



# Snapshot Survey Results Report

## —Employee Recruitment—

August 2014



## Employee Recruitment

ISPA Snapshot Survey | August 2014

Monthly Snapshot Surveys provide ISPA members with a valuable look into the state of the spa industry, spa industry trends and also help to identify the needs of spa professionals. Snapshot Surveys are conducted on the third Friday of each month, with full results provided only to respondents two weeks from the release date of the survey. The August Snapshot Survey focuses on employee recruitment.

When asked to identify the resources they use to advertise/promote open positions, 75 percent of ISPA spa members use their company's website. A fairly large group of spa respondents who answered "other" to the question elaborated that they use Craigslist. Interestingly, when comparing the methods used by day spas and resort/hotel spas, 59 percent of day spas utilize Facebook to advertise/promote open positions compared to only 18 percent of resort/hotel spas. In terms of what they consider to be the most valuable resource for recruiting top performers, many spa respondents mentioned word of mouth and referrals from current employees. More than half of ISPA spa members (60 percent) said they do offer team members an incentive for new employee referrals.

In terms of the resources they use to research job candidates before hiring them, a majority of spa respondents utilize authorized background checks (72 percent) and word of mouth methods (70 percent). Sixty-one percent of spa members said their company does require new employees to sign an employee agreement/contract. In regards to the challenge of finding qualified employees, nearly half of spa respondents (47 percent) said it is very difficult to find qualified nail technicians and another 28 percent said it was difficult to find qualified nail technicians. When asked what they feel is the most influential employee benefit their company offers to recruit qualified service providers, a large group identified healthcare benefits followed by competitive salary.

More than half (53 percent) of ISPA resource partner members said their company uses LinkedIn to advertise/promote open positions. Fifty-one percent of resource partner respondents said they have not initiated recruitment of a new employee from another company within their industry within the past 12 months. A large majority of resource partners (86 percent) do not offer incentives to their team members for new employee referrals. Eighty-one percent of resource partners said their company does require new employees to sign an employee agreement/contract. More than three-fourths (79 percent) of resource partners use word of mouth methods to research candidates before hiring them followed by LinkedIn (69 percent) and Facebook (62 percent).

The results analysis includes answers from all respondents who took the Snapshot Survey in an eight-day period from Friday, August 15, 2014 to Friday, August 22, 2014. During this time, 297 ISPA members responded to the survey. "ISPA Spa Members," referred to within this report, include data from all spa respondents (day, resort/hotel, medical, destination spas, corporate spa headquarters and spas under development).

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## ISPA Spa Members

Which of the following resources does your company use to advertise/promote open positions? Select all that apply.

### Resources Used to Advertise/Promote Open Positions | By Spa Type

	All Spas	Day Spas	Resort/Hotel Spas
AMTA Job Bank	7%	13%	1%
CareerBuilder	26%	26%	27%
Company website	75%	83%	73%
Facebook	33%	59%	18%
ISPA Job Bank	23%	13%	28%
LinkedIn	23%	26%	21%
Local newspaper	35%	22%	38%
Local school/educational institution	35%	39%	33%
Monster	8%	9%	7%
Twitter	7%	17%	2%
Other	50%	62%	46%

Please find a sample of the “other” responses below. For response options that were submitted multiple times, the number of responses is listed in parentheses following the response.

- Aloha Street.
- Craigslist. (58)
- CSFA Job Bank.
- Domestic job Bank Florida Spa Association.
- Get spa jobs.
- Glassdoor.
- HCareers. (7)
- Headhunters.
- Hospitality Online.
- HRDC site.
- Indeed. (21)
- Internal recruiting tool called Virtual Edge that uses several third parties.
- Internet job board.
- Job fair.
- Jobing.
- Jobvite.
- Spa Industry Association of Canada.
- Living Social.
- Local employment center.
- Local recruitment agencies.
- Local website.
- Manpower.
- Online job sites in Mexico.
- PC recruiter.
- Postcards.
- Radio.
- Recruit net.
- Recruiter.
- Referrals.

- Resort/tribal posting.
- Salonpost.com.
- Simply Hired.
- Snag a job.
- Spafinder Wellness 365.
- Sustainable Hire.
- Val pac.
- Way spa.
- Yelp.
- Zip recruiter.

**Within the past 12 months, have you initiated the recruitment of a new employee from another spa?**

### Initiated Recruitment of New Employee | All Spas



### Initiated Recruitment of New Employee | By Spa Type

Day Spas  
Yes: 23%  
No: 77%

Resort/Hotel Spas  
Yes: 38%  
No: 63%

**Respondents were asked to identify what they consider to be the most valuable resource they have used to recruit top performers. Please find a sample of the responses below. Numbers following select responses identify answers that were shared by multiple respondents.**

#### Internal company resources

- A great benefits package.
- A great human resource team.
- Being a part of a resort we can offer free skiing, golf, waterpark passes and discount on food. This is a huge hit when recruiting.
- Besides offering competitive compensation, we work with them to create a schedule that allows for personal and professional growth.
- Company brand.
- Company culture, top of line equipment and reputation.
- Company website and other employee referrals.

