

POSITION DETAILS	
Position Title	Head of Department (HOD)
Supported By	Retail Manager / Operations Manager
Date	April 2024
PURPOSE STATEMENT	

To maximise sales and profit by supervising team members in a way that ensures accurate merchandising, pricing and stock integrity and encourages excellent customer service.

KEY ACCOUNTABILITIES OF POSITION	
Accountability Description	Measure
1: Team and Sales Management	<p><b>Manage department team members in a way that maximises their productivity, and quality of work</b></p> <ul style="list-style-type: none"> <li>Supervise and provide direction to department staff members.</li> <li>Achieve sales and margin targets.</li> <li>Monitor performance and provide regular feedback including 6 monthly appraisals.</li> <li>Identify and implement required induction and ongoing training.</li> <li>Have systems in place to ensure team members are kept up to date with the latest company policies, procedures and promotions.</li> <li>Develop a succession plan for your department and develop staff towards their full potential.</li> <li>Lead by example</li> <li>Encourage each team member to be actively involved in a store committee</li> <li>Ensure team members work in a safe manner at all times</li> <li>Develop a positive culture of outstanding customer service and store presentation within your team.</li> <li>Create staff rosters ensuring appropriate cover is maintained within the zone during store opening times based on hour by hour sales reports.</li> <li>Allocate daily duties to Staff Members using the department daily walkthrough book.</li> </ul>
2: Customer Service	<p><b>Provide customers with the highest standard of service at all times</b></p> <ul style="list-style-type: none"> <li>Ensure customers are the number one priority</li> <li>Acknowledge all customers within a 3 metre radius</li> <li>Answer customer enquiries and seek assistance when necessary</li> <li>Make enquiries as to the customer's project, provide specific product knowledge and give advice on the most suitable product for their circumstances</li> <li>Apply the <u>GREAT</u> principal at all times <ul style="list-style-type: none"> <li>Greet the customer</li> <li>Respond to them</li> <li>Empathise with them</li> <li>Ask for the Sale / add-ons</li> <li>Thank them</li> </ul> </li> <li>Answer the telephone in a polite and helpful manner, within 4 rings</li> <li>Take rain-checks or order product in for customers when required</li> <li>Deliver the Mitre10 Price Promise</li> <li>Understand and deliver the Easy As customer experience throughout the store.</li> <li>Understand and drive the <b>Customer Centred</b> service and culture throughout the store.</li> <li>Ensure the department desk area is maintained in a clean and tidy manner at all times.</li> </ul>

<b>3: Operational Management</b>	<p><b>Ensure the store is effectively managed and maintained at all times</b></p> <ul style="list-style-type: none"> <li>• Ensure the highest standard of service is provided to both internal and external customers at all times</li> <li>• Deal promptly with all complaints to ensure customer satisfaction is maintained</li> <li>• Provide day-to-day leadership of team members</li> <li>• Assist in managing the store in a professional manner and take responsibility for the efficient running of the store in the absence of the Retail/Operations Managers.</li> <li>• Actively participate in Duty Management of the store, including responsibility for key holding.</li> <li>• Actively assist in store opening and closing procedures, including being rostered for these duties when requested.</li> <li>• Be able to give advice on product knowledge, queries, stock, merchandising, pricing and promotions whenever needed</li> <li>• Ensure the store adheres to Company and legislative operating policies and procedures, e.g. housekeeping, merchandising. Constantly review working practices and recommend improvements.</li> <li>• Ensure all specified security procedures and policies are adhered to</li> <li>• Ensure cash handling routines are adhered to at all times</li> </ul>
<b>4: Merchandising</b>	<p><b>Have the overall responsibility of all stock movement, displays, POS and general standards in the department</b></p> <ul style="list-style-type: none"> <li>• Ensure stock is merchandised correctly to take advantage of impulse sales.</li> <li>• Ensure EXPOs are tied up on time and arrange any supporting activities to coincide with these events (eg. Face painting or bouncy castle)</li> <li>• Ensure displays adhere to Company guidelines.</li> <li>• Ensure POS is current.</li> <li>• Ensure all products are ticketed with the correct size ticket, at the current price.</li> <li>• Report to management any unusual, extreme or unacceptable price or stock variations.</li> <li>• Maintain outstanding housekeeping standards.</li> </ul>
<b>5: Stock Management</b>	<p><b>Have the overall responsibility of all stock movement in and out of the department</b></p> <ul style="list-style-type: none"> <li>• Maintain core compliance in your department.</li> <li>• Ensure stock is rotated as required.</li> <li>• Ensure sufficient stock is ordered to support promotions.</li> <li>• Make recommendations on products to order.</li> <li>• Liaise with inventory control and management to ensure your department has the correct stock in suitable quantities for the given run rate.</li> <li>• Ensure effective and accurate stock takes.</li> <li>• Maintain a good relationship with suppliers keeping updated on new products available.</li> <li>• Ensure all items in stock are on display.</li> <li>• Manage SLOB stock to acceptable levels.</li> <li>• Keep the team updated on upcoming promotions and ensure promotions are tied up suitably and on time and removed on time.</li> <li>• Be aware of competitor activity and promotions and react accordingly in consultation with management.</li> <li>• Ensure recently received stock is merchandised into the department in a timely manner.</li> <li>• Identify any stock or pricing issues and resolve in consultation with inventory management.</li> <li>• Process damaged stock / returns in accordance with Company policy</li> </ul>
<b>6: Administration / Reporting</b>	<p><b>Have overall responsibility for ensuring all administration processes are completed accurately and efficiently</b></p> <ul style="list-style-type: none"> <li>• Ensure incoming and outgoing stock is processed correctly.</li> <li>• Ensure the correct files and folders are kept for each department.</li> <li>• Assist accounts payable and payroll with enquiries.</li> <li>• Present reports to your line manager as and when required and by the deadline specified.</li> <li>• Attend meetings as requested.</li> </ul>

