

2016 Retail Compensation Survey

Quick Reference Guide to: Career Levels, Functions and Disciplines



This document lists the Retail Industry functions and disciplines, as a quick reference to help identify most appropriate matches. The letters corresponding to the applicable career ladders for that function are provided. Please refer to the 2016 Retail Compensation Survey Participant Guide for full descriptions and further information on job matching.

GENERAL ALIGNMENT OF GLOBAL GRADES TO CAREER LEVELS																														
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Revenue (USD)															USD75m USD150 USD500 USD1bn USD2bn USD5 USD10bn USD50bn USD100bn															
1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25						
FTE (Full Time Equivalent) Employees															90	240	620	1.6K	4.1K	10.6K	27.5K	75K	200K							
APPLICABLE CAREER BANDS																Executive/Senior Management (EX)														
																15	16	17	18	19	20	21	22	23	24	25				
																Supervisory/Management (M)														
																M1	M2	M3	M4	M5										
																Supervisor	Manager	Sr. Manager	Group Mgr.	Sr. Group Mgr.										
																Professional (P)														
																P1	P2	P3	P4	P5	P6									
																Entry	Intern.	Career	Specialist	Master	Renowned Expert									
																Customer/Client Management and Sales (S)														
																S1	S2	S3	S4	S5	S6									
																Entry	Intern.	Career	Expert	Sr. Expert	Elite Expert									
																Technical Support (T)														
																T1	T2	T3	T4											
																Entry	Intern.	Senior	Lead											
																Business Support (U)														
																U1	U2	U3	U4											
																Entry	Intern.	Senior	Lead											
																Production/Manual Labor (W)														
																W1	W2	W3	W4											
																Entry	Intermediate	Senior	Lead											
FUNCTIONS AND DISCIPLINES LISTING [EX-M-P-S-T-U-W]																														
AAA Top Executive [EX]					AAY Security [EX-M-P-U]					AFT Financial Analysis and Tax [EX-M-P-U]					AID IT Development [EX-M-P-T]					AIT IT Administration [EX-M-P-T]					AMS Customer Support/Operations [EX-M-P-U]					
AAA000 Chief Executive Officer					AAY000 Security Generalist/Multidiscipline					AFT000 Financial Analysis and Tax Generalist/Multidiscipline					AID000 IT Development Generalist/Multidiscipline					AIT000 IT Administration Generalist/Multidiscipline					AMS000 Customer Support/Operations Generalist/Multidiscipline					
AAA020 Chief Operating Officer					AAY002 Security Armed					AFT010 Financial Analysis					AID010 Application Development					AIT010 Computer Systems Administration					AMS010 Customer Service					
					AAY003 Security Unarmed					AFT020 Budget Analysis					AID015 Internet/Web Application Development					AIT015 Website Administration					AMS020 Customer Contact Center Generalist/Multidiscipline					
AAB Business Unit Management [EX]					AAY010 Business Continuation					AFT030 Treasury Operations					AID016 E-Commerce Architecture					AIT020 IT Help Desk Support					AMS022 Customer Contact Center - Complaints Escalation					
AAB003 Division Head					AAY999 Security - No Applicable Discipline					AFT050 Tax Reporting and Compliance					AID017 Online Shopping Experience Development					AIT030 Database Administration					AMS026 Customer Contact Center Process Improvement					
AAB020 General/Country Manager										AFT080 Insurance Risk					AID020 Business Systems Analysis					AIT040 Network Control/Administration					AMS030 High Volume Customer Billing					