- Competitive pay, hotel perks like employee meals, room nights, and benefits even for part-time therapists.
- Culture and compensation potential.
- Current employees in good standing that spread word-of-mouth and get people they know to apply.
- Customer service.
- Education program.
- Employee referrals. (7)
- Flexible schedule and benefits.
- HR department. (4)
- Our company website and word of mouth.
- Our current employees who refer their friends/acquaintances etc.
- Our own career website.
- Our tight-knit community and positive workplace culture, and our unique work environment (six-acre sanctuary in rural Sonoma).
- Referral from current employees. (27)
- Referrals and hands on experience for service providers. For front line employees, the last question asked during their one on one interview is, "If you could invite five famous people, alive or passed, to a dinner party you were hosting, who would they be and why?" It shows me how well they deal with scenarios that are not common. It's also interesting to find out a bit more about potential team members
- Respected spa director who is well known. She has created a highly desirable culture within our spa.
- Six-hour shifts and competitive compensation. Business has increased 25 percent since I came on board.
- Strong team atmosphere. We have a friendly low stress spa in an industry that occasionally struggles with team synergy.
- Technique and guest service.
- The quality of treatment during the interview process.
- We are fortunate to have a recruiting manager who does most of the preliminary job postings and initial screenings. (3)
- We have an extensive interview process with our lead therapists who have been in the field for over 20 years each. I look to them for support when hiring new team members.
- We take good care of our team both in work environments, ample tools and a highly competitive pay scale.
- Work environment.
- Working in a healthy team-centered environment, competitive pay and attention to schedules.
- We have an onsite recruiter who is continuously interviewing talent.

#### Marketing resources

- CareerBuilder.
- Craigslist. (8)
- Craigslist seems to capture the most attention for us. We are located in a rural area and this reaches beyond the local newspaper when people haven't moved to town for the busy season yet.
- Facebook and previous employees joining my team.
- Facebook and Indeed.
- Indeed.com & kijiji.com.
- Internal referrals. (4)
- ISPA Job Bank. (3)

- LinkedIn.
- Our current rank on trip advisor makes us one of the premier spas to work at on the island.
- Social media. (2)
- We have a company that takes care of the website and sends only candidates that are qualified.
- Websites such as Hcareers or Caterer Global.
- Website. (8)

### Networking & partnerships

- Beauty school recruits/new graduates.
- CSFA networking and referrals.
- Clientele and product lines.
- I'm an educator so I'm able to recruit from my former students.
- Massage schools within a one-hour range of property.
- Networking opportunities within the local market. Also, third party endorsements from peers in the industry.
- Networking with local schools and word of mouth.
- Partnerships with universities and colleges that we have built relationships with. (15)
- Reference from clients, practical assessment performance.
- Referral fees.
- Referrals from current colleagues, in-house transfers and/or promotions.
- Referrals from professionals within my local spa industry. (2)
- School job fair. (2)
- Schools. (12)

### Other

- Our location and lifestyle in Vail, Colorado. (2)
- Our national reputation and standards being elevated. We seem to recruit associates that want to be linked to a top property.
- Reputation. (7)
- Walk-ins.
- Word of mouth. (30)

**Respondents were asked to describe any characteristics or personality traits that were consistently displayed by their top performers during their interview process. Please find a sample of the responses below. Numbers following select responses identify answers that were shared by multiple respondents.**

- |   |  |
|---|--|
| • A "good," rather than "nice," employee.                                   | • Adaptability.  |
| • A good understanding of the business of spa and passion for what they do. | • Ambitious and attentive.                                     |
| • A positive attitude, instinctual teamwork and a life that is in balance.  | • Answers questions completely.                                |
| • Ability to make a personal connection in a short period of time.          | • Approachable. (2)  |
| • Ability to multitask. (3)   | • Articulate.  |
|   | • Asked questions about the position and have clear goals. (3) |
|   | • Attention to details. (2)                                    |

