



SNAPSHOT SURVEY RESULTS REPORT

————— *Job Descriptions* —————

AUGUST 2016

Job Descriptions

ISPA Snapshot Survey | August 2016

Monthly Snapshot Surveys provide ISPA members with a valuable look into the state of the spa industry, spa industry trends and 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. Knowledge is a valuable tool and these quick surveys provide a wealth of information shared by ISPA's members. The August Snapshot Survey requested information from spa members relating to job descriptions.

When asked which job positions had written descriptions almost all (99 percent) of all spas responded yes for both massage therapist and receptionist roles. A large majority of all spas also responded yes to having written job descriptions for the following positions: esthetician (98 percent), spa manager (93 percent), spa director (92 percent), spa attendant and nail technician (90 percent). In regards to having a written description for the role of hair stylist, only 65 percent of day spas responded yes compared to 80 percent of resort/hotel spas.

In discussing what areas are included within a company's job description, one hundred percent of all spas require the duties/tasks for which the position is responsible for. Other popular responses include experience requirements, supervisory responsibilities, physical demands, education requirements and the company's core values that must be honored. The least popular answer amongst both day and resort/hotel spas was the type of equipment the employee would be responsible for operating.

The majority of all spas require employees to sign their respective job description upon being hired (72 percent). The number varied between day spas and resort/hotel spas at 59 percent and 79 percent respectively. Likewise, the majority of all spas update job descriptions either annually or every 1-3 years (26 percent). Thirty-two percent of day spas fell into this category, whereas only 24 percent of resort/hotel spas did. The most popular response among resort/hotel spas for updating their job descriptions was annually (31 percent).

There was a vast difference in the responses from day spas compared to resort/hotel spas when asked if they had an internal human resources department and/or an employee solely responsible for human resources. Only 38 percent of day spas responded yes to this question, with 92 percent of resort/hotel spas answering yes. Day spas were most likely to have the human resources responsibilities absorbed by someone on the spa team (40 percent).

Most spas do not incorporate the word "wellness" within any of their current job titles with only 28 percent of all spas answering yes. A sample of those who do incorporate the word "wellness" within current job titles include titles such as Wellness Practitioner, Director of Spa and Wellness, Wellness Coordinator, Executive Director of Wellness, Brand & Communication and Wellness Supervisor.

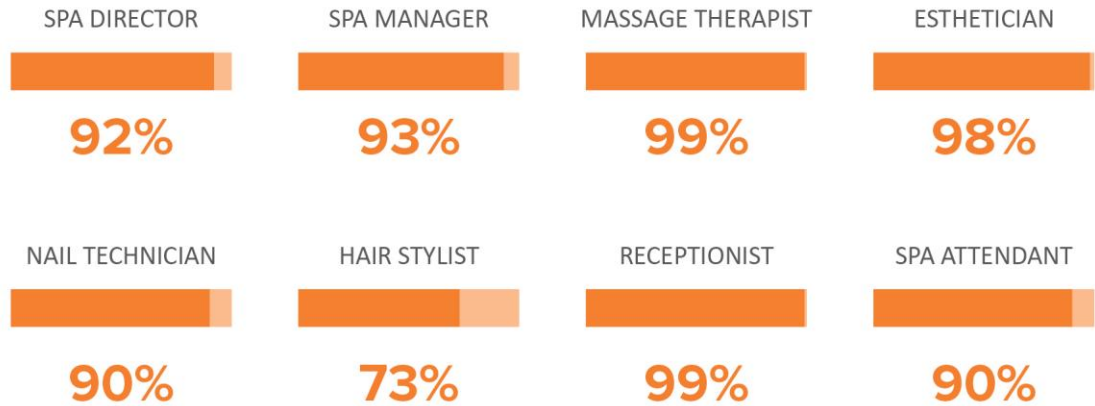
The results analysis includes answers from all respondents who took the Snapshot Survey in an eight-day period from Friday, August 19, 2016 to Friday, August 26, 2016. During this time, 314 ISPA members responded to the survey. The categories "all spas" and "ISPA Spa Members" referred to within this report include data from all spa respondents (day, resort/hotel, medical and destination spas).

DISCLAIMER: This document contains proprietary information of the International SPA Association. For permission to reproduce any material contained in this publication, please call ISPA at 1.859.226.4326. If consent is granted, attribution to ISPA and other sources specified in the document should be made.

