

National Army Museum

Royal Hospital Road, Chelsea, London SW3 4HT

Operations Division

Post: Deputy Front of House Manager **Post No.:** NAM 255

Reports to: Front of House Manager

Responsible for: Front of House Seniors, Visitor Experience Assistants and Visitor Welcome & Retail Assistants

Job Role

The Deputy Front of House Manager plays a pivotal role at the heart of the National Army Museum's public-facing operations. Supporting the Front of House Manager, the post-holder will enthuse, motivate, and engage our fantastic team of Assistants and Volunteers, ensuring every visitor receives a warm, engaging and memorable welcome.

You will motivate and inspire diverse front of house teams, placing conversation, personal interaction and visitor engagement at the centre of the Museum experience. As a visible and positive role model, you will motivate and drive teams to achieve sales, KPI and donation targets while maintaining the highest standards of wellbeing, safety and professionalism.

The post-holder will contribute to the smooth day-to-day operation of the Museum, working calmly and effectively under pressure, and ensuring that the Museum's mission, values and reputation are consistently delivered across all visitor touchpoints.

Job Description

The post-holder is responsible for:

1. Leadership and Management

- a. Working with the Front of House Manager to manage the day-to-day Front of House operations and lead the Retail and Visitor Experience teams, effectively delegating and communicating duties, team member expectations and performance standards.
- b. Fostering a culture of accountability, teamwork and continuous improvement, with a strong focus on a cohesive visitor experience, income generation and donations.
- c. Responsibility for daily Front of House operations, responding effectively to incidents and operational challenges and taking responsibility for decision making. Escalating and feeding back to the Front of House Manager, as required.
- d. Working with the Front of House Manager in leading, coaching and developing Front of House team members and monitoring performance. Conducting one to ones, annual appraisals and day to day museum floor-based coaching across retail, Play Base, welcome and galleries.
- e. Managing staff performance, absence and time keeping, encouraging team member accountability for job role deliverables and Museum values. Assisting the Front of House Manager in leading on any disciplinary matters in accordance with National Army Museum's policies and procedures.

- f. Supporting the Front of House Manager to identify required training and leading on the delivery of an annual training plan to ensure all team members and volunteers are fully trained, knowledgeable, and able to carry out their roles effectively.
- g. Responsibility for the planning of daily rotas, and day to day effective deployment of Front of House team members, to meet visitor, sales and wider museum business needs.
- h. Utilising weekly/monthly sales reporting/performance and visitor feedback data to contribute informed development ideas to support income and KPI growth and visitor experience development.
- i. Assisting the Front of House Manager in the recruitment of the Retail and Visitor Experience teams.
- j. Working with the Front of House Manager, maximise volunteer involvement across all areas of front of house, ensuring volunteers feel fully integrated into the team and enhance the core Museum offer.
- k. Undertaking daily briefings to provide up-to-date information to the Front of House teams.
- l. Providing cover and/or assistance for any of the Retail or Visitor Experience Teams areas during breaks, annual leave or other absences, as required.
- m. Deputising for the Front of House Manager, as and when required.

2. Visitor Engagement

- a. Guiding the Front of House Teams to actively engage with all visitors at welcome and farewell, ensuring they are promoting and selling the souvenir book, donations, membership, programming and maximising sales for Play Base and all other Museum activities.
- b. Modelling outstanding service behaviours and up-selling techniques, ensuring teams understand the Museum's diverse audiences and exceed their expectations.
- c. Responding to all visitor queries/complaints with a positive resolve, escalating and feeding back to the Front of House Manager, as and when required.

3. Retail

- a. Leading by example and motivating the Retail sales team to pro-actively engage with our visitors and utilise selling skills to maximise shop and souvenir book sales and achieve key performance indicators (KPIs) and conversion targets.
- b. Communicating up to date sales performance data to the team, including sales highlights, product performance and daily and monthly targets and KPIs to achieve.
- c. Leading the team to ensure visual merchandising standards and all Shop and Welcome Desk displays are commercially driven, fully stocked, visually appealing to engage our visitors.

- d. Working with the Front of House Manager to conduct regular shop floor walks of the Shop, Welcome Desk and Stockrooms. Ensuring all areas are maintained to excellent standards.
- e. Managing online shop orders and ensuring all orders are promptly processed and procedures correctly followed. Supporting the Front of House Manager in responding to any online shop queries.
- f. Managing and working with the Retail sales team to ensure deliveries are accurately checked in on the system and procedure is correctly followed.
- g. Responsibility for maintaining well controlled and organised stock holdings. Support the Front of House Manager , as a key lead, in the operational preparation and execution of stocktakes.
- h. Working with the Front of House Manager on EPOS accuracy and ensuring all sales are scanned/keyed correctly at the point of sale.

