to determine success and future opportunities

#### Knowledge/Skills/Experience

Graduate level education and likely to have a post-graduate qualification in Marketing  
Significant experience of all forms of digital media within an e-commerce environment  
Significant retail experience  
Management experience

---

### 54.61 Head of Business Development

**Job Level** 6

**Alternative Title/s** Multi Channel Development Senior Manager

#### Job Purpose

To be responsible for the development, launch and evolution of new routes to market. To work with colleagues across the business to identify new areas of opportunity for business growth.

- To work with senior management to identify projects to contribute to business growth within online channels
- To facilitate and drive the development of new ideas and concepts
- To be responsible for the development of business and IT requirements for new initiatives
- To be responsible for sourcing required for new channels
- To define project timelines and delivery parameters, to ensure that these objectives are met
- To be responsible for the reporting on and monitoring of new launches to determine success and future opportunities
- To lead, manage and motivate the Business Development team

#### Knowledge/Skills/Experience

Graduate level education and likely to have a post-graduate qualification in Marketing  
Significant experience of all forms of digital media within an e-commerce environment  
Significant retail experience at escalating levels of seniority

## Trainees (55)

*In each job, the survey code for each job is shown followed by the survey job title.*

- 55.01 Apprentice – Level 2
- 55.02 Apprentice – Level 3
- 55.11 Graduate – New Recruit
- 55.12 Graduate – 12 Months' Experience



**RETAIL SALARY SURVEY:**

**AREA MANAGEMENT, STORES & DRIVERS**

## Contents – Management & Stores

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## Guide – 01, 05 & 10 - Area Management & Store Management

This part of the survey is an analysis of actual salaries paid to actual job holders. This means that you must give information for all job holders except where the details of more than one job holder are exactly the same (including salary, additions, car, turnover, location, etc.). Please give data as follows:

1. **Job Match Identifier (Optional)**

Where you have a code which identifies the job holder you have matched to the survey job role, and you would like to have this information for future reference, give it here and we will add it to the database. This information will not be used by us except to help you identify your matches.

2. **Job Match (+,=,-)**

In this column of the questionnaire please indicate your assessment of the job match, i.e. as compared with the job specification does your job match have more responsibility (+), is the job a good match for the generic job description (=) or does your job have less responsibility (-) than described.

3. **No. of Job Holders**

This will be one except where you have job holders whose salary, additions, car and store details are exactly the same. It is important for the analysis that the actual information is given for each individual. Average or median information will distort the survey results.

4. **Basic Salary**

Give monthly salary x 12. Location allowance is included in basic salary. If job holders are part-time please give full-time equivalent salary here. ***For Multi-site Store Manager role please include any allowance provided for managing multiple sites in basic salary.***

5. **Actual Bonus Paid**

Include here any cash paid in addition to salary, e.g. commission, Christmas bonus, profit share, etc. If job holders are part-time please give full-time equivalent additions here.

6. **On Target Bonus (%)**

Where you have on target bonus payments, please give here the percentage of basic salary paid to the job holder when targets are achieved. Where you have a range of percentages for on-target bonus, please show the average on-target bonus. Give the most recent percentage available.

7. **Company Car Yes/No**

Please indicate whether or not the job holder is entitled to a company car or company car cash alternative.

8. **Company Car List Price**

Give the list price of the typical/representative company car for which the job holder is eligible. Give the current list price of the car which is offered (even if the job holder takes a cash allowance instead of a car or trades up/down). Exclude delivery, road fund licence and number plates. If in doubt quote the make and model.

9. **Car Allowance (Annual)**

Give the annual amount offered/paid as an alternative to a company car. Give this figure even if the car option is taken. Please quote as an annual amount.

