



# Snapshot Survey Results Report

## *Employee Retention*

September 2014

## Employee Retention

ISPA Snapshot Survey | September 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 May Snapshot Survey provides a glimpse at today's ISPA member.

When asked to identify the initiatives offered to employees to assist in retention, 93 percent of ISPA spa members responded that they use retail sales incentive programs. Following closely behind were formal performance reviews (87 percent), employee recognition programs (82 percent) and continuing education offerings (76 percent). Interestingly, when comparing day spa responses to resort/hotel responses, only 30 percent of day spa offer employee surveys compared to majority (70 percent) of resort/hotel spas.

Comparing the challenges all spas face relating to employee retention, the specific obstacle selected most by respondents was employees leaving for higher pay (31 percent). When asked if their company rewards and/or recognizes employees based on their years of employment, 76 percent said yes.

In terms of the initiatives they offer to employees, ISPA resource partners provided similar feedback to spa members, with the largest group responding that sales incentive programs were the most widely offered employee initiatives (65 percent). In addition, 75 percent offer free or discounted company products, 60 percent offer monetary compensation and 50 percent offer a flexible work schedule. When asked what new initiative or benefit they would like to be able to offer employees, responses included 401K programs, insurance and on-site wellness staff and facilities.

Regarding employee retention, resource partners noted that the biggest challenge they have faced in the past year would be the expectation of better benefits among employees (32 percent). Three-quarters of resource partner respondents reward and/or recognize employees based on years of employment.

The results analysis includes answers from all respondents who took the Snapshot Survey in an eight-day period from Friday, September 19, 2014 to Friday, September 26, 2014. During this time 276 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, if any, initiatives are offered to your company's employees?

### Initiatives Offered to Employees | All Spas



Retail sales  
incentive program  
93%



Formal performance  
reviews  
87%



Employee recognition  
program  
82%



Continuing education  
offerings  
76%



Employee surveys  
(i.e. survey employees  
regarding needs)  
58%



Management training  
program  
41%



Apprenticeship  
program  
23%



None of the above  
1%

## Initiatives Offered to Employees | By Spa Type



Retail sales  
incentive program

Day Spas: 90%  
Resort/Hotel Spas: 95%



Formal performance  
reviews

Day Spas: 77%  
Resort/Hotel Spas: 88%



Employee recognition  
program

Day Spas: 63%  
Resort/Hotel Spas: 90%



Continuing education  
offerings

Day Spas: 83%  
Resort/Hotel Spas: 73%



Employee surveys  
(i.e. survey employees  
regarding needs)

Day Spas: 35%  
Resort/Hotel Spas: 70%



Management training  
program

Day Spas: 40%  
Resort/Hotel Spas: 42%



Apprenticeship  
program

Day Spas: 30%  
Resort/Hotel Spas: 18%



None of the above

Day Spas: 2%  
Resort/Hotel Spas: 0%

### If you could offer any new initiative or benefit to your employees, what would it be?

#### Benefits

- 401K, free insurance, medical, dental, vision, vacation, continuing education, free meals, holiday bonus and paid holidays.
- 401K.
- Accrued paid vacation or sick time for our technical staff. Sick time would help reduce them coming to work sick and spreading it around just because they don't want to miss a paycheck.
- Bonuses.
- Childcare.
- Day care and wellness facility.
- Health insurance. (4)
- Insurance. (2)
- More affordable health care options and modality certification classes.
- Paid time off, better healthcare, dental and optical.
- Regular performance reviews with structured pay increases based on review.
- The ability to receive benefits without compromising commission rate.

- The ability to workout onsite, ongoing wellness services such as discounted access to nutritionist, trainers, etc.
- Tuition reimbursement.
- We give all full time employees a paid day off for their birthday and they really appreciate it along with the birthday card that is mailed to their home.
- We have onsite nutritionist, doctor, psychologist, personal trainer and a dentist for our employees.

## Training

- Better continuing education. Currently depend on staff training staff and vendor education. Would like to have additional dollars budgeted for outside advanced classes.
- Certification courses.
- CEU credits. (6)
- Chance to attend conferences.
- Congress, conferences training.
- Continuing education and employee recognition programs. (2)
- Continuing education and modality training.
- Continuing education and tuition reimbursement.
- Continuing education or management trainee programs.
- Expand the education fund to part timers.
- Management trainee program, additional monthly bonus plans and continuing education offerings.
- Management training.
- More training for therapists.
- On-site continuing education. (3)
- Opportunity to cross train at other properties.
- Overseas training.
- Sales training.
- Travel to education but it is too expensive.

## Other

- A system for various contests in which winners periodically win gift certificates.
- Create more dual licensed technicians.
- Cross promotion within department and rebooking incentive.
- Employee recognition program.
- Free spa and club services. (2)
- Incentive for increases sales of services and retail.
- Reimbursement to visit other same caliber spas.
- Reinstate employee opinion surveys.
- Reward for new clients by referral.
- Trade days for treatments.

