



VTCT Level 4 Diploma in Salon Management

VRQ

AM40237

600/1397/7

Learner name:

Learner number:



VTCT is a UK Government-approved awarding organisation which has awarded world class qualifications since 1962. Through our strategic approach to sectors we support, we aim to advance education, research and the public dissemination of knowledge, by helping to introduce new initiatives into the education system, to improve the employability and career prospects of learners.

More than 1000 approved centres now work with VTCT, and the ever-expanding list extends across the UK, Ireland, and internationally. We acquired the internationally recognised awarding organisation and examination board iTEC in 2016, adding to our footprint. We also acquired education technology specialists Digital Assess in the same year, adding value for training providers with technology that can digitally capture and assess learners online, amongst other innovations.

iTEC was founded by Dr W.E. Arnould-Taylor who in 1947 was a distinguished physiologist who became a Fellow of the Royal Society of Medicine. Both Dr Arnould-Taylor and Wallace Sharps the founder of VTCT, devoted their lives to developing the standing of the industry and the furtherance of education in the sector. Today iTEC has a close working relationship with over 650 centres worldwide including Europe, South Africa, Asia Pacific and the USA.

VTCT is a registered charity investing in education and skills but also giving to good causes in the area of facial disfigurement.

Assessor tracking table

All assessors using this Record of Assessment book must complete this table. This is required for verification purposes.

Assessor name	Assessor signature	Assessor initials	Assessor number (optional)

VTCT Level 4 Diploma in Salon Management

Operational start date: 1st April 2011

Credit value: 59

Total Qualification Time (TQT): 590

Guided learning hours (GLH): 301

Qualification number: 600/1397/7

Statement of unit achievement

By signing this statement of unit achievement you are confirming that all learning outcomes, assessment criteria and range statements (if/where applicable) have been achieved under specified conditions, and that the evidence gathered is authentic.

This statement of unit achievement table must be completed prior to claiming certification.

Unit code	Date achieved	Learner signature	Assessor initials	IQA signature (if sampled)
Mandatory units				
UV40462				
UV40464				
UV40465				
UV40466				
UV40467				
Optional units				

The qualification

Introduction

The VTCT Level 4 Diploma in Salon Management is an advanced qualification that has been specifically designed for existing or aspiring salon managers.

Throughout this qualification you will plan the management of products and services for your salon by; analysing data for planning purposes, set operational objectives, monitor working practices, evaluate stock control and equipment levels and provide recommendations to increase salon revenue.

You will research, monitor and recommend improvements to ensure the health, safety and security, the quality of client care and management of sales for your salon.

From the optional unit section of this qualification you have the opportunity to select an area of study which is most relevant to your business needs. This could be; the interesting area of research into the latest products and techniques, public relations (PR), IT and data handling, human resources, salon design and marketing for the hair and beauty sector. Alternatively, you may wish to develop your advanced technical skills in, for example, hair colour correction, micro dermabrasion or laser and light treatments.

This qualification is suitable for hairdressers, barbers, beauty therapists and nail technicians.

National Occupational Standards (NOS)

Units in this qualification have been mapped to the relevant NOS (where applicable). This qualification is accredited on the Regulated Qualifications Framework (RQF).

This qualification is approved and supported by the Hairdressing and Beauty Industry Authority (HABIA), the standard setting body for hair, beauty, nails and spa qualifications.

Prerequisites

You are expected to hold a Level 3 qualification in a relevant discipline, or significant industry experience prior to undertaking this qualification.

Your centre will have ensured that you have the required knowledge, understanding and skills to enrol and successfully achieve this qualification.

Progression

Progression opportunities:

When you have successfully completed this qualification you will be in a position to either:

- Move into paid employment
- Accept additional responsibilities within your salon
- Aspire to promotion
- Use this as a platform for continued higher education studies

Progression job opportunities:

This qualification has been designed specifically for the hair and beauty related industries, to work as a salon manager.

This is an excellent platform for:

- You to provide salon management leadership
- CPD

Qualification structure

Total credits required - 59 (minimum)

All mandatory units must be completed.

Mandatory unit - 49 credits

Unit code	Ofqual unit reference	Unit title	Credit Value	GLH
UV40462	M/601/5347	Management of health, safety and security in the salon	8	44
UV40464	M/601/5350	Quality management of client care in the hair and beauty sector	12	50
UV40465	D/601/4467	Sales management in the hair and beauty sector	9	47
UV40466	L/601/4464	Public relations (PR) in the hair and beauty sector	10	42
UV40467	K/601/4469	Salon management	10	50

Optional unit - 10 (minimum) credits

Unit code	Ofqual unit reference	Unit title	Credit Value	GLH
UV30452	R/601/5342	Research in the hair and beauty sector	7	44
UV30457	H/601/4468	Salon design for the hair and beauty sector	5	36
UV30459	A/601/4461	IT and data handling in the hair and beauty sector	5	41
UV30460	J/601/4463	Marketing in the hair and beauty sector	6	32
UV30509	M/601/2481	Human resource management within the hair and beauty sector	7	60
UV40501	F/601/4347	Hair colour correction	12	112
UV40502	J/601/4348	Manage the creation of a hair style collection	10	72
UV40519	D/601/5344	Hair and scalp specialist services	9	72
UV41288	K/504/0091	Manage the creation of a male hair style collection	10	72
UV30428	Y/601/3561	Intimate waxing for female clients	4	37
UV30427	R/601/3560	Intimate waxing for male clients	4	37
UV30430	K/601/5329	Apply micro dermabrasion	4	39
UV40412	F/601/5658	Advanced epilation techniques	7	47
UV30426	D/601/3562	Apply individual permanent lashes	4	38
UV30406	R/601/3932	Apply airbrush make-up to the face	4	27
UV40413	D/601/5652	Laser and light treatments for hair removal	10	74
UV40414	T/601/5656	Laser and light treatments for skin rejuvenation	10	74
UV41304	J/503/1785	Enhance appearance using micro-pigmentation treatment	12	75
UV30558	M/601/9432	Apply prosthetic pieces and bald caps	6	40
UV30557	R/601/9441	Create and cast small prosthetic pieces and bald caps	6	40

Guidance on assessment

This book contains the mandatory units that make up this qualification. Optional units will be provided in additional booklets (if applicable). Where indicated, VTCT will provide assessment materials. Assessments may be internal or external. The method of assessment is indicated in each unit.

Internal assessment

(any requirements will be shown in the unit)

Assessment is set, marked and internally quality assured by the centre to clearly demonstrate achievement of the learning outcomes. Assessment is sampled by VTCT external quality assurers (EQAs).

External assessment

(any requirements will be shown in the unit)

Externally assessed question papers completed electronically will be set and marked by VTCT.

Externally assessed hard-copy question papers will be set by VTCT, marked by centre staff and sampled by VTCT EQAs.

Assessment explained

VTCT qualifications are assessed and internally quality assured by centre staff. Work will be set to improve your practical skills, knowledge and understanding. For practical elements, you will be observed by your assessor. All your work must be collected in a portfolio of evidence and cross-referenced to requirements listed in this record of assessment book.

Your centre will have an internal quality assurer (IQA) whose role is to check that your assessment and evidence is valid and reliable and meets VTCT and regulatory requirements.

An EQA, appointed by VTCT, will visit your centre to sample and quality-check assessments, the internal quality assurance process and the evidence gathered. You may be asked to attend on a different day from usual if requested by the EQA.

This record of assessment book is your property and must be in your possession when you are being assessed. It must be kept safe. In some cases your centre will be required to keep it in a secure place. You and your course assessor will together complete this book to show achievement of all learning outcomes, assessment criteria and ranges.

