



One of the most important duties and leadership requirements for a store manager is finding the best staff possible. The next real challenge is retaining those excellent employees that he/she has worked so hard to hire. There are many incentives and motivations that can be used to do this, but they must follow a well-organized training program. Without this, all the incentives in the world won't be seen or experienced because untrained and unproductive employees are those that don't stay around long.

No one wants to feel that they aren't contributing to the success of their workplace. If they are of that attitude, it's because of a poor work ethic they brought with them or, more than likely, they've not had time invested in them by management. Too often, managers hire an employee, show them how to run a basic transaction and then walk away, leaving the new worker flailing in a sea of confusion and frustration.

New employees who've not been developed are often workers who feel that their employers just don't care about them and their feelings of accomplishment. This can create resentment for their manager; terrible attitudes toward fellow employees and customers and, in extreme cases, could cause insubordination and ethics issues.

The result is unavoidable turnover, which costs the store revenues, profits and market reputation. Worse than that for the manager is his or her reputation in the eyes of the bosses. If ever there was an example of the old adage that "an ounce of prevention is worth a pound of cure," it's the good judgment to provide proper training to quality employees.

Training and Your Attitude

"The customer comes first" is one of the most misunderstood phrases in business. In reality, *employees* come first, either by your belief or by theirs. You can't expect employees to put real emphasis on providing good customer service if they haven't been given attention from their bosses first.

One of the things employees expect is to have their skills developed. When this is done, it enhances their self-esteem. As manager, no one is in a better position to do this than you. Let me emphasize this: you owe this to your employees. It's not only your opportunity to be perceived as a good boss, it's your obligation as their employer to do this. Remember, you'll neither earn nor deserve their loyalty until you help them develop as a productive worker.

When you take the time to properly train your people, their skill level is raised, as is your relationship with them. If an employee can clearly see that you're interested in their personal success and well being, they'll often pledge their loyalty and efforts with incredible commitment.

Training begins the process of bonding, and bonding is what glues the employee to you as their leader. There are many other components of bonding, including training, skill development and self-esteem enhancement. There's no coincidence that earned loyalty from bonding with employees eliminates insubordination, unnecessary tardiness, absenteeism, dishonesty and a host of other problems.

In addition to bonding, training gives the employee job definition and direction, which is something most workers seek. Because their personal lives often do not have a solid, consistent definition, a well-defined workplace can almost be a safe haven in their lives. This is the reason some people border on becoming workaholics. Provide good training and you just might create a preferred world for your employees.

Having employees who are in charge of your most important asset, an inventory of satisfied customers, is the most important reason for offering quality training. Thriving retail-service industry outlets aren't just successful because of price, cute slogans, massive inventories or mega-buck advertising, they succeed due to vastly superior service.

Customers can and will make the conscious decision to pay more when their shopping experience is dramatically better than somewhere else. In most cases, your frontline workers – the employees who are the first to face the customer – are the providers of superior service. They can make or break a company's goodwill.

Because your frontline workers are so important to your success, your training should teach new employees the “proper care and feeding” of your customers. In other words, a good training program should help improve skills faster in a few days than employees could do on their own in weeks. A critical rule to remember: The time taken to train someone is much less than the time taken to undo their mistakes.

The Critical Requirements of the Training Process

Always remember that training is a process. It can't be done on the spur of the moment, nor is it done running through workers' duties in five-minutes. Good training is a well-thought-out process that's like most other good management practices – they are performed and re-performed with discipline for their execution. The good manager/leader is one who focuses upon the requirement of a thorough training regimen.

Here are the steps you must take to make your training successful:

1. Start a “buddy system.” All new employees should be assigned a peer or fellow employee; someone the trainee can feel comfortable with to approach with everyday questions. This works because new people might be fearful or embarrassed about asking questions of their immediate superior.

The buddy will appear less threatening and the trainee will have a tendency to ask

more questions and share more concerns with them. When selecting a buddy, be certain he or she is very knowledgeable about store and company operations, especially when it comes to handling customers.

To keep the buddy's interest and emotional investment in the new worker, set up a reward plan for them. As an example, establish with the buddy that if and when the trainee stays with the store for a period of 90 days, and has above satisfactory performances, the buddy will be rewarded with a cash payment of \$75.

You can make it better by awarding them an additional \$75 after another 90 days. The investment of the \$150 reward will be cheap if the buddy takes ownership in helping you through the development of this new worker.

Together, the buddy and the manager should formulate a training checklist. This is a list of basic but critical duties and procedures that new employees are expected to learn. No training plan works without a checklist. It's critical to have the involvement of forming the checklist with the buddy because he/she will be doing much of the formal and informal training. When an employee is part of the decision process, they'll support the process that much more.

