**Job Title:** Manager, Store Operations and Customer Experience  
**Department:** Print + Retail Solutions  
**Reports To:** Director  
**Jobs Reporting:** Store Operations Coordinator, Merchandise Coordinator, Assistant Managers  
**Salary Grade:** USG 9  
**Effective Date:** August 2019

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**Primary Purpose**  
The Manager, Store Operations and Customer Experience is accountable for all aspects of effective retail operations in Print + Retail Solutions (P+RS), and for ensuring that customers across the entire department enjoy consistently exceptional experiences. P+RS generates revenue in excess of $14M annually, and will rely on solid growth in the future in order to achieve the strategic vision of one day selling third-party educational resources to students at cost. This growth will come, in part, through effective store operations, and ongoing improvements in customer experience.

**Key Accountabilities**

### Leadership
- Accountable for the creation of and adherence to P+RS’ standards of excellence for customer service
- Creates a culture of exceptional customer service and ensures staff handle interactions professionally, empathetically, and in accordance to the University’s values
- Leads the development and delivery of evolving services and associated standards
- Proactively participates in P+RS project prioritization and reviews it on an ongoing basis, while taking the initiative to make recommendations to the Director with respect to potential customer service and operational improvements to increase sales and profitability
- As a member of the P+RS Management Team, contributes to goal-setting and strategic planning for the department and implements those plans with frontline staff across P+RS
- Communicates organizational and departmental direction and initiatives to direct reports so they feel connected with the larger goals of P+RS and understand the role everyone plays in achieving them, by establishing transparency through shared P+RS goal-setting
- Models the values of the P+RS department and the priorities of the Management Team in interactions with internal and external partners

### Customer Experience
- Creates a cohesive, consistent customer experience across P+RS retail locations, including accurate application of merchandising, marketing and brand standards
- Ensures P+RS store layouts and service staff engage and inspire every customer, leverage products to tell our story, add joy to customers’ lives, and leave a lasting, positive impression
- Defines the vision for the optimal P+RS customer experience; develops standards, practices, roadmaps and training programs to implement this vision throughout the department; and identifies ongoing opportunities for improvement, in coordination with staff throughout the department
Job Description

- Works with the Store Operations Coordinator and the Management Team to constantly evaluate and improve training programs
- Regularly liaises with colleagues in other campus units as well as other campus stores to discover new staff training and customer experience strategies
- Develops and monitors a KPI-driven customer experience measurement system, including measures such as customer surveys, mystery shoppers, conversion-rate tracking and in-store experience dashboard reports
- Consults on strategic decisions, providing feedback to encourage customer-centric decision making and creating consistently excellent customer experiences
- Overall responsibility to ensure P+RS retail locations are staffed and run in accordance with P+RS store standards
- Commits to positive interactions with all internal and external customers, and provides appropriate level of assistance regardless of situation or location
- Ensures that all customer inquiries are handled in a professional, timely manner; and in cases when customers should be redirected to other staff, the incumbent will ensure that the redirection is complete and that the customer is not left without service

**Effective Retail Performance**

- Develops and implements processes and plans with and for the store operations and customer experience team, to ensure that strategic goals are realized and business targets are met
- Establishes targets and evaluates financial performance by applying analytical skills to assess revenue, margins, expenses, pricing, promotions and inventory management by working closely with the Manager, Accounting & Financial Analysis.
- Develops strategies to build customer loyalty and strengthen the P+RS Rewards program in stores in consultation with the Management Team and the Marketing Coordinator
- Oversees and supports special sales events, such as on-location pop-up shops at various campus locations
- Fosters and creates a positive selling environment that meets P+RS goals and creates a positive customer experience that meets and exceeds every customer’s expectations

**Store Operations**

- Ensures that operations at all P+RS retail locations are consistent and professional by working closely with the Store Operations Coordinator
- Identifies opportunities for operational efficiency through proper human resource planning and management and effective allocation of financial and operational resources
- Implements systems and processes to establish and maintain records for the operating unit
- Develops and implements efficient and secure store opening and closing procedures
- Working with the Manager, Accounting & Financial Analysis, coordinates effective and accurate inventory and cash control procedures
- Develops and implements effective workplace policies and procedures for safety, merchandise management and loss prevention
- Ensures efficient movement of stock from the receiving area to the sales floor, with minimal disruption to store operations, while working closely with the Manager, Shipping & Receiving
- Ensures efficient fulfillment of online orders, working with the E-Commerce Coordinator
- Continuously looks for ways to improve efficiency and effectiveness of P+RS retail operations
- Actively encourages and gathers employee suggestions and presents them to the appropriate manager for consideration and possible implementation
### Job Description

