



SNAPSHOT SURVEY RESULTS REPORT

100th Snapshot Survey
MARCH 2017



Snapshot Survey – Job Satisfaction and Employee Values

ISPA Snapshot Survey | March 2017

The March 2017 Snapshot Survey marked the 100th edition of this valuable resource developed for professionals who want to keep their finger on the pulse of the spa industry. The first survey took place in October 2008, with monthly recurring surveys beginning the following year. Snapshot Surveys provide ISPA members with creative ideas, 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 members. For the first time, the March Snapshot Survey requested information from both members and nonmembers on the topic of job satisfaction and employee values. While typically the report is segmented into all spas, resort/hotel spas, day spas and resource partners, due to the topic of this month's survey, the results have been segmented into spa leaders, spa service providers (i.e. massage therapists, estheticians, etc.) and resource partners.

The report is filled with data including feedback on job satisfaction. Respondents were asked to rate their satisfaction in their current positions on a five-point scale with one being very unsatisfied, to five being very satisfied. Resource partner respondents had the highest average rating with 4.29 out of five in overall satisfaction. Spa service providers followed with an high 4.08 average and spa leaders had an average rating of 3.72 out of five.

Salary/compensation and work environment were the most common responses when respondents shared their primary reason for their most recent job change. Work environment was the leading response for spa leaders at 36 percent, while salary/compensation was close behind (32 percent). Similarly, 30 percent of spa service providers selected salary/compensation, the leading answer for the segment, with work environment (23 percent) coming in second.

Respondents were asked which employee benefits most influence their decision as to where they work, including salary/wages, health insurance, retirement plans, flexible schedules, discounted use of spa facilities and vacation time. The leading answers for spa leaders were vacation time, salary/wages and retirement plans respectively. For spa service providers, the responses shifted to salary/wages and flexible schedules as the two leading responses with an average rating of 4.25 for each on a five-point scale. Salary/wages and flexible schedules were also the two leading responses for resource partner respondents.

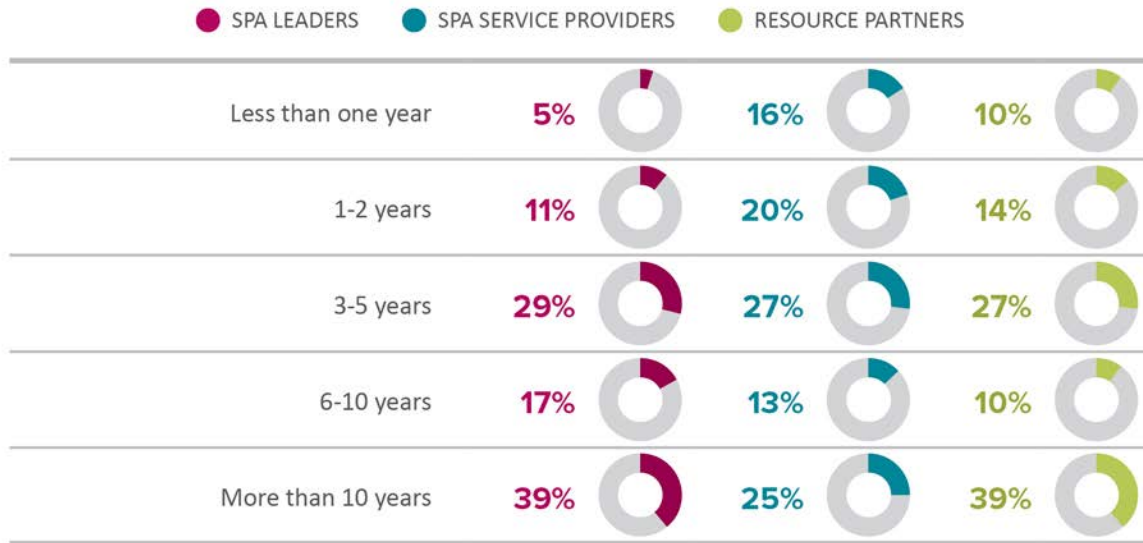
The results analysis includes answers from all respondents who took the Snapshot Survey in an eight-day period from Friday, March 17, 2017 to Friday, March 24, 2017. During this time, 736 people responded to the survey. The category "spa leaders" referred to within this report includes data from those who hold a leadership position (i.e. owner, CEO, director, manager, assistant director, etc.) and "spa service providers" include massage therapists, estheticians, nail technicians, etc. Resource partners include vendors, consultants and other organizations that provide services to spas.

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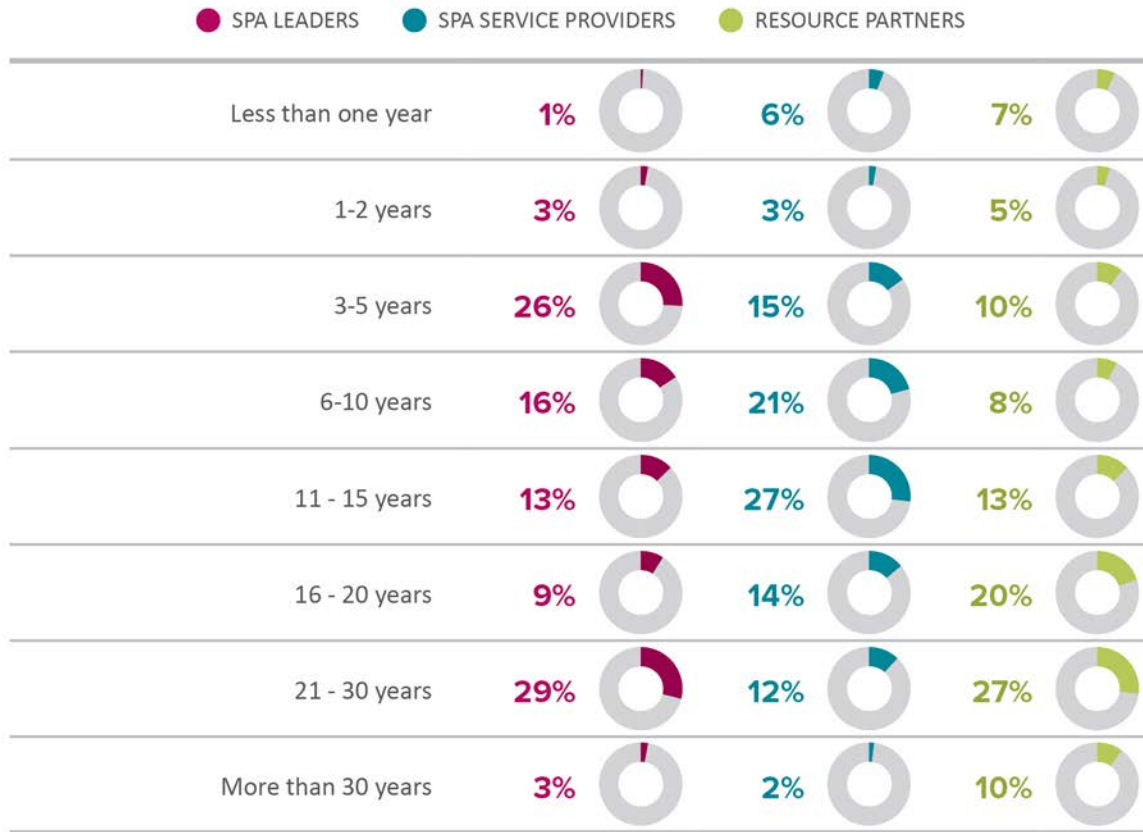
Survey Results

For evaluation purposes, spa respondents are broken out into two separate groups within the report. The category “spa leaders” includes data from those who hold a leadership/management position (i.e. owner, CEO, director, manager, assistant director, etc.) and “spa service providers” include massage therapists, estheticians, nail technicians, etc. Resource partners include feedback from vendors, consultants and others organizations that provide services to spas.

How long have you worked for your current employer?



How long have you worked in your current profession?



Which of the following resources did you use when searching for your new position?

RESPONSE	SPAS	RESOURCE PARTNERS
General online Job Search site (i.e. CareerBuilder, Indeed, Monster, etc.)	25%	25%
ISPA Job Bank	43%	13%
LinkedIn Job Search	10%	25%
LiveLoveSpa Jobs portal	38%	0%
Professional placement/recruitment firm	42%	38%
Word of mouth and/or peer referral	27%	50%
Did not seek a new position, was solicited by employer	15%	38%
Other	9%	0%

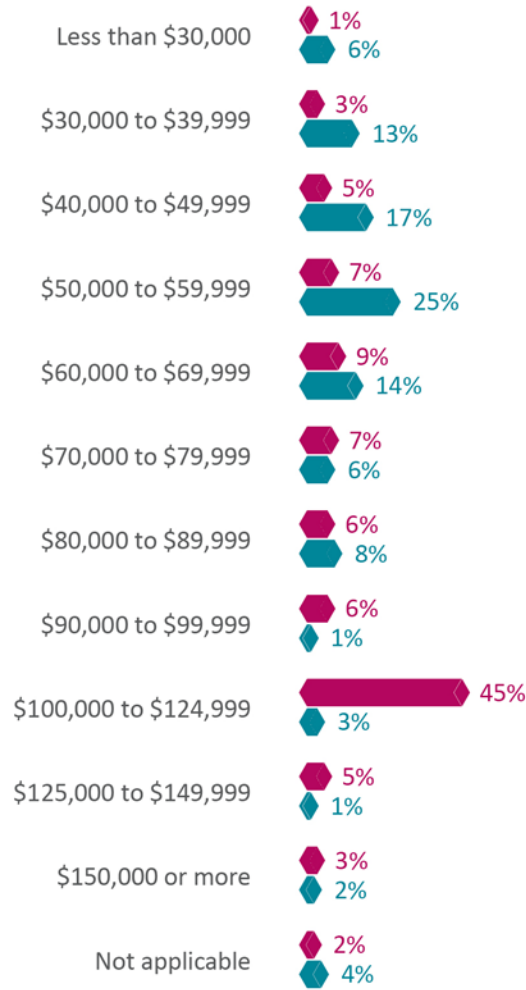
There were some noticeable differences among respondents under 35 years of age compared to those over 35 years of age that are worth highlighting.