AAB032 Top E-Commerce Executive					ACA Corporate Affairs/Communications [EX-M-P-U]					AFT090 Rates					AID050 Software Quality Assurance and Testing					AIT060 Database Design and Analysis					AMS050 Product Warranty					
					ACA000 Corporate Affairs/Communications Generalist/Multidiscipline					AFT999 Financial Analysis and Tax - No Applicable Discipline					AID070 Database Warehousing/Mining					AIT070 General Management and Administration - No Applicable Discipline					AMS999 Customer Support/Operations - No Applicable Discipline					
AAS Administrative Services [M-P-U]					ACA010 Public Relations					AFU000 Audit and Financial/Business Controls Generalist/Multidiscipline					AID080 Network Architecture Design					AIT080 IT Training/Documentation										
AAS000 Administrative Services Generalist/Multidiscipline					ACA020 Community Affairs/Relations					AFU010 General Audit					AID090 Network Planning and Implementation					AIT090 Enterprise Resource Planning										
AAS010 Office/Location/Post and Messenger Services					ACA030 Corporate Social Responsibility					AFU300 Retail Sales Audit					AID100 IS and Cyber Security					AIT110 IT Outsourcing Management										
AAS011 Clerical					ACA050 Regulatory Affairs and Compliance					AFU999 Audit and Financial/Business Controls - No Applicable Discipline					AID110 IS and Cyber Security Development					AIT130 IT Performance Management										
AAS013 Print Services					ACA060 Environmental Affairs and Compliance										AID999 IT Development - No Applicable Discipline					AIT300 Point of Sale Operations/Administration										
AAS020 Library/Information Services					ACA063 Personal Data Privacy Compliance										AIT310 Electronic Data Interchange Operations/Administration					AIT999 IT Administration - No Applicable Discipline										
AAS030 Reception/Switchboard					ACA065 Sustainability																									
AAS041 Secretarial/Administrative Assistance					ACA070 Government Relations																									
AAS042 Secretarial/Executive Administrative Assistance					ACA080 Lobbying																									
AAS043 Secretarial/Administrative Assistance to the Chief Executive Officer					ACA090 Investor Relations																									
AAS070 Food and Beverage Administration					ACA100 Internal/Employee Communications																									
AAS076 Office Refreshments/Help [with W]					ACA140 Localization/Translation Services																									
AAS086 Data Entry					ACA142 Interpretation Services																									
AAS999 Administrative Services - No Applicable Discipline					ACA999 Corporate Affairs/Communications - No Applicable Discipline																									
AAT Transportation Services and Administration [M-P-U]					ACD Strategic Planning/Corporate Development [EX-M-P]					AGA000 General Management and Administration Generalist/Multidiscipline					AGS000 General Management and Administration Generalist/Multidiscipline					AGM999 Marketing - No Applicable Discipline										
AAT000 Transportation Services and Administration Generalist/Multidiscipline					ACD000 Strategic Planning/Corporate Development Generalist/Multidiscipline					AGA010 General Management and Administration Without Business Development					AGS035 General Operations Management (Nonmanufacturing)					AGM999 Marketing - No Applicable Discipline										
AAT010 Vehicle Fleet Management					ACD010 Strategic Planning					AGA035 General Operations Management (Nonmanufacturing)					AGS036 General Operations Management (Manufacturing)															
AAT020 Driver/Chauffeur					ACD016 Digital Strategy					AGA040 Shared Services					AGS060 Graduate Management Trainee															