2. Start your training with the attitude that most employees come to a new job with a desire to do well. Nobody starts a new job with the intention of doing poorly; it's a natural intent for new workers to want please their bosses and to avoid criticism.
3. Don't try to cover your entire checklist in one day or even in one week. "Cramming" for a test might have worked for short-term retention of information, but it's not effective for long-term understanding and comprehension. Do your training in short, planned installments; the brain needs time to absorb new concepts.
4. When introducing each new part of training, always tell the employee the reasons for what they're about to do. Employees react well to the logic behind a direction.
5. In all training stages, it's effective to use the "show me" approach. After you've covered each section of your training, have the employee show you how to do what you just explained or have them explain back to you as though you were the new worker.
6. Tell your new employee that mistakes are expected and that they're learning experiences. If failures can be treated as good teachers, you'll get employees to do more self-evaluation. Self-correction is always a more powerful lesson than anyone else's teaching.

7. Be certain that at the end of each training day, the new employee is encouraged by reinforcing comments about his or her positive achievements from that day. New employees need to look forward to their next time at work, so always remember to occasionally praise employees in front of other workers, while re-directing/reprimanding in private.
8. Training is not a one-time thing, nor is it just telling. Instead, it's instructing employees about each duty and procedure and showing them how and why it's done a certain way. It's observing the new worker as they do each duty and procedure and coaching them on how to do it better. It's also following up on a periodic basis to be sure the lesson has stuck, and reinforcing the positive actions and achievements, and giving suggestions and direction on how to improve weaker performances.
9. Your immediate and most-important goal in training is to help the new employee become productive as soon as possible. This will build confidence in their abilities to do the job. Also, give them your attitude of high expectations for their success. If the new trainee is not someone whom you can do that for, then they should not have been hired in the first place. A supervisor's high expectations are a powerful motivating factor for people to perform up to those expectations.

Giving Instructions

The correct way to give instructions can also make a huge difference in how they're received, understood and performed. Here are some key points in how to direct employees when conducting your training:

- Give instructions, not orders. Orders of what to do and when to do them might be more appropriate with employees who are experienced in store operations and the requirements of their jobs. These folks should have the required self-esteem to occasionally be directly directed. For new people in training, however, your directions should be instructional, with a tone that indicates you want to help them develop their performance. With new employees – or when you have a new direction/methods for veteran or new products – instruct but don't order them about. Teach them, coach them and be their cheerleader.
- Tailor your instructions to each employee's comprehension level and ability. Some will require more instruction in certain areas. To measure the amount that's necessary, ask the employee if he/she already knows something about the area you're going to teach. Also, ask whether you're repeating information you've already

given them. In the swirl of training activity, it's possible to forget what's already been covered. Also, reuse the same checklist 30-60 days after initial training has been performed to see if your efforts stuck. Have the trainee initial and date the checklist.

- Speak in understandable terms. Every industry has a jargon all its own, and a new employee might have little understanding of these terms, and most new employees will be too embarrassed to ask what they terms mean. When you use jargon, be sure to define the term, which will make them feel as though they're part of the inside terminology.
- Be specific. Tell them precisely what you want done, when it's to be done and how and why. Those areas where the employee will have latitude to make their own decisions should be clearly covered. Explaining why something is to be done is very important because it gives definition to the job duties. Workers want specific guidelines on basic tasks, which provides a set of secure activities to do and feel good about.
- Demonstrate what you want them to do. People remember much more of what they see than of what they read. A demonstration of how to handle a transaction, for example, will go a long way toward helping the trainee know the right ways to perform these crucial jobs. If you want new people to be good at helping customers leave the store happy, they need to see examples of how to do it. (The trainer and buddy or boss is always being watched, so if you're not as good at customer handling as you should be, have someone else demonstrate this part of the training.)
- Observe progress and give helpful, non-threatening feedback. Be aware of the new employee's progress along the checklist and always give positive feedback when progress is being made. This is always important, and the level of performance justifying it has to constantly go up as the person develops.
- Instead of giving employees negative feedback, redirect them. When you use redirection or instruction on how certain duties could be done better, and you "sandwich" it between positive feedback, the trainee will accept it as another opportunity to get a pat on the back. "Inspect what you expect," or observe the results of your training instructions and "catch people doing something right." Give them all the positive feedback you can because it's critical in the early stages of employment. Be careful not to give unearned praise, or positive feedback will lose its effect. If it's too early to have seen positive activities, remind them of some of the good qualities you observed during the interview. An example of a "feedback

sandwich” could be: “Lisa, you might not be great with customer handling yet; but if you use that positive, enthusiastic attitude I saw during our interview, you’ll be sensational at producing happy customers.” If nothing else, compliment the new person on his/her efforts; at least then he/she will know that you know they’re trying.