Creating a portfolio of evidence

As part of this qualification you are required to produce a portfolio of evidence. A portfolio will confirm the knowledge, understanding and skills that you have learnt. It may be in electronic or paper format.

Your assessor will provide guidance on how to prepare the portfolio of evidence and how to show practical achievement and understanding of the knowledge required to successfully complete this qualification. It is this booklet along with the portfolio of evidence that will serve as the prime source of evidence for this qualification.

Evidence in the portfolio may take the following forms:

- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies

All evidence should be documented in the portfolio and cross-referenced to unit outcomes. Constructing the portfolio of evidence should not be left to the end of the course.



Unit assessment methods

This section provides an overview of the assessment methods that make up each unit in this qualification. Detailed information on assessment is provided in each unit.

Mandatory units				
		External	Internal	
Unit code	Unit title	Question paper(s)	Observation(s)	Portfolio of Evidence
UV40462	Management of health, safety and security in the salon	0	✓	✓
UV40464	Quality management of client care in the hair and beauty sector	0	✓	✓
UV40465	Sales management in the hair and beauty sector	0	✗	✓
UV40466	Public relations (PR) in the hair and beauty sector	0	✗	✓
UV40467	Salon management	0	✓	✓

Optional units				
		External	Internal	
Unit code	Unit title	Question paper(s)	Observation(s)	Portfolio of Evidence
UV30452	Research in the hair and beauty sector	0	✓	✓
UV30457	Salon design for the hair and beauty sector	0	✓	✓
UV30459	IT and data handling in the hair and beauty sector	0	✓	✓
UV30460	Marketing in the hair and beauty sector	0	✓	✓
UV30509	Human resource management within the hair and beauty sector	0	✓	✓
UV40501	Hair colour correction	1	✓	✓
UV40502	Manage the creation of a hair style collection	0	✓	✓
UV40519	Hair and scalp specialist services	0	✓	✓
UV41288	Manage the creation of a male hair style collection	0	✗	✓
UV30428	Intimate waxing for female clients	1	✓	✓
UV30427	Intimate waxing for male clients	1	✓	✓
UV30430	Apply micro dermabrasion	1	✓	✓
UV40412	Advanced epilation techniques	0	✓	✓
UV30426	Apply individual permanent lashes	1	✓	✓
UV30406	Apply airbrush make-up to the face	1	✓	✓
UV40413	Laser and light treatments for hair removal	0	✓	✓
UV40414	Laser and light treatments for skin rejuvenation	0	✓	✓
UV41304	Enhance appearance using micro-pigmentation treatment	0	✓	✓
UV30558	Apply prosthetic pieces and bald caps	0	✓	✓
UV30557	Create and cast small prosthetic pieces and bald caps	0	✓	✓

Unit glossary

	Description
VTCT product code	All units are allocated a unique VTCT product code for identification purposes. This code should be quoted in all queries and correspondence to VTCT.
Unit title	The title clearly indicates the focus of the unit.
National Occupational Standards (NOS)	NOS describe the skills, knowledge and understanding needed to undertake a particular task or job to a nationally recognised level of competence.
Level	Level is an indication of the demand of the learning experience; the depth and/or complexity of achievement and independence in achieving the learning outcomes.
Credit value	This is the number of credits awarded upon successful achievement of all unit outcomes. Credit is a numerical value that represents a means of recognising, measuring, valuing and comparing achievement.
Guided learning hours (GLH)	The activity of a learner in being taught or instructed by - or otherwise participating in education or training under the immediate guidance or supervision of - a lecturer, supervisor, tutor or other appropriate provider of education or training.
Total Qualification Time (TQT)	The number of hours an awarding organisation has assigned to a qualification for Guided Learning and an estimate of the number of hours a learner will reasonably be likely to spend in preparation, study or any other form of participation in education or training. This includes assessment, which takes place as directed - but, unlike Guided Learning, not under the immediate guidance or supervision of - a lecturer, supervisor, tutor or other appropriate provider of education or training.
Observations	This indicates the minimum number of competent observations, per outcome, required to achieve the unit.
Learning outcomes	The learning outcomes are the most important component of the unit; they set out what is expected in terms of knowing, understanding and practical ability as a result of the learning process. Learning outcomes are the results of learning.
Evidence requirements	This section provides guidelines on how evidence must be gathered.
Maximum service times	The maximum time in which a particular service or practical element must be completed.
Observation outcome	An observation outcome details the tasks that must be practically demonstrated to achieve the unit.
Knowledge outcome	A knowledge outcome details the theoretical requirements of a unit that must be evidenced through oral questioning, a mandatory written question paper, a portfolio of evidence or other forms of evidence.
Assessment criteria	Assessment criteria set out what is required, in terms of achievement, to meet a learning outcome. The assessment criteria and learning outcomes are the components that inform the learning and assessment that should take place. Assessment criteria define the standard expected to meet learning outcomes.
Range	The range indicates what must be covered. Ranges must be practically demonstrated in parallel with the unit's observation outcomes.

Management of health, safety and security in the salon

UV40462

Through this unit you will develop your management skills around the implementation and management of health, safety and security practices in your salon.

You will evaluate the reliability and effectiveness of risk assessments, justify and monitor newly implemented and existing health, safety and security practices, comply with health and safety legislation and regulations, and manage the improvements through monitoring staff.

This unit is suitable for hairdressing, barbering, beauty salon, nail salon and spa managers.