4. Play Base

- a. Assisting the Front of House Manager in ensuring Play Base is run in accordance with the ticketing terms and conditions of sale and entry and all health and safety procedures are implemented and adhered to by the Retail team.
- b. Leading by example, motivating and engaging with the team to deliver a welcoming, engaging and safe experience for all our Play base visitors; to maintain and grow a positive Play Base reputation.
- c. Communicating Play Base daily and monthly sales and occupancy. Motivating and engaging the team to be pro-active in ticket sales conversion.
- d. Responsibility for ensuring the Play Base space is well maintained and activity toys are kept in good condition and replaced, as and when necessary.
- e. Dealing confidently and calmly with all Play Base operational and visitor issues. Resolving all issues to a positive outcome, escalating and feeding back to the Front of House Manager, as and when required.
- f. Leading on the annual ROSPA (Royal Society for the Prevention of Accidents) inspection and post inspection action and reports.

5. Visitor Experience

- a. Ensuring the team is effectively monitoring the condition of the galleries and public spaces throughout the day and ensuring standards are never compromised and reporting any issues via the correct channels.
- b. Supporting the Visitor Experience Team to ensure the active engagement with Museum visitors, sharing information about the galleries and Museum's collection.

6. Systems and Finance

- a. Responsibility for ensuring the security of retail and welcome monies and stock, ensuring the Museum's financial and cash handling procedures are strictly adhered to, in accordance with audit and security requirements and good practice.

- b. Working with the Front of House Manager to manage the ticketing system, for all Play base event set up and ticketing allocation.
- c. Assisting the Front House Manager, following up and resolving any systems ticketing or EPOS issues with the EPOS or Ticketing provider and IT. Feeding back and escalating to the Front of House Manager, as and when needed.
- d. Leading and working with the team to open and close the Shop and Welcome Desk tills correctly and as per procedure. Managing the accurate counting in of the float and cash up at the end of the day's trade.
- e. Utilising the EPOS and Ticketing systems to generate sales reports, to support understanding of sales performance, cascading accurate information to the team and assisting the Font of House Manager in making commercial decisions.
- f. Working with the Front of House Manager in the accurate inputting of daily, weekly and monthly sales figures for Retail and Play Base, on the annual sales trackers.

7. Internal Relationships

- a. Maintain effective internal relationships with all Museum Departments.
- b. Work closely with Facilities, Venue Hire, Learning, Audiences & Communications, Public Programmes and Development teams to support Museum activity and income and donation generation.

8. External Relationships and Partnerships

- a. To work closely with all in-house contractors (including catering, cleaning, maintenance and security) in the provision of excellent customer services to the public.

9. Health and Safety

- a. Being committed to good health and safety, security and access practice, ensuring familiarity and compliance with Museum policies, procedures and guidelines and the health and safety of visitors, staff, volunteers and contractors at all times and to promote these to the Front of House teams.
- b. Alongside the Front of House Manager, taking day-to-day responsibility for ensuring the actions of the Front of House teams are safe, secure and compliant with all relevant legislation and Museum policies to minimise risk to the public, staff, volunteers and contractors.
- c. Keeping under review risk assessments and method statements for all team activities.
- d. Alongside the Front of House Manager, ensuring there is a sufficient number of first aid trained staff on duty when the Museum is open to the public.

10. In addition, the post-holder is required to:

- a. Act in every way so as to preserve the Museum's reputation and good name in all areas of its work and be fully committed to openness and transparency in all its dealings.

- b. Ensure that the Museum's accounting and financial procedures are strictly adhered to and embed a culture of control and financial discipline.
 - c. Play a full part in the generation of income as required and to avoid breaches of financial regularity and propriety, the misapplication of funds or waste of resources. Effectively manage delegated budgets and projects and be responsible for the proper exercise, as instructed, of any delegated financial powers, having express regard to the Director's appointment as the Museum's Accounting Officer; especially to promote efficient and cost-effective methods of working to keep strictly within planned budget allocations, as set by the Senior Leadership Team.
 - d. Take due care to assess and manage risk, having regard to the NAM's Matrix of Risks.
 - e. Carry out his/her duties in accordance with the NAM's Equal Opportunities Policy.
 - f. Travel to and operate from the National Army Museum's outstations or locations where the Collection, or parts of the Collection, or other NAM property or services are held, or carried on, as and when necessary. The post-holder will be required to work off-site including at the Museum's facilities at Stevenage.
 - g. The post-holder will be based at the Museum in Chelsea.
 - h. The post-holder must co-operate fully with the Management of the NAM in pursuance of the Museum's aims, as set out in its Royal Charter, and to enhance the Museum's standing and reputation through its contacts with the public and the media. This will include membership of various development and other teams set up from time-to-time and reporting to the Director and Senior Leadership Team.
 - i. Attend Museum committees, teams and working parties, as required.
 - j. Support presentations to the NAM Council (Trustees), the Senior Leadership Team and members of staff as requested.
- 11.** The appointment is permanent and full time (subject to a six-month probation period), working 37.5 hours per week (net) 5/7 days with a requirement to work alternate weekends. Additional evening and weekend working may be required. Flexible working arrangements will be considered. The salary is £34,040pa (pay band D). The post-holder is required to give a minimum of three months' written notice in resigning.
- 12.** The appointment will be subject to a security clearance.
- 13.** This job description sets out the key responsibilities and tasks of the post and is not exhaustive. It may alter with the changing needs of the Museum. This job description may be reviewed and updated annually.
- 14.** The National Army Museum is an equal opportunities employer.

Justin Maciejewski
 Director, National Army Museum

March 2026

Signature:

Date: