



SNAPSHOT SURVEY RESULTS REPORT

Employee Performance

MARCH 2019





Employee Performance Survey Results

ISPA Snapshot Survey | March 2019

Monthly Snapshot Surveys provide ISPA members with a valuable look into the state of the spa industry, spa industry trends and helps 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 March Snapshot Survey inquired about employee performance including performance review processes and tools used by respondents to track and report.

When asked how often their company conducts employee performance reviews, the majority of all spa respondents, 74 percent, conduct them annually, with 11 percent conducting them quarterly, 4 percent monthly, 8 percent conduct them at another interval and 3 percent do not conduct performance reviews. These numbers were similar for the Resort/Hotel Spa segment, with 81 percent conducting them annually. With 23 percent of Resource Partner respondents reporting they do not conduct performance reviews, this segment was larger than that for Resort/Hotel Spa respondents, 4 percent, and Day Spa respondents with all respondents reporting performance reviews of some kind.

Nearly all spa respondents have a formal performance review process that is shared with employees, 91 percent. There was a similar response for both the Day Spa and Resort/Hotel Spa segments at 83 percent and 94 percent respectively. Resource Partner respondents reported a lower rate at 57 percent having a formal performance review process that is shared with employees.

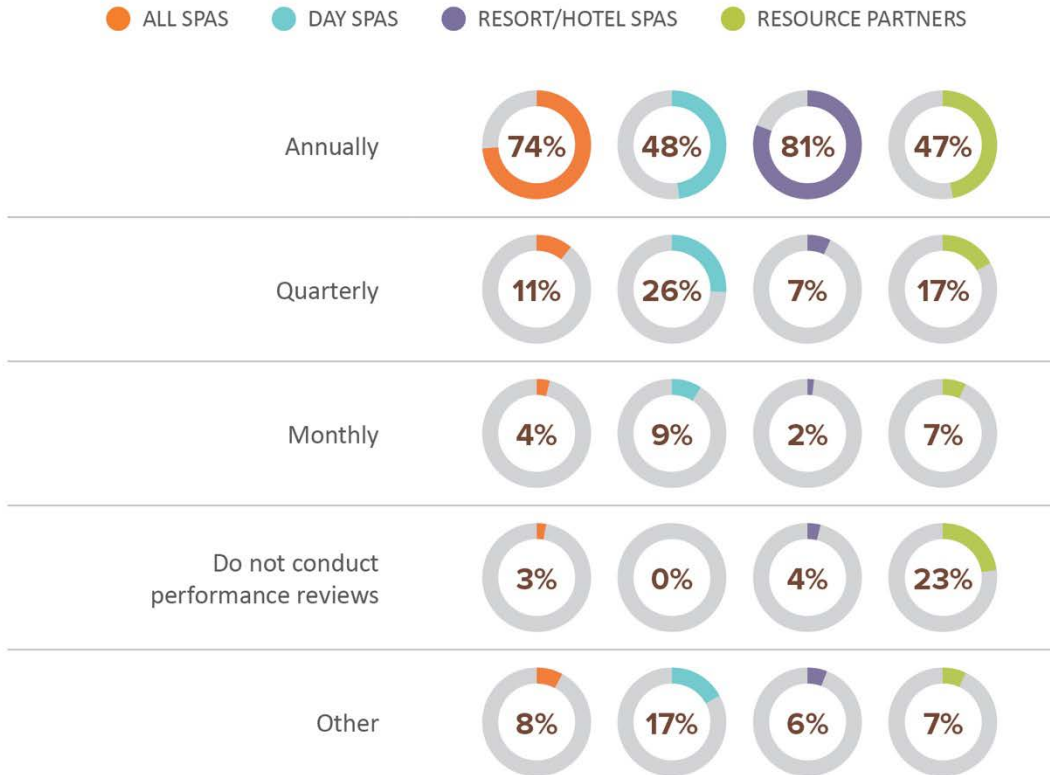
In the open-ended responses, several participants mentioned wanted to have more frequent performance reviews when asked if they could change one thing about the process. Participants also mentioned clear and consistent guidelines for the process, as well as tailoring the process to the specific job role of the employees.