Level

4

Credit value

8

GLH

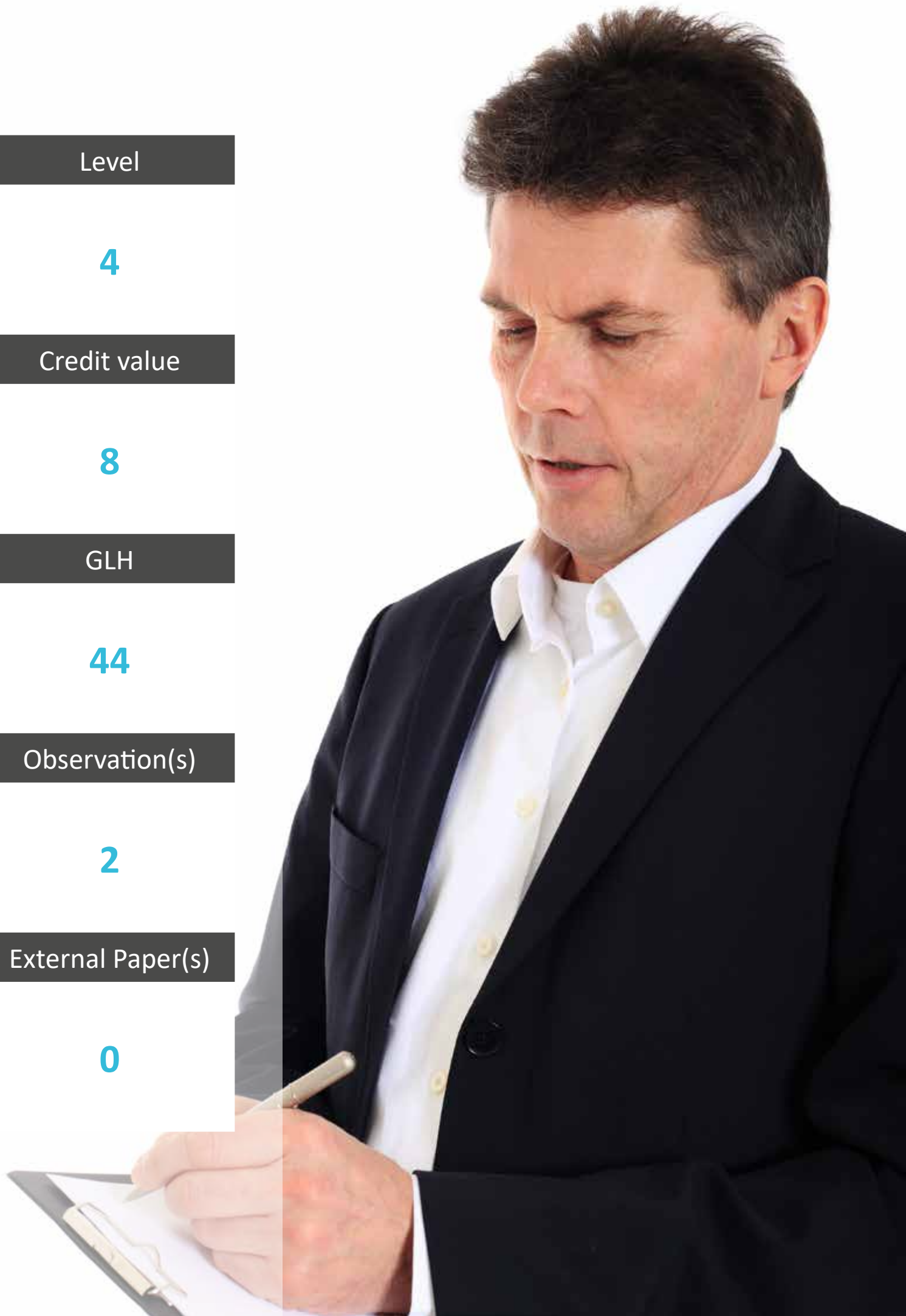
44

Observation(s)

2

External Paper(s)

0



Learning outcomes

On completion of this unit you will:

1. Be able to implement health, safety and security practices in the salon
2. Be able to manage health, safety and security practices in the salon

Evidence requirements

1. Environment

Evidence for this unit must be gathered in a real or realistic working environment.

2. Simulation

Simulation is not allowed in this unit.

3. Observation outcomes

Competent performance of 'Observation' outcomes must be demonstrated to your assessor on **at least two occasions**.

4. Knowledge outcomes

There must be evidence that you possess all the knowledge and understanding listed in the 'Knowledge' section of this unit. This evidence may include projects, assignments, case studies, reflective accounts, oral/written questioning and/or other forms of evidence.

5. Tutor/Assessor guidance

You will be guided by your tutor/assessor on how to achieve learning outcomes in this unit. All outcomes must be achieved.

6. External paper

There is no external paper requirement for this unit.

Achieving observations and range

Achieving observation outcomes

Your assessor will observe your performance of practical tasks. The minimum number of observations required is indicated in the evidence requirements section of this unit.

Criteria may not always naturally occur during a practical observation. In such instances you will be asked questions to demonstrate your competence in this area. Your assessor will document the criteria that have been achieved through oral questioning.

Your assessor will sign off an outcome when all criteria have been competently achieved in a single client service.

Achieving range

There is no range section that applies to this unit.

Maximum service times

There are no maximum service times that apply to this unit.

Learning outcome 1

Be able to implement health, safety and security practices in the salon

You can:

- a. Conduct a risk assessment of health, safety and security practices
- b. Conduct an assessment of the effectiveness of health, safety and security practices
- c. Recommend modifications to existing health, safety and security practices
- d. Implement new health, safety and security practices based on outcomes of the assessments

*May be assessed through oral questioning.

Observation	1	2	Optional
Date achieved			
Criteria questioned orally			
Portfolio reference			
Assessor initials			
Learner signature			

Learning outcome 2

Be able to manage health, safety and security practices in the salon

You can:

- a. Evaluate compliance with newly implemented and existing health, safety and security practices
- b. Manage improvements to increase compliance with health, safety and security practices

*May be assessed through oral questioning.

Observation	1	2	Optional
Date achieved			
Criteria questioned orally			
Portfolio reference			
Assessor initials			
Learner signature			

Developing knowledge

Achieving knowledge outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.



Learning outcome 1

Be able to implement health, safety and security practices in the salon

You can:	Portfolio reference/ Assessor initials*
e. Evaluate the reliability and effectiveness of a risk assessment	
f. Analyse the importance of health, safety and security practices	
g. Justify proposals and recommendations for health, safety and security practices	

*Assessor initials to be inserted if orally questioned.

Learning outcome 2

Be able to manage health, safety and security practices in the salon

You can:	Portfolio reference/ Assessor initials*
c. Explain the importance of compliance with legislation and regulations relating to health, safety and security practices	
d. Describe how to manage improvements to increase compliance with health, safety and security practices	
e. Explain the importance of regularly evaluating health, safety and security practices in the salon	

*Assessor initials to be inserted if orally questioned.

Unit content

This section provides guidance on the recommended knowledge and skills required to enable you to achieve each of the learning outcomes in this unit. Your tutor/assessor will ensure you have the opportunity to cover all of the unit content.

Learning outcome 1: Be able to implement health, safety and security practices in the salon

Reasons for risk assessment:

Legal requirement, provide a safe environment for staff/visitor/clients, identification of hazards, minimise hazards and risks, emergency procedures, staff training, implication of more than five members of staff, new staff in the workplace, new equipment and products, review systems, amendments and modifications to existing assessments, update records.

Recommend and manage the procedure for risk assessments of health, safety and security practices:

Review policy, documentation, actual practice by all staff, planned and spot checks, judgement of findings, determine the level of risk, justify and suggest preventative measures, record findings, nominate staff to implement changes, notify remaining staff, regular reviews.

Salon health and safety legislation and regulations:

Health and safety at work, control of substances hazardous to health, reporting of injuries diseases and dangerous occurrences, personal protective equipment, electricity at work, manual handling, supply of goods and services, trade description, fire precautions, first aid at work, data protection, employers liability (compulsory insurance), occupiers liability, local by-laws (set by council), local government miscellaneous provisions, salon rules, code of conduct, observance by all staff, salon manager should evaluate and consider the legislation and regulations when performing risk assessment.

Risk assessment:

Assessment – types, procedures, processes, why risk assessments must be completed, conduct and interpret results, amendments and modifications to be made where appropriate to existing assessments, updating records, legal reasons.

Space – utilisation, working area, heating, lighting, ventilation, layout and design of the salon.

Chemicals – procedures, storage, handling, safe usage, safe disposal, records.

Equipment – selection, safe usage, handling, lifting, repairs, maintenance.

Security (stock) – control systems, procedures, ordering, handling, storage.

Security (cash) – staff training, point of sale, in transit.

Security (people) – staff clients, visitors, personal belongings, systems, security, emergency evacuation, storage/use of confidential staff/client records, business information, data protection.

Buildings – maintenance of internal and external security, commercially available systems.

Learning outcome 1: Be able to implement health, safety and security practices in the salon (continued)

Emergency procedures – accidents, first aid, fire evacuation, incidents, personnel, records, belongings, systems, security, emergency evacuation, storage and use of confidential staff and client records, business information, data protection.

Management – recording, implementing, updating processes and procedures, staff training.

Security breaches – stock levels control and monitoring, inventory of equipment, manual and computerised records.

Learning outcome 2: Be able to manage health, safety and security practices in the salon

Evaluate compliance with new and existing health, safety and security practices:

Collate information from existing and new practices – reason why health, safety and security must be reviewed, time controlled review period, seek feedback from staff/clients/visitors, review records, use the same format, problem solving, causes of action, synthesis, summarise, judge, compare and contrast results, modify, justify, what worked/what did not, draw conclusions, record findings.

The importance of compliance with legislation and regulations:

National legislation, establishment rules, industry code of practice, safe working environment, professional reputation, full fill licence to practice requirements (insurance and policies), avoid accidents – legal claims, healthy business, happy workforce, regular reviews avoid complacency, avoidable problems, legal action, closure of business.

