



## PROPOSED JOB DESCRIPTION

**Post:** Deputy Head of Retail Operations, Tate Modern

**Department:** Tate Commerce

**Reporting to:** Head of Retail Operations, Tate Modern

The Company **Tate Commerce** is a wholly owned subsidiary of Tate. Work at Tate Commerce ranges from publishing, retail and merchandising roles to operations, finance and licensing.

*Tate Commerce shares Tate's mission to promote public knowledge, understanding and enjoyment of British, modern and contemporary art. Its role is to maximise profits and extend the value of the Tate brand, to support Tate's work and collection.*

The Department **Tate's Retail** team provides first-rate service to around a million customers a year at the shops in Tate Britain, Tate Modern, Tate Liverpool and Tate St Ives. They include the shop floor teams, team leaders and senior retail managers, all reporting into the Retail Director.



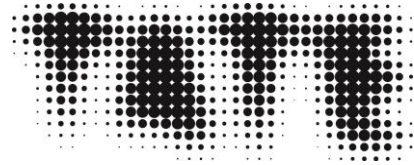
### **The Disability Confident Scheme**

Tate is committed to the employment, retention, training and career development of disabled people. In recognition of our commitment, Tate has been awarded the Disability Confident Scheme Symbol.

**Purpose of the job:** The role of Deputy Head of Retail Operations is to support the Head of Retail Operations to deliver the best retail experience within the gallery shops through inspired retailing expertise and engaged well informed and motivated retail teams, exploiting the special opportunities provided by the exhibition programme and the art world seasons.

### **Main responsibilities and duties**

- Responsible for managing operational costs for Tate Modern retail and payroll in particular, through regular review of management accounts and meetings with Head of Retail Operations and all stakeholders
- Responsible for delivering performance KPIs through a motivated and empowered management and retail staff



- To ensure stock availability is a maximum at all times through regular floor walks and review of stock ordering processes and orders placed across all categories
- To support the events manager with the planning and execution of a regular and varied events programme, ensuring adequate well informed and motivated staff are available
- To step up and assume full operational responsibility in the absence of Head of Retail Operations, Tate Modern

### **General/Financial**

- To support the Head of Retail Operations in contributing to the yearly sales and cost budgets including conversion, ATV (average transaction value) and payroll targets
- To attend the monthly FOH meetings as ambassador for retail and conduit for information sharing
- Responsible for preparing annual FTE (full-time equivalents) and payroll budgets for future exhibition programme
- In the absence of the Head of Retail Operations, you will be required to represent Tate Commerce at all senior departmental meetings within the gallery
- Attend regular monthly meetings with the Head of Retail Operations and PCS union to discuss operational site matters arising
- To ensure smooth effective and regular communication between Commerce, floor managers, staff and with the gallery as a whole
- To ensure the understanding and engagement of Tate's vision and values across all retail departments at Tate Modern
- To manage and communicate timesheets, movements and contractual changes to payroll/HR weekly
- To manage the buying, return and safe keeping of staff uniform

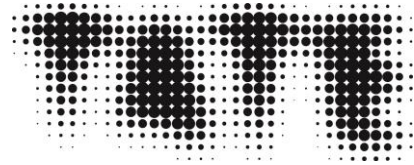
### **Staff**

- To oversee recruitment, selection and engagement of retail team
- To manage induction, training and day-to-day supervision and leadership of retail's sales and support teams
- To manage the processing and communication of timesheets, adjustments and contractual changes to payroll and people team
- To ensure all retail teams understand and demonstrate the company behaviours through regular discussion and at bi-annual performance reviews
- To ensure a good level of morale and motivation is achieved throughout the retail teams, working closely with management and staff and recognising good performance through recognition and reward



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- Directly responsible for the motivation of the retail team as a whole, support functions and the management team in particular
- Carry out performance reviews of direct reports (Book Orderers, Returns and Mail Order teams)
- To contribute to the bi-annual performance reviews with the management team
- Ensure budgeted staff costs are achieved through regular reviews of the monthly management accounts with the Head of Retail Operations and regular communication with Floor Managers
- Responsible for standards of discipline including time keeping, absence, standards of dress and behaviour, carrying out the company disciplinary process when necessary
- Ensure 1-2-1's and performance reviews are carried out correctly and in a timely manner by management team
- Responsible for producing and managing the monthly management and sales team rota
- Manage the buying and returns of the company staff uniform