The results analysis includes answers from all respondents who took the Snapshot Survey in an eight-day period from Friday, March 15, 2019 to Friday, March 22, 2018. During this time, 176 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). Within this survey, "Resource Partners" includes all vendors, service providers and educators.

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ISPA MEMBERS

How often does your company conduct employee performance reviews?



Does your company have a formal performance review process/policy that is shared with employees?



YES: 91%
NO: 9%



YES: 83%
NO: 17%



YES: 94%
NO: 6%



YES: 57%
NO: 43%

Which of the following types of performance review systems are used by your company? *Respondents were asked to select all that apply.*

RESPONSE	ALL SPAS	DAY SPAS	HOTEL/ RESORT SPAS	RESOURCE PARTNERS
360 DEGREE FEEDBACK (incorporates feedback from supervisors and peers)	30%	52%	23%	33%
COMPETENCY BASED (measured against specific competencies)	43%	26%	48%	38%
CONTINUOUS PERFORMANCE MANAGEMENT (occurs year-round)	44%	39%	48%	57%
FORCED DISTRIBUTION (utilization of a bell curve approach)	0%	0%	0%	0%
MANAGEMENT BY OBJECTIVE (measured against set goals)	42%	44%	37%	33%
RATINGS SCALE (employers grade based on a numeric scale for set criteria/competencies)	56%	44%	58%	33%
SELF-EVALUATION (employee judges his/herself against set criteria)	41%	44%	39%	43%
OTHER	4%	9%	2%	5%

Which of the following resources, if any, are utilized by your company to prepare supervisors to conduct performance reviews? *Respondents were asked to select all that apply.*

RESPONSE	ALL SPAS	DAY SPAS	HOTEL/ RESORT SPAS	RESOURCE PARTNERS
IN-PERSON TRAINING	55%	59%	52%	47%
COACHING ON HOW TO PROVIDE NEGATIVE FEEDBACK	50%	50%	48%	37%
VIRTUAL TRAINING OR VIDEOS	19%	9%	22%	11%
QUESTION/DISCUSSION TEMPLATE(S) TO USE AS A GUIDE	38%	27%	42%	42%
MOCK REVIEW TRAINING SESSION	7%	9%	7%	5%
CONDUCT SUPERVISORS' REVIEWS PRIOR TO THEM CONDUCTING REVIEWS	20%	27%	17%	0%
OTHER	8%	18%	5%	0%
DO NOT PROVIDE RESOURCES TO SUPERVISORS	15%	14%	15%	21%

Please rate your level of agreement with the following statements.

ALL SPAS

● STRONGLY AGREE ● SOMEWHAT AGREE ● NEUTRAL ● SOMEWHAT DISAGREE ● STRONGLY DISAGREE

My company does a good job training supervisors to conduct performance reviews.



My company does a good job training supervisors to coach employees to improve performance.



My company has an effective performance review process in place.



My company's performance review process is dated and needs to be improved.



DAY SPAS

● STRONGLY AGREE
 ● SOMEWHAT AGREE
 ● NEUTRAL
 ● SOMEWHAT DISAGREE
 ● STRONGLY DISAGREE

My company does a good job training supervisors to conduct performance reviews.



My company does a good job training supervisors to coach employees to improve performance.



My company has an effective performance review process in place.



My company's performance review process is dated and needs to be improved.



HOTEL/RESORT SPAS

● STRONGLY AGREE
● SOMEWHAT AGREE
● NEUTRAL
● SOMEWHAT DISAGREE
● STRONGLY DISAGREE

My company does a good job training supervisors to conduct performance reviews.



My company does a good job training supervisors to coach employees to improve performance.



My company has an effective performance review process in place.



My company's performance review process is dated and needs to be improved.



RESOURCE PARTNERS

● STRONGLY AGREE ● SOMEWHAT AGREE ● NEUTRAL ● SOMEWHAT DISAGREE ● STRONGLY DISAGREE

My company does a good job training supervisors to conduct performance reviews.



My company does a good job training supervisors to coach employees to improve performance.



My company has an effective performance review process in place.