Manage, monitor and support others to ensure compliance of health and safety:

Revision of health and safety statement and policy, accurate records, update processes and procedures, evaluation of effectiveness of procedures, staff training and appraisal, planned and spot checks, responsibilities in the salon for health and safety, safety meetings, monitoring changes in law, take external advice, continual professional development.

Providing support for staff:

Up-to-date leaflets and posters, ongoing training, open door policy, suggestion box, current roles and responsibilities for staff.

Notes

Use this area for notes and diagrams



Quality management of client care in the hair and beauty sector

UV40464

Through this unit you will develop your management skills in client care within your salon.

You will analyse the client service experience that is on offer in your salon as part of your quality assurance process. You will carry out planned and spot checks, use various methods to gather feedback, recommend improvements, engage your staff with the new improvements and follow through with a monitoring process.

The foundation of a successful business is great client care and if your salon meets your client's expectations you will have a winning combination. Part of being a good manager is to continually evaluate your own practice and lead by example.

This unit is suitable for hairdressing, barbering, beauty salon, nail salon and spa managers.

Level

4

Credit value

12

GLH

50

Observation(s)

1

External Paper(s)

0

Excellent

Good

Poor

Very

Learning outcomes

On completion of this unit you will:

1. Be able to review the overall client service experience as part of quality assurance
2. Be able to implement and monitor procedures to improve the overall client service experience

Evidence requirements

1. **Environment**
Evidence for this unit must be gathered in a real or realistic working environment.
2. **Simulation**
Simulation is not allowed in this unit.
3. **Observation outcomes**
Competent performance of 'Observation' outcomes must be demonstrated to your assessor on **at least one occasion**.
4. **Knowledge outcomes**
There must be evidence that you possess all the knowledge and understanding listed in the 'Knowledge' section of this unit. This evidence may include projects, assignments, case studies, reflective accounts, oral/written questioning and/or other forms of evidence.
5. **Tutor/Assessor guidance**
You will be guided by your tutor/assessor on how to achieve learning outcomes in this unit. All outcomes must be achieved.
6. **External paper**
There is no external paper requirement for this unit.

Achieving observations and range

Achieving observation outcomes

Your assessor will observe your performance of practical tasks. The minimum number of observations required is indicated in the evidence requirements section of this unit.

Criteria may not always naturally occur during a practical observation. In such instances you will be asked questions to demonstrate your competence in this area. Your assessor will document the criteria that have been achieved through oral questioning.

Your assessor will sign off an outcome when all criteria have been competently achieved in a single client service.

Achieving range

There are no range statements that apply to this unit.

Maximum service times

There are no maximum service times that apply to this unit.

Learning outcome 1

Be able to review the overall client service experience as part of quality assurance

You can:

- a. Evaluate client care procedures, using quality assurance and inspection processes
- b. Conduct a client satisfaction survey

*May be assessed through oral questioning.

Observation	1	Optional	Optional
Date achieved			
Criteria questioned orally			
Portfolio reference			
Assessor initials			
Learner signature			

Learning outcome 2

Be able to implement and monitor procedures to improve the overall client service experience

You can:

- a. Recommend approaches to or ways of improving the client service experience
- b. Engage staff in consultation necessary for effective implementation of a quality scheme

*May be assessed through oral questioning.

Observation	1	Optional	Optional
Date achieved			
Criteria questioned orally			
Portfolio reference			
Assessor initials			
Learner signature			

Achieving knowledge outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.



Learning outcome 1

Be able to review the overall client service experience as part of quality assurance

You can:	Portfolio reference/ Assessor initials*
c. Use client feedback and complaints to inform a review of the client service experience	
d. Draw conclusions from the client satisfaction survey and client complaints	
e. Analyse client expectations	
f. Describe different quality assurance and inspection processes used within businesses in the hair and beauty sector	
g. Describe how to conduct a client satisfaction survey	
h. Explain the value of feedback and client complaints in reviewing the client service experience	
i. Analyse the impact of client satisfaction on the business	
j. Explain the importance of meeting client expectations	

*Assessor initials to be inserted if orally questioned.

Learning outcome 2

Be able to implement and monitor procedures to improve the overall client service experience

You can:	Portfolio reference/ Assessor initials*
c. Evaluate the effectiveness of newly implemented procedures	
d. Propose new systems or modifications to existing systems that could improve the client service experience	
e. Evaluate own quality management of client care	
f. Describe different approaches to quality management of client care within the hair and beauty sector	
g. Explain the importance of staff engagement to the success of newly implemented procedures	
h. Explain the importance of monitoring the effectiveness of newly implemented procedures	
i. Explain the factors necessary for continuous improvement	
j. Explain how quality management can be measured	

*Assessor initials to be inserted if orally questioned.

Unit content

This section provides guidance on the recommended knowledge and skills required to enable you to achieve each of the learning outcomes in this unit. Your tutor/assessor will ensure you have the opportunity to cover all of the unit content.

Learning outcome 1: Be able to review the overall client service experience as part of quality assurance

Client care procedures, quality assurance and inspection processes:

Policies and procedures for services and sales delivery, practical observations, communication skills, client suggestion box, monitoring, sampling, record keeping, client feedback is sought, records of meetings, provision of services, salon turnover, adequate resource allocation, quality client service provision.

Conduct a client satisfaction survey:

Feedback on client satisfaction is sought, improve future operations, appropriate questions, measurable, format of questionnaire, improve services, opportunities to increase retail sales, safety consideration, overall ambience, staff knowledge, client service capabilities, timing of treatment/service, consistency in treatments offered, technical and treatment/service-related complaints addressed swiftly.

Client feedback and complaints to inform a review of the client service experience:

Corrective actions taken, monitor and evaluate for effectiveness, results used for future planning, adequate supply of stock is maintained, support of quality services, client requirements, feedback provided, consultation skills, correct product recommendation.

Conclusions from the client satisfaction survey and client complaints:

Review of evaluation, decisions to overcome problems and improve service made in consultation with the workplace team, feedback to group and/or individual staffs, responsibility for meeting client requirements, actions required for improvement, review of actions.

Analyse client expectations:

Client consultation records, client's current concerns, treatment/service objectives and overall treatment/service plan, client feedback, staff's reflection of treatment, review appointment records for further treatments, treatment brochure, relevant qualified staffs, professionalism, complaint records.

Quality assurance and inspection processes used within businesses in the hair and beauty sector:

Quality management standards (ISO, BSI, CEN), national and european industry standards, third-party certification; policy and procedure, morale of staff, continuous professional development programme, communication methods, record keeping, business planning, targets and goals achieved, professionalism, client feedback, staff feedback, team work, health and safety, mutual respect, consistency in maintenance, monitoring and evaluation of service and retail delivery, procedure to deal with client concerns, review of policy.

Learning outcome 1: Be able to review the overall client service experience as part of quality assurance (continued)

Client satisfaction survey:

Consistent communication, interpretation of information, implementation of strategies for improvement, dissatisfaction reports dealt with, allergic reactions, waiting and/or treatment time, retail products, cost-related complaints, areas for improvement, action to be taken, feedback, review.

Value of feedback and client complaints in reviewing the client service experience:

Monitor and evaluate to analyse data, improve services offered, product choice and client satisfaction, availability of new products and services, increased professionalism, valued clients, quality assurance.

Impact of client satisfaction on the business:

Growth of client base, increase in appointments, avoid re-appointments, financial implications, client experience, critical evaluation, adaptation, improvements, monitoring, review, professional development, consultation techniques, correct product recommendations, trust, loyalty, business growth.