**Which of the following incentives are offered to your spa's employees at the administrative (i.e. receptionists, administrative assistants), management and service provider/therapist levels?**

### Incentives Offered to Employees at Administrative, Management and Service Provider/Therapist Levels | All Spas

	Administrative	Management	Service Provider/Therapist
Day(s) off work to recognize contribution	25%	23%	24%
Employee of the month/year recognition	59%	49%	72%
Employee service recognition gifts	56%	49%	66%
Free or discounted retail products	85%	86%	93%
Free or discounted spa services	86%	87%	94%
Free training or educational assistance	67%	72%	82%
Gift certificates (i.e. movies, dinners, concerts, etc.)	50%	38%	60%
Monetary compensation	43%	44%	50%
Schedule preference (work or vacation)	42%	44%	50%
Permanent treatment room assignment	1%	2%	21%
Travel certificates	7%	8%	9%
Do not offer incentives	1%	0%	0%

## Incentives Offered to Employees at Administrative, Management and Service Provider/Therapist Levels | Day Spas

	Administrative	Management	Service Provider/Therapist
Day(s) off work to recognize contribution	25%	23%	23%
Employee of the month/year recognition	30%	25%	49%
Employee service recognition gifts	39%	39%	58%
Free or discounted retail products	81%	83%	91%
Free or discounted spa services	81%	86%	93%
Free training or educational assistance	65%	75%	86%
Gift certificates (i.e. movies, dinners, concerts, etc.)	46%	40%	60%
Monetary compensation	47%	47%	56%
Schedule preference (work or vacation)	37%	42%	51%
Permanent treatment room assignment	2%	4%	19%
Travel certificates	4%	5%	5%
Do not offer incentives	0%	0%	0%



## Incentives Offered to Employees at Administrative, Management and Service Provider/Therapist Levels | Resort/Hotel Spas

	Administrative	Management	Service Provider/Therapist
Day(s) off work to recognize contribution	27%	25%	26%
Employee of the month/year recognition	74%	63%	83%
Employee service recognition gifts	65%	56%	72%
Free or discounted retail products	87%	88%	94%
Free or discounted spa services	87%	89%	94%
Free training or educational assistance	67%	70%	78%
Gift certificates (i.e. movies, dinners, concerts, etc.)	52%	38%	59%
Monetary compensation	40%	43%	48%
Schedule preference (work or vacation)	43%	42%	48%
Permanent treatment room assignment	2%	2%	21%
Travel certificates	7%	8%	9%
Do not offer incentives	1%	0%	0%

**Approximately how much is budgeted per employee at your company for training expenses this year?**

## Budgeted Per Employee for Training Expenses | By Spa Type

	All Spas	Day Spas	Resort/Hotel Spas
\$0	8%	8%	8%
\$1 - \$250	32%	30%	33%
\$251 - \$750	28%	30%	26%
\$751 - \$1,250	15%	13%	16%
\$1,251 - \$2,000	7%	4%	8%
>\$2,000	11%	15%	8%



Which of the following challenges relating to employee retention, if any, has your spa experienced within the past 12 months? Select all that apply.

### Challenges Relating to Employee Retention | By Spa Type

	All Spas	Day Spas	Resort/Hotel Spas
Cost of continuing education for service providers	6%	11%	4%
Employees leaving for higher pay	31%	39%	29%
Expectation of better benefits among employees (i.e. lower health care costs, time off, etc.)	29%	21%	33%
Loss of employees due to work environment (i.e. disliked schedule, team member conflict, etc.)	27%	40%	24%
Recruitment of employees by another spa	26%	28%	26%
None of the above	38%	26%	41%

Does your company and/or recognize employees based on years of employment with the company?

### Reward and/or Recognize Years of Employment | All Spas



### Reward and/or Recognize Years of Employment | By Spa Type

Day Spas  
Yes: 67%  
No: 33%

Resort/Hotel Spas  
Yes: 77%  
No: 23%

## How does your company reward and/or recognize employees based on years of employment with the company?

### Monetary Rewards

- Twenty years, \$5,000 applied toward any vacation you want.
- Annual bonus, recognition among peers.
- Annual raises, which for service providers is quite consequential due to commission structure.
- Bonus, higher salary.
- Higher commission levels and greater discounts.
- Holiday bonuses are based on number of quarters worked with the company and the amount per quarter is based on spa holiday performance. Last year we were able to give \$25 per quarter employed. Our longest term employee was here five years so this was a nice holiday bonus for her.
- Salary increases. (3)
- They receive an annual raise and the percentage based upon performance reviews and years of service. We do not cap pay rates at this time.
- We give them annual raises and celebrate years with the company.
- We recognize employees at the five, ten, 15, etc. years at our staff recognition party at the end of the year with a monetary gift.