Basic Policies

Basic policies need to be covered to set, black-and-white conduct guidelines for new employees. The recurring violation of basic policies is often the reason for termination. Having the employee understand and sign their acceptance of them could easily avoid messy legal complications for those rare occasions when you have to fire someone. This might help you avoid wrongful-termination lawsuits.

When it comes to dress codes, you must establish a standard work attire or you could end up with some shabby-looking employees. You can be somewhat flexible, but don’t let them do their own thing; instead, let them know your guidelines up front and enforce them with everyone. In a Gallup Organization poll of 500 workers conducted for the Ricoh Corporation, 86 percent felt that dress codes are necessary and report more job satisfaction and pride when these codes are enforced.

The proper use of time cards also is very important. Avoid the potential of employees altering time cards and fudging hours. Let them know what’s considered unacceptable behavior, such as punching cards for other employees.

Never underestimate training employees in your store’s layout. If they’re going to satisfy customers’ wants, they need to know where inventory is located. Give them a category breakdown so they can appreciate your logic of how goods are displayed.

Transaction Handling Information

When it comes to performing transactions, the concern for accuracy and speed is a good reason for the next six points. If not handled properly, these are all instances when the customer can become frustrated.

In the first moments of training, the employee should be taught how to handle the most basic of transactions. Both computer-aided and manual transactions should be demonstrated to ensure the new hire doesn’t panic the day the computer chooses to not be user friendly. This is also why training in how to complete a manual transaction is important.

At first, let the new employee watch you handle a few customers but then have them handle transactions with real customers. This will get them to feel productive and to feel some degree of achievement as early in the job as possible. Allowing them to stand around will only heighten or prolong any anxiety they might have about not being able to do the job.

Special orders can be very profitable, if the employee can handle them accurately and quickly. Vendor flyers and catalogs are important sources of information to share with the customer. One of the most important points of this training might be that your policy requires that employees should collect a deposit. With a deposit, you insure the customer's commitment to pick up the merchandise when it arrives, or that you have enough to cover your cost from the supplier.

Don't forget check verification! If done properly, it can avoid the future problems of where to go to get your money if a check bounces or if the check isn't accepted at all.

When dealing with defective merchandise, the employee must collect as much information as possible for two important reasons: 1.) You might learn that the merchandise is not defective; rather, that the customer's use of it was incorrect; and 2.) It's important to know whether the defect originated with the manufacturer or was caused by the customer.

Charge-Card Sales: Most charge cards have a simple verification and transaction method, but the procedure might not be known by a new, young employee. The important point is to train the employee in accurate and quick charge-card transactions. They need to know that it's their job to move customers through the transaction quickly to keep that customer and the waiting customers happy.

Customer-Handling Information

In the retail-service industry, customer interaction is the most critical of all areas of employee training. This area determines whether a customer is happy and returns to your store again. These moments of truth could mean more to your business than just about anything else you do.

The out-of-stock situation – i.e., the lack of much-desired or advertised merchandise – is one of the most common causes of customer dissatisfaction. You can't always buy enough to satisfy everyone, but the important fact that employees must understand is that customers are interested in overall service, and provide some expressed empathy for their frustration in not getting what they want when they want it.

How to overcome price objections is another important part of training. You can charge more if you offer extras or services that your competition doesn't. For example, having a more knowledgeable staff, greater selection and better store fixtures and décor provide added value, as do longer store hours and frequent shopper programs.

In today's competitive marketplace, you have to think of all the ways you offer a superior shopping experience and explain these to your new employees. If a customer says that the competitor down the street is less expensive, the clerk should respond with empathy before

explaining the differences in the total shopping experience that your business offers.

The blow up happens when a customer loses control and makes a scene. Train your employees to keep their composure and not take the customer's attack personally. Then it's important to move the customer away from the other customers, if possible. You want to avoid the scene being witnessed by other customers.

Employees need to listen to the complaint and let the customer blow off steam. This will usually begin the calming that leads to a more rational discussion of the true issue, which is usually that they haven't felt important in the eyes of employees. If your staff is well trained in making customers feel wanted and important, most blow-ups can be avoided altogether.

Does your staff have proper telephone answering technique? While most calls are to inquire about store hours, location and merchandise availability or price, a pleasant and caring voice can make a dramatic impression on a customer. Each time the employee answers the phone, they should say the basics: "Good evening, this is Roy, how may I help you?"