- Attentive and understands the purpose of spa. They've also worked at other hotels.
- Being well prepared and educated on hotel and spa. Good follow up.
- Big smiles and engaging personalities.
- Build rapport by earning guest loyalty. Sell retail products and services and build retention.
- Calm. (2)
- Calm, yet, enthusiastic.
- Caring and healing individuals. (3)
- Centeredness and presence.
- Commitment. (3)
- Compassionate and driven to help others. (2)
- Competitive.
- Computer skills (2).
- Computer sound.
- Confidence. (19)
- Constant professional development.
- Continuing education. (3)
- Corporate/professional background and business minded.
- Dedication. (3)
- Demonstrated enthusiasm and excitement. Had a strong resume including steady work history and/or higher education.
- Demonstrated good balance of initiative and reserved.
- Desire to grow and work hard. (2)
- Desire to promote within the company.
- Desire to work in the spa/hospitality industry and talented in their field.
- Desire to work specifically with our team because of its reputation. Confidence in their treatment skills during the practical portion of interview.
- Dressed professionally for the interview. (12)
- Driven. (3)
- Eagerness to learn more and grow. (2)
- Eagerness to work for our company. (6)
- Early for interview and have prior spa/resort experience.
- Easy going. We look for people who want to work at our establishment, not just someone that's looking for a job.
- Energetic. (8)
- Engaged in conversation. (5)
- Enthusiasm and passion for service. (3)
- Enthusiasm and previous work experience (but still has a willingness to learn).
- Enthusiasm during verbal interview. Natural talent/skill for the practical interview.
- Enthusiastic work ethic. (5)
- Excellent soft skills. (2)
- Excellent technical skills.
- Exceptional guest/customer service. (7)
- Excitement about working for our company and solid skill level.
- Extremely knowledgeable in their chosen field.
- Financial skills.
- Firm handshake. (2)
- Flexibility. (17)
- Friendly. (13)
- Full understanding of the importance of making decisions that are the best for the owners, associates and guests.
- Fun.
- Genuine smile. (7)
- Generous spirit. (4)
- Genuine. (5)
- Genuinely happy with sincere care and concern for others. (4)
- Good listening skills and follow-up after interview.
- Gracious. (2)
- Great communication skills. (3)
- Great eye contact. (8)
- Great intake and ability to connect with customer.
- Happy.
- Hard workers, understanding of retail and experience from past destination spas.
- Have well-rounded experience.
- High achievers.



- Honesty.
- Hospitality stars!
- Hospitality warmth and open/extroverted communicators.
- Humble. (2)
- Impeccable hygiene and positive interactions with my line staff.
- Initiative.
- Inquisitive.
- Integrity. (4)
- Interest in other people and aiming to help or spoil them.
- It is position dependent. Entry level, a warm, friendly, energetic and eager person. Certifications for service providers, leadership, business and teaching skills for management.
- Know the position and the company. (5)
- Knowledge of the service during practical.
- Knowledge of their craft and understanding.
- Knowledgeable. (2)
- Love of what they do! (2)
- Loyalty.
- Maturity. (5)
- Motivation. (2)
- Naturally hospitable.
- Not just here for a paycheck.
- Open to change and bring new ideas.
- Optimism and energy to make things happen!
- Optimistic and knowledgeable with five-star skills.
- Organized. (2)
- Our top performers are very personable and are great at selling retail and following-up with clients.
- Outgoing personality. (12)
- Ownership of anything they do, big or small. A sense of really knowing themselves and being comfortable in their skin.
- Passionate. (16)
- Passion for the industry. (9)
- Passion for their art in the form of giving in place of receiving. Drive for growth and some experience in the resort spa setting prior to interview.
- Passion for what they do, an excitement for life, wanting to be part of a team, wanting to put the customer first. A lot of times I notice front-of-house staff and service providers can be "against" the customer - especially needy people. We are in the customer service business and the guest comes first.
- Past employment and term of past employments.
- People who understand building a business and strong work ethic with an outgoing personality.
- Perfect communication engagement.
- Poised. (3)
- Polished. (2)
- Positive attitude. (34)
- Positive conversations. I've had interviewee's negatively refer to their former jobs or bosses and that is a huge red flag! Positive people will contribute to the success of the department.
- Prepared for interview. (6)
- Perfectionist.
- Proactive, take ownership and a technical prowess.
- Professionalism. (18)
- Professionalism outside as well as inside the treatment space.
- Prompt and courteous.
- Prompt responses to emails and phone calls, professional presentation and conversation and passionate about delivering the best service experience possible.
- Relaxed, but professional, body language. (3)
- Reliable. (2)
- Responsible and excited for new opportunities.
- Revenue-based thinking. (4)
- Sales experience.



- Self-esteem.
- Self-motivators. (4)
- Self-oriented.
- Self-starters and strong customer service skills. (2)
- Social team members. This will provide for a healthy work environment.
- Someone who can live with rules and regulations.
- Speaking up and displaying proactive conversation.
- Spiritual connection with people.
- Strong interpersonal skills.
- Team player. (9)
- Their practical massage was great and they offer many modalities.
- They have done their homework about our co., look professional and have questions ready that are relevant, are open to any scheduling needs, and an added plus if they were referred by a top performer!
- True passion and love for what they do.
- True talent and honesty.
- Upbeat. (2)
- Warm and welcoming. (3)
- We look for staff who are experienced in hospitality.
- We use a test by PRADCO that helps us to determine good fits for our company and no so good fits. The tests are usually right on.
- Well-educated, modest and hungry for work.
- Well spoken. (6)
- What they can do for my company.
- Willing to combine work with other resort areas such as food and beverage, housekeeping, etc.
- Willingness to accept feedback. (2)
- Willingness to learn. (10)
- Work ethic.