### Gifts

- Different gifts for milestones (i.e. five, ten, 15 years).
- During our annual Christmas dinner that we provide for all our team members, recognition is given as well as a gift. We have one gift for five years, another gift for ten years, another for 15 years, etc.
- Employees receive a plant every year.
- Every five years, employees are rewarded at annual employee meeting with an emerald pin.
- Every year on their birthday employees get a day at the spa, at every milestone five, ten, 15, etc. employees get an all-inclusive overnight stay for two.
- Five year, ten year, 15 year and 20 year award selection through a catalog.
- Five years jacket.
- Five years Tiffany toggle bracelet, ten years Movado watch, 15 years diamond earrings and 20 years is \$1,000 bonus.
- Free night stay at the hotel.
- Gift based on number of years, flowers.
- Gift, newsletter.
- Gifts, in the case of very long employment cash bonus.
- Luxury gift items.
- One year workout bag.
- Service pins and choice of gifts based on years of service through a national provider.
- Service pins based on years of employment. (4)
- Ten year watch.
- The employee is able to choose a gift from a various selection based on their anniversary (from a third party company).
- They also receive a pin to add to their uniform attire reflecting their years of service.
- Various gifts for five, 10, 15, 20 and 25+ years such as jewelry, gift certificates, etc.

- We recognize with a plaque and gift at the five, ten, etc.
- With a pin.
- With a small gift.
- With gifts and a plaque.
- With reward pins, plaques and certificates.
- Years of service awards.

#### Time Off

- Additional vacation days and flexible work schedules.
- Employees who reach five or more years of service get a higher PTO payout.
- Full time employees receive more paid time off - they receive two weeks of PTO after five years of service.
- Increased off time, promotions and paid holidays.
- One year, one week of vacation.
- Paid time off/vacation days. (8)
- Paid vacation and personal time.

#### Multiple/Other Rewards

- \$150 gift card and plaque
- A special celebration and dedication ceremony along with annual percent increase year over year.
- A thank you card, a free service and a free t-shirt.
- Additional PTO, different pin anniversary celebration.
- Additional time off as well as monetary compensation. (2)
- Additional vacation time, service awards, prizes based on years of service and seniority.
- All commence with ten days of vacation, after five years this increases to three weeks and after ten years four weeks. Each year, salary adjustment based on performance review.
- An annual recognition at our holiday party along with a pin with a gem stone signifying years of service.
- Anniversary is recognized in daily info, five and ten year pins with additional stones are provided.
- Annual awards dinner, gifts for each member on five, ten, 15, 20, 25, & 30 years employment.
- Annual celebration for years of service (fancy luncheon), higher holiday bonuses based on years of service.
- Annual raises and we also recognize five, ten, and 15 year employment with a plaque and gift.
- Associate rallies, higher wages.
- At milestones, you receive a gift, plaque and additional vacation. For example, at five years of employment you receive an extra week of vacation. At 15 years, you receive another week of vacation.
- Awards banquets, additional vacation pay, increases their rank reorder of booking for treatment staff.
- Benefits package.
- Celebrate with a party and special lunch when the employee has five or ten years working with the company.
- Certificate, pin, additional time off.
- Certificates for free meals and/or activities.
- Certificates, additional paid time off for each year served, additional monies towards continuing education for each year served (includes part-time), gifts, recognized resort wide.
- Certificates, PTO and gift.
- Comp nights in other hotels.
- Different tiers based on years of experience.

- Dinner functions with other associates with similar years of employment including spouses.
- Each anniversary is recognized with a card and displayed on a monitor in employee cafeteria.
- Employees are recognized at our yearly team meeting.
- Every month, anniversaries are publicly announced with an appreciation cookie.
- Everyone gets a "gem" point on their anniversary. We hold employee recognition dinners to celebrate anniversaries in increments of five years.
- Five years, two weeks of vacation and a \$250 gift.
- Formal acknowledgement and special name badges.
- Free uniform, gift cards, shout outs and personalized card from leadership.
- Gift card and public congratulations at company event.
- Gift cards and milestone dinners at year one, five, ten and every year after ten.
- Gift cards, luncheons, announcements and thirty day sabbatical.
- Higher commissions, 401k matching and PTO.
- Honorary mention and gift at employee party - based on five year increments.
- Hourly rates and amount of vacation.
- Incentives and banquets.
- Increase in accrual of personal time off (vacation days), recognition events (lunches, dinners) and identification on name badge.
- Increased vacation (full-time), book order has a seniority element.
- Letter of recognition and service pin.
- Loyalty pin, monetary compensation and celebration reception.
- Milestone recognition luncheon and plaque.
- More vacation right, gifts and ceremonies to celebrate.
- More vacation time after six years and every time they get an award party and \$250.
- Newsletter mention.
- One-year, five-year, 10-year, 15-year, 20-year, 25-year awards with a variety of gifts/and benefits depending on the length of time served.
- One, five, ten and 15 year recognition.
- Our benefit structure changes for every five years of employment. It is a tier schedule so you receive more benefits with longevity.
- Paid vacation, public recognition and performance reviews.
- Party. (2)
- Pay and vacation days increase with years as well as increasing number of comp nights in sister hotels.
- Pay raises and gifts for landmark anniversaries.
- Philanthropy committee of line workers who decide where the \$1,000 per month in donations should go.
- Photo, name and year of service posted all over hotel in employee areas.
- Possible raise, choice of days to work and day to pick uniform/dress.
- Public notice to employees of years served and a break room party.
- Recognition at Annual Employee Recognition Event and a gift depending on years of service
- Recognition at quarterly staff meetings.
- Recognition in property paper and celebrations within departments.
- Recognized by a card and announcement.
- Retirement fund.