Spa leaders under 35 year of age relied most on LinkedIn (92 percent) and word of mouth marketing/peer referral (93 percent) during their most recent job search. Leaders over 35 years of age relied most on the ISPA Job Bank (80 percent) and professional placement/recruitment firms (79 percent).




Spa service providers under the age of 35 used general online job search sites the most (54 percent) and those over 35 years of age relied most on word of mouth/peer referrals (47 percent) during their most recent job search.

Which of the following best identifies what you consider to be the ideal pay range within the job market for your current position based on duties performed?

● SPA LEADERS ● SPA SERVICE PROVIDERS



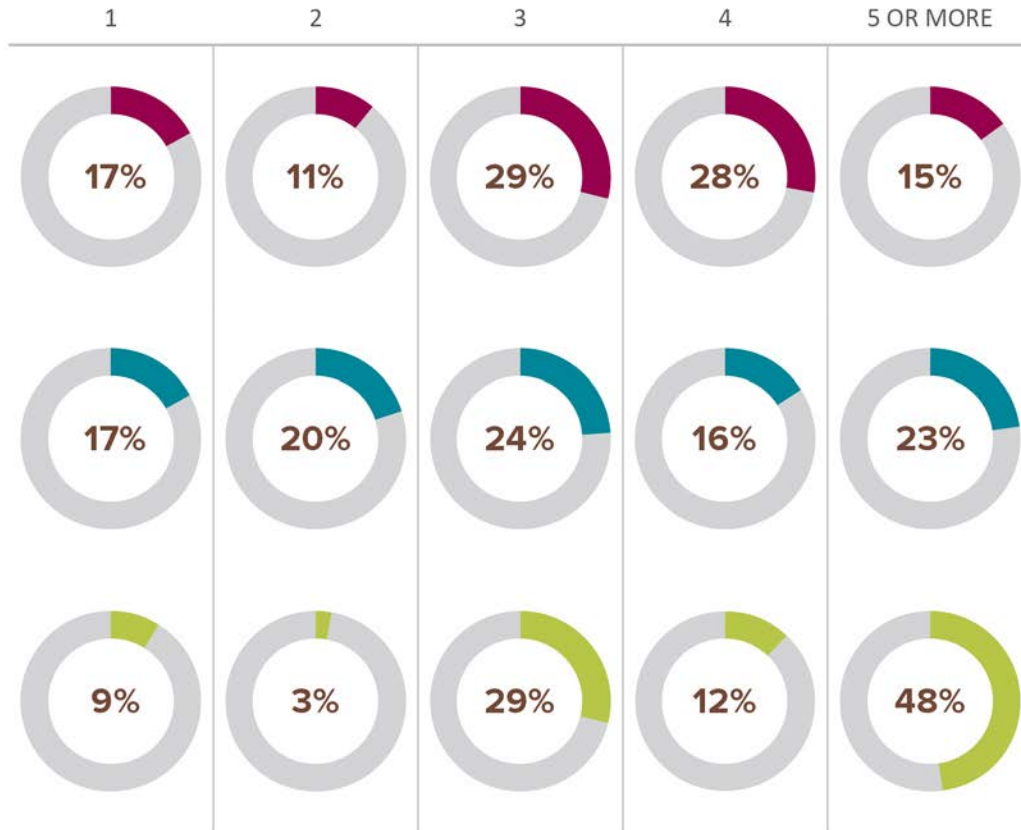
Using the following five-point scale, please identify how satisfied you are in your current position.

	1 VERY UNSATISFIED	2 UNSATISFIED	3 NEUTRAL	4 SATISFIED	5 VERY SATISFIED	AVERAGE RATING
 SPA LEADERS	0%	3%	46%	26%	25%	3.72
 SPA SERVICE PROVIDERS	4%	1%	13%	48%	34%	4.08
 RESOURCE PARTNERS	3%	3%	9%	31%	54%	4.29

As you can see above, both resource partners and spa service providers had a very positive average rating at or above the satisfied level. Spa leaders fell slightly below the satisfied level. When looking at specific age groups, spa leaders under 35 years of age were the least satisfied (3.38 average) compared to a 3.95 average rating for those over 35 years of age. Spa service providers under the age of 35 were slightly more satisfied on average than service providers over the age of 35 (4.17 and 4.06 respectively).

How many different employers/organizations have you worked for during your career within the spa industry

● SPA LEADERS ● SPA SERVICE PROVIDERS ● RESOURCE PARTNERS




What was your primary reason for your most recent job change?

RESPONSE	SPA LEADERS	SPA SERVICE PROVIDERS	RESOURCE PARTNERS
Location	13%	17%	8%
Salary/compensation	32%	30%	22%
Work environment	36%	23%	16%
Work life balance	4%	15%	24%
Underutilized	3%	1%	2%
Involuntary departure (i.e. terminated, laid off, business closure, etc.)	4%	2%	8%
Other	8%	13%	22%

There was a noticeable difference in the primary reason for change based on age among spa leaders. Work environment (71 percent) was overwhelmingly the top reason for change among spa leaders under the age of 35; however, salary (only 11 percent) did not play as large of a role. For spa leaders over 35, salary (46 percent) was the top reason for change and work environment (12 percent) ranked much lower.

Compensation ranked at the top of the list for service providers of all ages and the second highest reason was work environment.

Please rate the value of the following employer-provided training resources/benefits.
(Note: Only Spa Service Provider respondents (i.e. massage therapists, estheticians, nail technicians, etc.) answered this question.)

	1 NOT AT ALL VALUABLE	2 LOW VALUE	3 NEUTRAL	4 SOMEWHAT VALUABLE	5 HIGHLY VALUABLE	AVERAGE RATING
 FUNDS FOR CONTINUING EDUCATION UNITS/CREDITS	13%	6%	15%	18%	49%	3.83
 HANDS-ON TRAINING AT THE SPA	2%	8%	8%	16%	66%	4.36
 SPA INDUSTRY CONFERENCE/ EVENT REGISTRATION	14%	11%	31%	18%	27%	3.34
 WEB-BASED TRAINING (I.E. WEBINARS)	13%	13%	33%	23%	18%	3.20
 PAID TIME OFF TO COMPLETE CEU TRAINING/COURSES	23%	3%	19%	8%	47%	3.53

Spa service providers (i.e. massage therapists, estheticians, nail technicians, etc.) were asked to identify what they consider to be the most valuable training resource an employer could provide to them. A sample of responses is provided below.

- Ability to help train on new modalities or products by bringing in vendors or trainers.
- Adequate time for training.
- Adequate training and time to learn the services.
- An industry conference or show help you network and bounce ideas off other people in your industry while you learn the newest trends to keep up with the constantly changing beauty and spa industry.
- As a cosmetologist, my career field is constantly changing which makes furthering education so important. Having representatives come in, participating in classes and being able to expand on areas in our field where we have more interest in growing/learning in.
- Being trained on all services available and outside professional courses.
- Body mechanics reminders.
- Bringing in educators.
- CEU classes and on/off site product line training.
- CEU in services we provide.
- Classes to take for CEU's.
- Continued Education and keeping up with new trends.
- Continuing education on natural nails.
- Courses at the spa.
- Demonstration training with new products with literature and samples.
- Direct one-on-one training with corporate trainers and webinars.
- Direct training in the Spa, paid time off while in CEU classes. Wage averaged out by yearly pay, not minimum wage.
- Education geared toward my specialty and not toward services I feel to be frivolous.
- External courses to upgrade qualifications.
- For the employer to provide training at this location.
- Free continuing education, be it at the facility or paying for training elsewhere.
- Free In house CEU classes.
- Funds for continuing education.
- Funds for continuing education units/credits.
- Funds to pay for training.
- Furthering education on new lines and products, of new techniques, etc.
- Give you the time and money for you to continue growing!
- Hands on continued education.
- Hands on continuing education that keeps up with industry needs and trends, with consultation with actual therapists before making decisions to find what people who are actually doing the jobs really need and experience.
- Hands on training which fulfills my continuing education requirements.
- Hands on training, receive the services trained for, detailed and an up to date protocol printout or PDF.
- Having people come to the spa to personally train us, which they have done and there are always good results!
- Hotel training, group training and on job training.
- I believe all the above are important. I think training of any kind is valuable to the employee and spa.
- I like the ability to choose my ceu education and learn from home. I like wellness based programs.