## Do you offer an incentive to your team members for new employee referrals?

### Offer Incentives for Referrals | All Spas



### Offer Incentives for Referrals | By Spa Type

Day Spas  
Yes: 52%  
No: 48%

Resort/Hotel Spas  
Yes: 63%  
No: 37%

**Respondents were asked to describe the incentive provided to their team members when they refer a new employee. Please find a sample of the responses below. Numbers following select responses identify answers that were shared by multiple respondents.**

- \$50 after completion of 90 days.
- \$50 after the new employee successfully completes their first six months.
- \$50 after the referred employee has worked for three months. (2)
- \$50 after the new hire reaches six months and another \$50 once they complete a year.
- \$50 at hire and another \$250 after three months.
- \$50 at hiring and another \$50 after 90 days. (3)
- \$50 each quarter the associate stays.
- \$50 for the first person referred who makes it past the 90-day orientation period. \$100 for each person thereafter.
- \$50 if referral is hired. If that employee stays through the season (being a seasonal resort), the employee that referred the new hire will receive another \$50 at the end of season.
- \$50-\$500 for a referral.
- \$75 after completely of 90 days.
- \$75 after three months.
- \$75 referral bonus.
- \$75 upon hire and another \$200 upon completion of three months probationary period.
- \$100 upon hire of referral. (13)
- \$100 after 90 days. (5)
- \$100 based on completion of probationary term.
- \$100 for 90 days of continued employment with good standing.
- \$100 for a hired referral if they stay for three months.
- \$100 for part-time.
- \$100 per manager referral.
- \$100 upon hire and another \$100 upon completion of 90 days.
- \$100 upon hire of an hourly team member. An additional \$100 when they complete 90 days. Same process for management except it's \$1000 upon hire and another \$1000 after 90 days.
- \$100 upon the hire of the referral colleague, and an additional \$100 paid out upon their completion of six months of employ with the company.
- \$100 when they refer someone we hire that stays at least six months. (2)
- \$125 for each person hired, and an additional \$100 after the new hire has reached 90 days.
- \$125 immediately paid out for any associate that recommends a new hire and an additional \$125 after associate works six months.
- \$150 upon hire.
- \$150 referral fee for massage therapists.
- \$150 after 90 days.
- \$150 after completion of six months.
- \$200 after 90 days.
- \$200 for full-time.
- \$200-\$1000 bonus.

- \$250 bonus for full-time staff that stay six months.
- \$250 if the employee stays 90 days. (2)
- \$300 after 90 days. We are also open to creating specialty referral programs if we are recruiting a provider with a large book.
- \$300 if the new employee passes 60 days.
- \$300-500 referral bonus.
- \$300 after four months.
- \$500 cash bonus for referring a candidate. The money is given to the employee who made the referral once the new recruit has passed three months.
- \$500 for a current associate and \$500 for a newly hired associate.
- \$500 for hire that stays on six months.
- \$500 for referring a full time employee and \$250 for referring a part time/seasonal employee.
- \$500 split in three segments.
- Base and new employee performance with minimum six months experience with the company.
- Bonus for referrals. (3)
- Cash after 60 days.
- Cash bonus if the employee stays for a minimum period of time.
- Cash reward for a successful 90-day completion. (5)
- Depending on the position filled, the employee who made the referral can receive up to \$500.
- Depends on the type of position and whether or not it's full-time. Usually the incentive is between \$200-\$500.
- If the employee is hired on with the company, the employee that referred them is given a \$100 Visa gift card.
- If the referral passes their 90 days, the employee that referred receives a \$100 bonus. If the referral passes a year, the employee that referred receives a \$250 bonus.
- If they refer a full-time employee and they are employed for six months they receive \$200 and \$100 for part-time employees.
- Money or gift cards if employee is retained for a specific time period. (2)
- Once the team member has passed their 90 days, the referring team member receives points in our recognition program.
- They get points for free sessions.
- They receive a portion of money when the referral is hired, and another portion once the person has been employed for 90 days.
- We have company Belong Points that employees can accumulate and redeem for various things (i.e. extra personal days off, concert tickets, Visa gift cards, etc.).
- Varies based on need, service department and if they are bringing in clientele.

Which of the following resources, if any, do you use to research a job candidate before hiring them? Select all that apply.