<b>7: Profit Protection &amp; Loss Prevention</b>	<ul style="list-style-type: none"> <li>Contribute to the overall success of the Company through minimizing shrinkage by following all store process, procedures around loss and actively supporting the Loss Prevention Committee.</li> <li>Participate in the Loss Prevention Committee as required</li> <li>Familiarise yourself with all vulnerable areas and product lines</li> <li>Maintain an awareness of those people that present a shrinkage risk to the store</li> <li>Be vigilant at all times to reduce theft</li> <li>Actively participate in training provided</li> </ul>
<b>8: General</b>	<b>Fulfil other duties as required</b> <ul style="list-style-type: none"> <li>Ensure the highest standard of service is provided to customers at all times.</li> <li>Liaise with line manager to ensure department goals and targets are being achieved and that Company policies are complied with.</li> <li>Maintain an awareness of loss prevention within your team.</li> </ul>
<b>9: Compliance Management</b>	<ul style="list-style-type: none"> <li>Understand and adhere to all compliance requirements, internal &amp; external, that govern the Company's activities</li> <li>Comply with Mitre10 Mega policies and procedures</li> </ul>
<b>10: Health &amp; Safety</b>	<b>Demonstrate safe work processes and behaviours, and ensure these are followed by all team members and contractors in their place of work</b> <ul style="list-style-type: none"> <li>Report all safety performance, safety programmes, compliance, risks and serious incidents</li> <li>Ensure compliance with stores safety procedures and standards.</li> <li>Specific activities should include: <ul style="list-style-type: none"> <li>Ensure daily plant and operational checks are completed</li> <li>Ensure all incidents are recorded</li> <li>Attend safety meeting as required</li> <li>Ensure corrective actions are implemented</li> <li>Encourage team members to be involved in all safety activities, including reporting of new hazards</li> <li>Ensure all employees are using PPE as required and are trained using SOP's</li> <li>Quickly follow up team members/individual safety concerns</li> <li>Ensure all team members are fit for work</li> <li>Inspect the workplace each day</li> <li>Provide safety advice to team members and peers</li> </ul> </li> </ul>

FINANCIAL & PROJECT DIMENSIONS	
Total Revenue accountability	Nil
Annual Operational Expense Budget	Nil
Annual Capex Budget	Nil
Expenditure authority maximum	Nil

POSITION HOLDER SPECIFICATIONS	
Qualifications required	Level 4 Retail qualification, or relevant experience
Total years of experience required	1-3 years in a leadership level role
Other specific technical skills required (e.g. excel)	
Competencies required:	

KEY PERFORMANCE STANDARDS	
<b>People</b> <i>(i.e. development &amp; learning, including eLearning, coaching, feedback, performance reviews etc)</i>	<ul style="list-style-type: none"> <li>Effectively coach to improve their knowledge and application of products.</li> <li>Commit to growing and developing your people, ensuring they complete a range of eLearning modules (and other learning solutions) to increase their knowledge and ultimately increasing sales and service.</li> <li>Regularly giving constructive feedback on their interactions with others.</li> <li>Carrying out regular performance reviews, explaining clearly expectation of performance and standards, setting key objectives that are linked to the organisation's strategy and holding people to account.</li> <li>Drive and implement the Mitre10 VPV culture throughout the store.</li> </ul>
<b>Customer</b>	<ul style="list-style-type: none"> <li>Helping my team to maximise use of their skills and knowledge with customers and colleagues every day.</li> <li>Using my knowledge, experience and relationships to increase my team and customer engagement.</li> <li>Serving customers in any area of the store where there is need and leading by example and coaching team members whilst doing so.</li> <li>Driving initiatives such as Easy AS.</li> </ul>
<b>Sales &amp; Profitability</b> <i>(i.e. Loss prevention, Sales &amp; budget P&amp;L understanding Gross margin etc)</i>	<ul style="list-style-type: none"> <li>Achieve and/or exceed sales and margin targets</li> <li>Create and drive a culture of awareness around shrink and profit protection</li> <li>Achieve 90%+ on Mystery Shopper Report</li> <li>90% on department checklist audit</li> <li>Zero complaints</li> <li>Knowledge and skills of Staff Members</li> <li>Maintenance of manning levels</li> <li>Unexplained shrinkage less than 1% of sales</li> <li>Store Margin consistently above 30%</li> </ul>
<b>Operations</b> <i>(i.e. processes, operating procedures, compliance - includes H&amp;S etc)</i>	<ul style="list-style-type: none"> <li>Ensure incoming and outgoing stock is processed correctly.</li> <li>Ensure the correct files and folders are kept for each department.</li> <li>Assist accounts payable and payroll with enquiries.</li> <li>Present reports to your line manager as and when required and by the deadline specified.</li> <li>Attend meetings as requested.</li> </ul>
<b>Stock</b> <i>(i.e. product, inventory control availability, gap analysis, presentation)</i>	<p><b>I always make products in my store available for customers by:</b></p> <ul style="list-style-type: none"> <li>Ensuring teams are confident to use GOOD, BETTER, BEST to offer alternative products.</li> <li>Training my team on ways to increase sales through stock availability such as, GAP Management, Stock Takes, Negative Stock and Bin Location processes.</li> <li>Regularly giving constructive feedback and coaching my team on presentation standards.</li> <li>Coaching colleagues to improve their application and understanding of our merchandising principles.</li> <li>95% Core compliance</li> <li>SLOB stock less than 5%</li> <li>Zero damaged stock</li> <li>95% accuracy of pricing &amp; labelling</li> <li>Make contact with suppliers once a month</li> </ul>

## HOW WE DO THINGS HERE AT MITRE 10

- We live by our values and mindsets in how we are with one another as one team and with our customers
- We all play an active part in our health, safety & wellbeing obligations, following guidelines and procedures and always working in a safe way
- We all know the guidelines we're working within to help us stay on track (policies and procedures)
- We all muck in and help with whatever needs doing



**Customer  
obsessed**



**One  
team**



**Honest  
and fair**



**Strive for  
excellence**

We thrive in an environment that is...  
**Empowering & energising**

We trust people to do the right thing. Empowering decision making and autonomy means our people rise to challenges while loving what they do. We want to let people fly so they can do their best work.

We'll do the best work through our...  
**Collaborative networks**

Thinking in departments and silos means we're missing out on all the great skills and insights from other team mates. You can do even better work by seeking out input and can create more value by drawing on the knowledge of others outside your patch.

We are courageous by being...  
**Open to learning**

We're optimistic, fearless learners who love exploring possibilities. We learn from mistakes and look for ways to continuously improve. We know when to stop doing what doesn't serve us and boldly face into making changes, iterating as we go.

We are focused and driven so...  
**Our customers win**

We're here for our customers. With a laser focus on delivering value, customer outcomes take priority over tasks and busy-ness. We make clear decisions at pace and deliver on promises we make to customers and each other.