- I would have to say hands on training with a rep from that company and having an online academy to fall back on.
- I would like to have on job training as trainer therapist.
- In house Courses for CEU's and coverage for taking courses.
- In house training about our philosophy and treatments, as to how to perform them better. Increase of my knowledge to assist clients with their wellbeing.
- Individual product line training, small setting, only a few hrs long, snack included and definitely product to take home and use so that we have personal knowledge of the product.
- In-house group training, both with senior staff and professional trainers.
- It would be nice if they helped provide funds for ceus that directly benefit the spa. Otherwise, our in-house training for specific spa services has been good.
- Learning every day.
- Less retail and more innovative and current trends in our industry.
- Money towards classes or matching system or free training of their choice paid for by company.
- More related training and groom each staff for the next level position.
- More training all modalities offered on spa menu so we can offer full service at all hours of the day and night.
- Ncbtmb approved ceus.
- New massage techniques.
- On property classes/training for the entire staff.
- On site, CEU professional development workshops. Specialization in different techniques/modalities. Develop employees into experts.
- On the job training on products and new services. Also, bringing in classes and trainers that can provided education and CEU's.
- Paid classes with time off.
- Paid continuing education classes at the spa or nearby.
- Paid time off to complete ceus and/or provide high level outside training for ceus.
- Paying for continuing Education classes that we can use new services.
- Practical training. Hands on training is the most valuable in my opinion. The best way to learn is to practice a service.
- Product knowledge for companies currently using.
- Product knowledge training.
- Product reps and hands-on training.
- Product training frequently to educate new staff and reenergize existing staff.
- Providing relevant training and being able to acquire CEU's.
- Quality in house training seminars.
- Reimbursement for ceu s or ceu training to maintain required license.
- Reimbursement for Education Expenses.
- Relevant training to expand services offered.
- Scheduled quarterly trainings.
- Self-care, product training, Spa software training, 5-star training.
- Sending us to ISPA.
- Skin/nail/hand/foot wellness/health, medical conditions concerning the above (i.e. Bunions, corns, warts, fungus, athletes foot, dermatitis, etc.).
- Some new technic for massage.
- Someone to come to the spa and provide CEU credit training every year.

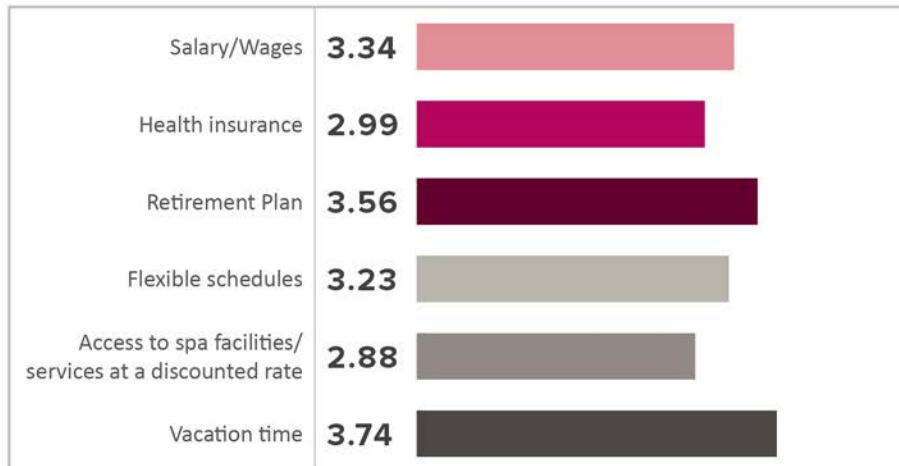
- Specialty training with accredited instructors. Training to obtain ceus.
- The other topics above do not apply as funding, conferences, webinars nor paid time off for CEU's exist.
- The spa offers a course for CPR which is part of the continuing Education courses needed to complete the required ceus for a Massage Therapist License. This is very helpful, however, in order to take the remaining ceus required we must take time off from work thereby losing pay for the day or two needed, paying for the course, and making sure our shifts are covered before we can take the class. We are provided with training for in house courses such as training for different treatments, stone massage, etc. It would be very helpful if we could have training/courses that are needed to complete our ceus as well to cut down on our costs incurred each time our renewal for our license is due.
- The time to try new products or new techniques. The time is the hardest resource to come by.
- The trainings I get by my fellow therapists.
- Therapeutic massage = good.
- Therapeutic techniques.
- There are no conference/events.
- Time, ergonomics in achitechnical thinking, the proper space for the training helps...massage needs lots of room for training big groups....not so much training but a recouping resource for massage therapists is better access to pto increment, most physical job with the least access to down time that equals better performance.
- To have a spa owner train me. And to trust me with their clients.
- Trade shows.
- Training at the workplace.
- Training for CEU's for massage therapy.
- Training international to learn more techniques and different spa treatments.
- Training on modalities.
- Training sessions on-site.
- Venders coming for product knowledge and hands on experience.

Please rate the influence level the following employee benefits have on your decision as to where you work using the following five-point scale.

SPA LEADERS

RESPONSE	1 - NOT AT ALL	2 - LOW	3 - NEUTRAL	4 - HIGH	5 - VERY HIGH
Salary/Wages	23%	3%	22%	25%	28%
Health insurance	20%	23%	16%	22%	20%
Retirement Plan	6%	3%	33%	46%	12%
Flexible schedules	17%	4%	38%	22%	19%
Access to spa facilities/ services at a discounted rate	7%	31%	39%	15%	9%
Vacation time	2%	2%	35%	41%	20%

AVERAGE RATING

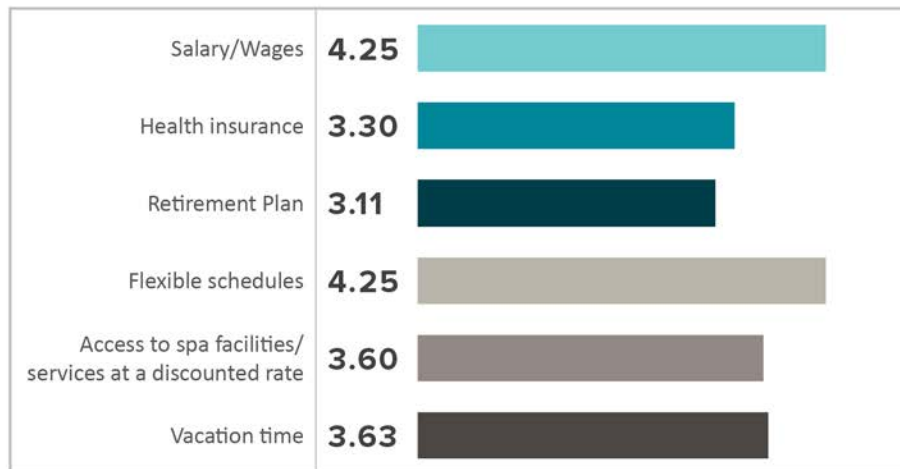


Salary ranked highest for those over 35 (3.95); however, salary ranked noticeably lower for those under 35 (2.50). Those under 35 years of age valued a retirement plan (3.75) most, followed by vacation time (3.50).

SPA SERVICE PROVIDERS

RESPONSE	1 - NOT AT ALL	2 - LOW	3 - NEUTRAL	4 - HIGH	5 - VERY HIGH
Salary/Wages	3%	4%	10%	33%	51%
Health insurance	22%	5%	22%	24%	27%
Retirement Plan	23%	7%	27%	22%	21%
Flexible schedules	2%	2%	15%	30%	50%
Access to spa facilities/ services at a discounted rate	8%	7%	29%	30%	26%
Vacation time	12%	3%	27%	26%	32%

AVERAGE RATING

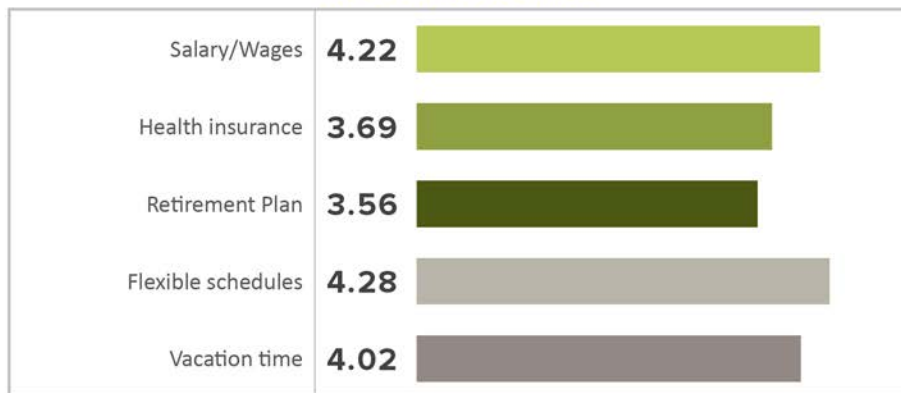


There were no significant differences among age groups when rating the above benefits. Respondents under the age of 35 and over the age of 35 both highly valued salary/wages (4.09 and 4.31 respectively) and flexible schedules (4.15 and 4.26 respectively).