### Resources Used to Research Candidates Before Hiring Them | By Spa Type

	All Spas	Day Spas	Resort/Hotel Spas
Authorized background search	72%	68%	74%
Facebook	42%	50%	37%
Instagram	10%	19%	6%
LinkedIn	26%	29%	25%
Twitter	7%	13%	4%
Web search engine (i.e. Google, Yahoo, etc.)	34%	37%	30%
Word of mouth (call former co-workers, know acquaintances, etc.)	70%	76%	69%
Other	19%	15%	21%
Do not research job candidates	6%	7%	5%

Please find a sample of the responses below. Numbers following select responses identify answers that were shared by multiple respondents.

- Calling their school.
- Craigslist. (2)
- Craigslist, Beyond, BizBash and ZipRecruiter.
- Data on CV.
- Department of Health website.
- Doing a demo to see their level of experience.
- Drug and background check. (3)
- Eligibility test.
- MD judiciary case search.
- Previous employers.
- References. (15)
- References listed on their applications, as well as teachers from the massage school that they graduated from.
- Search our internal system to see if they have worked at other locations of our company. (2)
- State license check.

Does your company require new employees to sign an employee agreement/contract?

### Require Signed Agreements/Contracts | All Spas



### Require Signed Agreements/Contracts | By Spa Type

Day Spas	Resort/Hotel Spas
Yes: 66%	Yes: 58%
No: 34%	No: 42%

**Why does your company elect not to offer employee agreements/contracts? Please find a sample of the responses below. Numbers following select responses identify answers that were shared by multiple respondents.**

- At-will employment. Associate signature is required for items such as our Code of Conduct, Power of One, etc. They must also be willing to work holidays throughout the year since we are an operating hotel 365 days of the year.
- At-will employment. Too legally obligatory to do so. Employee handbook is acknowledged upon receipt and kept on file only.
- At-will employment state. (3)
- Challenging to enforce. (2)
- Deem not necessary. (2)
- Employees are required to sign off on the employee handbook standards. Some positions require signing a non-compete agreement.
- Employees must sign that they have received The Associate Handbook and that they understand all that is required of them during their employment with our company.
- Hasn't worked for us in the past. We feel a better/stronger commitment by making each staff hourly plus commission without a contract.
- HR does not permit it, but we would prefer to do that.
- HR has them sign an agreement about conduct and policy.
- I'm not sure how you can make someone actually follow through. It's not a legal contract.
- It can work against you as an employer if they are not at the level you need them to be at.

- Many therapists are already performing services on their own.
- My HR firm recommends against it.
- Non-binding.
- Not truly binding in California.
- Offer letter outlines pay guidelines.
- Only for upper level staff (i.e. management and directors). (2)
- Our spa is part of a larger corporate entity and it requires us to go through a legal department and have it standardized throughout. (3)
- Ownership decision. (2)
- They only sign off on their job description.
- They sign confidential agreements.
- We are a very small community and some of our employees work for neighboring competitor spas. Most spa employees need to hold two jobs to survive where we live.
- We are an at will employer. (2)
- We are in a remote location.
- We are non-union.
- We are seasonal and work is sometimes sporadic. Therefore, we do not want to keep associates from earning a living wage.
- We do in some areas regarding training, especially if we are paying for outside training.
- We feel they don't hold up in a legal court and our property has a no soliciting standard that has to be adhered to. We don't feel it is necessary to sign a contract to convey this.
- We have an HR department to handle all this.
- We have them sign an offer letter but it is not a contract.
- We live and work in a very small community and the pool of licensed professionals is very limited, therefore we do not require contracts to avoid limiting the availability of employees among spas. Employment is at will.
- We treat our spa team as we do all staff members - it's just not an approach we've considered taking.
- We use standard paperwork as our employees are our employees and not contract labor. We complete W-4, I-9, and other HR documents which seem to work fine. Not sure why we would need an agreement or contract in this case.

**What do you consider to be the most valuable component within your company's employee agreement/contract? Numbers following select responses identify answers that were shared by multiple respondents.**

- Ninety-day probation period.
- Acknowledgement of work rules.
- Acknowledging basic company policies, like the grooming policy, calling in sick, etc. because when an issue does arise we can go back to what they signed and the employee cannot say they were unaware of certain policies, procedures.
- Acknowledging that they have full understanding of expectations.
- Agreeing to open availability and our scheduling policy.
- Agreement to change hours as needed; agreement to do job duties as required (cleaning, etc.).
- All of it. (2)
- Areas regarding professionalism, code of conduct.