### **Customer Service**

- Responsible for the delivery of the very best visitor experience and customer service standards throughout all shops at Tate Modern
- Ensure all new starters receive the company customer service training at induction and at regular intervals for refresher and performance management
- To ensure good levels of staff availability and knowledge is achieved across all shops daily and in accordance with budget
- As ambassador for the company, maintain good customer relations by acting as a point of contact in the event of a complaint or suggestion by a customer

### **Stock**

- Ensuring maximum availability of core offer at all times and the planning for exhibition shop set up
- Responsible for ensuring regular and accurate rolling stock checks
- Direct accountability for Book Orderers and Returns team

### **Monies**

- Ensure the highest standards of cash handling and security across all shops, including the end of day cashing up process and the transport of cash to and from the cash room
- Ensuring the change request process is carried out correctly and by authorised members of the team



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- Cash handling processes are fully understood and applied by all staff through effective cash handling training

### **Security and Maintenance**

- Ensuring stock losses are kept to a minimum through regular staff training, robust stock management processes and heightened staff awareness, reporting all losses and potential losses to the Retail Director
- General supervision of company assets, including PCs, tills and fixtures and fittings
- Ensuring compliance of relevant Health and Safety regulations

### **Display**

- Ensure high retail disciplines and standards including visual merchandising is consistent and to a high standard by:
  1. Support with the planning and execution of exhibition shop set ups in accordance with the programme and in collaboration with the Visual Merchandiser, including floor plans, product placement and shop treatment
  2. Maintain the highest standards of visual merchandising and displays across all shops incorporating best practice from the VM guidelines and by working in collaboration with the Visual Merchandise Manager

Tate is proud of its commitment to diversity and inclusion which is set out in our Tate for All strategy. This strategy aims to improve diversity and inclusion at Tate through a process of organisational change and to make diversity and inclusion part of everything we do. Tate therefore expects all of its employees to actively contribute to promote diversity and inclusion as part of their role.

### **Person Specification**

#### **Experience and skills**

##### **Essential:**

- Highly commercial with experience of managing annual turnover in excess of £2m
- Substantial retail management experience gained within a large or multi-site operation
- Demonstrable success of strategic planning and delivery
- Numerate and experienced in managing P&L accounts and controllable costs.
- Passionate about raising revenue for the Tate galleries by enhancing the visitor experience



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- Competent working with EPOS and computerized stock control, with experience of disciplined stock management
- Experienced in evaluating and improving business performance through the use of KPIs
- Able to create a working environment that encourages equality, diversity and inclusion and the ability to create an inclusive, respectful culture within a team
- Ability to work collaboratively within a diverse team and treat all colleagues with dignity and respect
- Flexible, willing to work at peak times which includes some weekends and late evenings
- Brand ambassador, representing Tate Enterprises at meetings
- A team player as well as a good leader, ready to turn your hand to whatever is necessary to get the job done
- Tate gallery shops specialise in selling a broad range of books, tourist products, prints, jewellery and artists' products, as well as products for school groups, exhibition and guides merchandise. You will need to have the experience, adaptability and enthusiasm necessary to effectively manage a large team selling such a broad retail offer across different retail environments and target audiences

### **Desirable:**

- Commercial experience gained in a cultural institution
- An interest in Modern and International art and appreciation of the aims of Tate
- Experience of a complex business organisation, with accountability to multiple stakeholders
- Excellent verbal and written communication skills, demonstrating the ability to communicate effectively and positively at all levels across the gallery and other stakeholders

### **Competencies**

- Has a desire for success and inspires the same in others
- Has the necessary emotional resilience and ability to deal with difficult situations
- Has a collaborative approach and proactively develops and maintains effective relationships
- Possesses analytical skills, with a view to constant improvement
- Identifies, anticipates and exceeds customer expectations
- Actively pursues opportunities to develop or enhance personal capabilities
- Manages performance issues effectively
- Ensures compliance with organisational policies and procedures
- Ensures the team understand their part in the company plan and vision
- Promotes Tate's vision and values and demonstrates well the company's behaviours expectation in all their activities.



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