RESOURCE PARTNERS

RESPONSE	1 - NOT AT ALL	2 - LOW	3 - NEUTRAL	4 - HIGH	5 - VERY HIGH
Salary/Wages	2%	2%	11%	44%	42%
Health insurance	11%	2%	26%	31%	31%
Retirement Plan	11%	6%	26%	32%	26%
Flexible schedules	2%	6%	7%	33%	52%
Vacation time	4%	4%	20%	32%	41%

AVERAGE RATING



Respondents were asked to identify what attracted them most to their current employer. A sample of responses provided by spa leaders, spa service providers and resource partners is provided below.

Spa Leaders

- Balance, compensation, resources and support- new opportunities.
- Beautiful location, autonomy and a great team.
- Beautiful property, largest Spa in the Midwest.
- Better opportunity for more growth and learning.
- Compensation and I love the Tribe.
- Each position allows for a different focus and goals that make me continue to learn and perform at a higher level.
- Executive leadership and business philosophy.
- Experience/opportunity with a high-end spa.
- Family owned, pay increase, culture.
- Forward thinking, commitment to excellence.
- Four diamond, compensation and philosophy.
- Four Seasons is known for being a top contender within the Luxury Hospitality market and the Spas within the company are no different. There is ample opportunity for growth and movement throughout the world.
- Global company with more resources and leverage within the industry.
- Great reputation, wellness program, corporate business but local as well.
- Growth potential for the brand and my development.
- Having consulted for current brand before and previously worked with the Executive Director of this large property at previous property/brand. Beautiful environment, well known, opportunity to restructure operations, financials and offerings to include wellness concepts and programming.
- If I were to change employers, it would be to have more work/life balance.
- It's one of the top Destination Spas in the World in the hills of Austin and just beautiful inside and out.
- Lago Mar is a very special place because it has been proudly owned and operated by the Banks family for more than 50 years.
- Location and ability to heal myself.
- Location and beautiful spa.
- Location, Interactions with GM & colleagues, the excitement surrounding the growth of the property.
- Long running company history, incredible owners, fair compensation/benefit package, location
- My current employer offered a more consistent schedule and opportunity to advance that still allowed me to have time off with my family.
- My current employer offered me a better facility, management that stood behind and believed in the spa, better pay and had motivation to elevate.
- My employer cares about its people.
- Opportunity for advancement.
- Ownership is the best and we have and promote the best culture!
- Potential, best in class, exciting adventure.
- Relocation to a city with a more affordable cost of living.
- Reputable company, opportunities for growth.
- Reputation, opportunities for growth.
- Self employed to balance work life.
- Similar culture and had leadership position open.
- Strong culture, great leadership team/colleagues, great compensation package.

- Suitable position offered in especially difficult time - economic downturn of 2008.
- That I can be creative and they believe in me and support every new idea I bring to the table.
- The ability to be close to my family.
- The beautiful property.
- The growth opportunity.
- The history and foundation that they have built their brand with. Sustainable practices, luxury, high standards.
- The opportunity for personal and career growth, and the education that was available.
- The property and I were a good match and the management was very open.
- They are a family run business wanted to get out of the corporate spa world. They always believe in making the client comfortable and feel at home which is important to me.
- This is the perfect fit for me, a very urban, highly diverse clientele and staff.
- To open a spa from the ground up!
- Transferred with the same company just in a different locate... Only have experience with Urban spa. This is my first resort.
- Used to work as Assistant Spa Director and returned to become the Spa Director.
- Wage, freedom to create my trainings.
- Wanted to be my own boss and industry knowledge.
- Was looking for a new opportunity where I could grow my career closer to my family.
- Work environment, life balance, location, etc. The confidence they had in me to developed a different concept. Location - the fact of being at the mountains will allow me to explore and integrate wellness, sustainability and mindfulness.

Spa Service Providers

- 5 star standards and reputation of the company and how it complimented my personal standards of life and professionalism.
- A new & exciting spa opening---challenge.
- A wonderful spa director and a beautiful spa!
- Beautiful setting and higher pay.
- Because this hotel close to my home is only 5-10 minutes.
- Because this spa is one of best spa in China and also can give me time for learn more about spa experience and can improve my Chinese language.
- Benefits.
- Better pay and more appointments.
- Better pay, but recent cuts have made it less.
- Busy with more appointments with hourly pay.
- Calm, peaceful, healing & educational.
- Close to home (was commuting to New York before) at the time I was hired it was the nicest spa in this area.
- Down to earth, great benefits, fun team, realistic schedules, spa reputation.
- Endless possibilities.
- Feeling valued- i.e. compensation, training, peer support, benefits, management and being organized.
- Five-star rating.
- Flexibility and freedom.
- Friendly and highly regarded establishment.
- Good reputation.
- Great company to work for, benefits, great pay, great management but most of all, Happy employees.

- Great spa manager.
- Health benefits.
- High end spa. Pay us a good percentage.
- High quality reputation, nice facilities, flexible scheduling, and commissions pay rates.
- High volume traffic and well-known name.
- How well known they were and the commission pays well.
- I enjoy the spa atmosphere opposed to a salon atmosphere so I went to the closest full spa to where I was currently living when applying.
- I had been living in Tucson AZ for 8 months when I heard about these positions at a new spa opening. I was working at a small massage place making very little money. I applied and was given full time with benefits, which health benefits are not common in my line of work. I was not thrilled to be living in Tucson so getting this job meant I would stay in Tucson otherwise I was heading back to Wisconsin. But I love my job at my current place of employment. I have been a massage therapist for 17 yrs and I truly love working there. I have been there since pre-opening.
- I love being so close to home, my peers & clients. The spa when I started also had a great reputation in the community.
- I love the location and previously when it was spa paradise and I worked here it was consistently busy.
- I moved into the area and wanted to work in a health club/spa environment.
- I started massage at my place of employment at 27 years of age, worked there part time for 13 years. I worked full time as a teacher, and for the last 14 plus years had my own private studio. I returned to the spa a year ago and I'm very happy.
- I wanted to be at the top Spa in our area.
- I was asked to come over by a few of my friends who knew I was looking for a different spa.
- I was working with a friend and I had enjoyed staying at the hotel before working there.
- I work full time as a receptionist at a high school and per diem at the spa doing massage. I've worked for my employer since the spa opened and hope to continue for as long as possible.
- I'm also an acupuncturist and the spa offers acupuncture.
- It is a beautiful facility that was laid out thoughtfully Additionally I wanted a flexible situation that I could grow with.
- It is a unique venue with good pay and high standards.
- It was the only five-star facility in the state.
- It's an amazing environment!
- Its corporate, and we have continued education.
- Job stability.
- Location and associates I work with.
- Location and pay.
- Location and reputation.
- Main employer in town. Steady stream of work.
- New facility with top notch amenities for the guests, better support from managerial staff/company, benefits and perks, better pay.
- New spa, starting fresh with all new workers.
- New work environment and better paid. Staff is treated with respect.
- Oncology Esthetic Position.
- Organic ingredients, atmosphere, the vision!
- Pay and name of the company.

- Pay was great and everyone was so friendly! Not to mentioned people worked there for years! It has a very good reputation in our area.
- Peaceful environment, beautiful scenery, variety of services offered.
- Perks and benefits.
- Philosophy and location.
- Professionalism & comradely among employees, on the job perks.
- Referred by a friend for the esthetic position when TAC/Milagro came to Red Bank; however, I was already a member of the club.
- Renowned spa & services.
- Reputation and information from other massage therapists.
- Reputation in the industry.
- Reputation, benefits (when I was hired, but those are no longer offered).
- Reputation, support, commitment to true health and joy of every client.
- Salary and time off.
- Salary, location and work environment.
- She is an LET herself, she treats us how we deserve to be treated. She knows our value and respects her employees.
- Spa menu to increase my personal salary goal.
- Stable amount of work in a professional and upscale environment where my skills are appreciated.
- Standardized.
- Steady work.
- Team players and an amazing work environment.
- The benefits and pay scale.
- The best spa in the county.
- The brand of the resort.
- The care they have for the employees.
- The compensation and the people (coworkers).
- The drive to be on top at all times.
- The employees, the management and the environment.
- The environment and notoriety.
- The natural environment and products.
- The opportunity to do full body massage. I was working at a chiropractor before I started at my current place of employment. I worked there with regular hours for a number of years. Now I work there on call, mostly weekends allowing me to build my private practice during the week. We are now under the Hyatt umbrella and I have \$1,000 toward education, which I am really excited about.
- The prestige.
- The spa is beautiful and keeps up with trends and has a team that keeps the place going- a class A team is worth its weight in Gold.
- The upscale Spa.
- The way they were like a large family. Very personable people. I love the product lines they use as well. I knew I wanted to work in an organic and natural environment.
- The work environment.
- They are the premier resort on island.
- They paid more.
- They respect you, they value your input and service, and they provide a clientele because it is a destination spa location.

- Train to be perfect.
- Work environment.

Respondents were asked if they could select any one new employee benefit, resource or workplace change at your current place of employment, what would it be. A sample of responses provided by spa leaders, spa service providers and resource partners is provided below.