- At-will clause.
- Clear statement of on-call status.
- Code of conduct.
- Collective employment agreement.
- Commitment. (2)
- Compensation agreement.
- Confidential guest information.
- Confidentiality agreement. (4)
- Confidentiality and ethic clause.
- Confidentiality and guest service agreements.
- Confidentiality and non-compete clause. (3)
- Culture sign off and shared marketing.
- Definition of our agreement as they are Independents not employees.
- Depends on the level of employee. For executives its time commitment, for providers its financial.
- Employee behavior and conduct policy.
- Ethics and Code of Conduct.
- Ethics clause.
- Expectations. (2)
- Follow all protocols and procedures.
- General understanding of what the expectations are before an associate starts working.
- Growth options.
- High commissions paid.
- It's a standard agreement. However, it would be helpful to have a conflict of interest clause, as many of the therapists work other spas, and it creates a bit of a conflict of interest in where local guests visit them as well as their available hours.
- It's really a non-disclosure, so it's not really valuable to the employee but protects us.
- Job description. (2)
- Level of detail regarding expectations so they clearly understand role and opportunities moving forward.
- List of rules, policies duties, and task.
- Maintain standards.
- Minimum time commitment expected.
- Must contain all information about job specifications, legal clauses and benefits.
- Non-compete clause. (19)
- Non-compete agreement. When a licensed employee leaves they cannot contact a client within a two-year timeframe.
- Non-compete during employment for therapists and non-disclosure for management.
- Non-disclosure/confidentiality and non-compete.
- Non-solicitation clause and social media clause.
- Not to work with clients introduced through employment at our spa.
- NY is a right to hire state- having that stipulation spelled out is important.
- Offer later to advise that we schedule according to business demand.
- Our Credo Card - It describes the Mission, Vision and Credo of our country club. Also, how we can provide outstanding member service in every department.



- Our HR director sits down with each new hire and walks them through the paperwork, explaining each area in detail. This is the most valuable component. All new hires are ushered in with great care, hopefully feeling the full welcome within that process.
- Policies and procedures. (3)
- Probationary period.
- Setting the expectation of behavior and attitude.
- The agreement simply acknowledges acceptance of the handbook.
- The Boyne Basic, which are the rules that we have to set on how to treat guests.
- The discipline of the policies.
- Their commitment to uphold our standards and culture.
- They acknowledge they have the handbook and will abide by all the rules.
- They are not allowed to transfer to a different department for 90 days.
- To uphold the culture of the spa and the position hired.
- Understanding of company policies and expectations.
- Understanding our company's four principles.
- Value of education, we do not have a non-compete.
- We have a clause that says that they agree to allow us to check past employment for references.
- We have a non-compete agreement that they must sign stating that if they leave, they cannot take clients with them and they cannot work at a competitor's location within so many miles while employed.
- We send a letter of offer as first step once they sing that the contract it signed in house...the contract is basic and it's done with our HR department.
- Work time arrival and associate agreement to abide by scheduling set by the spa.

**Please identify the level of difficulty for finding qualified employees for the positions listed below.**

### Level of Difficulty For Finding Qualified Employees | All Spas

	1 Very Easy	2 Easy	3 Neutral	4 Difficult	5 Very Difficult
Estheticians	10%	22%	27%	31%	10%
Front desk associates/receptionists	5%	18%	33%	34%	10%
Lounge attendants	10%	28%	44%	13%	5%
Massage therapists	7%	16%	19%	39%	19%
Nail technicians	3%	5%	17%	28%	47%
Spa managers	3%	10%	36%	31%	21%
Stylists	3%	10%	42%	22%	22%

## Level of Difficulty For Finding Qualified Employees | Day Spas

	1 Very Easy	2 Easy	3 Neutral	4 Difficult	5 Very Difficult
Estheticians	5%	21%	30%	36%	8%
Front desk associates/receptionists	0%	13%	32%	43%	12%
Lounge attendants	10%	15%	68%	5%	5%
Massage therapists	3%	12%	22%	38%	24%
Nail technicians	2%	0%	25%	34%	39%
Spa managers	2%	4%	45%	34%	16%
Stylists	3%	10%	65%	13%	10%

## Level of Difficulty For Finding Qualified Employees | Resort/Hotel Spas

	1 Very Easy	2 Easy	3 Neutral	4 Difficult	5 Very Difficult
Estheticians	13%	23%	25%	30%	10%
Front desk associates/receptionists	7%	19%	33%	33%	9%
Lounge attendants	9%	29%	40%	16%	6%
Massage therapists	9%	19%	17%	41%	14%
Nail technicians	3%	6%	13%	25%	53%
Spa managers	2%	14%	33%	27%	24%
Stylists	2%	10%	35%	27%	26%

**What do you feel is the most influential employee benefit your company offers to recruit qualified service providers (i.e. massage therapists, estheticians, etc.)? Numbers following select responses identify answers that were shared by multiple respondents.**

- \$5K tuition reimbursement per year for full time team members.
- Twenty four hours is considered full-time for service providers and they receive full benefits.
- Twenty four "paid days off" in their first year.
- Forty percent commission & club membership.
- Access to our facilities. (2)
- Advancement opportunities. (2)