Meeting client's expectations:

Resources, value for money, initial consultation, treatment/service outcomes, treatment/service plan, competence, professionalism, communication, knowledge of products, quality assurance, business growth, success.

Learning outcome 2: Be able to implement and monitor procedures to improve the overall client service experience

Approaches to, or ways of, improving the client service experience:

Personal appearance, qualified staff, interpersonal skills, communication skills, latest techniques offered, salon environment, up-to-date equipment, hygiene and sterilisation, time management, consistency, reliability, variety of treatments, consultations, home care and aftercare advice, client satisfaction charter, achieving agreed client expectations or specifications.

Engage staff in consultation necessary for effective implementation of a quality scheme:

Continuous professional development, motivation, inclusiveness, communication skills, feedback, documentation records, responsibilities, goals and targets, review.

Effectiveness of newly implemented procedures:

Impact on business, review new procedures, set time constraints for monitoring, re-survey clients, analysis of findings, fully inclusive review.

New systems or modifications to existing systems that could improve the client service experience:

Goals to develop customer service, client profile, client expectations, client records, loyalty rewards, promotional events, exclusive products, special themes, uniqueness, event planning.

Quality management of client care:

Initial consultation, attentiveness, respectfulness, professionalism, communication and listening skills, client requirements, knowledge of the treatments, knowledge of product, individual treatment plan, agreed outcomes, commitment to quality, continuous professional development.

Different approaches to quality management of client care within the hair and beauty sector:

Quality management system, KPIs (Key Performance Indicators), SMART (Specific, Measurable, Achievable, Realistic, and Timely), client satisfaction, treatment productivity, retail sales, re-appointments, high standards through the code of conduct, competency, training and education, set standards, salon policies, client perceptions, staff morale, personal/team/client safety, salon goals, accountability, teamwork, client feedback and review.

Importance of staff engagement to the success of newly implemented procedures:

Employee involvement, KPIs, responsibility, system based approach, motivation to perform, competent qualified staffs, culture of respect, constructive feedback, opportunities for advancement, training sessions, continuous professional development.

Important to monitor the effectiveness of newly implemented procedures:

Client needs, client satisfaction, surveys, focus groups, comment cards, responsibilities, co-operative, accommodating, professionalism, accurate record keeping, relevant information communicated to all, equipment maintained, stock managed effectively, review of client feedback, staff feedback, analyse, action plan for further improvement.

Learning outcome 2: Be able to implement and monitor procedures to improve the overall client service experience (continued)

Factors necessary for continuous improvement:

Professional development, quality qualified staff, investment in business, ongoing training, competitive edge, reaching targets, teamwork, transfer of skills and knowledge, new treatments, products, documented research, changes to the industry.

Quality management can be measured:

Employee happiness, number of sick days, lateness, staff turnover, client satisfaction (re-appointments, client complaints), meeting KPIs, metrics for KPIs, organisational success, set measurable objectives, evaluate progress, monitor trends, make improvements, support decision making, quantifiable, appropriate, data gathering, SMART (Specific, Measurable, Achievable, Realistic, Timely), report, analyse, action required, record keeping, monitor, evaluate, review.

Notes

Use this area for notes and diagrams



Sales management in the hair and beauty sector

UV40465

This unit will help you extend your knowledge on how to improve the sales of your businesses along with the selling skills of your employees. You will review and evaluate your salon's selling methods, research consumer behaviour, set targets, produce a sales forecast, and implement training whilst ensuring ethical legal requirements.

This unit is suitable for staff working in both the hair and beauty sectors.

Level

4

Credit value

9

GLH

47

Observation(s)

0

External Paper(s)

0



Learning outcomes

On completion of this unit you will:

1. Be able to evaluate how to improve the selling skills of employees in the hair and beauty sector
2. Be able to evaluate how to improve sales within businesses in the hair and beauty sector

Evidence requirements

1. **Knowledge outcomes**
There must be evidence that you possess all the knowledge and understanding listed in the 'Knowledge' section of this unit. This evidence may include projects, assignments, case studies, reflective accounts, oral/written questioning and/or other forms of evidence.
2. **Tutor/Assessor guidance**
You will be guided by your tutor/assessor on how to achieve learning outcomes in this unit. All outcomes must be achieved.
3. **External paper**
There is no external paper requirement for this unit.

Developing knowledge



Achieving knowledge outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.

Learning outcome 1

Be able to evaluate how to improve the selling skills of employees in the hair and beauty

You can:	Portfolio reference/ Assessor initials*
a. Review the ability to identify selling situations and opportunities	
b. Review the selection and use of sales and communication techniques as appropriate during a sales interaction	
c. Evaluate the use of different sales and communication techniques	
d. Evaluate the use of negotiation skills	
e. Evaluate the use of client care skills following a sale	
f. Explain how to select the most appropriate sales techniques for the situation	
g. Explain the importance of having product/treatment knowledge when selling	
h. Suggest techniques and strategies to improve sales skills and performance	
i. Analyse the importance of managing clients when selling	
j. Explain how negotiation skills can affect a sales interaction	
k. Explain the importance of providing client care following a sale	
l. Explain the ethical and legal requirements when selling	

*Assessor initials to be inserted if orally questioned.

Learning outcome 2

Be able to evaluate how to improve sales within businesses in the hair and beauty sector

You can:	Portfolio reference/ Assessor initials*
a. Investigate consumer behaviour and the impact this has on selling	
b. Conduct a competitor analysis	
c. Produce a sales forecast	
d. Produce sales targets based on the sales forecast	
e. Evaluate training methods used to improve selling	
f. Analyse the importance of knowing the target clients and their typical consumer behaviour	
g. Investigate ways to create competitiveness within the business	
h. Evaluate the use of sales forecasts	
i. Explain the importance of producing sales targets	
j. Explain how training methods can be used to improve sales	

*Assessor initials to be inserted if orally questioned.

Unit content

This section provides guidance on the recommended knowledge and skills required to enable you to achieve each of the learning outcomes in this unit. Your tutor/assessor will ensure you have the opportunity to cover all of the unit content.

Learning outcome 1: Be able to evaluate how to improve the selling skills of employees in the hair and beauty sector

Identify opportunities for selling:

Consumers, promotions, discounts, offers, giving free samples, potential sell from every client entering the salon, recommendation, knowledge of product or treatment, clients' confidence and trust, honesty, features and benefits explained, demonstration, the clients' need, desire, urgency and affordability.

Two groups of clients – (1) those who have made up their mind and want to make a purchase or require treatment, (2) those making an enquiry or asking questions as they are not sure.

Professional communication in a salon environment:

Try to avoid technical language, always respond, consider client confidentiality.

Verbal – speaking (tone of voice, the language you use, how quickly and clearly), questioning (open, closed, probing).

Non-verbal – body language, positive attitude (your posture, facial expressions, hand gestures, the distance you stand), listening (be patience, try to understand).

Written – visual aids, magazines, client records.

Adapting communication to suit different people:

Two way communication, understand a client's needs, gather information about them, make assessments and evaluations, use a level of vocabulary to suit your clients, avoid technical language/jargon, keep to the subject matter, pronounce words clearly, vary pitch of voice for client, adapt language style to suit the audience, allow opportunities for others to express their views.

New clients – informative, verbally, leaflets.

Regular clients – avoid over familiarity.

Hearing impaired – visual aid, clear speech, face client, allow for lip reading.

Visual impaired – clear speech, descriptive language.

Physical disability – sits at client level, communicate normally.

Happy client – remain professional.

Angry/confused client – controlled manner, avoid inflaming problem.