When serving the customer, your staff must be courteous, friendly and enthusiastic. From the first day on the job, employees must be convinced that their value is centered upon their efforts and abilities at serving customers. Training your employees to be enthusiastically friendly and courteous gives you more potential for increased profits.

Do they know how to sell miscellaneous products? Usually, these are impulse-sale items that merely have to be mentioned as available to be sold. If the customer has an interest, they already know the benefit of the item.

Merchandising Information

It's good to know how to prepare merchandise for display and how to stock and restock, especially when store traffic is slow. This is the entire purpose and use of point-of-purchase merchandise, or P.O.P. New employees need to know that display material is the property of the store until management chooses to give it away to employees or customers.

P.O.P. informs customers and creates a buying environment. Customers want an interesting place to shop, and display material contributes a considerable amount of atmosphere. Keeping the material current is key. When a store displays materials that are six months old, the customer doesn't have the impression that this is the place for current goods.

What are your sources of product information? From time to time, customers will ask about merchandise. Your store needs to be your market's information center as well as product center, and your employees need to know where to find that information. Vendor flyers and catalogs should be in one place that's convenient for all employees to locate.

And if new employees are going to recommend merchandise to customers, they should know where everything is. This makes the need for a summary of merchandise categories so

simple yet important. As a customer yourself, how often have you asked for something yet no one seems able to help you?

With all this talk about merchandise, have you given any consideration to your merchandise sources? Perhaps your dedicated employees might want to know where your store gets all these amazing products. Satisfy their curiosity and their need to know by educating them about them.

General Information

Sometimes owners and managers focus so much on sales and product info that they forget to train employees in the basics. For example, they might forget to mention the location of fire extinguisher and fire alarm, or the location of emergency phone numbers. And what about the location of cleaning supplies? When everything else is done, employees still need to keep the store looking attractive.

Robbery and shoplifting procedures are another area that can get overlooked. Employees need to understand that being a hero during a robbery is not smart. Your local police department will be more than cooperative in training your people how to handle a robbery. Also, shoplifting has to be handled properly to insure that employees are certain of a person's dishonesty and how these people are to be apprehended. Confer with local legal counsel to insure that your methodology is consistent with state and local laws.

What do you teach your staff about your store's competition? Employees should be informed about your local competitors' strengths and weaknesses. Sharing this knowledge tells the employee that you want them to be part of your store's competitive growth, and it shows them that you're aware of what your store does well and what it needs to improve.

Summary

There is always so much for a businessowner and/or manager to cover during training. This is how it's always been, and it's how it will continue to be, especially as newer technologies are being developed to help business improve productivity and profits. Because of this, we have to ask ourselves how can we improve our training? This is best answered when someone other than the trainer asks it, as this is more likely to elicit an honest response. In the meantime, the tools within this ebook will help your current training efforts stay on track.

Tool 1: New-Employee Training Checklist

Without a plan, consistent and thorough training is impossible, even if you're the owner of a small operation where everyone reports directly to you. Without this recipe of areas to be covered, your efforts are doomed to be incomplete and inconsistent. (I always recommend a job description for all positions.

Notice that this checklist requires that both the new employee and the manager initial the right-hand columns for each area covered, and insert the date of training in those areas. Both sets of initials are important so the owner knows that the store management has covered every training point.

Make sure to re-initial the right-hand columns during a follow-up training session approximately 30 days later. This is important because most people can't absorb and understand everything in the first two weeks on the job. After 30 days, this discussion of the outline might have more meaning to the employee, and he/she might have more meaningful questions and answers. Good training should not be a continuing commitment to employee development.

NEW-EMPLOYEE TRAINING & ORIENTATION CHECKLIST

Employee Name _____ Store Number _____

Manager _____ Completion Target Date _____

Employee Start Date _____ Date Initial Checklist Accomplished _____

Training "Buddy" _____ Date 30-Day Review Completed _____

After each item is completed, both Employee and Manager must initial in the spaces provided.

