



# Building the Spa Success Foundation

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Wynne Business



## Different constituencies

- Who are your customers?
  - External customers
  - Internal customers



# The Challenges

- “Nobody ever told me.”
- “It’s not my job.”
- “I don’t know who to ask.”
- “When is my next break?”



# Documentation and Structure create . . .

A Strong Foundation

↓  
Empowering Staff  
Members

↓  
Shortening the  
Decision-Making  
Process

↓  
Happy Customers



## “Getting the right people on the bus” is your most important responsibility.

- You can't do everything yourself
- You're not touching all of the clients
- You're only as strong as your weakest link
- Clients are attracted to a calm, professional atmosphere for personal care services



# Creating “A” Players

## Overview

- Recruitment
- Application
- Telephone Screen
- Interview Process
- Personality Profiles
- Practical Skills Assessment
- Reference & background checks
- The Offer
- Company Orientation
- Support Documentation
- Training & Education
- Career Management
- Ongoing Performance Appraisal



# Position Descriptions - Why?

- Attract the right candidates
- Be clear from the beginning
- Setting standards avoids accusations of favoritism
- Ensures that staff knows who and what
- Don't start compromising already



# The A Player Job Description



- Job activities/responsibilities
  - Basic job responsibilities for technical and therapeutic staff include meeting attendance, sidework, client communication, daily work station prep and cleanup, team/staff meetings and meetings with supervisor.
- Team member responsibilities
- Qualifications and experience required
- Desired behavioral characteristics



## Recruitment & Application

- Market your business as an “employer of choice”
  - Renowned training program
  - Excellent career opportunities
- Word of mouth generates the most leads
- Applicants should have a resume and fill out an application
- Detail is important, not just “relevant” experience



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# You're never in too much of a hurry to hire right.



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- Job turnover destroys profit
  - Trainer wages
  - Trainee wages
  - Trainee errors
  - Customer dissatisfaction
  - Operations Disruption
  - Management time wasted
  - Recruiting costs



## Stop wasting time: Screen!!

- Initial review of application and resume determines the “first cut”
  - Share this with department heads
- Spend more time on the phone and less time in “dead end” in-person interviews
- Don’t overcommit!
  - “I’d like to get back to you as we begin to schedule our in-person meetings.”



# Personality Survey

- Needs to take place *early* in the interview process
- Different strokes!
- We use the DISC survey, measuring:
  - Dominance
  - Influence
  - Steadiness
  - Conformity

## Examples:

**High Dominance people won't last in line positions.**

**High Influence people sell and retain but may talk too much in the treatment room.**

[www.discprofile.com](http://www.discprofile.com)



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## Let's sit down!

- Interview environment must be comfortable, private, with no interruptions.
- Allow ample time
- Orient candidate to the entire process
- Write down notes on separate sheet, not app
- Help them do their best!



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## Legal Interviewing Basics

- No questions or conversation about age, sex, race, religion, marital status.
  - “*What a beautiful ring! Are you engaged?*”
- OK to find out if there are physical limitations which would prevent them from performing the job as described
- Questions must be *job-related*.



## Hone your interview skills

- Shut up and listen!
- Don't jump in after a question if there's a long silence.
- Take notes.
- Drill down.
- This is not the time to "sell" the job to the applicant
- Don't "telegraph" your desired response!
- WRONG: "Are you a team player?"
- RIGHT: "Give me an example of a time your teamwork abilities helped out a co-worker."





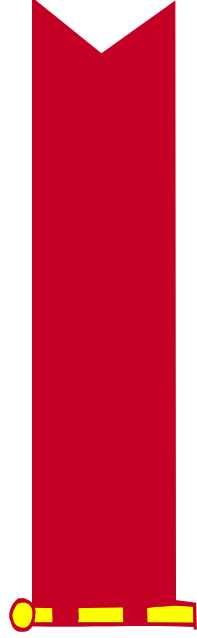
## Good interviews take time

- Too much rapport is as bad as not enough: you'll get distracted
- Thorough, methodical review of the work history. (It gets repetitive. That's when it gets interesting!)
- Explore tangents
- Provide refreshments, take a break if needed



## Red flags!

● **“I only use organic products made during a full moon in my facials.”**



- **“I plan to open my own salon...”**
- **“My manager at Spa X was incompetent.”**
- **“There was too much backstabbing at Salon X”**
- **“I need to know where this is going.”**



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## Turning up the heat...