## ORGANISATIONAL STRUCTURE



<b>'Working with Others'</b>	<b>'Focusing on Customers'</b>	<b>'Seeing things Differently'</b>	<b>'Driving for Results'</b>	<b>'Leading by Example'</b>	<b>'Understanding Me'</b>	<b>'Demonstrating Expertise'</b>
<i>Collaboration (working with others), openness, communication, teamwork, celebrating success, values, supporting and encouraging others, building rapport, ensuring understanding</i>	<i>Customer focus (internal &amp; external), knowing the industry and competition, business acumen, accountability, managing relationships</i>	<i>Adaptive &amp; flexible, dealing with ambiguity and complexity, innovation, creativity, continuous improvement, embracing change</i>	<i>Planning &amp; organising, influencing, meeting deadlines, accountability, goal/objective setting, decision making, problem solving, prioritisation, perseverance, success focus, initiative</i>	<i>Personal development and improvement, interpersonal skills, confidence, trustworthiness, integrity, honesty, showing initiative, flexible and adaptable, positive, accountability</i>	<i>Motivators, resilience, enthusiasm, self-awareness, Emotional Intelligence (EQ), personal values, curiosity &amp; willingness for learning, open to feedback, self-improvement and development, career ambition / aspirations, composure, patience</i>	<i>Technical skills, knowledge, expertise &amp; competence, financial awareness, software skills, technical learning, value add</i>
<ul style="list-style-type: none"> <li>You provide support and knowledge to others in the team, sharing your technical knowledge through mentoring, coaching and teaching.</li> <li>You take opportunities to assume more responsibility, stepping up into your manager's role during their absence.</li> <li>You have good relationships with the rest of the store team; help people to enjoy their work, feel valued and appreciated and include them in discussions.</li> <li>You adapt your communication style to suit the audience.</li> <li>You work hard to create connections between people which will benefit everyone; focusing on collaboration and commitment towards achieving the Company goals.</li> <li>You take responsibility for training new members of the team or other staff, sharing your knowledge and ensuring that team members have the confidence and skills to do their jobs well.</li> </ul>	<ul style="list-style-type: none"> <li>You understand the importance of Inspiring, Informing and Equipping our customers and emphasise this to others.</li> <li>You measure your team's performance in terms of customer satisfaction, initiating improvements in response to customer feedback.</li> <li>You treat your work like you're a 'business owner', being responsible for your own actions, decisions and spending; you operate with integrity and 'do the right thing' for the long term.</li> <li>You understand Mitre 10 as a retail and trade business and have a good understanding of how our stores operate.</li> <li>You role model 'Customer Centred Service' behaviours, putting customers at the centre of all your decisions and actions.</li> <li>You actively develop strong customer relationships, built on trust, to ensure that shopping at Mitre 10 is a personal experience.</li> <li>You understand the competitors to Mitre 10 and are aware of local competitor activity. You understand that our customers' business with us can't be taken for granted – it has to be earned, every day.</li> </ul>	<ul style="list-style-type: none"> <li>You use your knowledge and expertise to find new and innovative approaches, helping others to think through alternatives and find a better way.</li> <li>You listen to those around you, taking good suggestions and turning them into realistic solutions, focusing on continuous improvement for the department.</li> <li>You like working alongside your manager to test possible solutions and take calculated risks to find out just how effective they are.</li> <li>You understand that our customers' needs are continually evolving and that Mitre 10 needs to keep pace with those changing demands, by being faster, more efficient and making the customer experience 'Easy As'.</li> </ul>	<ul style="list-style-type: none"> <li>You share your knowledge and experience to improve the capability and skills of others.</li> <li>You take pride in supporting new members of the team, assisting them with their learning and helping them to get things done.</li> <li>You're good at prioritising what has to be done, working out how much time it will take and what resources you'll need; you avoid conflicts in scheduling and develop timelines and milestones to measure against.</li> <li>You communicate objectives clearly to the team, ensuring that the team share a common understanding of what success looks like.</li> <li>You are clear about standards to be achieved, setting up and implementing systems / processes to ensure that objectives are achieved to standards and deadlines.</li> </ul>	<ul style="list-style-type: none"> <li>You make sure your area of work is a great place for people to learn new things.</li> <li>You ensure that your team are clear on 'what success looks like' and help them achieve their objectives.</li> <li>You like to help others to do well; you always make sure other people's achievements are recognised, and that individual and team successes are celebrated.</li> <li>You understand how powerful saying 'thank you' is, and make sure you say this every day to everyone in your team.</li> <li>You always share positive feedback with the team, and never miss an opportunity to help a team member identify where they could do better.</li> <li>You always follow through and do what you say you will.</li> <li>You're not afraid to address performance or behavioural issues with the team, motivating and encouraging others to achieve the Company standards.</li> <li>You give your team honest feedback, highlighting the positives and asking them how they could improve before coaching on improvement needs.</li> <li>You give genuine praise frequently and publicly; and valid, timely reprimands quietly and in private.</li> <li>You take the initiative for driving your personal development and learning, demonstrating to those around you the value of continual growth and development.</li> </ul>	<ul style="list-style-type: none"> <li>You recognise the value you add to the business is dependent on keeping your skill set at the highest level and up-skilling your team.</li> <li>You understand that your attitude and approach affects the workplace and impacts the enjoyment of others.</li> <li>You understand that people learn in different ways and you can adapt your approach to maximise the benefit from the time you spend up-skilling others.</li> <li>You recognise your limitations and ask for help when required.</li> </ul>	<ul style="list-style-type: none"> <li>You are recognised as the expert on all aspects in your operational area; you act as a 'consultant' to the business, giving professional direction when and where required.</li> <li>You strive to develop and gain generalist and cross functional expertise across other areas of the store, building your skill set.</li> <li>You maintain and apply your specialist knowledge; you keep up to date with current and future trends and developments in your area.</li> <li>You are committed to developing others in the team to your level of knowledge and expertise, ensuring that your knowledge is passed on.</li> <li>You actively roster your team in for regular training on eLearning, COR or other development opportunities to keep your team's skills updated.</li> <li>You contribute to the development and improvement of systems and processes for the departments, taking into consideration the impact on others.</li> </ul>