## Sections 01, 05 & 10 – Area Management & Store Management

### 10. **Turnover (T/O) £m**

Give the turnover - including VAT but excluding discounts - of the store for the most recent 12 months available excluding petrol, lottery and post office sales. Give this figure in £ million or, where less than £2m, to the nearest tenth of a million, e.g. £0.5m where sales are approximately/ near £500,000 per year. ***For area management jobs please give the turnover of the area for which each job holder is responsible. For Multi-site Store Manager role please provide combined store turnover.***

### 11. **Job Holder Location Postcode**

For all of the jobs except Multi-site Store Manager, Sales Assistants, Team Leaders and Recruitment (i.e. Graduates, A Level), please give the postcode of the work location relevant for the job match.

### 12. **Job Holder Responsibility**

***Area/Regional Management:*** please indicate the location the job holder is responsible for. The choices are:

1. South East (SE)
2. Rest of UK (R)

### 13. **Location of Job Holder**

***Store Management:*** please indicate the location of the store in which the job holder works. The choices are:

1. Inner London, i.e. London Boroughs: Camden, Hackney, Hammersmith & Fulham, Islington, Kensington & Chelsea, Lambeth, Lewisham, Southwark, Tower Hamlets, Wandsworth, City of Westminster
2. Outer London, i.e. within M25 (excluding Inner London)
3. Premium Areas, i.e. any areas in the country excluding inner and outer London where the Company expects to pay a premium over the rest of the UK
4. Rest of UK

### 14. **Number of Stores Managed**

For Multi-site Store Manager role only, please provide the number of stores each job holder is responsible for.

### 15. **Sector**

Please indicate the appropriate sector for the job holder. The choices are:

1. Food
2. Non-food

### 16. **Weekly Hours**

Please give the contractual weekly hours worked by the job holder/s.

## Area Management

**01.41**

**Area Manager**

**Alternative Title/s**

Territory Manager

### **Job Purpose**

To manage store managers in a designated area of the country.

- To lead store teams in order to deliver profitable sales growth
- To be responsible for ensuring consistent standards within stores in area
- To liaise with buying and merchandising management on selling lines, local product selection, etc.
- To encourage sharing of best practice, to challenge and improve working practices
- To plan, resource and influence cost effective staffing structures

### **Knowledge/Skills/Experience**

Graduate level or equivalent in a relevant business discipline

A job holder would typically have had at least 5 years' retail experience including store management experience

### **Job Factor**

For each of your job matches give:

**Turnover:** the turnover of the area for which each job holder is responsible

**Postcode:** the postcode for the work location of the job match

**Note:** *This job is a smaller job than 01.51 Regional Manager and may report to Regional Manager.*

## Section 01: Area Management

01.51

Regional Manager

Alternative Title/s

Regional Sales Director

### Job Purpose

To manage store teams in designated region. To develop effective working relationships with senior head office management and with other Regional Managers.

- To deliver profitable sales growth through effecting management of team
- To liaise with senior buying and merchandising management on company sales strategy
- To ensure sharing of best practice; to develop, challenge and improve working practices
- To plan, resource and influence cost effective staffing structures
- To influence management of stock

### Knowledge/Skills/Experience

Graduate level or equivalent in a relevant business discipline

Extensive retail experience normally including store management experience

### Job Factor

For each of your job matches give:

**Turnover:** the turnover of the area for which each job holder is responsible

**Postcode:** the postcode for the work location of the job match

**Note:** *This job is a bigger job than 01.41 Area Manager and may have Area Managers reporting.*

## Section 05, 10 - Store Management

05.01

**Multi-site Store Manager**

**Reports To**

Area Manager

**Responsible For**

- The efficient and profitable operation of **more than one** store, ensuring that company policies and standards are maintained at the highest level.
- The total store operation with annual sales turnover as shown on the salary data sheets.

**Decision Making**

Considerable within company policy.

**Job Factor**

For each of your job matches give:

**Turnover:** the combined store turnover of the stores for which each job holder is responsible

**Number of Stores Managed:** the number of stores each job holder is responsible for

**Note:** This job is a larger job than 10.01 Store Manager. For employees managing one store please match to 10.01 Store Manager.