Evaluate communication techniques:

What worked well/what did not?, benefits, compare against original brief, end result, client satisfaction, draw conclusions, analysis, feedback from clients, colleagues, employer, manager, ability to sell, meet clients' needs, meet targets, increase clientele, increase turnover, motivation, enthusiasm, self evaluation.

Methods of negotiating:

Bartering, knowledge of opposition/client, suppress discomfort when negotiating, fluent communication, confidence in prices of products and treatments in yours and other salons, offer additional incentives, discuss affordable amount.

Learning outcome 1: Be able to evaluate how to improve the selling skills of employees in the hair and beauty sector (continued)

Negotiation techniques:

Prepare – research, needs, strengths, weaknesses, enlist help from experts.

Attention to timing – what, when, press ahead, wait, don't push too hard as could damage relationship.

Leave behind your ego – good negotiators don't care or don't show that they care who gets the credit.

Listening skills – quiet listeners, patience, never interrupt, who talks first, don't mention numbers, ask what they are thinking.

If you don't ask, you don't get – define your highest justifiable price, argue convincingly, aim high, no ultimatums.

Anticipate compromise – concessions, planning, never take their first offer (decline).

Offer and expect commitment – commitment to deliver, offer this.

Don't absorb their problems – deal with each as they come up and try to solve them.

Stick to your principles – don't compromise values.

Close with confirmation – recap the points covered, areas of agreement, confirmation, do not leave behind loose ends.

Evaluating negotiating techniques:

What worked well/what did not, benefits, compare against original brief, end result, client satisfaction, draw conclusions, impact on business, the sales, profit, loss, stock levels, meeting targets.

The importance of client care skills:

Client perception of your selling skills, build trust, rapport and confidence, be professional, be a good listener, make client feel good, be attentive, make the client feel wanted and appreciated, be non-judgmental, be sensitive, allow clients time and space, encourage client to express their concerns, affirm the client's feelings, show respect and value – increases clientele, salary, self esteem, career progression.

Methods of evaluating the use of client care skills:

What worked well/what did not?, benefits, compare against original brief, end result, written or verbal feedback from clients, questionnaires, surveys, reputation, word of mouth, suggestion box, review takings.

A selection of appropriate sales techniques:

Attention – personalise their needs to suit lifestyle, personality, emotional needs, objective.

Need – what you are offering is what the client needs.

Interest – what is aroused and maintained by facts put in front of the client to support argument.

Desire – client needs to have a desire for the treatment or product before they buy.

Learning outcome 1: Be able to evaluate how to improve the selling skills of employees in the hair and beauty sector (continued)

Urgency – create a sense of urgency e.g. limited time for an offer.

Action – client agrees to the recommended product or treatment.

Affordability – the price is right for the client and it is affordable, offer discount, promotion, loyalty scheme.

Summarise – remind client of main points discussed.

Concession – offer a concession to an indecisive buyer.

Offer an alternative – give clients a choice, e.g. large or small size, choice of colours.

Elimination – allow clients to eliminate the number of products or treatments you are offering.

Professional recommendation – use professional expertise to promote products or treatments to clients.

The importance of knowledge when selling:

Understand the products and treatments available, know the features, attributes and benefits of products or treatments, self and client confidence, enhances persuasive skills, know when, why and how to use product or carry out treatment, provide accurate information.

Strategies to improve sale skills and performance:

Set targets – daily, weekly, monthly.

Incentives – rewards, prizes, bonuses, commission on retail sales, commission on treatment sales.

The importance of managing clients:

Retain existing clients, encourage new clients, introduce new treatments and products to clients, retain interest, commitment to salon, keep purchase relevant to service, make clients feel good, enhance salon image, promote self image.

The ethics of selling:

Remain professional at all times, follow salon code of conduct, maintain standards, good attitude, self belief, respect yourself, commit to succeed, be ahead of the game/competitors, be energetic, passionate, genuine, knowledgeable.

The laws and legal requirements when selling:

Sale and supply of goods, trade description, consumer credit, re-sale price, consumer safety, consumer protection, sales of goods, cosmetic products (safety).

Learning outcome 2: Be able to evaluate how to improve sales within businesses in the hair and beauty sector

Consumer behaviour:

Study of when, why, how, and where people do or do not buy a product, psychology, sociology, buyer's decision making process, people's wants and needs, influences (from family, friends, reference groups, society in general), consumer retention, customer relationship management, personalise service, customise to individual, one-to-one marketing, client is either an existing user or potential buyer.

Methods of analysing competitors:

Comparative chart, rate criteria on scale, patterns, trends, was it what the client wanted, the knowledge and advice they were given, rate competitors against a set criteria, consumer research, secret shopper, compare results, make improvements.

Sales forecast:

Quantity of treatments and products you are going to sell, sales targets, retail targets, a set of figures, compile the cash flow, profit, loss and balance sheet, the capital needed, the predicted profit, long term viability of the business, timescale, business plan, set and running costs, marketing costs, resources needed.

Sales targets:

The amount of treatments and products you wish to sell, itemised on the sales forecast, business plan, timescale (weekly, monthly, 6 monthly, annually), review periods, recommendations.

Evaluate training methods used to improve selling:

Set review timescale, gather information, comparable data, business target figures, profit, loss, client/staff feedback, treatments and products sold, results of individual targets, retail targets, treatment targets, questionnaires, surveys, consumer research.

Analysis of the client and their consumer behaviour:

Carry out confidential survey, rate satisfaction on a scale, analysis results, carry out on a regular basis e.g. every 6 months, deal with negative complaints/feedback, make improvements, word of mouth, reputation.

Methods of promoting competitiveness within the business:

Sales, targets, sales forecasts, individual targets, commission on retail and/or treatment sales, self employment, rent-a-chair, rewards, prizes, productivity charts.

Sales forecast:

Month by month prediction of level of sales you expect to achieve, annual event, identify problems opportunities and solutions, manage your business/staff/financing needs, avoid cash flow problems, responsive not reactive business.

Evaluate the sales forecast:

Analysis and interpretation of information, judging its effectiveness and efficiency, regular basis (monthly, bi-annually, annually), in-line with inflation, growth of the economy, surrounding competition, predict trends, fashion, style, needs.

Importance of producing sales:

Targets to increase salon revenue, increase earnings, commission, motivation, growth, financially healthy business, job security.

Training methods to improve sales:

In-house training – identify top sales person characteristics, share findings, set targets, one-to-one coaching, mentor support, review meetings.

External training – workshops, training, seminars, days, sessions.

Public relations in the hair and beauty sector

UV40466

This unit is about public relations (PR) and the impact it has on the hair and beauty sector.

Through this unit you will develop your PR skills by, conducting a campaign, investigating the role of a PR officer, exploring the advantages and disadvantages of activities, researching into current trends and evaluating the link between a successful PR event with benefits to your business.

This unit is suitable for staff working in a hairdressing, barbering and beauty salons.

Level

4

Credit value

10

GLH

42

Observation(s)

0

External Paper(s)

0

Social media

Learning outcomes

On completion of this unit you will:

1. Be able to carry out PR activities in the hair and beauty sector
2. Understand how to manage a PR crisis in the hair and beauty sector

Evidence requirements

1. Knowledge outcomes

There must be evidence that you possess all the knowledge and understanding listed in the 'Knowledge' section of this unit. This evidence may include projects, assignments, case studies, reflective accounts, oral/written questioning and/or other forms of evidence.

2. Tutor/Assessor guidance

You will be guided by your tutor/assessor on how to achieve learning outcomes in this unit. All outcomes and ranges must be achieved.

3. External paper

There is no external paper requirement for this unit.

Developing knowledge



Achieving knowledge outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.