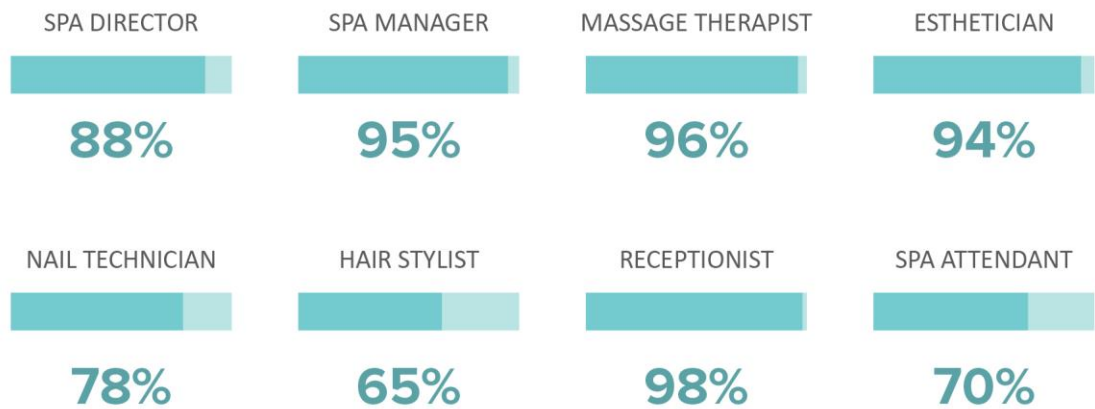
ISPA SPA MEMBERS

Does your company have written job descriptions for the following positions?