	Initial Training		30 Day Review	
	Employee Initials & Date	Manager Initials & Date	Employee Initials & Date	Manager Initials & Date
BASIC ORIENTATION				
Completion of employment paperwork W-2				
(Withholdings) I-9 Work Eligibility Forms				
Introductions to employees on shift				
Work place/Facilities Review				
Job Description Overview				

	Initial Training		30 Day Review	
	Employee Initials & Date	Manager Initials & Date	Employee Initials & Date	Manager Initials & Date
EMPLOYEE INFORMATION				
Review Employee policies such as: - employee merchandise discounts - wages increase policy (when and how) - acceptable personal phone calls - sick calls - request for shift changes - tardiness; acceptable occurrences - performance reviews (timing, process) - vacations (If offered) - paid sick leave (If offered) - health insurance plan				
Dress code (including name tags and/or uniforms)				
Proper use of time cards or “clocking in” procedure and knowledge of where work schedules and notices are posted				
Familiar with store layout, location of merchandise?				
TRANSACTION HANDLING INFORMATION				
How to use the computer and how to handle manual transactions (if necessary) for merchandise sales or rentals				
Writing up special orders/ system entry & merchandise pick up				
Customer extra day fees and payment of balances due				
Knows how to use the merchandise catalogs to fill customer needs				
Knows how to write up a special-order form				
Verification of personal checks				
Filling out a defective merchandise form				
Writing up a charge-card sale and how to call for authorization				
CUSTOMER HANDLING INFORMATION				
How to handle various customer complaints:				
Merchandise not in stock				
Defective merchandise				
Pricing versus competition				

	Initial Training		30 Day Review	
	Employee Initials & Date	Manager Initials & Date	Employee Initials & Date	Manager Initials & Date
Handling of a “blow-up” such as late fees collections complaints				
Telephone answering technique				
Is courteous, friendly and enthusiastic in serving customers. Customer must leave happy. The goal is to exceed customer expectations (interpersonal skills)				
Knows how to sell various types of merchandise				
MERCHANDISE INFORMATION				
Knows what is in stock; their uses & their prices				
Knows how to prepare merchandise for display & how to stock & re-stock				
Knows purpose and use of P.O.P.				
Knows sources of product information				
GENERAL INFORMATION				
Knows location of fire extinguisher & fire alarm				
Knows robbery & shoplifting procedures				
Knows location of emergency phone numbers				
Knows where cleaning supplies are located and what is to be cleaned				
INDUSTRY OVERVIEW				
Competition; strengths & weaknesses				
Merchandise purchasing sources				
How can we make our training period & outline better for the next employee?				

Tool 2:

Assistant Salon Manager Job Description

The following tools offer job descriptions for four separate positions within the average tanning salon: Assistant Salon Manager, Bed Cleaner, Front Desk Representative and Salon Manager. These tools can be used to provide a complete job description to all new hires and employees, as well as a supplement to the new-employee checklist featured earlier in this ebook. Excerpts also can be taken out of each one to create “now hiring” advertisements for these positions.

Note: If you plan to incorporate these job descriptions in your employee’s official files, remember to replace the (your salon name here) with the name of your business.

Assistant Salon Manager Job Description

Name: _____ Date: _____

Position Reports to: Salon Manager

Minimum Age: 18

Minimum Working Hours: 30 hours per week, including a total of two evening shifts per week, including one closing shift, and a minimum of four weekend shifts per month.

Please read this Position Description carefully, as it not only lists the requirements of the duties you must perform, but also lists the results you must produce in order to fulfill your position as a Salon Manager at (your salon name).

Position Summary: You’re responsible for all aspects of the salon, including customer service, sales and quality leadership, as well as role modeling, sanitation and cleanliness, and assisting in the profitability of the salon by adhering to the policies and procedures established by (your salon name).

Supervisory Requirements: Directly supervises the Salon Tanning Consultants and Tanning Assistants. Responsibilities include interviewing, hiring, training, planning, assigning and directing work, as well as appraisal performance, rewarding and discipline, and addressing all opportunities and resolving the same.

Education and/or Experience: Knowledge of mathematical and reading skills; basic computer skills, including but not limited to operating a P.O.S. system, Word, Excel and email programs; sanitation; sales and safety. Minimum age as listed required. Salon Management and/or Sales Management required.

Certificates: Basic-level salon operator certification is required. Other salon operator certification might be required throughout your employment with (your salon name).

Physical Demands: The physical demands here are representative of those that must be met to successfully perform the functions of the position. Reasonable accommodations might be made to enable individuals with disabilities to perform these essential functions. While performing the duties of this position, you are regularly required to stand, walk, use hands to handle or feel, reach with hands and arms, talk or hear, and taste or smell, and you will be required to sit, climb or balance, stoop, kneel, crouch or crawl. You must regularly lift and/or move up to 50 pounds. If you need accommodations or have any restrictions that prohibit you from performing these demands, you must notify your supervisor prior to signing this Job Description. Specific vision abilities required by this position include close vision, distance vision, color vision, peripheral vision, depth perception and ability to adjust focus.