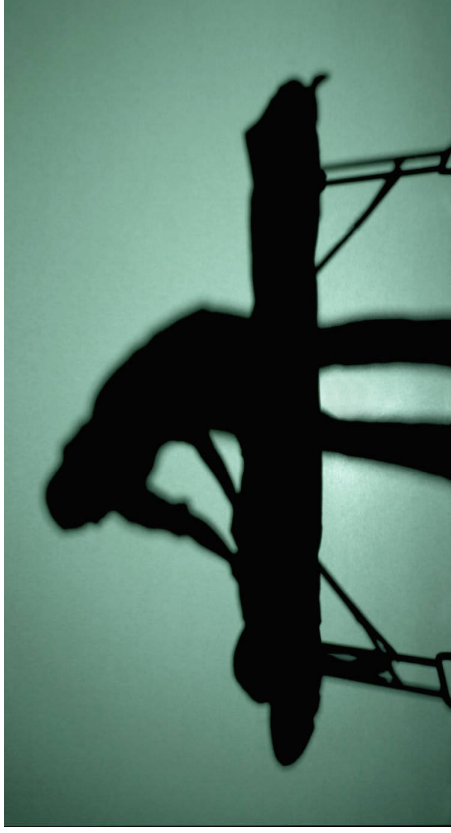
- Keep the applicant comfortable. They will open up more if they feel at home.
- Pursue interesting statements with additional questions. *“Tell me about the incompetence you had to deal with at Salon X.”*
- Find out what they know about you. Good applicants do research. Great candidates will have been to your spa.



# The Practical Interview



- Conduct the hands-on interview under “real world” spa conditions
- Have candidate perform multiple services on different evaluators
- Evaluators fill out an appraisal afterward





## Second Manager Interview

- If you can, have more than one manager meet with the candidate.
  - Assign “sections” of the interview to each.
- Second impressions are as important as first ones.
- Discuss their practical candidly. How do they react to constructive criticism?
- Now’s the time to sell the opportunity.



## Reference & Background Checks

- *Never skip these steps!*
- Only legitimate references are former supervisors/managers.
- Confirms legitimacy of educational credentials, licenses, previous employment
- Criminal background check
- Third party companies provide this service



# The Offer

- Confirm offer in writing
- Be specific about expectations
- Include detailed compensation information
- If no thanks, send a prompt, gracious “no thank you” note
  - ...we’ve decided to select a candidate who is a closer match for our profile...
  - Your reputation among potential therapists is based on how you treat your “rejects”
- If they need additional skills, invite them to reapply

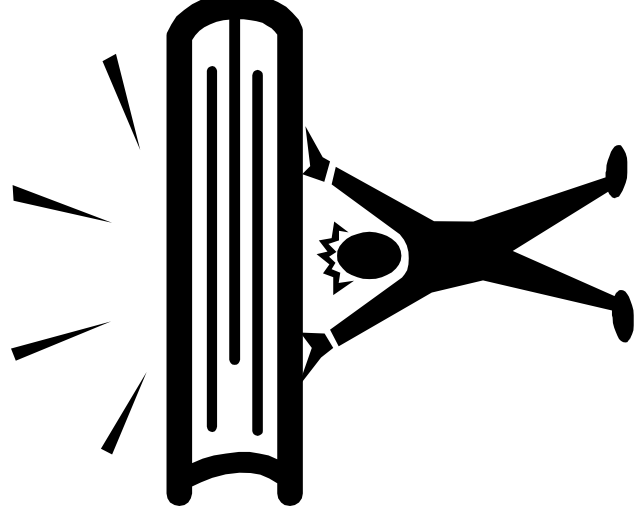


## Company Orientation

- Performed by a spiritual and passionate leader
- Welcoming and company overview, indoctrination
- *Not* reading to new hires!
- 90-Day probationary period
- Assign a mentor or buddy

# Support Documentation

- Policy Handbook
  - Promotes fairness
- Job Descriptions
  - For all positions
- Service Protocols
- Department Manuals
  - Department specific info
- Operations Manuals
  - Front desk and customer service
- Organizational Charts





# Employee Handbooks - Why?

- Guidelines will be objective
- Uncertainty creates tension
- Clear expectations drive desired behaviors
- Avoiding unnecessary litigation



