



Alan Jones & Associates
Salary and Benefit Survey Specialists

Airport Retailing & Hospitality

Salary Survey

Job Descriptions &
Guide to Completing Survey Questionnaire

Alan Jones & Associates Ltd
Wyastone Business Park
Wyastone Leys
Monmouth NP25 3SR
Tel 01600 716916
E mail clients@alan-jones.co.uk
www.alan-jones.co.uk

Airport Retailing & Hospitality Salary Survey

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Airport Retailing & Hospitality Salary Survey

Introduction

This salary survey of staff employed in retail and hospitality units in airports is in two sections. The first covers management, the second sales assistants, team leaders and one support role.

The sections are analysed in different ways. A guide to completing both sections precedes the notes on the jobs.

Please remember to complete the first page of the questionnaire giving the name of the company, the name of the main contact for the survey (the print-out of the survey results will be sent to this contact), position, address, telephone number and e-mail. Please also give the date of the last major salary review, the average percentage increase given and the date of the next major salary review.

Please complete and return any additional questionnaires circulated with your salary input sheets.

Survey Confidentiality

The survey is strictly confidential and the results are only sent to those organisations that contribute their salary information. The survey results should be kept in the HR departments of the participating companies. Where information from the survey is shared with senior management it must be presented in analysed forms only.

Job Matching

Each participant in the survey is expected to match as many of the jobs as they have in their organisations although it is not expected that every organisation will match every job.

Survey Frequency

The survey is run continuously. This means that, once they have joined, the survey participant will receive a questionnaire when they are known to have had a major salary review and they will be expected to update their information by the deadline specified.

Online Services & Results

The survey results are posted on the Alan Jones website (www.alan-jones.co.uk) and accessible using your Alan Jones user name and password. Using 'Instant Analysis' you can drill down into the information, see your own position vs the survey group (statistically and in chart form) and you can drop results into Excel or export them to pdf (using the Instant Analysis link).

From Instant Analysis, you can also download the survey in full in Excel and pdf versions including your personalised copies of the survey results. A different view of the results is shown in the 'Click & View' tool which gives a job by job view of the results including the relevant job description.

Other services are available using links in your client home page. In addition, there is a link to a tutorial on how to use our services.

Membership Guidelines

You are assumed to be in the survey on a continual basis unless you let us know that you wish to withdraw. When an organisation withdraws their information is kept in the survey until their next review date. Please refer to the Membership Guidelines (link in your Client Home Page).

If you have any queries regarding this survey, please contact us on 01600 716916 or via e-mail on clients@alan-jones.co.uk

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Sections 01 & 10:

Terminal & Store/Unit Management

This part of the survey is an analysis of actual salaries paid to actual job holders. Give information for all job holders except where the details of more than one job holder are exactly the same (including salary, bonus, 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. **Number of Job Holders**

This will be one except where you have job holders whose salary, bonus, car and store/unit 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.

3. **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.

4. **Actual Bonus Paid**

Please give additional cash paid to the job. This may include company bonus, Christmas bonus, profit share, performance bonus, etc. Bonus may be variable or fixed but do not include car allowance, shift or overtime pay or other cash paid to an individual for activity which is not part of the job, 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.

5. **On Target Bonus (%)/Maximum 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. Where bonus increases for above target performance, give the maximum % here. Give the most recent percentage available.

6. **Company Car/Allowance Yes/No**

Please indicate whether or not the job holder is entitled to a company car or company car cash alternative.

7. **Contractual Weekly Hours**

Please give here the full-time (or full-time equivalent) contractual weekly hours for the job.

8. **Turnover Responsible For £m**

Give the turnover - including VAT but excluding discounts - of the store/unit(s) 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.

9. **Airport**

Please indicate the airport in which the job holder works. Give either the name of the airport or the IATA code.

10. **Alternative Job Title**

In the questionnaire please give your own company's job title for each match.

AIRPORT RETAILING & HOSPITALITY SALARY SURVEY

Management

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

01.61 Terminal Manager

Job Notes

To manage a number of units within one airport.

- To ensure the efficient and profitable operation of a number of stores/units within an airport through effective management of the sales teams
- To liaise with senior buying and merchandising management on sales strategy as needed
- To ensure that company policies and standards are maintained
- To influence management of stock

Knowledge/Skills/Experience

Extensive retail experience normally including store/unit management experience

Decision Making

Considerable within company policy.

10.01 Store/Unit Manager

Reports To Terminal Manager/Area Manager

Responsible For

- The efficient and profitable operation of the store/unit, ensuring that company policies and standards are maintained at the highest level.
- To be responsible for the total store/unit operation with annual sales turnover as shown on the salary data sheets.

Decision Making

Considerable within company policy

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10.02 **Assistant/Deputy Manager**

Reports To Store/Unit Manager

Responsible For

- Assisting the Store/Unit Manager in the day to day supervision of store/unit activities.
- Assisting the Store/Unit Manager in the recruitment, training and development of staff (only if this is a commercial role - it does not include, for example, the HR Manager).
- The efficient and profitable operation of the store/unit, in accordance with company policies and standards, in the absence of the Store/Unit Manager.

Decision Making

Considerable within company policy when acting for Store/Unit Manager.

Section 30:

Sales Assistant, Team Leader, Operator

DATA INPUT

The information required for these roles is as follows:

1. **Airport**

Please indicate the airport for which you are reporting the pay rates. Give either the name of the airport or the IATA code.

2. **Number of Job Holders**

Please give the total number of job holders against each rate.

3. **Hours per Week**

Give the average contractual hours per week for full-time workers.

4. **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.

5. **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.

6. **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.

7. **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.

8. **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.

9. **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.

10. **Alternative Job Title**

In the questionnaire please give your own company's job title for each match.

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Section 30 – Sales Assistant, Team Leader, Operator

Job Notes

Each job category has a separate worksheet within the questionnaire workbook.

Sales Assistant (Survey Job Codes 30.01-30.05)

- There are six levels for **Sales Assistant** – three skill levels and three age levels – as follows:

30.01 Sales Assistant: 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.

30.02 Sales Assistant: 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 over 21 'Standard' rates.

30.04 Sales Assistant: 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 adult sales assistants, they should be included here.

30.05 Sales Assistant: Advanced

This job category covers full-time Sales Assistants who through training and/or experience have achieved additional skills including good product knowledge and where the advanced level may be recognised in the pay structure.

30.06 Sales Assistant: Specialist

This is a level of Sales Assistant where particular skills are needed for the position and this is recognised in the pay structure. Specialist Sales Assistants will have additional responsibilities and are also likely to have additional qualifications.

30.07 Team Leader

- Match here individuals who are hourly paid and are responsible for the supervision of small teams of Sales Assistants.
- Team Leaders may be called Supervisors.

30.08 Operator

- Match here any other employee who provides support to the store/unit but is not involved in sales.
- Matches here may be back room staff dealing with stock, etc., or, in some cases, may work in the store but in non-sales roles, e.g. cashier.