Work Environment: The work environment characteristics described here are representative of those that you will encounter while performing the essential functions of this position. Reasonable accommodations might be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this position, you will be frequently exposed to wet and/or humid working conditions, toxic or caustic chemicals and extreme heat, and you will be exposed to mechanical parts, fumes and airborne particles, risk of electrical shock and vibration. The noise level in the work environment can be unusually loud.

As the Salon Assistant Manager at (your salon name), you will have individual goals as well as salon goals to attain. In addition to other operational duties, including but not limited to:

Salon Sales

- It is imperative to produce the needed results and know your stats in your salon week-to-date, month-to-date and year-to-date.
- If directed by the Salon Manager, you will monitor and audit discounts, coupons and gift certificates for use in the salon to eliminate and reduce theft of services and products.
- Act as a brand ambassador for your salon. Approach businesses outside salon to help build new clients in your salon, attend trade shows as requested and always positively model the (your salon name) brand.

Customer Service

- Role model, lead and expect the customer service expectations as outlined in the Company Handbook.

- New Clients – Client Registration Form completely filled out and entered into P.O.S. software accurately. License and/or photo ID scanned. All new clients have been given a complete and thorough tour of the salon and have completed a new client orientation to include recommendations for additional services and products. As the Salon Assistant Manager, you are responsible for sending a welcome card to the new client within 5 days of the first day of service and personally contacting them within 7 days of the first day of service to ensure satisfaction and relationship building.
- Updated Client Registration forms – adhere to the company policy for updating clients information on an annual basis.
- File and maintain client-registration forms.
- Address client customer service related issues within 24 hours from being reported. Communicate the results to the Salon Manager.
- EFT's – maintain accurate records of EFT clients and credit card information. Communicate with office in a timely fashion regarding any changes for accurate EFT processing on the first of the month. All changes need to be corrected by no later than 12pm (noon) on the first of the month.

Interviewing/Hiring/Training

- Interview qualified candidates for available salon positions. Conduct reference checks when possible.
- Conduct new hire paperwork completely and accurately and send to the office for processing within a timely fashion for payroll processing.
- Conduct and oversee the initial training and continued training of Managers and Consultants in your salon. This includes policies and procedures as outlined by (your salon name), salon operator training program and any other required training programs.

Cleanliness and Sanitation/Safety/Maintenance

- Assign specific monthly cleaning assignments and verify for completion.
- Monitor day-to-day cleaning requirements for completion and accuracy.
- Order necessary supplies as outlined on the Supply Order Requisition Form. Ensure your salon is never out of the necessary cleaning and sanitation chemicals.
- Maintain first aid cabinets and safety materials. Ensure that safety equipment is used when performing maintenance and repairs in the salon.

- Sunlamp maintenance – at least once a month, turn on all beds for 2 minutes to check for bulb maintenance.
- When a sunlamp is burned out wear protective safety gear to remove acrylics and replace those lamps. Communicate bulb needs to the Manager for re-order.

Inventory Management

- Monitor use of all products. Communicate needs 2 weeks out to ensure that salon is never out of any type of product.
- Conduct inventory on a monthly basis.
- Keep all retail shelves stocked with merchandise at all times.
- Periodically complete an inventory audit during the month to ensure proper inventory management.

The above statements are intended to describe the general nature and levels of work required by you in your position with (your salon name) and are not intended to be an all-inclusive list of your required responsibilities, duties and/or skills. Additional responsibilities could be assigned by your supervisor as required to complete your job.

Certification of Understanding of Job Description

I have read this Job Description and completely understand the requirements and responsibilities contained in it and expected of me. Furthermore:

- I understand that receipt of this Job Description does not constitute or imply an employment contract.
- I understand that my employment may be terminated with or without cause and/or notice, at any time, at the option of either (your salon name) or myself.
- In understand that (your salon name) reserves the right to alter, amend, modify or change any of the responsibilities or other information contained in this Job Description at any time, with or without notice.
- I understand that there are specific laws governing Tanning Salons in (your state) and it is my responsibility to ensure that my staff is in compliance with these laws at all times.

Signed: _____

Date: _____

Tool 3:

Bed Cleaner Position

Reports to: Store Manager

Job Description: Part-time, fast paced, light cleaning position to ensure tanning beds and rooms are cleaned and sanitized.

Duties/Responsibilities:

- Use light cleaning solutions (laundry soap/light sanitizing rinse)
- Wash and re-stock towells.
- Interact with and provide clientele with best customer service possible.
- Assist the front-desk representative.

