

GET STAFFED!

By 2018 the S.A. Hair & Beauty Industry is facing a potential skills shortage of 1000 workers. *This could represent 250 average size salons without staff.*

* Service Skills SA estimate extrapolated from published report data, industry surveys and the ABS.

Act **NOW** to minimise the impacts of the skills shortage by using this solutions checklist to help sustain your business.

GET people...

KEEP people...

GROW people...

SUSTAIN your business...



S.A. Hair & Beauty Industry Workforce Development Solutions Checklist

GET people...

KEEP people...

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This checklist has been designed to help you, the busy industry professional to:

- ▶ *Identify & relate to the workforce issues (Scenarios) you are experiencing.*
- ▶ *Consider a variety of possible solutions to address these issues.*
- ▶ *Prioritise a handful of solutions to test and implement now.*
- ▶ *Benchmark your businesses current workforce & business practices.*
- ▶ *Create awareness and opportunity for open discussion with your staff and industry colleagues.*

*For further information visit the **S.A. Workforce Information Services** at www.workforceinfoservice.sa.gov.au/ or **Hair And Beauty S.A.**, your Industry association at www.hairandbeautysa.com.au or PH: (08) 8271 1355.*

GET people...

...attract

Scenario

"There are not enough candidates applying for positions."

"I can't find employees who are experienced or have specialist skills."

"Where are the all round industry professionals?"



John Daly of the 'Daly Barber'

"Think flexibly and innovatively about the employment package you offer!"

Solutions Checklist

PLAN

- ▶ Work out the staffing needs of your business. *(For now and in one years time.)*
- ▶ Determine the right skills and experience mix required from your staff.
- ▶ Take into account personality traits needed to match your team and business.
- ▶ Write out a simple job (and person) description.
- ▶ Consider alternative labour sources – *e.g. retirees or mothers may return to work on a part time basis.*
- ▶ Identify effective tools to advertise for staff. *Visit the website below to find out more.*
- ▶ Utilise client & staff networks to source potential employees.

RECRUIT

- ▶ Implement a thorough recruitment process. *(screen > interview > reference check > reinterview > negotiate > contract > induction > employ > probation > employ.) Visit the website below to find out more.*
- ▶ Don't hold out for the perfect employee! *Seek staff with the right attitude as skills can be developed!*
- ▶ Happy long term staff will attract other staff. *Good staff retention is the best attraction strategy.*
- ▶ Can you create some points of difference that make you an employer of choice? *Do you have positive employer branding? (clear leadership, strong team ethos, salon ambience, staff amenities, a well maintained workplace)*

WEB LINK: www.development.tas.gov.au/betterworkplaces/attractrecruit.html

Scenario

"I have a continuous turnover of staff."

"I can't afford to lose clients every time an employee leaves."

"My staff are being poached by competing businesses."

"After investing two years, my apprentice left to work for a competitor."



Linda Rothenberg of
'Linda's Beauty Therapy'

"How do you know your staff are happy? **Don't assume, ASK!**"

Solutions Checklist

EMPLOYMENT INFORMATION

- ▶ Provide job descriptions specifying the roles and expectations placed on the employee.
- ▶ Ensure all workplace information is clear and accessible. *e.g. Policies & Procedures, a copy of the award.*
- ▶ Provide realistic work, quality and profit targets for all employees.

STAFF COMMUNICATION

- ▶ Convey expectations clearly, consistently and regularly.
- ▶ Conduct staff meetings weekly. *TIME: 30 mins TOPIC: operational issues / profit targets*
- ▶ Conduct individual employee meetings monthly. *TIME: 30 mins TOPIC: performance / training / retention / personal*
- ▶ Find out what are your employees current and future goals. *Be aware of external factors impacting your workforce.*
- ▶ Identify an employee, other than the owner, for staff to raise their workplace concerns with.