- Salary increase each year, more vacation time earned for full/part time employees based on length of employment.
- Schedule preference, pay increase, service recognition at five, ten, 15 and 20 years.
- Scheduled first, permanent room and choice of schedule.
- Seniority based scheduling priority. (3)
- Service pens, statues, plaques, luncheon and dinners based on years of service.
- Ten year club banquet and dinner, pins for five/ten year anniversary, gift for 15, a watch for 20 and so on.
- Ten year, five paid holidays and a \$250 gift.
- The amount of paid time off increases with each year of service. Milestone anniversaries (five, ten, 15, etc.) are celebrated with social recognition throughout the resort.
- The Executive Committee hand writes anniversary cards to associates. We have an annual anniversary party and when associates make ten years they attend a special luncheon and are given a free stay at a sister property.
- They are announced at an annual companywide meeting and thanked for their service. (2)
- They get special recognition and a gift for their five, ten and 15 year anniversaries at our holiday party. They are also booked by seniority for treatments.
- They receive seniority in schedule, bookings and vacation time.
- Trips, commemorative jewelry and watches, preferred work schedules, etc.
- Vacation, awards.
- Verbal and financial reward.
- Verbal recognition and possibly gifts.
- We also offer season ski passes to all employees, and after three years of service the season pass is extended to immediate family.
- We offer three year, five year, ten year and 25 year recognition. Associates get to choose a gift (jackets, watches, bags etc.) Also vacation days increase after three years to three weeks and after ten years to four weeks.
- We recognize employees at the ten & 15 year levels of service. After ten years - dinner with company president and a gift (valued around \$150). After 15 years - dinner with company president and all expenses week-end stay for two at four or five star local hotel.
- We recognize years of service at our whole-property employee rally, but we do not reward monetarily.

**Please share any employee retention efforts your company has implemented that resulted in an overall increase in retention rates.**

- \$50 reimbursement for CEUs annually
- \$500 a year for unlimited hair removal, \$250 per year after that.
- Accommodating scheduling.
- Action plans based on survey results, resulting in more employee engagement which aids retention.
- Added vacation time, sick days, etc.
- Annual salary increment.
- Benefit programs.

- Benefits for full time employees, maintain enough services for them annually, retail commission, staff events, awards, annual staff holiday dinner and each is given their own business card.
- Benefits, continuing education and reviews.
- Best way is engagement and flexibility.
- Better commission plans, better benefits, employee surveys and constant communication.
- Bonuses based on overall company goals, team based.
- Bonuses based upon repeat request rates, preferred booking and more control over schedule as years invested in company grows.
- Celebrate birthdays each month.
- Comp set data with surrounding spas and hotels to ensure our pay scale for housekeeping and front desk is inline. Technical staff are retained primarily by not setting unreasonable goals, considering their opinions, and trust in the management team.
- Company discounts.
- Competitive benefits and housing at a minimal rate for contractors.
- Competitive compensation, employee survey and staff appreciation days.
- Competitive compensation. (2)
- Continued acknowledgement and recognition of employees within the department.
- Converting from independent contracting to employee status (paying taxes, workman's comp, direct deposit, weekly tip payout, Aflac coverage).
- Counter offers.
- Created hybrid compensation structure.
- Different group dynamics, different types, sports, cultural, and more.
- Education reimbursement for nail therapists after six months of employment. Nail technicians are also allowed to take any class offered to our hair stylists without finding coverage for their shifts.
- Education reimbursement, complimentary hotel nights.
- Educational assistance and incentive.
- Employee assistance programs - life changes, financial, etc.
- Employee recognition week is now core values month. We created a program where employees can earn poker chips and trade in for free treatments or other prizes, including a paid 1/2 day off.
- Every 100 hours you are entitled to a free spa service.
- Flexible scheduling when needed but set schedules to provide stability for home responsibilities. We also do our best to provide at least one weekend a month off which is difficult in this industry.
- General Manager Round Table discussions quarterly. We do not only offer free CEU's but we pay hourly rates for attendance.
- Good work environment, listening to employees.
- Hair Salon - changed commission compensation structure and implemented a more structured education and training system.
- Have an advisory board for ideas/suggestions to help improve spa operations.
- Implementation of an automatic service charge program which a part of is distributed to spa desk receptionists and locker room attendants.
- Incentive compensation.
- Incentives for sales.
- Included on the performance review as an expectation.