Certification of Understanding of Job Description

I have read this Job Description and completely understand the requirements and responsibilities contained in it and expected of me. Furthermore:

- I understand that receipt of this Job Description does not constitute or imply an employment contract.
- I understand that my employment may be terminated with or without cause and/or notice, at any time, at the option of either (your salon name) or myself.
- In understand that (your salon name) reserves the right to alter, amend, modify or change any of the responsibilities or other information contained in this Job Description at any time, with or without notice.

Signed: _____

Date: _____

Tool 4:

Front Desk Representative

Reports to: Store Manager/Owner

Job Description: The Front Desk Representative contributes to the success of Total Tan by providing friendly, professional, efficient, and courteous customer service to our customers during their tanning experience, while ensuring the environment is clean and well maintained.

Responsibilities:

- Greet customers promptly.
- Answer telephone courteously.
- Respond to customer inquiries or pass on customer information to manager for customer contact.
- Use sales skills to communicate product information regarding tanning packages, membership, and tanning products to ensure customer needs and sales goals are met.
- Maintain cleanliness of salon by completing daily opening and closing tasks; i.e., cleaning beds and floors in tanning rooms and maintaining front counter area.
- Direct customer service concerns or special requests to the manager as needed.
- Complete opening and closing cash handling procedures.
- Adhere to all company policies and procedures.
- Perform miscellaneous job-related duties as assigned.

Certification of Understanding of Job Description

I have read this Job Description and completely understand the requirements and responsibilities contained in it and expected of me. Furthermore:

- I understand that receipt of this Job Description does not constitute or imply an employment contract.
- I understand that my employment may be terminated with or without cause and/or notice, at any time, at the option of either (your salon name) or myself.

- In understand that (your salon name) reserves the right to alter, amend, modify or change any of the responsibilities or other information contained in this Job Description at any time, with or without notice.

Signed: _____

Date: _____

Tool 5

Salon Manager Job Description – Non-Exempt

Name: _____ Date: _____

Position Reports to: General Manager and/or Owner

Minimum Age: 20 Years Old

Minimum Working Hours: 32 hours per week, including a total of 1 evening shift per week (closing shift) and a minimum of 2 weekend shifts per month.

Please read this Position Description carefully as it not only lists the requirements of the duties you must perform but it also lists the results you must produce in order to fulfill your position as a Salon Manager at (your salon name).

Position Summary: You are responsible for all aspects of the salon, including customer service sales and quality, leadership and role modeling, sanitation and cleanliness and assisting in the profitability of the salon by adhering to the policies and procedures established by (your salon name).

Supervisory Requirements: Directly supervises the Assistant Manager (if in place), Tanning Consultants and Tanning Assistants. Responsibilities include interviewing, hiring, training, planning, assigning and directing work, appraisal performance, rewarding and discipline and addressing all opportunities and resolving the same.

Education and/or Experience: Knowledge of mathematical and reading skills, basic computer skills including but not limited to operating a P.O.S. system, Word, Excel and email programs, sanitation, sales, and safety required. Minimum age as listed required. (Your salon name) Management and/or Sales Management required.

Certificates: Basic salon operator certification training is required. Other salon operator certification may be required to be achieved throughout your employment with (your salon name).

Physical Demands: The physical demands here are representative of those that must be met by you to successfully perform the functions of the position. Reasonable accommodations may be made to enable individuals with disabilities to perform these essential functions. While performing the duties of this position you are regularly required to stand, walk, use hands to handle or feel, reach with hands and arms, talk or hear and taste or smell and you will be required to sit, climb or balance, stoop, kneel, crouch or crawl. You must regularly lift and/or

move up to 50 pounds. **If you need accommodations or have any restrictions that prohibit you from performing these demands, you must notify your supervisor prior to signing this Job Description.** Specific vision abilities required by this position include close vision, distance vision, color vision, peripheral vision, depth perception and ability to adjust focus.

Work Environment: The work environment characteristics described here are representative of those that you will encounter while performing the essential functions of this position and reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. While performing the duties of this position you will be frequently exposed to wet and/or humid working conditions, toxic or caustic chemicals and extreme heat and you will be exposed to mechanical parts, fumes and airborne particles, risk of electrical shock and vibration. The noise level in the work environment is usually loud.

As the Salon Manager at Salon name you will have individual goals as well as salon goals to attain. In addition to other operational duties including, but not limited to:

Salon Sales

- It is imperative to produce the needed results you know your stats in your salon week-to-date, month-to-date and year-to-date.
- Accurately forecast tanners, PTA and sales for your salon based off of sales trends and seasonality.
- Set sales goals for the Assistant Manager and Tanning Consultants. Track weekly and adjust where necessary.
- Complete Monthly Sales Tracking form and check for accuracy throughout month. Adjust when necessary.
- Report your salon sales and required averages at monthly sales meetings.
- Market your salon outside your four walls to increase new clients coming into the salon.
- Monitor and audit discount, coupons and gift certificates use in the salon to eliminate and reduce theft of services and products.
- Act as a brand ambassador for your salon. Approach businesses outside salon to help build new Clients in your salon, attend trade shows as requested and always model the Salon name brand positively.