Learning outcome 1

Be able to carry out PR activities in the hair and beauty sector

You can:	Portfolio reference/ Assessor initials*
a. Conduct a PR campaign within the hair and beauty sector	
b. Investigate the roles and responsibilities of a PR officer	
c. Investigate the advantages and disadvantages of different PR activities	
d. Investigate current trends in PR	
e. Evaluate how PR objectives can benefit a business	
f. Evaluate the difference between marketing and PR, and advertising and PR	
g. Evaluate PR tools and the PR campaign process	

*Assessor initials to be inserted if orally questioned.

Learning outcome 2

Understand how to manage a PR crisis in the hair and beauty sector

You can:	Portfolio reference/ Assessor initials*
a. Investigate issue management and the impact this has on PR activities	
b. Analyse PR ethics and the code of practice	
c. Assess the importance of communication in a crisis	
d. Analyse the legal issues resulting from a crisis	

*Assessor initials to be inserted if orally questioned.

This section provides guidance on the recommended knowledge and skills required to enable you to achieve each of the learning outcomes in this unit. Your tutor/assessor will ensure you have the opportunity to cover all of the unit content.

Learning outcome 1: Be able to carry out PR activities in the hair and beauty sector

Conduct a PR campaign within the hair and beauty sector:

Preparation, systematic planning, define key concepts, SMART targets (Specific, Measurable, Achievable, Realistic, Timely), Key Performance Indicators (KPIs), paid/public/sponsor, inspirational imagery, company background, key note speech, reiterate business profile, look for existing opportunities, methods of delivery, target audience, current trends, tried and tested, implementation.

The roles and responsibilities of a PR officer:

Establishing and promoting a favourable relationship with the public, handling the media, community, consumer, industry, interest-groups, employee and investor relations, drafting speeches, arranging interviews, maintaining public contact, business archives, responding to information requests, arranging/attending special events (sponsored activities, parties introducing new products, other public activities that gain attention through the press without advertising directly), internal communications (newsletters concerning employee/management relations), assisting with company reports, advising on strategy and policy.

The advantages and disadvantages of different PR activities:

Advantages – benefit the business, increase sales, mutually advantageous partnerships, raise business profile.

Disadvantages – costly, impacted on by external influences (environmental, economy, buildings, people, equipment), risk of attracting wrong target audience or poor timing.

Investigating current trends in PR:

Public relations campaign, media capability, media tools, brand message, target audiences, online tools, blogs, social networking platforms, integration, news releases, press conferences, speaking engagements, community service programs, advertising and promotion of programs, social/economic/political trends, corporate image.

The difference between advertising and marketing, and PR:

Advertising – paid, public, non-personal announcement of a persuasive message by an identified sponsor, the non-personal presentation or promotion by a firm of its products to its existing and potential customers.

Marketing – systematic planning, implementation and control of a mix of business activities intended to bring together buyers and sellers for the mutually advantageous exchange or transfer of products.

Learning outcome 2: Understand how to manage a PR crisis in the hair and beauty sector

PR ethics and code of practice:

Honesty, loyalty, openness, integrity, respect, fairness, no misrepresentation of facts, avoidance of slandering competitors, avoidance of bribes (looking desperate), no substitution of 'spin' for truth, ethics flows both ways within a company and with the public, public perception.

Management of a PR crisis:

Structured techniques, defining the problem, gathering information, graphing or charting data, cause and effect diagrams, creative solutions, 'thought-showers', lateral thinking.

Crisis communication:

Protect and defend reputation, manage the situation and recover, rehabilitate.

Legal issues:

Defamation, changes in status, company legal documents, regulatory compliance.

Salon management

UV40467

This unit provides you with the opportunity to plan and monitor the management of staff, products and services in your salon.

You will develop management skills to enable you to:

- provide clear recommendations for the improvement of working practices
- assess employee requirements
- conform with legislation
- allocate staff to meet operational objectives
- review and/or produce salon policies and procedures
- monitor work practices
- manage the salon in a professional manner

Part of being a good manager is to regularly evaluate your own communication and management style.

This unit is suitable for staff working in the hair and beauty sector.

Level

4

Credit value

10

GLH

50

Observation(s)

3

External Paper(s)

0



Learning outcomes

On completion of this unit you will:

1. Be able to undertake salon management duties
2. Be able to plan the management of products and services in the salon

Evidence requirements

1. Environment

Evidence for this unit must be gathered in a real or realistic working environment.

2. Simulation

Simulation is not allowed in this unit. All 'Observation' outcomes must be on real clients.

3. Observation outcomes

Competent performance of 'Observation' outcomes must be demonstrated to your assessor on **at least three occasions**.

4. Knowledge outcomes

There must be evidence that you possess all the knowledge and understanding listed in the 'Knowledge' section of this unit. This evidence may include projects, assignments, case studies, reflective accounts, oral/written questioning and/or other forms of evidence.

5. Tutor/Assessor guidance

You will be guided by your tutor/assessor on how to achieve learning outcomes in this unit. All outcomes must be achieved.

6. External paper

There is no external paper requirement for this unit.

Achieving observations and range

Achieving observation outcomes

Your assessor will observe your performance of practical tasks. The minimum number of observations required is indicated in the evidence requirements section of this unit.

Criteria may not always naturally occur during a practical observation. In such instances you will be asked questions to demonstrate your competence in this area. Your assessor will document the criteria that have been achieved through oral questioning.

Your assessor will sign off an outcome when all criteria have been competently achieved in a single client service.

Achieving range

There are no range statements that apply to this unit.

Maximum service times

There are no maximum service times that apply to this unit.

Learning outcome 1

Be able to undertake salon management duties

You can:

- a. Manage the salon in a professional manner
- b. Implement health and safety working practices in line with relevant legislation
- c. Use workforce planning to assess employee requirements
- d. Provide clear recommendations for the improvement of working practices

*May be assessed through oral questioning.

Observation	1	2	3
Date achieved			
Criteria questioned orally			
Portfolio reference			
Assessor initials			
Learner signature			

Developing knowledge



Achieving knowledge outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies

Where applicable your assessor will integrate knowledge outcomes into practical observations through professional discussion and/or oral questioning.

Learning outcome 1

Be able to undertake salon management duties

You can:	Portfolio reference/ Assessor initials*
e. Evaluate own communication and management style	
f. Describe factors that must be considered when implementing health and safety working practices	
g. Explain the role of appraisal and management schemes within the organisation	
h. Describe the factors that influence working relationships, including lines of authority, role and responsibilities of employees, objectives associated with working relationships	
i. Evaluate the importance of providing clear recommendations for the improvement of workplace practices	
j. Describe contractual regulations of employment and how legislation affects employment in the salon	
k. Assess factors to be considered when employing subcontractors	

*Assessor initials to be inserted if orally questioned.

Learning outcome 2

Be able to plan the management of products and services in the salon

You can:	Portfolio reference/ Assessor initials*
a. Produce a plan with operational objectives for the management of products and services	
b. Analyse data for use in management planning	
c. Allocate staff to meet operational objectives	
d. Devise and implement salon requirements for staff to prepare themselves, the client and work area for service(s)	
e. Monitor working practices by reviewing different client consultations, services and client records	
f. Evaluate methods of stock control, maintenance and replacement	
g. Evaluate stock levels, tools, equipment and facilities with regard to the salon's clientele	
h. Plan methods of maintaining and increasing salon revenue	
i. Explain the importance of planning operational objectives to manage products and services	
j. Explain how data is used in management planning	
k. Explain how to allocate staff to meet operational objectives	
l. Describe the salon requirements, to prepare yourself, the client and work area for service(s)	
m. Outline the criteria by which client consultations, services and client records are reviewed	
n. Explain how to maintain stock levels, tools, equipment and facilities in the salon	
o. Explain how to maintain and increase salon revenue	

*Assessor initials to be inserted if orally questioned.