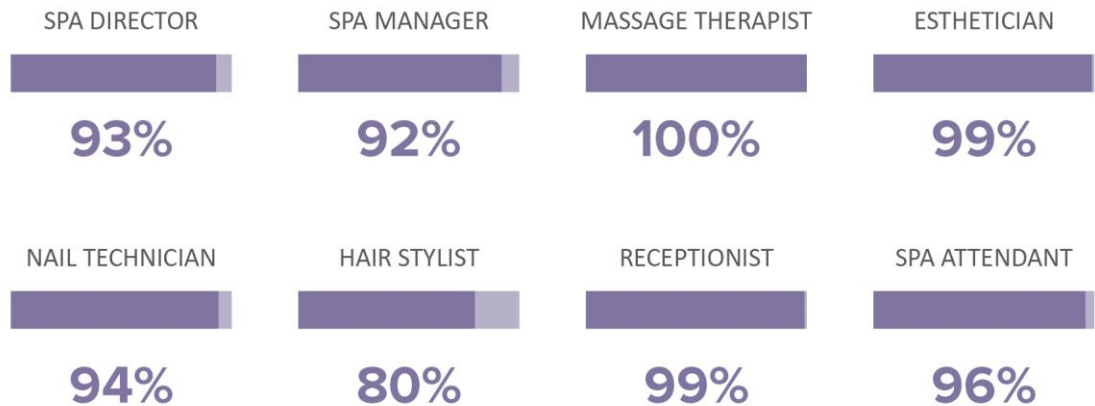
YES
ALL SPAS



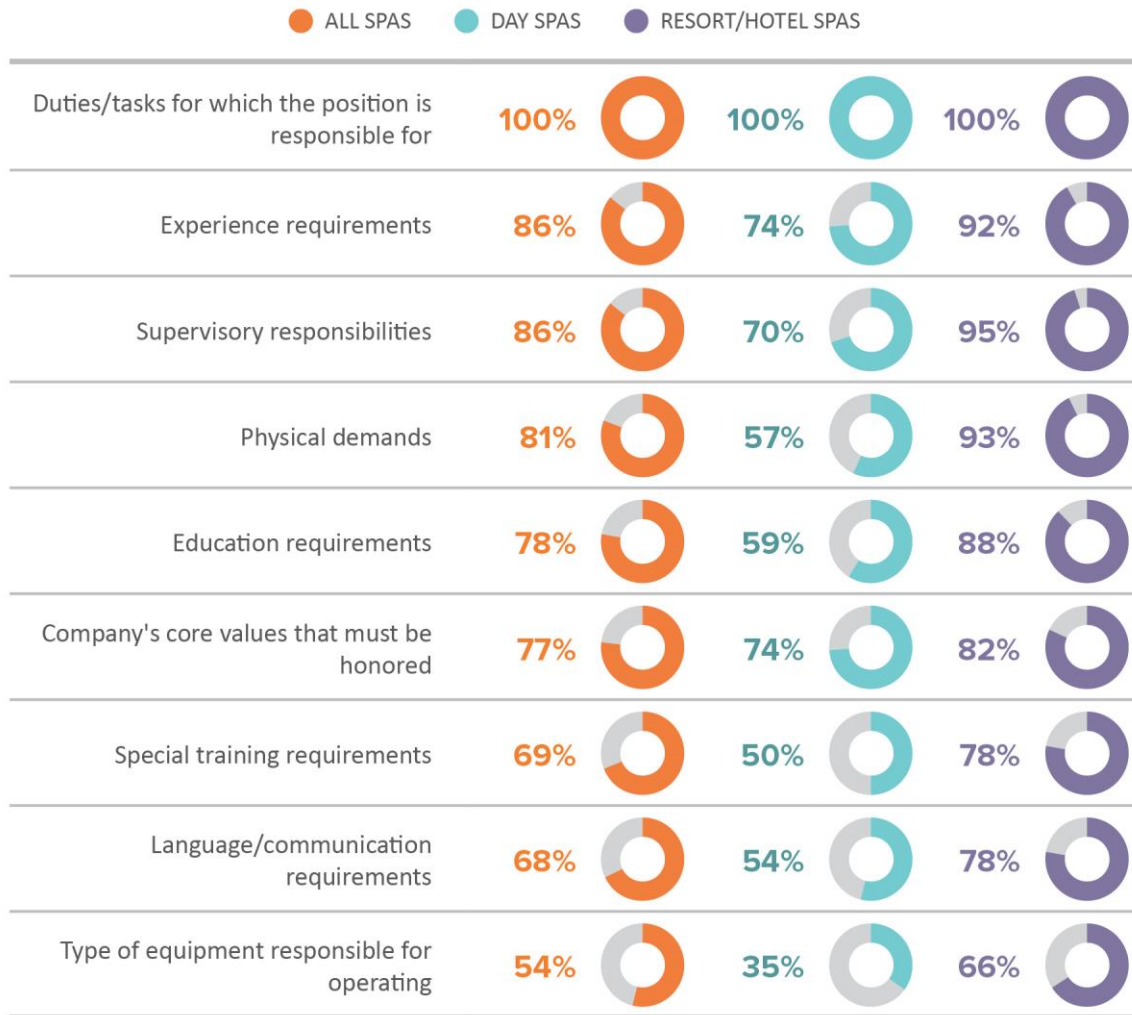
YES
DAY SPAS



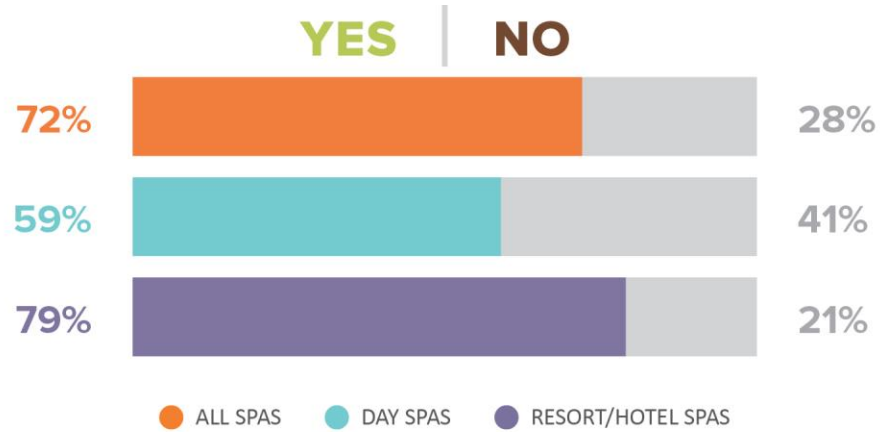
YES
RESORT/
HOTEL SPAS



Which of the following areas are included within your company's job descriptions? Respondents were asked to select all that apply.



Do you require that your employees sign their respective job description upon being hired?



Which of the following best describes how often your company updates its job descriptions?