- All of the continuous education we offer. All licensed positions can earn required CEU classes at no cost through our company trainers. We also offer full medical, dental, vision benefits, 401K, generous employee discounts.
- Annual bonus.
- Athletic club membership. (2)
- Being a resort property, it is really an incredible opportunity to offer our employees such amazing resort amenities.
- Being part of a hotel, the new employee is handed a clientele. We don't expect any new employee to come to us with a large clientele base.
- Benefit of golf play, tennis play and discounted spa services.
- Benefit options for full- and part-time associates and internal benefits for all associates with a successful 90-day review. We offer the highest pay in our company, work with school schedules and offer tuition reimbursement to associates when the employee's area of study is applicable to the hotel/spa industry. Other benefits include: associate meals, dry cleaning (for associate and their family), spa perks (for associate and their family) and hotel perks (at all properties while employed for associate and family).
- Best company, great environment, professional growth and constant international training.
- Busy all the time and guaranteed minimum.
- Busy client schedule, higher compensation than area spas, and a comfortable work environment where their feedback is valued and their co-workers are friendly, fun, and very professional with clients. Not having a hair salon keeps gossip down and keeps the atmosphere more relaxed and all of our employees have voiced a preference for working in a non-salon spa based on their own personality types.
- Busy spa, great culture and a beautiful place.
- Cash incentive. (2)
- CEU's and personal time off.
- Commission. (8)
- Company culture and quality of equipment.
- Competitive salary. (33)
- Complimentary room nights. (3)
- Continuing education program. (6)
- Discounted hotel rates. (2)
- Employee discounts and theme park access.
- Everything is done for them: marketing, lotions and sheets. When they go home they can forget about work. They do not need to look for clients. We do that for them.
- Extended benefits, free fitness membership and free first physiotherapy appointment.
- Fair pay. (6)
- Flexible hours and clinic culture.
- Flexible schedules. (8)
- Flexible work schedule for part-time associates.
- Free laundering.
- Free massage and facials.
- Free meals. (4)
- Free services and treatments. (2)
- Free uniforms.

- Full benefits for full-time service providers are based on 30 hours/week on average for the year. Part-time is based on 20 hours/week and they are eligible for medical benefits only.
- Full-time status with 26 hours per week of work.
- Full-time status.
- Generous discounts on retail.
- Gratuity.
- Great benefits, especially for full-time employees.
- Great coverage in health insurance, as well as we only require service providers to work 28 hours a week verses 40 so they have more flexibility in their schedule.
- Great team.
- Growth, we are a new vacation destination in a very secluded area. Finding people to come here is difficult; however, when people hear about the opportunities for growth within our company is happening, especially opportunities for upper level positions, they are quickly interested (i.e. We had an employee start as a front receptionist three years ago and they're now a sales manager for one of our smaller hotels).
- Gym memberships and employee discounts.
- Healthcare benefits. (35)
- Health insurance, vision, dental, 401K and paid vacation. (20)
- High-end clientele. (2)
- Higher pay levels, low turnover and good working environment.
- Highest pay rates in the county, benefit package, ski passes and bonuses.
- Hourly rates. (3)
- Housing benefits.
- Location and ski pass discounts.
- Many spas in our area are not busy and very unorganized. However, we run our spa with structure and are fair to all.
- Mentoring.
- No benefits, but a very good atmosphere. Most of the employees are friends and say the stay with us because of the culture. We don't work with incentives or bonuses, but we do have two parties every year. We are very open and inform employees twice a year about investments, finance, sustainability, projects, etc. Employees like to be informed about company results and future plans.
- Number of clients.
- Our business practices and space.
- Our hotel books very well and providers know that they will do good business and earn well here.
- Our massage therapists and estheticians are independent contractors, but our nail technicians are employees. We provide a bonus at the time of their annual review based on the year's performance. The employee has control over the amount based on their improvement over the past year.
- Over-time hourly rates.
- Paid holidays/personal time off/vacation. (8)
- Paid time off, sign on bonus up to \$500, paid Texas massage license fee, paid liability insurance and CEU reimbursement.
- Positive leadership and they see we are engaged.
- Professional growth. (3)
- Quality of work environment. (7)