## Employee Handbooks

- Lay out all of the guidelines extant
- Divide into sections such as
  - General Policies, Comp & Benefits, HR Policies
- 3-Ring Binder
- Review by local attorney
- Spa/salon industry specific



## Sample Guidebook Topics

### - Overall

- Purpose of Handbook
- Company History
- Mission Statement and Business Vision
- Team Standards of Excellence
  - Expected behaviors of both staff members and company



## Sample Guidebook Topics - Policies

- Professional Image and Teamwork
- Smoking and eating
- Workstation Maintenance
- Staff Meetings
- Charitable Donations
- Conflict of Interest and Confidentiality
- Client Distribution



## Sample Guidebook Topics - HR



- Schedules and schedule changes
- Attendance and Punctuality
- Performance Appraisal
- Harassment
- Training and education programs
- Equal Employment Opportunity
- Termination



## Sample Guidebook Topics

### - Comp

- Paid Time Off
- Family Privileges
- Staff Member Privileges
  - Vouchers, bonus pools
- Other Benefits
  - Health Insurance, 401K, Wellness Days
- Compensation Procedures
- Holidays
- Gratuities



## Department Manual

- Information specific to the department
  - Dept dress code, purchasing process
- Accessible – in tx rooms/personal copies
- 3-ring Binder
- Product knowledge from vendors
- Service Protocols
- Linen usage guidelines



## Department Manual – Why?

- Consistency, consistency, consistency
- Demystification
- Everyone shares same information
- Leads to process improvement



## Service Protocols

- Step by step “how-to”
- Specific for each service on the menu
- Include timing of each step
- Supply consult language
- Include recommended product and laundry usage guidelines
- Establish home care tie-ins



## **Service Protocol example** *cont'd*

- Overall description of service
- Ideal target client for service
- Contraindications
- Service Time
- Supply and Product Checklist
- Procedure Outline
- Home Care Recommendations

# Service Protocol example

## cont'd

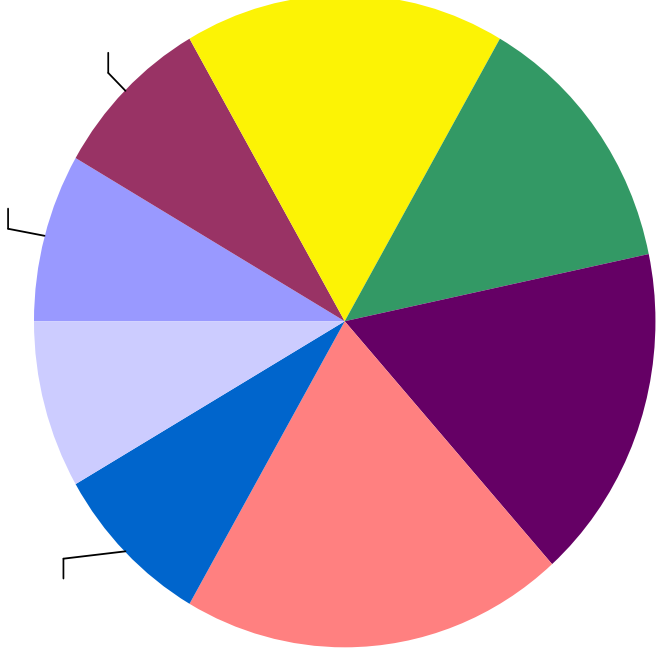


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- Before client enters room, mist air with stress relief|relaxation room spray.
- Perform client interview and skin analysis
- Once client is seated in facial chair, apply a ½ tsp of Tension Relief Balm to your fingertips and have client close eyes and breathe deeply as you cup your hands over their face. Apply Balm from fingers to temples and/or back of neck to relax client.
- Remove eye makeup with Bi-Phase Eye Makeup Remover applied to cotton pad. Preheat facial steamer.
- Cleanse face, neck, shoulders, and décolleté with 2 pumps SensiCalm Gentle Foaming Wash (warm between palms of hands before applying). Use ample tepid water during this step. Remove thoroughly with damp sponges.
- Perform massage technique on face, neck, and shoulders . . .