Spa Leaders

- 401k match. (12)
- Eight-hour shifts instead of 10.
- A structured policy to enforce disconnect on days off, vacations, and "after work hours" to allow a better work-life balance and quality of life.
- Ability to run my spa per my ability and experience rather than being forced to run as a 'corporate spa'.
- Ability to travel throughout the year rather than only during our very specific off-peak times.
- Ability to work from home half the time.
- Always open to what comes my way. Always better than what I could imagine.
- Attend the right conferences.
- Being able to work from home one day per week.
- Better Health Insurance.
- Better Health Insurance options at better rates. It is very expensive.
- Better healthcare options and better 401K plan.
- Change holidays and vacation days to PTO that accrues from the start and can be taken when it best suits employee/operation rather than mandated holidays that are missed due to operational commitments.
- Cheaper healthcare.
- Childcare benefit.
- Commissions.
- Competitive compensation for management.
- Continued education benefits.
- Creating a mediation room.
- Dental.
- Departmental cross training.
- Education benefits.
- Education/tuition assistance.
- Employee workout facility.
- Expand services.
- Fitness membership paid for.
- Flex schedule or flex spending account.
- Flex scheduling.
- Flexible schedule.
- Four-day work week.
- Free health insurance. Better salary.
- Free hotel stays.
- Free or significantly discounted online continuing education through a respected hospitality program (UCI, Cornell, etc.).
- Greater amount of vacation time.

- Having an affordable in-house day care facility on site or very nearby for our team. Working mothers and fathers rule the world and this would make their lives easier, help encourage productivity, and would certainly enhance all of us as "Family First" is our mantra.
- Having an assistant director on salary to help take some of the load as well as ensure a day off for me.
- Health and Wellness Benefits.
- Higher Labor Budgets (for spa support staff), Higher Budgets for Dept Expenses.
- Higher wages.
- Housing allowance/
- I get paid salary for 40 hours a week. I usually work 50. (60 if you include commuting time). I would love to work 4- ten hour days and have a three weekend.
- I wish we had a better retirement plan for our employees but being a small business that is very hard to do as well as give all our employees paid vacation time/
- I wish we offered insurance for part-time staff.
- I would like more vacation time and/or a better health insurance plan (good for me, not so much for my family).
- I would like to supply employees their first uniform.
- If sick time is not used then it can be rolled over into vacation time.
- Increase in personal days / vacation for travel.
- Increased wages.
- More budget to develop new ideas/
- More of a Buy-in for how the total Spa can be successful versus just the ME- Concept.
- More PTO and two days a year to volunteer.
- More PTO.
- More training.
- More vacation time. (2)
- None, we have everything covered.
- One free massage a month.
- One more week of paid time off per year.
- Onsite childcare.
- Option to work from home.
- Own boss.
- Paid maternity leave.
- Paid parking for employees at specific locations.
- Paid vacation time.
- Pension.
- Performance bonuses.
- Retirement & Schedule demands.
- Seasonal housing available for my seasonal staff.
- Spa day for associates.
- Support of resources from corporate office meaning payroll, marketing, human resources on a consistent basis.
- Team outings.
- To have an Assistant Director.
- Training/education.
- Travel.

- Travel funds to research spas/services outside of my current market.
- Upgraded décor.
- Use of facility.
- Vacation time.
- Weekly paid trainings.
- Wellness classes.
- Would like lower cost health benefits.

Service Providers

- 401K employer contribution.
- 401k or profit sharing.
- A better discount on products.
- A bigger better employee break room.
- A change in column order---would help all of us & we all would be more enthusiastic.
- A higher percentage commission.
- A more reasonable column order appointments.
- A new vacation policy for all employees.
- A paid day off for work anniversary and/or birthday.
- A part-time option.
- Access to health club.
- Access to the sauna and whirlpool for self-care.
- Allow part-time work to anyone who wants it so they can receive benefits.
- Aside from that it's wages. I get paid pretty well where I work, but I have reached the top bracket at my primary employer and I will never get another pay increase, that pretty much sucks.
- Better help getting time off when needed.
- Better optic plan.
- Better retirement plan.
- Better support, both monetary and getting paid time off when it comes to continuing education as I am a dual licensed therapist (massage therapist and esthetician) and it becomes quite costly to support both licenses with massage and esthetics CEU's and national certification.
- Better wages/Salary.
- Casuals should get at least some free nights.
- CEU training.
- CEU training in house.
- Commission rate to be 10\$ higher giving the ratio a 25% to 75% employer. Instead of 18% commission to 82% employer being maxed out as no more levels to increase.
- Continuing education benefits.
- Coverage time made easier.
- Discount cards/vouchers/freebies for retailers/food establishments in the immediate vicinity of the workplace.
- Discounted spa services before end of probation period.
- Employee Benefit- paid time off.
- Experience more treatments within our facility.
- Favoritism in schedule; needs to be more transparent and fair.
- Fewer hours required to be considered full time.

- Flexible schedule when slow.
- Flexible schedules.
- For the employer to provide compensation for some of the products I use on my clients.
- Friends and family rate on the off times.
- Full spectrum lighting and windows. Our spa has no windows.
- Get more professional training.
- Guaranteed bookings.
- Have my employer pay for additional certifications that we offer at milk and honey.
- Have support staff to open and close the Spa, rather than using therapists.
- Health coach ingredients and or free massages monthly.
- Health Insurance. (18)
- Health insurance for those who work a full-time schedule meaning five days a week. Also, pay raise for those who makes less but work very hard at keeping the place going! There should be regular walk throughs off all rooms to help maintain health code regulations. I have witnessed several of these codes ignored for years.
- Heath benefits for part-time employees.
- Higher commission rate.
- Higher pay with freedom of taking time off. Like how it used to be before we became employees.
- Higher salary.
- Hourly pay.
- How to engage clients genuinely while talking about the benefits of spa products, all in a short window of time.
- I am fortunate enough to have health insurance from my husband- (life is crazy that could change anytime-- a good affordable health insurance is extremely important- and for it to be paid on top of pay instead of taken out of pay- we are worth that- we are supposed to be a wellness industry right. Stressing about health coverage- disability pay etc. is awful.
- I rated health insurance low on this scale because, in my experience, it's not generally available to massage therapists. Access to health insurance would be a tremendous benefit.
- I would like half-price services so that we could afford to enjoy them more.
- If people stay overnight because of snow they should get paid a higher rate.
- Increase in my percentage, more paid vacation time at an average of my yearly wages, cheaper healthcare share.
- Increased pay per hour.
- Insurance benefits for full time independent contractors.
- Insurance for part time.
- Ability to work on family members free.
- Keeping our workplace updated with new nail stations. Having direct deposit available!
- Little incentives we got for knowing information on our spa/hotel on the daily.
- Longer maternity leave, paid time off.
- Lose column order system and earning percentage increase.
- Lower health insurance rates for single people. Holiday time off.
- Make own schedule, PTO.
- Making more salary.
- Match or contribute to 401k.
- Maternity leave pay since we work only on commission.
- Money toward ongoing education.

- More balance with personal life/job.
- More continuing education.
- More equipment.
- More focus on ergonomic workstations and comfort for the therapists performing services
- More incentive for a higher commission rate for employees who have been here 7+ years or more.
- More on-site training.
- More predictable amount of treatments per day/week.
- More retail commission.
- New manicure tables and chairs.
- Not having to sell merchandise.
- Onsite training.
- One weekend day off a month.
- Our pedicure stations are extremely difficult to manage. The entire area needs redoing.
- Paid flexible vacation time. To go on a vacation is difficult.
- Paid seminars outside spa.
- Paid time off. (9)
- Paid time off as a massage therapist is unheard of because our hours are part time but considered full time for the industry. It would be nice if the industry standard was taken into consideration.
- Paid time off for part-time employees. Massage therapists have a hard time reaching and maintaining traditional full time status, and thus see little traditional benefits.
- Paid vacation. (8)
- Part-time health benefits!
- Properly categorizing employment status (casual/part time/full time) so we could qualify for insurance and paid time off.
- Provided education and ceu's.
- Quarterly changes to the book line-up.
- Reduce the criteria for MT to gain on pto time. it's the most giving of positions physically and emotionally with limited ability to spend quality time with family, appointment-based cuts into time of day, and male therapists face. The challenge of female requests decreasing access to time for pto increment, 15-30 vs the 60 seems more fair. I work real hard and do my best, but can't seem to ever add more pto time, too little at all.
- Reduce the high turnover rate by paying good, qualified, and respected employees appropriately so that they want to stay with the company. LASR loses too many incredible people because the compensation and acknowledgment is inadequate.
- Reimbursement for CEUs.
- Resource- routine hands on refreshers on protocols.
- Shift bid, transparency of management decisions, fairness.
- That SPA opening and closings are performed by non-therapist persons: i.e., support staff.
- The ability to earn spa treatments as rewards.
- The fact that as a therapist I do not have to be a receptionist as I am a skilled worker.
- The one change that I would like to see is the way the column order is determined. This has caused a lot of resentment. Overall, we have a great massage team that get along and work together which is very rare when you have a large group of women working together. However, as I said there has been a lot of resentment lately. The way the column order is determined is based primarily on the percentage of time worked in each shift. This is something we have no control over. For example, if you are completely booked you have 100%. However, if 2 people cancel, you go down to 50%. It's basically the luck of the draw. I believe more attention should be placed on seniority (I don't believe that should be the only thing but should

count for something), the amount of shifts you work should also be a factor (someone who works 2 shifts as opposed to someone working 5 shifts). I believe they should be grouped separately. For example, if you work 2-3 shifts you are in one group and 4-6 in another group. The group that works 4-6 shifts should be first in the column order and then the group that works only 2-3 shifts should be last. I also believe you should receive points for each modality that you perform (i.e. Hot Stones, each specific body wrap, pre-natals). I don't think someone who does only 1 or none of these modalities should be ahead of someone who does all of them in column order.