AAT999 Transportation Services and Administration - No Applicable Discipline					ACD020 Corporate Development and Licensing Generalist/Multidiscipline					AGA060 Graduate Management Trainee					AGS070 General Management and Administration - No Applicable Discipline															
					ACD030 Corporate Development					AGA999 General Management and Administration - No Applicable Discipline																				
					ACD040 Licensing																									
					ACD050 Mergers and Acquisitions																									
					ACD999 Strategic Planning/Corporate Development - No Applicable Discipline																									

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FUNCTIONS AND DISCIPLINES LISTING [EX-M-P-S-T-U-W]			
AMT	Technical Customer Support [EX-M-P-T]	ASC	Supply Chain and Logistics [EX-M-P-T-U-W]
AMT000	Technical Customer Support Generalist/Multidiscipline	ASC000	Supply Chain and Logistics Generalist/Multidiscipline
AMT010	Technical Customer Support - Remote/Help Desk	ASC010	Supply Chain Development and Optimization
AMT020	Technical Customer Support - Customer Site	ASC015	Materials Planning/Scheduling
AMT030	Technical Customer Support - Repair Center	ASC020	Materials Management
AMT999	Technical Customer Support - No Applicable Discipline	ASC022	Forklift Operations
AOM	Manufacturing/Operations [EX-M-P-T-W]	ASC030	Logistics
AOM000	Manufacturing/Operations Generalist/Multidiscipline	ASC035	Import/Export
AOM010	Production Planning and Control	ASC040	Warehousing
AOM015	Production/Process Equipment Operations	ASC042	Depot Management
AOM020	Production Assembly	ASC045	Fulfillment
AOM999	Manufacturing/Operations - No Applicable Discipline	ASC050	Transportation
AOO	Outsourced/Contract Manufacturing [EX-M-P-T-U]	ASC052	Transportation - Delivery Vehicle Operations
AOO000	Outsourced/Contract Manufacturing Generalist/Multidiscipline	ASC060	Generalist/Multidiscipline
AOO999	Outsourced/Contract Manufacturing - No Applicable Discipline	ASC070	Purchasing Generalist/Multidiscipline
APM	Project/Program Management [EX-M-P-U]	ASC080	Goods Purchasing
APM000	Project/Program Management Generalist/Multidiscipline	ASC090	Services Purchasing
APM010	Information Technology Project Management	ASC095	Technical Purchasing
APM020	Facilities Construction Project Management	ASC999	Commodity Purchasing
APM050	Product Development Project/Program Management	ASC999	Supply Chain and Logistics - No Applicable Discipline
APM060	Resource Management	AZE	Engineering [EX-M-P]
APM999	Project/Program Management - No Applicable Discipline	AZE000	Engineering Generalist/Multidiscipline
AQY	Quality Assurance Methods [EX-M-P]	AZE030	Quality Assurance Engineering
AQY000	Quality Assurance Methods Generalist/Multidiscipline	AZE040	Civil Engineering
AQY010	Quality Systems/Customer Satisfaction	AZE042	Energy Management Engineering
AQY020	Business Process Improvement	AZE080	Manufacturing Engineering
AQY030	Six Sigma Process	AZE100	Sustainable Engineering
AQY040	Supplier Quality Assurance	AZE150	Packaging Engineering
AQY300	Food Quality Assurance	AZE999	Engineering - No Applicable Discipline
AQY999	Quality Assurance Methods - No Applicable Discipline	AZT	Technical Specialty/Skilled Trade [M-P-T-W]
ARE	Real Estate and Facilities [EX-M-P-U]	AZT000	Technical Specialty/Skilled Trade Generalist/Multidiscipline
ARE000	Real Estate and Facilities Generalist/Multidiscipline	AZT010	Equipment Maintenance Technical Specialty
ARE010	Real Estate/Property Management	AZT030	Product Test/Debug Technical Specialty
ARE020	Facilities Management	AZT040	Facilities Technical Specialty
ARE300	Retail Site Selection	AZT042	Energy Management Technical Specialty
ARE310	Retail Store Design and Construction	AZT060	Quality Control/Inspection Technical Specialty
ARE320	Retail Store Design	AZT080	CAD/CAE Drafting Technical Specialty