- Increase in available continuing education reimbursement.
- Increase in employee benefits, introduction of new benefits like 401K and focus on company culture.
- Instead of exit interviews, we started conducting retention interviews. This will help us understand why employees stay and what makes us a sought after employer.
- Keeping health insurance plans with very low employee contribution. Creating a warm and friendly work place. Employee of the month programs. Family picnics, cash gifts for the holidays.
- Keeping them busy with appointments, we really work hard to provide a fair and positive work environment. We budget for continuing education courses if they align with their role. We recognize excellent behavior and contributions to the team. We celebrate success. We have regular performance reviews.
- Listening to needs of employees. Regular and consistent training.
- Manage the teams well. But most importantly hire the right talent for the team.
- Offer full time.
- Offering higher remuneration with higher client retention.
- One on one meetings, monthly recognition meeting and awards, follow up on ideas and needs.
- Our club provides meals, uniforms, time off, vacation, training and bonus structures. Also, we allow our employees to actively participate in improvements.
- Our team is involved in decision making, whether it is treatment menu, products or how we address concerns.
- Over communicate and make them feel like they are part of the spa family. Pay them fairly. Be aware of the scheduling concerns they have and manage the availability correctly. Provide the basic tools they need to be successful and have fun with them.
- Over the years of work with the company, technical team reduced amenity charges by two percent over 10 years.
- Overall good work environment.
- Paying for RMT registration fees and limiting hours of therapeutic massage to five hours per day.
- Performance Based Level program that focuses on their demand on time. Clear goals and rewards based on hitting criteria.
- Premium employee wages, use of facility and services, discounts on retail, employee recognition. Positive work environment.
- Provide flexible scheduling and provide regular flexible schedules.
- PTO program which lumps sick days, holidays and vacation all into one 'bucket' which can be used at any time for whatever reason throughout the year.
- Recognition in the moment is still the key. Formal events are great and have their value, but employees need and appreciate that immediate recognition, feedback and support in the day to day moments on the front line.
- Referral program, booking order awarded to top pre-bookers.
- Reward for requests.
- Salon - applied tiered commission system with higher commissions for more training/experience levels.
- Seasonal bonus for all staff.
- Service training, management training.
- Signing and referral bonus. Continually taking a look at what we could be doing to better support and develop. Promoting from within.
- Spa and salon discounts.



- Spa culture focused on taking great care of our employees so they will in return take great care of our guests.
- Starting off the first 90 days right. New hires are given a passport to success and on the passport are key dates and topics to cover in training.
- Supplemental health care; pay for parking.
- Team activities outside work.
- Team building meetings - listening to concerns as they come and try to facilitate a solution.
- Testing a new compensation plan.
- Thank you cards and recognition.
- They receive free product when we launch a new line or do training as many cannot afford to purchase some of the lines we carry. They love this as they use the product and thus sell more. We have had over a 200 percent increase in retail sales from 2011 because of this.
- This may sound odd but we place a lot of energy into our hiring process. EVERY associate goes through anywhere between 4-7 interviews including a panel interview with the executive committee. This shows applicants how serious we are. We also work hard to create a strong culture and do a great job promoting from within.
- Trade program.
- Training, increased benefits and team building.
- Treating each colleague with respect.
- Trying to give therapists set schedules and work with weekend request off, open door policy so they can vent-cry-complain and not harbor resentment, lots of training services, and retail perks, offer praise and thanks often, not discount therapists when promoting specials and such.
- Turnover is not a huge issue.
- Two club memberships for FT cast.
- Value them on social media, use them for PR.
- We are an employee friendly environment.
- We are fortunate in that we seldom ever lose team members unless they are moving to another city.
- We are heavy at rewarding and recognizing staff via "Hospitality Bucks" that they can use throughout the resort. Offering continuing education, ensuring they have what they need to do their job and offering benefits are all additional ways we have increased retention.
- We are quite transparent with income and our knowledge of what employees make at other properties. We encourage people to be aware of other opportunities and then decide what the best fit is for them.
- We are very flexible with our employee's schedule.
- We encourage a very positive atmosphere and teamwork.
- We focus on rebooking and following up on clients when due for services.
- We give them an opportunity to work with and be the best.
- We have a competitive commission rate, retail commission and a comfortable work environment that keeps our seasoned employees here long term. If an employee makes their one-year anniversary, turnover rates plummet.
- We have instituted a tier system of pay that allows for increased compensation based on tenure as well as retail sales ratio and continuing education requirements.
- We have looked at giving more benefits to PT when they have been with the company over three years, PT has little benefits normally.