- They should be required to first work as a spa attendant so they know what it's like before we put all our resources into training them as a therapist.
- To be asked if I would like benefits and not pass me by.
- To be by appointment only.
- To be closed on major holidays.
- Update manicure tables and chairs and decor.
- Updating the appearance of the spa
- Wages.
- We would be assigned our own rooms. I think this encourages pride of ownership and allows for more flexibility with the guests and improves their service. It is easier to focus entirely on them when I am not wondering if the provider in the next room will finish on time or how they will leave the room and my energy. Undue frustration is unnecessary.
- Workplace change- enough lounge chairs for all the clients when they come out of a massage & the sauna/steam rooms to be upstairs in the spa.
- Would love to be eligible for an increase in commission.
- Would not book in column order, would book across the board so everyone has the same opportunity to make a decent living.

Resource Partners

- 401k or profit sharing (2)
- Annual Bonus based on work productivity.
- Better health insurance coverage.
- Better retirement plan. (3)
- Compensation.
- Complimentary spa treatments.
- Employ another trainer and training personal assistant.
- Expanded health care to include wellness/massage services.
- Flexible schedules that allows me to work from home more often. This is valuable as a working mom trying balance work/home life. I also seem to get more done at home, away from office distractions.
- Flexible working hours. (3)
- Growth opportunity.
- Health Insurance. (3)
- Implementing a formal employee recognition program.
- More space.
- More vacation days. (2)
- On-site group wellness activities.
- Personal task helper as reward.
- PTO for all employees.
- Short term disability.

- Spending quality time with upper management or owner to learn more about the business and feel a part of the decision making.
- Team dinners and activities outside of the workspace. (2)
- To have a cafeteria in the building with fresh healthy food options.
- We have many AFLAC, work out packages, volunteerism, 401k.

Respondents were asked to identify what they consider to be the most fulfilling part of their job. A sample of responses provided by spa leaders, spa service providers and resource partners is provided below.

Spa Leaders

- Ability to be creative and innovative in all areas with the support of my company.
- Achieving our goals as a team & taking exceptional care of our guests.
- As the director of spa and wellness there is a lot of variety in my job on a daily basis. I am challenged and engaged daily.
- Assisting my spa team to fulfill their professional and personal goals.
- Assisting my team and our business group.
- Autonomy. I have the trust of my employer to be the expert in my field and make decisions based on my experience and expertise.
- Being a part of a team that is working together to make a difference in people's lives, if only for a few hours or the possibility of changing their entire outlook or a part of their improvement and betterment.
- Being able to be creative with the business.
- Being able to conquer challenges with ease and running a smooth and efficient operation.
- Being able to do the work I adore on a daily basis.
- Being part of positive benefits spa has on people. You never know what your guest may be going through when they walk in your front door. It could be to just be pampered, muscle aches, they want a facial to look younger, or it could be something a lot deeper, such as a sickness, loss of a loved one, or other challenges in their life, just trying to put life's pieces together. I want everyone walking out of our spa feeling more clear minded and to feel good about themselves. What we do has a huge impact on people's life, something I want our team to remember.
- Client interaction, seeing the change that our team makes on guest.
- Coaching and development.
- Connecting with clients and changing their skin.
- Continuous improvement and the ability to implement new ideas.
- Contributing to the growth of the company and working with amazing people.
- Creating a positive culture within our spa and results of a successful business with increased revenue and profit.
- Creating great memories for the guest.
- Creating memorable experiences for our guests and a very personalized service, healing guests through our treatments, and watching my team achieve all that they have. It fills me with pride.
- Creating new products.
- Developing the team.
- Feeling that I can make a difference in someone's day.
- Feeling validated in my experience- appreciated and resources to do my job!
- Flexibility to create my own schedule.
- Free to design products.
- Freedom to manage.
- Good team and serving guests.

- Great reviews - both from guests and staff. There are so many moving parts of the spa and it feels great when people notice the details.
- Growing spa professionals.
- Guest interaction.
- Happy guests!
- Having a job that I love to do.
- Having input into the direction of the business.
- Hearing client feedback & seeing measurable change.
- Hearing that the spa was the highlight of a trip to Canada.
- Helping enhance wellness.
- Helping others develop their skills to become future leaders.
- Helping people and staff become better and more satisfied with their careers and choices. Helping develop new leaders and working towards making things better daily.
- How successful the spa is doing.
- I get to work with other projects and assist in setting up new spas.
- I love the love that comes with spa. From the ownership to the team and the guests! So many stories at every level. So much need for the tactile human touch. The catharsis that comes from our encounters as human beings. Being open to having strangers change us, we them. Every day miracles and the wonderment of it.
- I love what I do, I love my staff and I treat them like I would want to be treated!
- Increased colleague satisfaction scores.
- Is always different each day and allows me to learn.
- Leading my team. Financial success.
- Learning new things/education.
- Making a difference in people's lives.
- Making a difference in the lives of my team members.
- Making people happy.
- Making sure clients happy and are enjoying their time with us as well as making the staff enjoy their time here and feel supported by myself.
- Managing our team and seeing them grow and succeed.
- Meeting common goals regarding the mission and vision of the business. Creating something unique for the community.
- Meeting goals and being recognized for it.
- Mentoring my team.
- Mentoring. When seeing their potential when they couldn't.
- Menu creativity.
- My boss's acknowledgment and understanding.
- My management team is amazing. I work as a part of an effective team that continues to pursue goals to for an elevated guest experience.
- My staff is simply the best!
- My work relationships with coworkers.
- Opportunity to make a difference.
- Our property is currently under renovation which has brought us into a new luxury comp set. It is exciting to see our area market has shifted with each new opened outlet.
- Participating in the professional development and mentoring staff.

- Passing on my knowledge and experience to those who are passionate about the world of wellness. Creating environments for people to experience themselves in a more expansive way through environment, relaxation/ease, community and alignment.
- Positive guest feedback.
- Positively impacting associate's and guest's lives.
- Problem solving.
- Providing a great and fun work environment for my team.
- Providing guests an unforgettable experience.
- Providing guests with memorable experiences.
- Salary and working with a strong/cohesive team.
- Satisfying guests, upper management, therapists and making the numbers for all.
- Seeing employees grow in their own positions and be successful.
- Seeing happy and relaxed faces at the end of each treatment. When guests/members say that it was the best massage or treatment that they ever experienced.
- Seeing the spa grow with staffing, marketing, revenue and profitability.
- Service development/operations.
- Serving guests and helping my employees grow and enjoy their profession.
- Success in reaching targets.
- Supporting other people.
- Taking care of members, guests and associates! Financial report card is very fulfilling. Taking a business and associates to profitability is a lot of fun for me.
- The challenge to do and be better every day.
- The clients.
- The complete experience that we have achieved with the resources that we have. We have a small spa so we have to enhance the service and details to provide a satisfactory spa experience.
- The connections with guests. Genuine interactions make my heart happy.
- The diversity of the position. Challenges mental, physical, emotional and sometime spiritual realms in a positive manner to create overall growth.
- The location and the great people I work with.
- The most fulfilling part is always providing the service and spending time with my clients.
- The people I work with - creative control.
- The people I work with and guests I serve.
- The trust my gm has in me and the pto!
- There is adequate amounts of feedback from upper management, allowing us to grow and try new things.
- Thinking out a solution to an operational issue, proposing the idea to corporate, having it approved and implementing it.
- To share knowledge about wellness and to provide and create experiences.
- Watching the numbers go up.
- When guests let me know the amazing job that we (as a team) are doing and how much they enjoy their time with us.
- Witnessing therapists' growth.
- Work/life balance support.
- Working w/ such a talented and creative team.
- Working with and supporting the team. Seeing how the clients benefit from the services and treatments we provide. Watching the business grow and celebrating our successes.
- Working with different vendors.

- Working with great people each and every day.
- Working with incredible people, both guests and coworkers.