# Service Protocol example





# Operations Manuals

- Oriented to Customer Service staff
- Daily tasks and objectives
- Loss Prevention outline
- Opening and closing procedures
- Detailed “how-to” on software transactions
- Contact info
- Separate daily log book

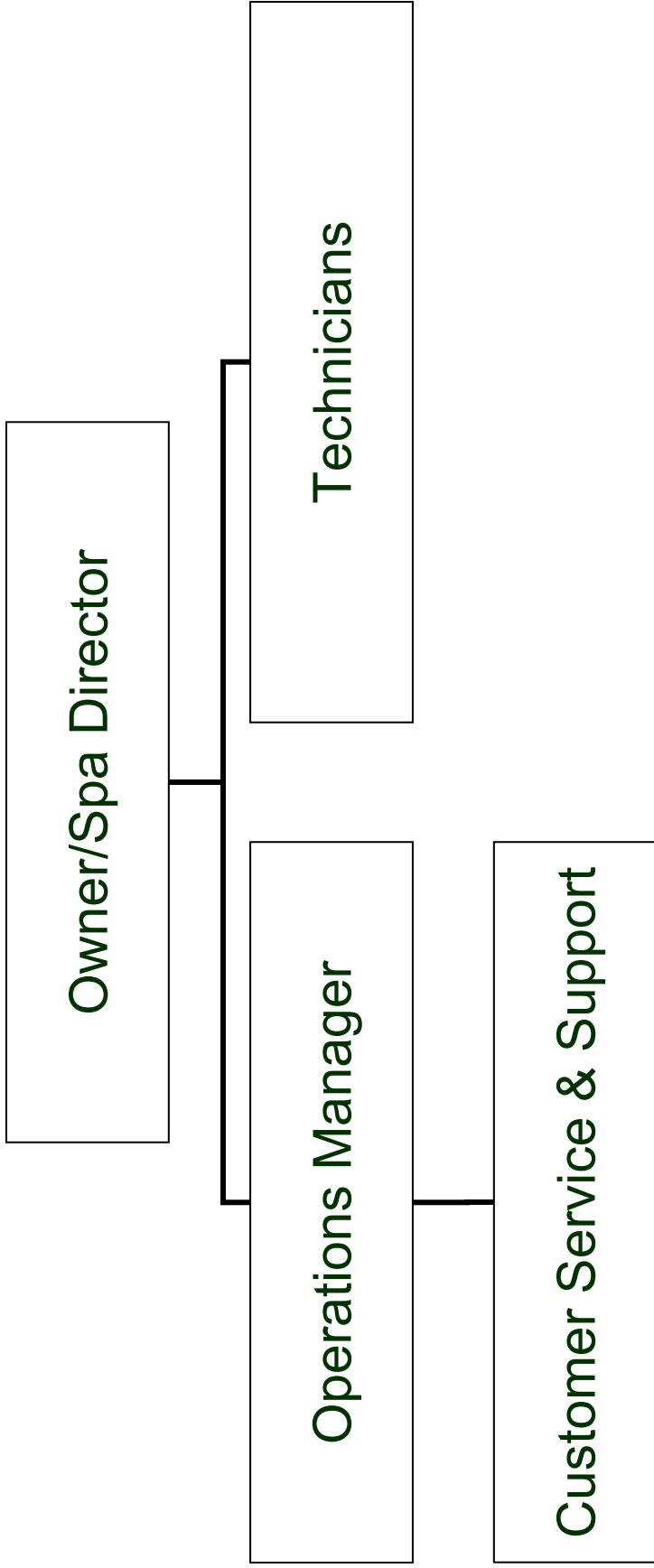


## Operations Manual - Why?

- Enable empowerment
- Provide consistency in customer service approach
- Understand “why”
- Stress importance of details
- Builds confidence