## Section 10: Store Management

### 10.01 Store Manager

**Reports To** Area Manager

**Responsible For**

- The efficient and profitable operation of the store, ensuring that company policies and standards are maintained at the highest level.
- The total store operation with annual sales turnover as shown on the salary data sheets.

**Decision Making**

Considerable within company policy.

**Job Factor**

For each of your job matches give:

**Turnover:** the turnover of the area for which each job holder is responsible

**Postcode:** the postcode for the work location of the job match

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### 10.02 Assistant/Deputy Manager

**Reports To** Store Manager

**Responsible For**

- Assisting the Store Manager in the day to day supervision of Department Managers and store activities.
- Assisting the Store Manager in the recruitment, training and development of staff (only if this is a commercial role - it does not include, for example, the Personnel Manager).
- The efficient and profitable operation of the store, in accordance with company policies and standards, in the absence of the Store Manager.

**Decision Making**

Considerable within company policy when acting for Store Manager.

**Job Factor**

For each of your job matches give:

**Turnover:** the turnover of the area for which each job holder is responsible

**Postcode:** the postcode for the work location of the job match

## Section 10: Store Management

### 10.03 Department Manager

**Reports To** Store Manager

#### **Responsible For**

- Supervision, direction and control, to ensure the efficient and profitable operation of their department.
- Maximising sales and profits of their department.
- Maintaining the department operation to the standard set by company policy.
- Ensuring that all staff for whom they are responsible are trained to the highest standard and operate to the highest level of efficiency.

#### **Decision Making**

Considerable within policy guidelines for their own department.

#### **Job Factor**

For each of your job matches give:

**Turnover:** the turnover of the area for which each job holder is responsible

**Postcode:** the postcode for the work location of the job match

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### 10.04 Store Visual Merchandiser

**Alternative Title/s** Sales Manager Visual

**Reports To** Store Manager

#### **Responsible For**

- To contribute to store sales by supporting the store team with visual presentation standards
- To plan and implement visuals for windows and interior sites in line with company guidelines
- To implement promotional activities in line with promotional calendar
- May be expected to support new store openings, modernisations and other key projects
- To coach team on visual presentation standards and techniques
- To manage costs within agreed budgets
- Maintain a high level of brand and competitor activity awareness

#### **Knowledge/Skills/Experience**

Minimum A level education or equivalent

Further qualification in visual merchandising or marketing

Retail experience

Project management, planning and budgeting skills

#### **Job Factor**

For each of your job matches give:

**Postcode:** the postcode for the work location of the job match

## Notes – Sales Assistants & Team Leaders

Use the notes in the following pages to categorise your **Sales Assistants** and **Team Leaders**. The pay data is to be given in average hourly rates and the jobs are categorised by **skill, age, location** and **sector**. These categories are defined below:

### SKILLS/AGE

#### Sales Assistant

There are six levels for **Sales Assistant** – three skill levels and three age levels – as follows:

1      **Under 18**

In this category include full-time Sales Assistants who are below 18 years where they are paid differently to the over 18 rates.

2      **Age 18-20**

In this category include all full-time Sales Assistants who are aged 18, 19, or 20 where they are paid differently to the 21+ 'Standard' rates.

3      **Standard**

This is the rate paid for a full-time sales assistant with standard skills. Where your sales assistants aged below 21 are paid the same as 'Standard' sales assistants, they should be included here.

4      **Advanced**

This job category covers full-time Sales Assistants who through training and/or experience have achieved additional skills and where the advanced level is recognised in the pay structure.

5      **Specialist**

This is a level of Sales Assistant where particular skills are needed for the position and this is recognised in the pay structure. This is the level of Sales Assistant to match where your job holder has a trade skill, e.g. butcher.

#### Team Leader

Team Leaders are individuals who are responsible for overseeing the work of a number of Sales Assistants. They may deputise for a Department Manager in the event of absence.

There are three skill levels for Team Leader; all following the definitions as above:

**Standard**

**Advanced**

**Specialist**

## Locations – Sales Assistants, Team Leaders & Delivery Drivers

### LOCATIONS

The locations for Sales Assistants, Team Leaders and Delivery Drivers are as follows:

1. **Inner London**

Defined as London Boroughs: Camden, Hackney, Hammersmith & Fulham, Islington, Kensington & Chelsea, Lambeth, Lewisham, Southwark, Tower Hamlets, Wandsworth, City of Westminster

2. **Outer London**

Defined as within the M25

3. **Premium Area**

This is defined as any area in the country excluding inner and outer London where the Company expects to pay a premium over the rest of the UK. A 'premium area' can be a city/town or a particular outlet, e.g. in an out of town shopping centre.

4. **Rest of UK**

Rest of the UK covers all of the other areas in the UK where the job holder is outside of the M25 and paid the basic Sales Assistant rate, i.e. not in London nor in an area which is paid a premium.

### SECTOR

Please also select which sector is appropriate for the Sales Assistants and Team Leaders

The choices are:

1. Food
2. Non-food

## Guide – Sales Assistants, Team Leaders & Delivery Drivers

### Guide to Completing Input Questionnaire

The information is to be given for Sales Assistants, Team Leaders and Delivery Drivers as follows:

1.     **Hours per Week**  
Give the average contractual hours per week for full-time workers.
  
2.     **Start Rate per Hour**  
Give the basic hourly rate paid to a job holder who has just started in the job and is paid below the standard rate for a period of probation/training.
  
3.     **Established Rate per Hour**  
Give the basic hourly rate paid to a job holder who is established in the job and is paid the standard rate for the job at that level. This rate is basic rate only, i.e. do not include any bonus, shift, unsocial hours, or other payments. Basic rate includes any payment made for location.
  
4.     **Maximum Rate per Hour**  
Give here the maximum rate paid to the job matches, i.e. the highest pay rate which is achievable for sales assistants where more than one pay rate exists. Do not include any bonus, shift, unsocial hours, or other payments. Include any payment made for location.
  
5.     **Time to Reach Established Rate (Months)**  
Give the average length of time (in months) taken by these job holders to progress from the start rate per hour to the established rate per hour.
  
6.     **Average Individual Performance Bonus**  
Please give the average of any performance related payments made to these job holders where the performance is based on the individual achieving given objectives, e.g. commission, and is not guaranteed. Please express as an hourly rate.
  
7.     **Average Company Bonus**  
Please give here the average of any bonus paid to the job holder which is paid as part of a company-wide bonus. This may include company bonus, Christmas bonus, profit share, etc. Company bonus may be variable or fixed. If possible, please express as an hourly rate.

*This information is to be given where relevant for all the skill levels, all the locations and also by sector, i.e. Food and Non-food.*

## Sales Assistants & Team Leaders

The job numbers in this section are allocated as follows:

- 75.01** Sales Assistant Under 18
- 75.02** Sales Assistant Age 18-20
- 75.04** Sales Assistant Standard
- 75.05** Sales Assistant Advanced
- 75.06** Sales Assistant Specialist
- 75.07** Team Leader Standard
- 75.08** Team Leader Advanced
- 75.09** Team Leader Specialist

### LOCATIONS

The locations for Sales Assistants and Team Leaders are as follows:

- Inner London
- Outer London
- Premium Area
- Rest of UK

## Delivery Drivers

The job numbers in this section are allocated as follows:

### **80.01 Delivery Driver**

Delivery drivers of company vehicles up to 3.5 tonnes. Drivers will generally be delivering to customers, following scheduled routes, contacting customers regarding deliveries following company procedures, keeping the vehicle clean and tidy and ready for use. Drivers may assist with picking products and fulfilling online orders.

### **LOCATIONS**

The locations for Delivery Drivers are as follows:

Inner London  
Outer London