ARE330	Retail Store Construction	AZT140	Skilled Trade Generalist/Multidiscipline
ARE340	Retail Store Lease Administration	AZT300	Refrigeration Maintenance
ARE999	Real Estate and Facilities - No Applicable Discipline	AZT999	Technical Specialty/Skilled Trade - No Applicable Discipline
ARO	Research and Development [EX-M-P]	AZU	Manual/Unskilled Labor [M-W]
ARO000	Research and Development Generalist/Multidiscipline	AZU000	Manual/Unskilled Labor Generalist/Multidiscipline
ARO999	Research and Development - No Applicable Discipline	AZU999	Manual/Unskilled Labor - No Applicable Discipline
ARP	Product Development [EX-M-P]	CAM	Account/Relationship Management [EX-M-S]
ARP000	Product Development Generalist/Multidiscipline	CAM000	Account/Relationship Management Generalist/Multidiscipline
ARP060	Product Development - Prototypes and Trials	CAM005	Small/Non-Strategic Account/Relationship Management
ARP999	Product Development - No Applicable Discipline	CAM010	Single Country Major/Strategic Account/Relationship Management
ARR	Product Development Support [M-P-T]	CAM020	Country Major/Strategic Account/Relationship Management
ARR000	Product Development Support Generalist/Multidiscipline	CAM999	Global Account/Relationship Management
ARR999	Product Development Support - No Applicable Discipline	CAM999	Account/Relationship Management - No Applicable Discipline
ARS	Research Science [EX-M-P]	CSC	Channel Sales [EX-M-S]
ARS000	Research Science Generalist/Multidiscipline	CSC000	Channel Sales Generalist/Multidiscipline
ARS999	Research Science - No Applicable Discipline	CSC010	Channel Sales - Durable Goods Generalist/Multidiscipline
ARU	Research Science Support [M-P-T]	CSC020	Channel Sales - Nondurable Goods
ARU000	Research Science Support Generalist/Multidiscipline	CSC300	Channel Sales - Merchandise Liquidation
ARU999	Research Science Support - No Applicable Discipline	CSC999	Channel Sales - No Applicable Discipline
CSR	Retail Store Sales [M-S-U]	CSD	Direct Sales [EX-M-S]
CSR000	Retail Store Sales Generalist/Multidiscipline	CSD000	Direct Sales Generalist/Multidiscipline
CSR010	Retail Store Sales - Apparel	CSD010	Direct Sales - Durable Goods Generalist/Multidiscipline
CSR012	Retail Store Sales - Women's Apparel	CSD020	Direct Sales - Nondurable Goods
CSR014	Retail Store Sales - Men's Apparel		Generalist/Multidiscipline
CSR016	Retail Store Sales - Children's Apparel	CSD310	Direct Consumer Sales
CSR032	Retail Store Sales - Beauty (Perfumes and Cosmetics)	CSD999	Direct Sales - No Applicable Discipline
CSR035	Retail Store Sales - Watches and Jewelry		
CSR040	Retail Store Sales - Footwear		
CSR050	Retail Store Sales - Leather Goods		
CSR060	Retail Store Sales - Housewares		
CSR070	Retail Store Sales - Appliances		
CSR080	Retail Store Sales - Consumer Electronics		
CSR085	Retail Store Sales - Mobile Devices and Services		
CSR090	Retail Store Sales - Services		
CSR100	Retail Store Sales - Furniture		
CSR110	Retail Store Sales - Food, Wine and Spirits		
CSR150	Retail Store Sales - Automotive Parts and Accessories		
CSR999	Retail Store Sales - No Applicable Discipline		
RDC	Creative Design [EX-M-P-T]	CTS	Telesales [M-S-U]
RDC000	Creative Design Generalist/Multidiscipline	CTS000	Telesales Generalist/Multidiscipline
RDC010	Creative Design - Apparel	CTS010	Telesales - Inbound/Inside
RDC030	Creative Design - Accessories	CTS020	Telesales - Outbound
RDC032	Creative Design - Luxury Leather Goods	CTS999	Telesales - No Applicable Discipline
RDC035	Creative Design - Luxury Watches and Jewelry	CUS	Sales Support and Administration [EX-M-P-U]
RDC040	Creative Design - Footwear	CUS000	Sales Support and Administration Generalist/Multidiscipline
RDC060	Creative Design - Housewares	CUS010	Sales Training
RDC160	Creative Design - Packaging	CUS030	Sales Planning/Forecasting