	ALL SPAS	DAY SPAS	RESORT/HOTEL SPAS
Prior to an open position being posted	23%	17%	26%
More than one time per year	5%	9%	2%
Annually	26%	19%	31%
Every 1-3 years	26%	32%	24%
Every 3-5 years	6%	6%	6%
Do not regularly review/update job descriptions	14%	19%	11%
Do not have formal job descriptions	1%	0%	1%

Does your company have an internal human resources department and/or an employee solely responsible for human resources?



Does your company incorporate the word "wellness" within any of its current job titles?



Respondents who responded “yes” to the previous question were asked to identify the job title used within your company that incorporates the word "wellness". A sample of those responses are provided below.

- All spa positions incorporate the term "wellness".
- Director of Spa and Wellness. The Director of Spa and Wellness is responsible for overseeing the total operation and revenue management of Meadowood Spa and Health & Fitness Center including the treatment, fitness, retail, desk and housekeeping staffs. Executive committee member and culture committee.
- Director of Spa, Fitness and Wellness.
- Director of Wellness -- oversees all Spa, Fitness, Tennis, Yoga, Etc.
- Executive Chef responsible for the creation of menu offerings that are in alignment with wellness principles through offerings that are fresh, local, healthy in all dining outlets.
- Executive Director of Wellness, Brand & Communication.
- In our vision statement we declare that it's each team members' responsibility have our guests leave with a sense of wellbeing. We train and reiterate frequently what behaviors and practices we want them to demonstrate and how to achieve the feeling of wellbeing.
- Juice Bar Wellness Coordinator.
- Lead Wellness Provider - Implement and coordinate the planning and delivery of wellness programs with guest and staff.
- Massage Therapist Description: Do you have a passion for wellness and high-end guest service? As a Massage Therapist, you will create a welcoming atmosphere that frees guests from the habitual hassles and commonplace concerns of a busy day. Your warm personality and skilled application of aesthetics will invigorate guests, indulging mind, body, and spirit in a personalized spa ritual that will leave them relaxed and ready for new urban adventures.
- One of our fitness instructors has the title: Wellness Practitioner. She teaches a variety of cardio, strengthening and yoga classes, prefers personal fitness assessments and offers nutritional and stress reduction lectures.
- On-Site Wellness Specialist.
- Our holistic therapist has the word wellness in the job description.
- Our personal trainer has the word wellness within the job description.
- Spa Director works with the Hotel Director of Sales and Marketing to create wellness packages that incorporates: Healthy eating, spa treatments, wellness seminars and fitness activities.
- The following positions all have something relating to wellness in their job duties or oversight: Spa Director, Traditional Chinese Medicine Master, Spa Manager, Spa Therapist, Fitness Trainer. One key sentence used in a few of these is: "Properly instruct guests on ways to optimize their health and wellness."
- The Spa Director oversees spa, salon, fitness operations and wellness programs.
- This applies to all the areas of our spa as we are a wellness destination and as such a lot of our spa therapies are wellness-based.
- Wellness and Fitness Manager.
- Wellness Champion - promotes wellness to the associates. In charge of scheduling/coordinating wellness activities/challenges for the property.
- Wellness Coach and Nutritionist.
- Wellness Coordinator.
- Wellness Coordinator - responsibility for programming that includes fitness, educational seminars, retreats, etc.
- Wellness Coordinator - Position is a reservationist assisting the guest in booking classes etc.

- Wellness Development Program director who is responsible for doing research and oversight the whole team.
- Wellness is incorporated in the job description of the Spa Director in terms of driving and creating overall programming directed towards that end.
- Wellness Manager.
- Wellness Supervisor.

Respondents were asked to identify the software and/or file storage system their company uses to file and manage its job descriptions. A sample of responses provided is below.