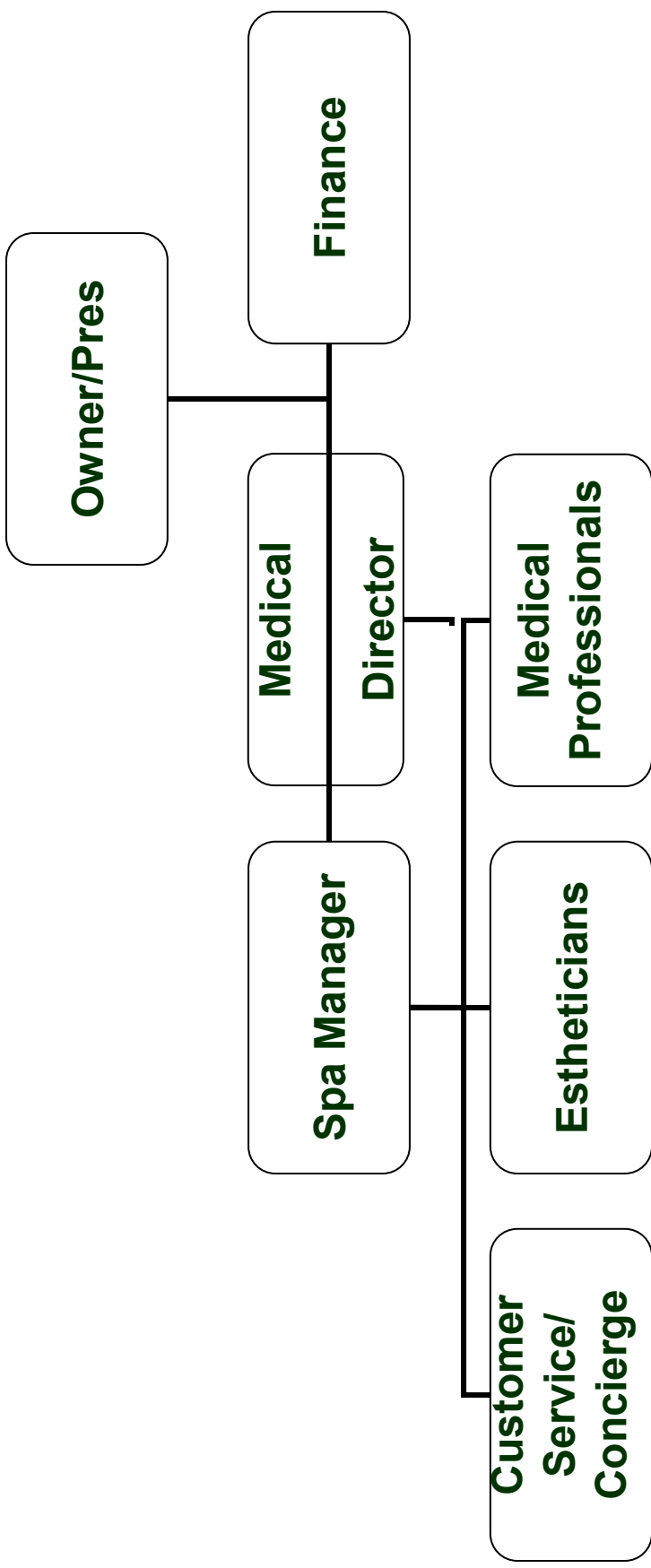


# Sample Org Charts





# Org Charts – cont'd





## Training Protocols

- Compensate new hires for training time at hourly training rates
- Don't overload them; spread it out
- Don't just train on technical duties
- Customer Service, Communications, Sales Skills
- Department Manuals should include space for note-taking



## Training Protocols cont'd

- Develop a training grid for each department
- Training by both inside and outside personnel
- Demonstration and hands on
- Role play where appropriate
- Quizzes and games



# Communicating Systems and Protocols

- Written Instructions
  - Manuals, Memos, Signs
- Meetings
  - General meetings, Team/Dept meetings
- Continuing Education
  - Refresher sessions
  - Vendor/Manufacturer sponsored training



# Performance Appraisal

What?

- Average ticket
- Retail to Total Sales Ratios
- Client Retention Rate
- Utilization rates
- When
  - Quarterly or Monthly
- How
  - One on one meeting



## Quality Assurance

- Client Evaluation Cards
  - For all clients, not just new ones
- Secret Shopping Service
- Testing
  - Inspection
  - Quizzes/Exams



## Career Management

- Support their passion
- Annual education stipend
- Quarterly education events for each department
- Life Skills Training; sales, communications, stress-management
- Compensation plan that promotes career growth



## **Career Management cont'd**

- Magazine subscriptions
- Economics in the real world
- Contests and sales promotions
  - Trips to other salons and spas
  - Training
  - Motivational speakers
- Walk the walk



**THANK YOU FOR YOUR  
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[www.wynnebusiness.com](http://www.wynnebusiness.com)**

**MORE QUESTIONS?**

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