RDC999	Creative Design - No Applicable Discipline	CUS040	Sales Force Effectiveness
RDT	Technical Design [EX-M-P-T-U]	CUS060	Sales Operations Support
RDT000	Technical Design Generalist/Multidiscipline	CUS999	Sales Support and Administration - No Applicable Discipline
RDT010	Pattern Making	CUT	Technical Sales Support [EX-M-P-T]
RDT020	Color Standards	CUT000	Technical Sales Support Generalist/Multidiscipline
RDT030	Fabric Research	CUT010	Pre-Sales Technical Support/Systems Engineering
RDT040	Technical Design - Sizing/Fit	CUT020	Application Engineering
RDT999	Technical Design - No Applicable Discipline	CUT040	Technical/Product Training
RIL	Inventory Control/Loss Prevention [EX-M-P-U]	CUT999	Technical Sales Support - No Applicable Discipline
RIL000	Inventory Control/Loss Prevention Generalist/Multidiscipline	RAM	Merchandising [EX-M-P-U]
RIL010	Inventory Control	RAM000	Merchandising Generalist/Multidiscipline
RIL020	Inventory Loss Prevention	RAM010	Merchandising Planning and Allocation
RIL999	Inventory Control/Loss Prevention - No Applicable Discipline	RAM020	Merchandising Planning
RPS	Retail Sourcing [EX-M-P-U]	RAM030	Merchandising Allocation
RPS000	Retail Sourcing Generalist/Multidiscipline	RAM999	Merchandising - No Applicable Discipline
RPS010	Retail Sourcing - Apparel	RBX	Retail Buying [EX-M-P-U]
RPS030	Retail Sourcing - Accessories	RBX000	Retail Buying Generalist/Multidiscipline
RPS040	Retail Sourcing - Footwear	RBX010	Retail Buying - Apparel
RPS060	Retail Sourcing - Housewares	RBX012	Retail Buying - Women's Apparel
RPS070	Retail Sourcing - Appliances	RBX014	Retail Buying - Men's Apparel
RPS080	Retail Sourcing - Consumer Electronics	RBX016	Retail Buying - Children's Apparel
RPS090	Retail Sourcing - Toys	RBX030	Retail Buying - Accessories
RPS999	Retail Sourcing - No Applicable Discipline	RBX032	Retail Buying - Luxury Leather Goods
RSF	Franchising [EX-M-P]	RBX035	Retail Buying - Luxury Watches and Jewelry
RSF000	Franchising Generalist/Multidiscipline	RBX040	Retail Buying - Footwear
RSF010	Franchising Sales	RBX050	Retail Buying - Luxury Perfumes and Cosmetics
RSF020	Franchising Operations	RBX060	Retail Buying - Housewares
RSF999	Franchising - No Applicable Discipline	RBX065	Retail Buying - Food, Wine and Spirits
RSM	Retail Store Management [EX-M-P]	RBX070	Retail Buying - Appliances
RSM000	Retail Store Management Generalist/Multidiscipline	RBX080	Retail Buying - Consumer Electronics
RSM010	Region Store Management	RBX090	Retail Buying - Toys
RSM030	Store Management	RBX100	Retail Buying - Furniture
RSM040	Store Co-Management	RBX110	Retail Buying - Books and Audio/Video Recordings
RSM060	Store Management-in-Training	RBX120	Retail Buying - Office Supplies
RSM999	Retail Store Management - No Applicable Discipline	RBX130	Retail Buying - Grocery
RSO	Retail Store Operations [EX-M-U-W]	RBX140	Retail Buying - Pharmacy, Health and Personal Care
RSO000	Retail Operations Generalist/Multidiscipline	RBX999	Retail Buying - No Applicable Discipline
RSO020	Retail Store Staffing Resource Management		
RSO030	Retail Store Cashiering		
RSO050	Retail Store Stockroom		
RSO103	Retail Store General Operations - Fashion, Footwear and Accessories		
RSO104	Retail Store General Operations - Home/Do It Yourself (DIY)		
RSO105	Retail Store General Operations - Electrical/Mobile Devices and Services		
RSO106	Retail Store General Operations - Pharmacy, Health and Personal Care		
RSO107	Retail Store General Operations - Department Store		
RSO108	Retail Store General Operations - Restaurant/Food Outlet		
RSO109	Retail Store General Operations - Wholesale		
RSO110	Retail Store General Operations - Grocery Store/Supermarket		
RSO111	Retail Store General Operations - Services		
RSO999	Retail Operations - No Applicable Discipline		