- Adobe.
- ADP.
- All descriptions are written onsite using Microsoft Word then saved on the network.
- All job descriptions are saved and updated in Microsoft Word.
- As the spa director I have them saved on my drive.
- Ceridian database.
- Cloud based files.
- Corporate Systems.
- Craigs list, Facebook, local job bank, spa
- Dropbox.
- Electronic copies are stored on our internal computer network; signed copies per employee are stored in each team member's employee file.
- Franchise system
- Gmail/Google Drive.
- Googe Drive.
- Google Docs currently but we are migrating everything to Connect 2 Concepts cloud platform.
- Google Docs/ Millennium/ Avitus Group.
- Google Drive and One Drive from Microsoft.
- Hireology.
- HR Logix.
- <https://www.hrapply.com/thecosmopolitanoflasvegas/IntlJobSearch.jsp>.
- ICIMS.
- Indeed, Excel.
- Indeed, Hireology, Craigslist.
- InSPAration Management by Dori Soukup.
- Internal servers.
- Internal system, named ABRA. We currently use Jobvite for recruiting.
- JD Profile.
- Job descriptions are written on Word and PDFdoc file signed by Spa Director, Director of Human Resources and Hotel General Manager.
- Kronos.
- Lotus Notes and Workday.
- Marriott Global Services.
- MGS.
- Microsoft and intranet.
- Microsoft and Taleo.
- Microsoft Office.
- Microsoft Word.
- Microsoft Word or Adobe PDF.
- Millenium is our software for spa and we use Microsoft Office to store files, as well as hard copies of all information.
- None, most is stored manually.
- Not sure at this time.
- One Drive – Cloud.
- Outlook.
- Paper file.
- Paycom.
- Paylocity has a new portal for hiring, reviewing resumes, etc... that we've been using and growing through.
- QuickBooks.
- Share Point.
- Shared company drive.
- Spa Soft.
- StarwoodOne Hr Application.
- Talent Connect.
- Taleo.
- The have a internal drive for spa and for the HR department.

- They are maintained by HR and posted on a shared network drive for all to access.
 - Tres.
 - Vista.
 - We do not have a special software, we use one of our own.
- Word and Dropbox.
 - Word/ Ultipro.
 - Word/Pages on a central forms drive accessible as necessary.
 - Workday.

Respondents whose companies have made significant changes to the responsibilities held by leaders within their spa within the past twelve months were asked to describe the changes. A sample of responses is below.

- Added core values and focus on guest service.
- An MOD received a new title - Relations Manager and will now oversee all internal communications/training/on-boarding/CE's, as well as external guest communications (groups/general inquiries).
- Changes - from Spa Director to Spa, Sports & Fitness Manager.
- Eliminated Spa Sales Director - Spa Director assumed responsibilities.
- Elimination of Director of Spa, Fitness and Wellness role overseeing all areas and responsibility more siloed for each department reporting to an executive director individually instead of as one department.
- Giving team leads more tasks to take busy work off of directors.
- Gone from 4 Concierge Supervisors/MODs to 1 Operations Manager and 3 Concierge Supervisors/MODs.
- Hired a Director of Operations, created a Procurement Department, added to our marketing team.
- I, myself, was promoted to Assistant General Manager and have been provided a manager in each of the 4 different areas I oversee - this way I can focus on high-level and strategic approaches rather than daily operations. This was made for our division of the company and another 2 teammates were also promoted to same/similar roles.
- Job descriptions were modified to accommodate the strengths of a new leader. For example - based on personality assessment, our supervisory positions were changed to "floor supervisor" vs "admin supervisor". Tasks for Spa Operations Manager were modified to accommodate her strengths after the last manager left property. We do this to make our leaders happy and productive by focusing on the areas they are strongest in.
- New Spa Director, promoted a manager and added Group and Bridal Coordinator.
- None in the past 12 months; however, in the next 4-6 months we plan to have the call center fall under Spa Management. It is currently a part of the Resort Services Call Center team.
- Our Spa Director resigned, Spa Manager has taken on new responsibilities, a Spa Director of Operations from a sister hotel is hired on as a decision maker for the spa.
- Overall Guest Experience Checklist has been incorporated into every position, so that the entire staff is constantly focused on delivering a positive, and consistently good experience to each client.
- Overseeing an unexpected spa renovation and participation in the development of an additional spa.
- Owner transitioning responsibilities to general manager, with owner transitioning out of spa on daily basis by January 2017. We want the employees to focus on stepping up to participate in helping to be present in running the company more. Giving them more and bigger roles in running the company as group.
- Promoting within our organization is required and sometimes the job descriptions need to be tweaked to fit the candidate's qualifications and capabilities.
- Re-evaluation of duties, hours, adding and taking away from different leaders.
- Spa Director recently given responsibility for large fitness program and tennis.
- We added maintaining spa/salon licensing compliance.
- We are a small 3 room spa. The owner manages all the staff, prepares job descriptions and handles HR issues.