- Oversees administration of retail aspects of convocation ceremonies, including procurement and coordination of gowns, faculty hoods and PhD regalia

#### Staff Management
- Through creative strategies and activities, fosters a strong sense of “team” among full-time and casual staff
- Working with the Manager, Accounting & Financial Analysis, prepares annual and monthly budgets for casual staff payroll and monitors actual spending to ensure adherence to the budgets
- Maintains a diverse, high-performing team through consistent selection, development and motivation
- Develops and implements a comprehensive P+RS-wide casual staffing program that incorporates complete staff life-cycle administration, including:
  - **Hiring**: job advertisements, interviewing, candidate selection and registration with UWaterloo and P+RS systems
  - **Training**: Exceptional Service training sessions, P+RS training (locations and product knowledge, POS operations, cash control procedures, administrative functions, etc.)
  - **Scheduling**: Equitable shift allocation, adequate staffing and coverage, prioritization of students’ academic schedules, special events staffing
  - **Coaching**: being available to equip staff on an ongoing basis with the tools, knowledge and opportunities they need to develop as effective P+RS employees, supporting team members’ personal and professional growth
  - **Performance Management**: evaluating staff performance, initiating corrective action when required
  - **Evaluation and Promotion**: administration of staff progression through the training tiers, effective deployment to areas of strength, identification of stand-out employees for special projects
  - **Recognition and Exit**: acknowledgement of milestone achievements, administration of casual staff exit gift program, provision of references and appropriate assistance to casual staff upon graduation
- Ensures casual staffing needs are met for all areas

#### Collaboration
- Interacts regularly with the Management Team and all P+RS staff and supports cross-promotion of products and services wherever possible
- Establishes and maintains strong partnerships and relationships with units throughout the university and the Affiliated and Federated Institutions to help P+RS achieve its goals, while ensuring that P+RS is represented professionally
- Explores and proposes new opportunities for sales growth that are closely aligned with and sensitive to the needs of campus partners

*All employees of the University are expected to follow University and departmental health and safety policy, procedures and work practices at all times. Employees are also responsible for the completion of all health and safety training, as assigned. Employees with staff supervision and/or management responsibilities will ensure that assigned staff abide by the above, and actively identify, assess and correct health and safety hazards, as required.

### Required Qualifications

#### Education
- University degree, or equivalent education and experience
Job Description

- Post-secondary training in operations management and/or business administration, or equivalent experience in a retail operations management role

**Experience**
- Minimum three years of supervisory experience, preferably in a business or retail environment
- Minimum three years of experience working in a retail setting, with accountability for store operations and customer experience
- Minimum three years experience in event management

**Knowledge/Skills/Abilities**
- Demonstrated leadership ability
- Well-organized with a customer-oriented approach
- Ability to manage projects, including working effectively with other team members to keep things on schedule and within budget
- Excellent time-management and critical thinking skills
- Solid understanding of business operations and customer experience best practices, including business acumen and analytical skills
- Highly developed relationship-building and communication abilities, including interpersonal sensitivity and excellent written, verbal and presentation skills
- Intermediate skill in MS Office
- Valid ‘G’ Driver’s Licence required in order to support events
- Familiarity with relevant University of Waterloo policies, procedures, and guidelines including Health and Safety, Staff Employment, Conflict Management and Human Rights, and AODA requirements is an asset

**Nature and Scope**

- **Contacts**: Beyond connections with P+RS colleagues, the incumbent has regular contact with campus groups and off-campus colleagues and suppliers to maintain and develop positive customer relationships. The incumbent also maintains excellent relationships with colleagues from other institutions to gather and share information related to providing the best retail experience possible.
- **Level of Responsibility**: For the areas under his or her oversight as outlined above, the Manager, Store Operations & Customer Experience is responsible for the overall financial and service performance, and for meeting the strategic goals and revenue, profitability and efficiency targets set for P+RS retail locations. Staffing for this area includes five full-time staff members and a pool of approximately 40 casual/student staff.
- **Decision-Making Authority**: This position has decision-making authority for the items outlined above.
- **Physical and Sensory Demands**: This position requires exertion of physical sensory effort resulting in slight fatigue, strain or risk of injury. Lifting, bending and stretching is required from time to time, in order to set up events and move/display products for sale. Extended periods of time sitting at a desk and working at a computer.
- **Working Environment**: This position works in a typical retail store and office environment, with responsibilities in multiple retail locations across the University of Waterloo. There will be unusual hours or schedules, including extended weekend and weekday hours for events, and varying volumes of work at different times of the year. Some travel may be required.