- We have tried to be flexible with work schedules as some employees work second jobs to supplement their income during the off season. I am looking into increase in compensation per years worked.
- We let our employees have lots of input about our treatments.
- We offer free healthcare. The employees receive commission from services and retail. The most important thing is having fun and being supportive of them and their needs.
- We pay for 100 percent of mandatory education. Most education we bring in house and pay for lunches while in education.
- We pay higher than our competition. We are also very transparent about our costs and overhead, what we do for marketing, the cost of the ads we run to get their books filled, etc. That prevents the grumbling I see from so many in the industry thinking that their boss pockets all of the money from their services that they don't take home. We also provide health insurance and a matching retirement plan.
- We pay to have staff licensed in other service modalities and contract them to stay at the spa until that schooling is paid off.
- We promote a positive environment that is all inclusive and insists on mutual respect. We recognize high achievements and we also hold people accountable when issues arise.
- We treat the team like family; have company get-togethers quarterly and special lunches monthly.
- We will be changing our booking system on 10/1/2014 so new team members will have the chance to change their booking status on a quarterly basis based upon productivity.
- We work very hard to maintain a healthy and happy work environment. We do tiered commission structures. The more you bring in the higher your commission structure. Renovation of the spa and marketing for special community designations like 2014 Star of the South for day spas.

**Please share any creative ways your company engages top talent to get them more invested in the company.**

- |  |   |
|--|---|
| <ul style="list-style-type: none"> <li>• Ambassador program, succession planning.</li> <li>• Ask for input when developing treatments, helping train new people.</li> <li>• Asking for contribution to service ideas retail selection.</li> <li>• Bonuses based upon repeat request rates. Preferred booking. More control over schedule as years invested in company grows.</li> <li>• Childcare programs to assist parents with care when they need to work.</li> <li>• Comped services for birthday treatments.</li> <li>• Complimentary use of the facilities, classes, gyms, etc. Discounts on spa days.</li> <li>• Creating development plans for them.</li> <li>• Creative freedom, rewards for customer feedback.</li> <li>• Cross exposure.</li> <li>• Department heads are sent on trips such as ISPA (for me) and France (for Chef's) which are a reward but also beneficial to the company.</li> </ul> | <ul style="list-style-type: none"> <li>• Direct line meetings, where everyone can share ideas with G.M.</li> <li>• Education and pay are a killer combination.</li> <li>• Education, recognition.</li> <li>• Educational programs. (2)</li> <li>• Employee health and wellness classes (Bootcamp, Zumba, Pilates); workout benefits.</li> <li>• Employee newsletter. Recognition program. First in line for bookings based on performance. Recruitment bonus. Quarterly staff meetings. We are as transparent as possible with goals and achievements. Investment in necessary tools to make their day go as smooth as possible.</li> <li>• Employee of the month program.</li> <li>• Employee outings, such as Roller Disco. Offer complimentary passes per quarter to invite your friends to come and use the spa. Games to introduce cross departmental relationships.</li> <li>• Employee Stock Ownership Plan (ESOP).</li> </ul> |
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- Employee surveys so the team can openly share concerns.
- Employees are not only encouraged but expected to contribute to improving operations and the guest experience. They assist with the creation of SOP's, treatments and each suggestion is acknowledge even if not appropriate to implement.
- Encourage input of ideas.
- Encourage trades with fellow therapists to learn style. Offer first aid and CPR training. We change items on the menu seasonally and offer a customized massage so they can do an intuitive massage.
- Excellent medical package that includes naturopathic, acupuncture and massage.
- Free training.
- Giving people an extreme amount of flexibility.
- Good salaries and good working environment.
- Great work environment. FUN! Pay well. Teach new modalities not taught in schools.
- Higher commission rate on services they have received special training/certification for and are able to add to our menu.
- I showcase top employees in our company monthly newsletter allowing them to speak on a given topic. Senior therapists will be able to train new therapists and given a lead therapist position. We will incorporate top talent in our advertising at times to promote them at our Spa.
- Include them in product selection, protocol development. Ask GM and HR director to join periodically in department celebrations.
- In-house training and involvement of product selection and protocol development.
- Involvement in choosing treatments either to implement or ones they don't find are popular or producing. Feedback regarding retail and input to bring new products into the spa.
- Leadership by example. It is our responsibility to provide good examples for our employees to follow.
- Leadership opportunities on the administrative side, lots of CE opportunities for service providers. Fantastic benefit package.
- Lots of coaching and conversations, higher commission/treatment rate for top performers, company outings, contests, fun.
- Management goes to ISPA full expenses paid; just promoted a Team Lead position as spa has increased from four employees to 14 in four years.
- Meeting with executive management so the team understands the corporate structure of our business.
- Offer management duties or other job preferences.
- Offering awards.
- Our resort offers the "shining star" reward monthly and also does monthly employee appreciation BBQs on property during lunch times. Room discounts are also offered to employees.
- Over time, we become more flexible with their requested time off and schedules in general. They help us and we help them.
- Positive/constructive feedback continued hands on training.
- Promote within.
- Provide a truly engaged environment, people feel as though they are family.
- Provide incentives for retail and treatment sales. Promote individual experts.
- Recognition program.
- Recognition, trips to other SPAs to get treatments, paid conventions in other cities for the top therapists, receptionist, retail people and supervisors.
- Senior leadership talks.
- Set up round tables consisting of 1-2 representative persons per department to meet periodically to make constructive suggestions regarding operations and to solve any problems. They are also encouraged to