- We are in the process of restructuring our front desk and manager on duty departments. We are adding a Lead Manager to our team who will oversee the managers on duty and be the "key" communicator for all administrative tasks; while the managers on duty will work at the guest relations desk, increasing their visibility and interaction with both guests and front of the house team members. With this restructure we hope to improve communication between the back of the house and front of the house, enhance the guest experience, ensure consistency in issue documentation, and allow for more time for thorough training of new employees.
- We created a new position: Managing Director of Operations. This position is responsible for overseeing the higher level operations and location General Managers.
- We have elevated the spa manager duties and responsibilities and have eliminated the spa director position. We are a small spa and the director was not cost efficient.
- We have explored adding more roles. One was a Retail/Sales Manager but it did not work out with the skills of the person that we had in mind. Even a team 'Cheerleader' because that can be a hard one to stay on top of for the Spa Director.
- We have merged the duties of the operations manager and the office manager to the assistant spa director. Two years ago, we hired an injured massage therapist to become the supervisor of the department, taking that from the spa director. We are often creating and recreating positions based on the person's skill set.
- We have streamlined job titles - from assistants and managers to Level 1-3 and Senior Spa Concierge. This allows us a visible upward mobility track and incorporates guest relations at all levels.
- We instituted an Assistant Spa Director position.
- We moved retail management responsibility from a Salon/Retail Store position to the Assistant Spa Director and Director positions, and created a Salon Lead position.
- We opened a new spa in November of 2015 so we created a new Director role and expanded the leadership team. We also added Spa Concierge that oversee Reservations, Retail and Reception and split the attendants and housekeepers that were previously one position.
- We've also made the role of our Massage Therapist Trainer and Esthetic trainers more clear and held to higher expectations. We've been surprised at how coveted roles have become and the growth felt by having additional roles.
- When I started my position as Spa Director 11 months ago the former Director stayed on as an assistant but left the company shortly thereafter. After several months without administrative help I promoted a front desk staff member to Front of House Coordinator. I also delegate responsibilities to other staff as I see strengths.
- When someone leaves our company, we update our responsibilities based on the needs of the business and preferences of the existing employees before posting a new position.
- Yes. I have created all new job descriptions and opened new positions for lead/supervisors within the spa. New duties include: inventories, ordering, training and overall spa duties.

Resort/Hotel Spas

Resort/Hotel spa respondents whose properties have fitness facilities/activities were asked to identify which of the following areas fall under the responsibility/oversight of the individual that serves as the spa director.

	YES FALLS UNDER THE SPA DIRECTOR	NO FALLS UNDER A NON-SPA EMPLOYEE	DO NOT HAVE THIS FACILITY/ACTIVITY AT MY SPA
Fitness Center (i.e. cardio equipment, weighwts, etc.)	76%	21%	3%
Group fitness classes (i.e. aerobics, pilates, spinning, etc.)	62%	17%	22%
Yoga classes	70%	15%	15%
Golf	0%	49%	51%
Tennis	17%	34%	49%
Aquatic facilities	35%	34%	31%
Personal training	58%	17%	25%

Respondents were asked to share any oversight/responsibility changes that have taken place within their company over the past twelve months relating to any of the above areas. A sample of responses provided is below.

- Aquatics is an area we are currently looking in to building into our property as we have new ownership and revamping the property overall. We now have a resort director who is working on wellness programming.
- Club Supervisor oversees our fitness desk, programming & group schedules and this person reports to the Spa Director.
- Membership.
- Running a Spa and Health Club or Fitness Center with Membership are 2 separate and uniquely different businesses that require unique skills for each for ultimate success. The ability for a Spa Director to oversee both to a profitable level is difficult and not always understood by upper management of hotel companies. Additionally, in a hotel setting; commonly the operational systems and tools are seldom available to logistically administrate and run a health club model.
- We are a new, very small boutique operation that is still under some construction. Pool is coming.
- We have a Fitness Center Supervisor who basically oversees the fitness center, indoor pool space as well as the associated locker rooms. This person reports directly to the Spa Director.
- We have a pool for the resort that is managed under a separate hotel pool management team. The spa does not have it's own aquatic facilities other than the whirlpool Jacuzzi in the spa facility separate from the fitness center.
- We have a sister property that is hired for the above responsibilities. However the fitness center is supplied with two staff members from the spa budget and the operational supplies are supplied from the spa budget and the resort fee goes to rooms and nothing is divided to the spa.

- We have an extensive aquatics facility, six pools and private lake/beach. This area recently merged with Fitness to some degree with addition of an Assistant Recreation Manager position- they straddle areas in regards to staffing, scheduling and club member events.