Spa Service Providers

- A wonderful relationship with the clients.
- After do the treatment guest feel relaxed and comeback looking for me again.
- All Treatment skill (Body Massage & Facial & pedicure/manicure).
- Appreciative clients, relationships with coworkers.
- As an employee of almost 13 years, I have a very extensive following and enjoy each and every client that comes through our doors. I Love what I do and will continue to service the clientele to the best of my abilities.
- Being able to care for clients' skin and see results!
- Being able to do what I love every day and it constantly changing. Don't get into a rut.
- Being able to help the guests.
- Being able to interact with clients.
- Being able to take care of others.
- Being allowed to help make decisions and feeling empowered to do what you need to do to make sure every client is happy.
- Being appreciated for who I am and what I do.
- Being part of an organization with such wonderful, reinforced, consistent standards of guest service and fellow employee excellence!
- Being the best part of someone's day.
- Bringing happiness and helping people achieve realistic goals.
- Building rapport with my clients.
- Changing clients skin and boosting their confidence!
- Changing how the client feels him him/her self.
- Changing the lives of our guests.
- Client retention and loyalty to keep your books as full as possible so that you are making money and in turn the business flourishes and grows.
- Client satisfaction.
- Clients and coworkers.
- Compensation.
- Customer satisfaction.
- Direct contact with clients.
- Doing my craft.
- Enjoy life in present moment.
- Enjoy listening & making clients feel pampered, happy--& have them re-book.
- Exceeding guests' expectation of their service with me.
- Friendly work team.
- Grateful for working in a professional 5 diamond spa. A great place to share my gifts.
- Guests are very well traveled and enjoy the expertise of educated therapists.
- Happy guests. (4)
- Having a satisfied client.
- Having my clients come back to me.
- Healing work.

- Helping clientele with feeling better and making a positive change in their life.
- Helping clients fulfill their spa experience whether it be for relaxation or therapeutic massage.
- Helping people. (11)
- Helping people- helping people-helping people.
- Helping people relax, feel better, warm and welcoming atmosphere.
- Helping people who are in pain.
- How my clients feel when they are finished with their spa treatment.
- I enjoy making people happy & providing them with a wonderful experience.
- I have a license to care. Being of service to help increase healthfulness, mindfulness and decrease stress. By association, this translates beyond the personal impact to lend itself to a global influence as each individual connects with others. Healing the world one body at a time.
- I know I am appreciated by management, staff, and clients. I am able to work my style of massage.
- I love having a beautiful clean location to work out of, fantastic managers and spa coordinators at the front desk and very high end/high quality products to work with abundant trained gentlemen at our disposal.
- I love my clients!
- I love the people I work with, they are my second family.
- I love to help people by relieving any pain that they may have as well as helping people relax. This is why I became a massage therapist. When you have clients that come back to you and you have a great rapport with them that is very fulfilling. I feel like I have done my job!
- Impressing guests with awesome service.
- Knowing that people are walking away happy and refreshed.
- Lead position, to train.
- Making a difference in my guests lives.
- Making a difference in people's skin, and putting a smile on their faces.
- Making clients feel pampered.
- Making clients happy and relaxed.
- Making my clients happy comfortable with their experience.
- Making my guests completely relaxed and happy.
- Making people feel good. (3)
- Making people feel like they've been cared for. Seeing a change in health of a client.
- Making people happy.
- Making people look and feel good.
- Mastery of my profession.
- Meeting new people.
- My co-workers. They are like my second family.
- Peaceful quiet healing environment.
- Perfect schedule.
- Performing quality services in a simple yet luxurious environment.
- Performing treatments that gets the guest very relaxed.
- Pleasing the clients and meeting new people.
- Professional atmosphere.
- Providing relaxation and 5star service for my guests.
- Providing services that help people and working with a great group of people.
- Reducing clients level of pain.
- Seeing clients leave happy with how they feel in their own skin.

- Seeing the look on a guest's face at the end.
- Serving the guest.
- Sharing the passion for our profession with people who share your same interests. The vibe.
- Solved guest problems.
- Solving people's skin care concerns.
- Taking care of people.
- Teaching new techniques and skills to my team and having them show new growth and potential as a result.
- Team work.
- The ability to help people feel better and enhance their health through massage.
- The ability to make people feel better.
- The clients that truly need me. They are respectful and appreciative of the skills and talent of my profession.
- The difference I can see in the guest from the moment I pick them up to the moment they come out of the massage room. When I know they feel better, I know I've done my job right.
- The fact that I get to do what I love! And taking care of our guests makes my day!
- The fact that the spa supervisors treat therapist like adults and don't micro manage with a negative attitude (constant don't do this, don't do that and reprimanding the entire staff for 1 or 2 that don't do what they are supposed to do). Therapist are a dime a dozen attitude - it's hard work and we can't physically do this for the rest of our lives and there isn't any kind of retirement plan or health benefits - not cool!
- The instant gratification which both the guest and I receive. It is fulfilling to make a difference in someone's day.
- The joy of changing people's lives.
- The massage work with guests and my coworkers.
- The nail team I work with.
- The one on one connection I make with my clients.
- The people I work with and the people I meet.
- The positive impact my recommendations and treatments make on people's lives.
- The product line and opportunity for training.
- The relationship with my steady clients.
- The satisfaction of Helping clients feel better.
- The satisfaction of the client.
- The service I provide for the costumers.
- The work, connecting with the clients through touch.
- To be trained by the best European spa in my state.
- To resolve their challenges, by making them feel and look better, is extremely rewarding.
- Training new staff.
- When you know that you have affected the bloodline of a family by providing a couple the safe space and opportunity to create one. I think of my family in the past who never had this kind of opportunity, so I try to recreate that for them with every guest interaction.
- Work life balance.
- Work with different nationalities of clients.
- Working close to home with great peers & awesome clients.
- Working on clients. Every day I help people feel better, through hands on touch and self-care education. What could be better than that?
- Working with likeminded peers who stretch me to grow.
- Working with some really incredible people and getting to do what I love for a living.

Resource Partners

- Ability to set own schedule.
- Able to make decisions.
- Balance.
- Being able to make decisions that can impact the overall direction of the company.
- Being able to work with iconic brands and people.
- Building a brand.
- Collaborating with colleagues.
- Coworkers.
- Creating products from scratch.
- Developing careers of future spa industry professionals.
- Direct influence on decisions made.
- Every day is different and being able to problem solve for internal team and external clients.
- Everything.
- Feeling the sense of accomplishment, doing good work and feeling valued!
- Flexibility (4)
- Having ownership over my role and being able to lead.
- I do work that I love for people that I love.
- I love conducting trainings and doing trade shows like spatec and global wellness.
- I own my business.
- I work for a startup- so seeing the line grow.
- I'm my own boss and have control over who I work with, my schedule, how to spend my time, when/ where I travel and level of income. I'm still in the spa industry but no longer employed by the corporate world. I'm fulfilled by being able to help more spas than what I was able to do while managing one spa. I'm grateful for and fulfilled by so many things - more than what you probably want to see listed.
- Involvement with great associations like AMTA, ISPA, NCBTMB and DSA.
- leading teams to be more efficient, better leaders.
- Learning and educating. Seeing positive results in the lives of others.
- Making people feel good.
- Making the impossible happen.
- Seeing ideas become reality.
- Seeing successes in the projects I am part of.
- Team spirit.
- That I work for myself and I get to build a great team around the principals I feel are important.
- the people in our industry.
- The people whom I work with.
- The relationships I have built with my co-workers.
- The team members.
- Training and traveling to beautiful spas and destinations.
- Travel.
- When you see a spa and know you contributed.

Respondents were asked to identify what they consider to be the least fulfilling part of their job. A sample of responses provided by spa leaders, spa service providers and resource partners include the following.

Spa Leaders

- Administration work.
- Amount of hours worked.
- Being accountable to the standards of a hotel property that do not always fit in a spa work environment.
- Being held back from making real promising change.
- Being subject to market fluctuations.
- Budget season. I know it's a very important task but not fun.
- Cannot think of anything.
- Coaching team members.
- Coaching/counseling.
- Conflict resolution.
- Day to day cleaning.
- Day to day with people who do not change.
- Dealing the management that does not address issues at a high level.
- Dealing with administrative details.
- Dealing with employee drama.
- Dealing with unnecessary drama.
- Dealing with union employees.
- Dealing with unreasonable guests.
- Dealing with upset customers.
- Desk and email time, the countless back and forth and intricacies of getting something down in a corporate setting.
- Disciplining staff.
- Doing payroll.
- Employee conflict.
- Employee discipline and dealing with employees whom have a sense of entitlement.
- Employee discipline and needing to have discussions with employees who don't follow policies and procedures.
- Employee scheduling.
- Entitled employees.
- Everything funnels through me which interrupts my primary duties.
- Facility maintenance and work/life balance.
- Feeling stuck with progressing the company or spending money. Not understanding where my decision should lean.
- Filling staff openings and juggling when we don't have enough staff.
- Handling unreasonable, selfish people.
- Having to coach/discipline errant employees.
- Having to do dumb things required by corporation.
- Having to fired guests for disrespecting our environment.
- Having turn over to deal with constantly.
- Holding people accountable.
- Hours in hospitality, lack of holidays, high stress.