RETENTION OPPORTUNITIES - *consider the following...*

- ▶ Can you offer employees flexibility with their roster to suit their lifestyle? *i.e. They may have children.*
- ▶ Provide positive encouragement for good work & timely constructive criticism without embarrassment.
- ▶ Can you help them achieve goals outside of work?
- ▶ Progressively challenge your staff with delegated responsibilities.
- ▶ If pay is the issue, then create a 'win win' situation by working with your staff to grow the business. *See the 'SUSTAIN your business...' section.*

SKILLS DEVELOPMENT

- ▶ Create a staff training program that links to your business plan.
- ▶ Vary 'in salon' training to keep staff interested.
- ▶ Develop a relationship with RTOs and suppliers to find out what's possible.
- ▶ Create succession plans for all your employees and yourself.

LEADERSHIP

- ▶ Understand your staff's mind set, it will be different to yours. *(eg. Generation Y)*
- ▶ Create leadership through respect instead of fear.
- ▶ Follow through with staff commitments to build up loyalty.
- ▶ Mentoring, coaching and passing on expertise are critical.
- ▶ 'Respect' is the biggest non financial reason for employees to remain in their employment.

HEALTH & WELL-BEING

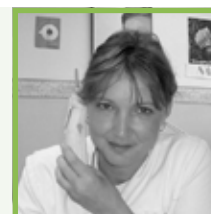
- ▶ Look after the physical well-being of your staff by ensuring your salon set up is ergonomical.
- ▶ Monitor the physical work load of your staff, providing rest periods and opportunities to vary their tasks.
- ▶ Promote the needs for employees to look after their bodies through safe ergonomic workplace practices.
- ▶ Encourage staff to give early warning of workplace health and safety issues.

Scenario

"I don't have time to train my staff."

"My staff don't understand what it costs to run this business."

"If I teach my staff too much about my business they'll use it against me or leave."



Sara Ramsden of 'Omni Nails'

"Create mentoring opportunities with your team!"

Solutions Checklist

DEVELOP

- ▶ Educate your staff on how to make a profit for you. *(Take 5 minutes daily.)*
- ▶ Negotiate a one year training and development plan with each staff member.
- ▶ Build training time into the roster months ahead.
- ▶ Work with staff to develop customer loyalty to the business and not the individual employee.
- ▶ Regularly invite staff to put forward ideas on how to improve the business. *(Take them seriously)*

UNDERSTAND

- ▶ Don't assume the master/servant culture (you may have experienced) will work today.
- ▶ Avoid negative emotional reactions to staff leaving. *Put your energy into a smooth transition. Is it an opportunity to grow another staff member?*
- ▶ If a staff member leaves, conduct a personal exit interview. *(You may learn a lot!)*

Scenario

"I can't afford to pay higher wages."

"My weekly takings are continually being eroded by increasing costs."

"Client loyalty is a real problem."



Sarah Pinneri & Anthony Giorgio of 'Acqua Lounge Hair Studio'

"Develop strong retailing strategies by implementing achievable staff bonuses and incentives."

Solutions Checklist

SERVICES & RETAIL

- ▶ Strengthen customer services.
 - > *Ensure business accessibility via web, phone, email & fax.*
 - > *Improve customer service techniques – listen, learn, change.*
 - > *Follow up on tasks, clients and potential customer leads.*
 - > *Create specialised marketing activities aimed at particular client groups.*
- ▶ Up sell other services to clients during their appointments.
- ▶ Test the price sensitivity of your services & products. *(Increase your prices accordingly.)*
- ▶ Benchmark, update and innovate!

BUSINESS, FINANCE & NETWORKS

- ▶ Investigate information about your business location, competition and neighbourhood demographics.
- ▶ Identify and promote your businesses point of difference. *What's your niche?*
- ▶ What can you add to your business to create a total customer experience? *Ask your valued customers!*
- ▶ Form support networks with local salons.
- ▶ Gain crucial business and finance management knowledge. *Invest your time now to save later!*
- ▶ Identify which products and services make the best profit. *Focus on these!*