- Reputation of the company/brand recognition. (14)
- Resort benefits (i.e. free ski pass, golf pass, food discounts, etc.).
- Scheduling structure base and modalities and guest retention rate.
- Ski and wellness benefit.
- Ski/snowboard pass programs, anniversary cash bonuses.
- Steady/consistent work hours and environment. (16)
- Stocked break rooms.
- Team based pay with a guaranteed salary. (2)
- The opportunity to work in such a beautiful setting, with a really stellar team. That's the most selling point. Our compensation is competitive, that's also a plus to potential candidates.
- They receive a free membership to our club as well as our staff discount on product/services.
- Training program. (9)
- Travel program benefits.
- Warm work environment.
- We are a collection of resorts and associates can work for other locations in the future. (2)
- We are a private membership club, so they have a captive audience to serve.
- We offer health benefits after you have worked for a one-year period.
- We offer health insurance, spa discounts, retail discounts, gym membership, competitive pay and long standing employees/management team (10+ years).
- We pay for licenses and promote education. We also partially fund their continuing education. We have a very faithful service staff and an extremely low turn around.
- When we are busy, in season they can make excellent money.
- Working at such a beautiful facility. (2)

## RESOURCE PARTNERS

Which of the following resources does your company use to advertise/promote open positions? Select all that apply.

### Resources Used to Advertise/Promote Open Positions | Resource Partners

CareerBuilder	7%
Company website	31%
Facebook	13%
ISPA Job Bank	28%
LinkedIn	53%
Local newspaper	16%
Local school/educational institution	13%
Monster	13%
Twitter	0%
Other	44%

#### Other responses included:

- Classified in trade publications.
- Craigslist.
- Glassdoor.
- Indeed.
- Online listings.
- Recruiters.

**Within the past 12 months, have you initiated the recruitment of a new employee from another company within your industry?**

### Initiated Recruitment of New Employee | Resource Partners



**What do you consider to be the most valuable resource you have used to recruit your top performers?**

- Applicable experience and a passion for the industry.
- Craigslist.
- DISC assessments.
- Existing relationships.
- ISPA Job Bank.
- LinkedIn.
- Location.
- Networking.
- Our current team of educators inspire others to apply on our website.
- Recommendation.
- Referrals.
- Schools.
- While the money is important, I am finding that most good employees are first and foremost concerned with working for a company whose vision and values are in alignment with theirs.
- Word of mouth.
- Word of mouth referrals from spa colleagues.
- Working across industries to identify suitable candidates.

**Please describe any characteristics or personality traits that were consistently displayed by your top performers during their interview process. Numbers following select responses identify answers that were shared by multiple respondents.**

- A passion for the industry and to help others be better at their esthetic business.
- A willingness and ability to learn.
- Ambitious.
- Asked lots of questions, gave thoughtful responses, spoke candidly about challenges, and demonstrated the desire to learn or achieve.
- Authenticity.
- Have many ideas and a true desire to work for the company.



- Confidence. (2)
- Documents that support a resume.
- Drive. (2)
- Empathy.
- Enthusiasm. (3)
- Experience in luxury beauty products, 5-star hotel experience, professional appearance and at least five years experience in the industry.
- Flexibility. (2)
- Great communication skills.
- Great people skills.
- High attention to detail.
- It was clear that top performers researched the company and prepared questions prior to their interview.
- Kindness, joyfulness and dedication.
- Knowledge, initiative, adaptability and respect.
- Knowledgeable about the industry and their availability during the various stages of our interview process.
- Loyalty and honesty.
- Passion. (3)
- Passionate, motivated, and aware of ego.
- Personable and trainable.
- Personality. (2)
- Positive attitude. (2)
- Present and prepared.
- Proactive.
- Persistent, but not desperate.
- Professionalism. (2)
- Self-starter. (2)
- Shared values and computer skills.
- Varied experience.
- Well spoken. (2)

**Do you offer an incentive to your team members for new employee referrals?**

### Offer Incentives for Referrals | Resource Partners



Does your company require new employee sign an employee agreement/contract?

### Require Signed Agreements/Contracts | Resource Partners



What do you consider to be the most valuable component within your company's employee agreement/contract?  
Numbers following select responses identify answers that were shared by multiple respondents.

- A clear understanding of expectations on both ends.
- Clarification of terms.
- Code of Ethics. (2)
- Communicate rules and values of the company.
- Confidentiality agreement. (5)
- Giving them a two-year term.
- It's too early to determine. This is a new practice that has been implemented with new hired independent contractors.
- Job description and compensation.
- Non-compete agreement. (3)
- Non-disclosure agreements as we hold have patents. (3)
- The entire agreement just makes everything entailed in their job clear and concise and leaves little to no room for misunderstanding. This is an effective way to get started on the right foot from the beginning.
- The position details, salary and benefits outlined within the offer letter and the confidentiality agreement they are required to sign.

Which of the following resources, if any, do you use to research a job candidate before hiring them? Select all that apply.

## Resources Used to Research Candidates Before Hiring Them | Resource Partners

Authorized background search	38%
Facebook	62%
Instagram	14%
LinkedIn	69%
Twitter	14%
Web search (i.e. Google, Yahoo, etc.)	45%
Word of mouth (call former co-workers, know acquaintances, etc.)	79%
Other	0%
Do not research job candidates	3%