Scheduling/Payroll Administration

- Prepare weekly schedules for the salon, fax to office for approval by Tuesday of each week and post Friday by noon.
- Ensure that prepared schedules are prepared based off of productivity and sales results.
- Ensure that all employees are clocking in and out for their shift and that when applicable meal periods are being followed as outlined in the Company Handbook.
- Ensure that hours that are stated on an employee time card are accurate and reflect the actual working hours of that employee.

Customer Service

- Role model, lead and expect the Customer Service expectations as outlined in the Company Handbook.
- New Clients – Client Registration Form completely filled out and entered into Salon Touch accurately. License and/or photo ID scanned into Salon Touch. All new clients have been given a complete and thorough tour of the salon and have completed a new client orientation to include recommendations of additional services and products. As the Salon Manager you are responsible for sending a Welcome Card to the new client within 5 days of the first day of service and personally contacting them within 7 days of the first day of service to ensure satisfaction and relationship building.
- Updated Client Registration forms – adhere to the company policy on updating clients information on an annual basis.
- File and maintain client registration forms.
- Address Client customer service related issues within 24 hours from being reported.
- Communicate the results to Supervisor.
- Rewards and Referral Program – ensure the points and reward points in Salon Touch are reflective of the referral or purchase.
- EFT's – maintain accurate records of EFT clients and credit card information. Communicate with office in a timely fashion any changes for accurate EFT processing on the first of the month. All changes need to be corrected by no later than 12pm noon on the first of the month.

Interviewing / Hiring/Training

- Interview qualified candidates for available salon positions. Conduct reference checks when possible.
- Conduct new hire paperwork completely and accurately and send to the office for processing with in a timely fashion for payroll processing.
- Conduct and oversee the initial training and continued training of Managers and Consultants in your salon. This includes policies and procedures as outlined by Salon name , SMART Tan and any other training programs required.
- Hold and conduct monthly staff meetings. Meetings must be scheduled for a minimum of 3 hours and will include monthly deep cleaning as outlined in the managers binder, sales results from the previous month, upcoming sales promotion communications and communication on day-to-day operations. Meeting agenda needs to be submitted to the office for approval. Meeting should be scheduled when the salon is closed or 1 hour before or after the salon is open and 2 hours when the salon is closed.

Cleanliness and Sanitation/Safety/Maintenance

- Assign specific monthly cleaning assignments and verify for completion.
- Monitor day-to-day cleaning requirements as outlined in the Employee Binder for completion and accuracy.
- Order necessary supplies as outlined on the Supply Order Requisition Form. Ensure your salon is never out of the necessary cleaning and sanitation chemicals.
- Maintain first aid cabinets and safety materials. Ensure that safety equipment is used when performing maintenance and repairs in the salon.
- Bulb maintenance – at least once a month turn on all beds for 2 minutes to check for bulb maintenance.
- When a bulb is burned out wearing protective safety gear remove the acrylics and replace the bulb. Communicate bulb needs to the office for re-order.

Inventory Management

- Monitor use of all products. Communicate needs 2 weeks out to ensure that salon is never out of any type of product.
- Conduct Inventory on a monthly basis.

- Keep all retail shelves stocked and merchandised at all times.
- Periodically complete an inventory audit during the month to ensure proper inventory management.

The above statements are intended to describe the general nature and levels of work required by you in your position with (your salon name) and are not intended to be an all-inclusive list of your required responsibilities, duties and/or skills. Additional responsibilities may be assigned by your supervisor as required to complete your job.

Certification of Understanding of Job Description

I have read this Job Description and completely understand the requirements and responsibilities contained in it and expected of me. Furthermore:

- I understand that receipt of this Job Description does not constitute or imply an employment contract
- I understand that my employment may be terminated with or without cause and/or notice, at any time, at the option of either Salon name or me
- I understand that Salon name reserves the right to alter, amend, modify or change any of the responsibilities or other information contained in this Job Description at any time, with or without notice
- I understand that there are specific laws governing Tanning Salons in Oklahoma and it is my responsibility to ensure that my staff is in compliance with these laws at all times
- Therefore, I completely understand that my failure to follow policies, procedures and systems may cause my employment to end.

Signed: _____

Date: _____



859-817-1087

John@JohnRFarr.com

www.johnrfarr.com