- offer suggestions regarding trends and direction of the company.
- Signature treatment particular to each employee based on their passions.
- Succession planning.
- Take them to trade shows, especially Serious Business in NOLA.
- Team member conducts meetings and involved in senior management events.
- Testing of new products and services, education, meetings, parties.
- We encourage all of our service providers to attend advanced training opportunities and keep up to date on new stories or topics that are related to our field. By keeping up to date and relevant, we can retain clientele and gain new clientele.
- The resort have a monthly WOW contest where an employee submits how they went above and beyond to WOW a guest and based on the submissions we pick a winner and the winner gets a \$100 visa gift card.
- They support their creativity and motivate them to carry out.
- Tuition reimbursement.
- Very entrepreneurial spirit so no idea is a bad idea, lots of communication and praise, staying busy.
- We allow our employees to be creative and think of ideas we can use in the spa. Everyone is heard and they are all involved with research.
- We always recognize employees that go above and beyond with retail sales, teamwork, etc. and they get a "prize".
- We are always asking for their inputs and opinions and sending them to conferences and letting them make decisions.
- We are implementing a bonus program for 2015, a percentage of net income will be allocated for quarterly bonuses distributed prorated to get everyone to think about higher income, lower costs.
- We attract top talent based on reputation of our existing team.
- We engage them in discussions related to marketing and recruitment. We keep them involved in important matters that affect the business.
- We have a newsletter that goes out every month and we pick one of our top therapists to feature.
- We have a panel audition that all employees must attend prior to interviewing in the department. During this audition candidates are evaluated for company "fit and match", only those who fit the company culture and match the job skills/requirement move on to the actual department interview.
- We have an Ambassador's Committee where a representative from each department meets with the managing director, general manager and director of human resources monthly.
- We have different levels of staff, which equates to higher pay. Top talent can climb this ladder quickly. Also encourage top staff to be involved in decisions made with regards to running the business, new service development team, etc.
- We have done carpooling/driving incentives. Also, the establishment of the Associate Recreation committee. The committee plans and organizes outside activities that are provided to the associate for free. We purchase tickets to athletic events, amusement parks etc. including providing transportation. Picnics, white water rafting trips, hiking etc.
- We just started a suggestion box, we did training for our managers on how to manage to different personality types and we're trying to recognize what kind of incentives and communication our employees need based on their individual personalities.
- We need ideas, but don't have any to share.
- We offer a variety of learning opportunities and leadership courses that our associates

really enjoy and it helps them see we are fostering their careers.

- We try to empower employees to look around them and reach for a job that interests them whether that is up or across their field. We are training to have someone in each department at each level to step into the next persons shoes so that no one person holds all the

answers to their position. This gives everyone the incentive to work harder and do well to be considered for other positions.

- Wellness program.
- Word of mouth that this is a great place to work because the managers listen to my needs.

## ISPA Resource Partners

Which of the following, if any, initiatives are offered to your company's employees?

### Initiatives Offered to Employees | Resource Partners



Sales incentive  
program  
65%



Formal performance  
reviews  
60%



Employee recognition  
program  
45%



Continuing education  
offerings  
35%



Employee surveys  
(i.e. survey employees  
regarding needs)  
20%



Management training  
program  
20%



Apprenticeship  
program  
20%



None of the above  
10%

## Which of the following incentives are offered to your company's employees?

### Incentives Offered to Employees | Resource Partners

Day(s) off work to recognize contribution	15%
Employee of the month/year recognition	25%
Employee service recognition gifts	40%
Flexible work schedule	50%
Free or discounted company products	75%
Free training or educational assistance	40%
Gift certificates (i.e. movies, dinners, concerts, etc.)	40%
Monetary compensation	60%
Travel certificates	5%
Do not offer incentives	5%

## If you could offer any new initiative or benefit to your employees, what would it be?

### Benefits

- 401K.
- 401K, free insurance medical, dental, vision, vacation, continuing education, free meals, holiday bonus, paid holidays.
- Accrued paid vacation or sick time for our technical staff. Sick time would help reduce them coming to work sick and spreading it around just because they don't want to miss a paycheck.
- Better medical insurance.
- Bonuses.
- Childcare.
- Daycare and wellness facility.
- Free spa and club services. (2)
- Healthcare. (3)
- In house education room.
- Incentive for increases sales of services and retail.
- Insurance. (2)
- More affordable health care options and modality certification classes.
- Paid time off, better healthcare, dental and optical.
- Regular performance reviews with structured pay increases based on review.