This section provides guidance on the recommended knowledge and skills required to enable you to achieve each of the learning outcomes in this unit. Your tutor/assessor will ensure you have the opportunity to cover all of the unit content.

Learning outcome 1: Be able to undertake salon management duties

Management of a professional salon:

Strategic management, professional manner, leadership qualities, motivation skills, communication skills, numeracy skills, human resources management, interpersonal skills, comprehensive report drafting, business acumen, logistics, accounting, set salon standards, lead by example, professional delivery of services, provide safe working environment, compliance with health and safety legislation.

Health and safety working practices:

Management of health and safety at work, set content of health and safety policies, implement policies, manage legal processes (criminal prosecution regarding breaches in health and safety, legal processes involved in a civil prosecution, claims for damages following accidents/injuries). Risk assessments, concept of 'hazard', concept of 'risk', monitoring of hazards in salon environment, accidents, emergencies and evacuation. Salon policies (first aid, fire and safety, handling and use of all items, safe and hygienic storage, distribution, regular cleaning and sterilisation of equipment, safe storage of hazardous substances, electrical equipment, disposal of waste).

Health and Safety at Work legislation/regulations:

Management of health and safety at work, health and safety at work, workplace (health, safety and welfare), reporting of injuries, diseases and dangerous occurrences, manual handling operations, personal protective equipment at work, provision and use of work equipment, health and safety (display screen equipment), fire precautions, control of substances hazardous to health, working time.

Workforce planning to assess employee requirements:

Appraisals, induction courses, on the job training, off the job training, standard setting bodies and professional organisations, appraisal interviews, recruitment and selection, person specification, job description, application form/CV, references, organisational chart, roles and responsibilities, internal/external sources of recruiting staff, advertising job vacancy, trade/selection tests, contract of employment, equal opportunities and discrimination, obligations of an employer under the terms of health and safety at work legislation, working hours and holiday entitlements, sickness absence and sick pay.

Learning outcome 1: Be able to undertake salon management duties (continued)

Provide clear recommendations for the improvement of working practices:

Clear job descriptions/duties, ability to delegate, instil team work ethos, ensure consistency of working methods, enforce policy and practice, follow through on non-compliance, reward incentive recommendations, behaviour, acceptance, without prejudice, ability to respond, staff needs, non-discriminatory work environment, foster staff development.

Evaluation of personal communication and management style:

Skills audit (personal), online methods (DISC, Social Styles, Platinum Rule®, 360 packages, staff surveys/suggestion box, request both anonymous and identified responses), areas to consider (deliver clear objectives, consider audience, adapt message, encompass all capabilities, deliver facts/waffle, adapt to audience responses, encourage feedback, target key staff for honest opinion).

The role of the appraisal:

Performance appraisal, casual/informal, detailed/rigorous, review of (performance in the work role, issues influencing performance, development and progression), action plan (changes/development, CPD training plan, preparation by the interviewer, employee's self appraisal, rating and scoring systems, can be linked to pay/progression, climate of trust), briefed on (employment history, duties and responsibilities, proposed report, review period, decisions implemented, annually).

Employing subcontractors:

Direct basis, on your behalf, personal recommendation, qualifications, trade organisation, cost, contractual agreement (retain property rights, non-disclosure, performance targets and deadlines), payment schedule (job completion piece/stage work, penalties poor workmanship/late delivery), minimum quality standards, minimum health and safety standards, public liability insurance (PLI).

Learning outcome 2: Be able to plan the management of products and services in the salon

An operational business plan for products and services:

Nature of business, products and services provided, the market and competition, marketing plan, operational plan, financial forecasts, financial requirements, business aim for products and services, cost benefit analysis of different equipment, salon tools and products, selection of suppliers, expected profit margins, price, hidden expenses, quality, reliability, minimum order quantities, delivery time, payment terms, market share, price, profitability, cash flow, turnover, capital and assets, cost efficiency, skills audit, training needs analysis, CPD providers.

Staff allocation to meet operational objectives:

Human resource planning, recruitment and selection of staff, equal opportunities, organisation chart for the salon, staff recruitment, legal and regulatory requirements for employment, expertise required, technical, financial, customer service, office and administrative support, marketing, life-long learning and continuous professional development, organisational change, increase productivity.

Salon requirements for preparation:

Staff – clothes (salon requirements for uniform, clean/ironed clothes, non-restrictive, closed in low heel shoes), hair (clean, healthy, manageable, off face), personal hygiene (clean body, teeth, workable length clean nails, deodorant, no overpowering perfume/aftershave), personal protective equipment (gloves, apron), minimal jewellery, suitable make-up, positive attitude, ready to greet.

Client – remove client's outer clothing, protect against damage of clothes/skin, client relaxed and comfortable (posture, aids service), remove excessive jewellery (avoid damage to skin), appropriate personal protective equipment, ensure client comfort, client records.

Work area – chair, trolley, work station, equipment cleaned, appropriate sterilisation (barbicide, autoclave, UV, sterilising spray), complete destruction of all living organisms on tools and equipment, disinfection (remove contamination from hard surfaces, large work areas, floors and work surfaces), heat or chemical methods, use of trolley, safe professional presentation tools and equipment, visual check on large and small equipment, electrical equipment checked, portable appliance test, select height of chair/bed/basin.

Reviewing different client consultations, services and client records:

Customer and staff satisfaction, quality and customer service policies, client satisfaction reports, complaints records, standardise paperwork/procedures, staff training, set timescale for review period, customer survey methods (online, paper based, suggestion box, etc.), review findings, notify staff, review methods, training, implement new procedures, corrective action, people management skills, motivation, theories of management style, Scientific Management, Human Resource Management.

Learning outcome 2: Be able to plan the management of products and services in the salon (continued)

Data used in management planning:

Financial budgets, cash flow statements, banking statements and reconciliations, annual profit and loss accounts, balance sheets, stock control reports, staff reports, tactical and strategic operation of the business, stock purchase records, invoices, statements relating to stock, stock levels, procedures to comply with quality, quantity and delivery requirements, promotional activities, marketing plan, public relation officer, salon reputation, quality management standards, review of objectives and Key Performance Indicators (KPIs), trends.

Principles of stock control for tools, equipment and facilities with regard to the salon's clientele:

Resource management, physical/computer records of services and products, storage and retrieval, adequate/appropriate levels of access and security, conformance with statutory obligations, client confidentiality, data protection legislation, working procedures (setting budget, ordering, stock rotation, goods received, invoice, reporting of breakages/natural wear and tear, maintenance of work areas, levels of salon hygiene, appearance, communication chains, responsibilities within the salon).

Stock levels:

Based on history of sales/usage, detailed reports on quantity/value of products sold/used, sales (by individuals, departments, salon as whole), list (identifying products in greatest demand, how much used, who used them, which clients, seasonal influences, purchase orders, invoices, maintain accurate records).

Tools, equipment and facilities:

Inventory/catalogue/records, location of tools and equipment, responsibility for equipment, in/out transactions, manage maintenance transactions, protectively mark your equipment, barcoding, security systems, time and motion study of present facilities, sales representatives, monitor trends, CPD activities, new purchases.

Maintaining and increasing revenue:

Revenue management, salon business diagnostic assessment (diagnosis, action planning, implementation, introduce methods of increasing salon productivity, retain stable working environment), methods (vouchers, coupons, limited time offers, free products/gifts, 'buy one get one free', sales campaigns, frequent user points, in-house targets, commission, gift cards, balance pricing and inventory controls).

Notes

Use this area for notes and diagrams



Notes

Use this area for notes and diagrams



Notes

Use this area for notes and diagrams





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