- Lack of funds.
- Lack of growth opportunities.
- Lack of recognition from associates.
- Lack of support staff within the spa.
- Laundry and cleaning of the spa.
- Letting someone go.
- Management challenges.
- Managing associates drama at work.
- Managing therapists with unrealistic expectations of scheduling/time off.
- Mean people - either guests or co-workers. They impact the workplace and hurt everyone - including themselves.
- Meetings. I hate talking about what we are doing or should do... Let's just do it or send an email strategizing.
- More services.
- No support from the hr department at any time to educate /develop staff.
- Operational issues, age of equipment and facilities, items being dated and not being able to deliver at the level that it should be.
- Our property has many "hands in the pot" between ownership, asset management, hotel management company and two gm's.
- Overwhelming inbox.
- Paperwork and reports.
- Payroll. The current system is tedious.
- Politics.
- Position requires several overtime hours.
- Recruiting staff.
- Re-forecasting budget numbers on a monthly basis.
- Salary is below average.
- Scheduling conflicts.
- Some days can feel incredibly stressful and it can difficult to reduce the points of stress.
- Sometimes selfish attitudes and lack of caring on how calling out can truly negatively impact a client's day and week and also a potential lost client.
- Sometimes the industry can bring in many primadonnas. People who don't like to work for the greater good.
- Spreadsheets.
- Staff complaints.
- Stress.
- The challenging employees I have to manage. They are draining.
- The corporate side of the business.
- The demand time it takes away from my family. Hospitality never closes.
- The drama that can sometimes occur.
- The increased amount of paperwork, forms, spreadsheets, digital applications and general administration which takes one away from time actually running the spa.
- The lack of growth. I have to pay for all events and education out of my own pocket. My mind explodes with ideas daily but we are told to do more with less and it really limits us.
- The less enjoyable parts allow me to build business, recover an upset guest or improve performance with staff, so all beneficial in their own ways.
- The low compensation.

- The new all-inclusive operational management company.
- The way guest treat service providers and professionals when they are looking to get something for free.
- There is never enough time to get everything done. There is a disappointing dropout rate of the newest crop of front line team members. They have a hard time balancing the challenges of being "on stage" for every guest encounter and completing the details / tasks of their job description. There is an intense interview process and a new hire honeymoon complete with detailed training. Then, there is the never ending and seasonally escalating demand for accuracy and performance integrity. Their lives are always in flux. Therefore my / our lives are always reacting to this. It is exhausting.
- Time consuming.
- Time management, overwhelmed with daily operations.
- Too many projects with not enough support.
- Union shenanigans.
- Waiting for shipments to a small island.
- We are seasonal and it so challenging to keep trained licensed staff returning each year.
- We are very understaffed operationally and there is a mentality of saving money so I run this with one manager.
- Working every Saturday.
- Working every weekend when my kids are not in school.
- Working through conflict is always unnerving and challenging but I am learning to embrace it. Not getting paid or acknowledged for the hard work I do as an owner of the business. Always feeling like there is more to do to grow and improve the business.
- Write-ups and terminations.

Spa Service Providers

- Although the majority of the therapists are team players there are a few who aren't. It's very frustrating to come into a room and have to clean and stock it before you can start your day. This is something that should have been done by the person who used the room last.
- Always having to be "on" even if I'm having a bad day.
- Arriving at work and not being booked.
- Better access to pto hours, health care I pay for out of pocket.
- Busy schedule with no breaks.
- Commute to work.
- Conforming to signature treatments.
- Customer satisfaction plus money.
- Customer complaints.
- Dealing with crap management.
- Dealing with other employees/ manager attitudes.
- Difficulty with management changes.
- Disciplinary action of any team member who isn't performing aw expected.
- Distance to work & employee drama.
- Doing all the attendant duties when we are understaffed and feeling like one of the only few therapists who care to help out and keep the spa clean.
- Doing laundry.
- Employee competition.
- Employee conflicts.
- Everything I do offer me fulfillment in some way or another.

- Facility NOT 5 star.
- Feeling unappreciated by management.
- Finding coverage.
- Folding laundry.
- Having the potential "glitch" hanging over my head.
- Having tips charged, and put in our paychecks.
- Having to be a part of a spa that does below par on sheets quality, room quality, shower quality, noise quality, etc.
- Having to buy different Cosmetics lines then the employer offers to give a better quality of experience for my client.
- Having to give deep tissue massages to people who don't really know what it truly is.
- Having to refill the lotion tubes at the end of the night.
- Having to stay to make hours for benefits.
- Having to work late shifts and then an early shift the next day in order to have a higher pay percentage.
- Having true concerns (that affect the spa on many levels) which are NOT heard and dealt with accordingly.
- High maintenance clients who don't appreciate what you do (good thing there aren't too many!)
- I don't like do nail wax.
- I find fulfillment in all that I do. Even unloading and re-shelving laundry.
- I wish the different departments in the spa (front desk, concierge, technicians, and management) could work together in a more stream line fashion.
- I would like to get paid more so I don't have to see so many clients a day.
- I would prefer longer sessions (more than 50 minutes) and cleanup time in between.
- If we have no appointments, we still have to stay for the full shift, and we're only paid on commission.
- Inconsistencies, pessimistic employees, managers who don't listen.
- It is not always easy maintaining a healthy work/life balance and taking time off is not always granted. Also, I would love to use the spa facilities before or after business hours and be able to receive treatments/services at a more reasonable rate or free through therapist exchange.
- Knowing how much the spa charges for a massage and knowing how much we get to bring home.
- Known outside of the community it is in. It has potential to be way busier.
- Labor intensive.
- Lack of bookings.
- Lack of control of daily schedule/ workload.
- Lack of light to work.
- Leave / Vacation and MC.
- Long hours of work.
- Looking for files manually.
- Management and lack of upper management structure.
- Management being out of touch with what we need from them to do our jobs well. Sales goals
- Management.
- My team.
- Need more clientele- steady pay.
- No guaranteed requested time off.
- No health coverage for a physically demanding job.
- No insurance.
- No paid time off.

- No part time option.
- Non-consistency. Decide how things will go even with new management and stay consistently at all times.
- None except maybe the lack of time we have to get to the next client.
- Not being able to have my family come in monthly for a service at no charge.
- Not all but certain management.
- Not being able to do it full time.
- Not getting coverage if out of work.
- Not getting paid between appointments when not booked.
- Not getting paid for downtime.
- Not receiving many tips.
- Occasionally feeling undervalued for what is expected of us.
- Office-work.
- Pace can be overwhelming.
- Paid only on commission.
- Paperwork.
- Pay scale.
- Paying high parking fees every day.
- Repetitive training.
- Retail sales.
- Rude clients.
- Rushing between clients.
- Selling.
- Shift work.
- Slow days where you sit, but don't make money.
- Sometimes lacking more variety.
- Spotty shifts.
- Stand by time / wish we were booked solid.
- Straining to my body.
- Switching rooms and the resentment I feel if the room is not to my standard.
- The child like behavior we therapists display.
- The clients who demonstrate entitlement. There is little I can do to satisfy them and they do not hesitate to let you and all around to know.
- The column order system, the quality of ped tubs, the condition of spa other than pillows, the lack of clientele in the winter.
- The décor.
- The decrease in pay scale.
- The distance I need to travel.
- The drive - 40 minutes one way and arriving 20 minutes before shift begins without pay or compensation.
- The lack of appreciation.
- The lack of break in between clients and for lunch break.
- The lack of hourly pay.
- The mundane. Clients that want change but don't want to do anything.
- The office politics.
- The physical pain of repeating the same movements over and over.
- The pressure to sell retail.

- The seniority system and the lack of a set way things work.
- The Spa appears to not be well.
- The stagnant corporate structure.
- The way the work is distributed between casuals and part timers.
- There isn't much room to grow.
- Time constraints in between guests.
- Training.
- Treatment by management.
- Trying to take off work on my scheduled days.
- Turn over time between shifts and clients.
- Unanswered problems.
- Unorganized and communicating.
- Unorganized management and select coworkers who breed negativity in the work place. And feeling unappreciated.
- Unorganized.
- Unsatisfied clients.
- Wear and tear on my body.
- We need healthier ingredients in the products we use.
- When clients don't show up for appointments or cancel at the last minute and I receive no compensation for my lost revenue/time. Cancellation policy needs to be enforced.
- Working holidays.
- Working too many hours.
- Would like to be able to offer more exciting, cutting edge therapeutic products & services.

Resource Partners

- Admin. (2)
- Airport delays!
- Becoming involved in any accounting issue.
- Billing.
- Chasing spas who make big promises and never answer.
- Demanding schedule.
- Emails.
- Financial pressures.
- Handling administrative challenges.
- Hard to get life in balance.
- Have not come across it as of yet.
- Heavy workload/stress.
- Hours.
- Lack of clear and consistent communication channels.
- Lack of structure.
- Managing the P&L.
- Massive amounts of paperwork.
- Not being able to feel/see the accomplishments as we move too fast.
- Not having a team or boss in my field.
- Nothing. (3)
- Office politics. (2)

- Paperwork. (2)
- Personnel issues, which thankfully don't pop up that often.
- Responsible for everything!
- Seeing how exhausted, unbalanced and stressed out my spa director friends are. When the conversations get up close and real, and nobody is trying to impress, there is pain in our industry that is not being addressed. We create and manage these amazingly beautiful businesses to help others yet our own are hurting. This saddens me.
- Sitting.
- Tactical involvement of ownership with decision making. Lack of sound corporate strategy.
- The stress of having something go wrong, especially having to terminate an employee.
- Too much travel.
- Trade show preparations.
- Very stressful and long hours, working from home to keep caught up.