- The ability to receive benefits without compromising commission rate.
- The ability to workout on-site, ongoing wellness services such as discounted access to nutritionist, trainers etc.
- Tuition reimbursement.
- We have onsite nutritionist, doctor, psychologist, personal trainer and a dentist for our employees.
- We give all full time employees a paid day off for their birthday and they really appreciate it along with the birthday card that is mailed to their home.

## Training

- Certification courses.
- Chance to attend conferences.
- Congress, conferences training.
- Continuing education and modality training.
- Continuing education and tuition reimbursement.
- Continuing education programs and employee recognition program. (2)
- Continuing education programs. (8)
- Expand the education fund to part timers.
- Formal sales training.
- Management 101 classes.
- Management trainee program, additional monthly bonus plans and continuing education offerings.
- More training for therapists.
- Onsite continuing education.
- Opportunity to cross train at other properties.
- Overseas training.
- Travel to education- but it is too expensive.

## Others

- A system for various contests in which winners periodically win gift certificates.
- Create more dual licensed technicians.
- Cross promotion within department and rebooking incentive.
- Employee recognition program.
- Reimbursement to visit other same caliber spas.
- Reinstate employee opinion surveys.
- Reward for new clients by referral.
- Trade days for treatments.

**Approximately how much is budgeted per employee at your company for training expenses this year?**

#### Budgeted Per Employee for Training Expenses | Resource Partners

\$0	0%
\$1 - \$250	20%
\$251 - \$750	25%
\$751 - \$1,250	15%
\$1,251 - \$2,000	15%
>\$2,000	25%

**Which of the following challenges relating to employee retention, if any, has your company experienced within the past 12 months? Select all that apply?**

#### Challenges Relating to Employee Retention | Resource Partners

Cost of continuing education for service providers	21%
Employees leaving for higher pay	16%
Expectation of better benefits among employees (i.e. lower health care costs, time off, etc.)	32%
Loss of employees due to work environment (i.e. disliked schedule, team member conflict, etc.)	16%
Recruitment of employees by another spa	5%
None of the above	47%

**Does your company reward and/or recognize employees based on years of employment with the company?**

### Reward and/or Recognize Years of Employment | Resource Partners



**How does your company reward and/or recognize employees based on years of employment with the company?**

- \$\$\$ award based on years of employment.
- Ten year watch.
- Additional pay and additional days off.
- Anniversary luncheon, monetary bonus for significant anniversaries.
- Gift.
- Increase in paid vacation time. (3)
- Milestone anniversaries usually are accompanied by a gift.
- Once a year during our national meeting we give an award for employees that have been in the company for five, 10, 15 or 20 years.
- Recognition in meetings.
- Salary increase.
- There are mentioned on a company newsletter via email.
- We acknowledge length of service with a recognition function luncheon and gift.

**Please share any employee retention efforts your company has implemented that resulted in an overall increase in retention rates.**

- 401K plus match up to three percent.
- Base increase.
- Corporate wellness activities including after work social events.
- Creating an environment where ideas can be shared and are encouraged. Creating an environment that everyone truly loves to work in every day.
- Employee contributions to KPIs and strategic plan; more engagement.
- Fair pay, team building activities, access to products at a preferred price.

- Flexible work and vacation time.
- Great work environment within the company. Corporate outings and trip rewards.
- Gym membership paid.
- Understand each person's needs and try to address. For example, we allow people to have some flex in working hours. Some start earlier and leave earlier to help their commute. Others start later and work later because of their personal routine.
- We offer an excellent medical and dental plan.
- We quickly find out if someone is a good fit or not and if not they leave keeping a working environment where people want to work.

**Please share any creative ways your company engages top talent to get them more invested in the company.**

- Appraisal and development program.
- Engage them in the company vision and future. If it aligns with their goals, they will be more vested. For the top, who add substantial value, then equity share options.
- Incentives and pay.
- One on one training and time with the owner.
- Share in the overall growth of the company, not just their performance.
- Social events.
- Stock options and inclusive strategic planning.
- We cross train and get employees involved in other areas outside of their core areas.
- We incentivize our employees in areas they can have a direct impact on. It's easy to incentive sales people because it's based upon sales numbers. For our production workers, we incentive them through them creating new ways to drive cost of goods sold down and increase manufacturing productivity.