My company's performance review process is dated and needs to be improved.



Respondents were asked if they could change one thing about their current employee performance review process or initiatives, what it would be. A selection of responses can be found below.

- A broader rating scale from three ranking choices to five.
- Change to bi-annual reviews instead of annual reviews.
- Consistency. We have not been consistent about how and when we are giving reviews.
- Create a culture that makes it more personable and employee related. It is a blanket form that does not apply to many of the disciplines within the hotel. If it cannot be job specific, I do not understand the point of them. Also, in this day and age, I do not think reviews are as crucial to the associate as they once were. They are not tied to increase in compensation or any other benefit.
- Create clearer and more concise guidelines.
- Do it more frequently. Not just once a year.
- Every six months is too often. In the spa, the therapists have hit the ceiling and their expectation with reviews that are good is an increase. I need to find other rewards.

- Have it more regularly.
- Higher increases.
- I am working towards getting rid of an annual review and doing quarterly reviews instead.
- I feel a better template should be utilized, better training of supervisors/ management regarding the review process. Overall, I feel it is definitely an area for improvement.
- I would ask our corporate office to create a consistent operations policy along with forms to be used. Not having this information or direction is what keeps me from doing formal reviews.
- I would change the review structure completely. Our structure is vague and does not include important factors that will provide a detailed performance review that will help improve overall performance. I feel that the review should be balanced, measuring key factors such as attendance, appearance, financial growth, customer satisfaction/quality of service, and teamwork. Our current review process rates based on job skills which is vague and our company values; hospitality, integrity, leadership, ownership, and now.
- I would change them to be more often and more efficient.
- I would do away with them, or at least ask only a few core questions and spend some one on one time without a scale.
- I would do reviews more often.
- I would like an inspiring and effective process around this put in place.
- I would like to see it done quarterly, so we can instill rewards for client appreciation of their services. Also improve commissions.
- Improve engagement of employees in the review process so reviews are more meaningful to employees.
- In an ideal world, performance reviews would be conducted, formally, once per quarter.
- It can sometimes be a little too rigid. Some employees perform better outside of our typical review process and having the flexibility to adjust would help some employees improve at better pace.
- It doesn't really count for anything. Evaluations do not really carry any meaningful impact. Bonuses, salary increases are not connected to these. If they were, it would become more meaningful.
- Make them more specific for each position.
- Measure performance by setting goals, involve the associates to evaluate themselves.
- More guidance and education on the entire process.
- More measured goals.
- More standardized questions or criteria. Currently it is so subjective it's almost impossible to measure people.
- More than one person performing the review. Each one of the MODs has a different perspective on employee conduct.
- More transparency for employees to know what their performance is based upon.
- Move the formal review process from paper to an online system for efficiency.
- Not do them!
- Nothing yet, we just revised our actual evaluation and I like it so far.



- Offer more ability to truly personalize the process. It feels very repetitive with each employee you are reviewing.
- Our team gets excited to receive their annual performance reviews, so I wouldn't change, except spreading out the timing of due dates, so they are not all performed at the same time.
- Perform reviews on anniversary dates.
- Proper training with management staff to properly provide reviews to employees and encourage them to work towards a goal.
- Scale down the numerical grading scale. I would like to keep it short and sweet. You're either exceeding expectations, meeting expectations, or need improvement. We've got a scale of 10 to choose from.
- Setting goals and objectives and reinforcing them.
- Simplify and make it more visual/user friendly.
- Small company self-evaluations, measured goals are done weekly and open transparent discussions happen.
- Something simple, but provides good feedback.
- Stop the "rating" system!
- That the supervisors have more influence on daily one-minute managing situations.
- The reviews and the employee opinion survey should be at different times of the year. Currently the survey is a month after reviews. If an employee doesn't like his or her review, they could rip us in the survey and with a bad survey could potentially lose their job.
- The short time period we are provided to write them.
- Use a 360-degree approach.
- We are a resort hotel with a standard review format for all departments. It would be better if they were not generic and more specific to each department.
- We are under new ownership, so our company is morphing. It is a small company, so we are incorporating a more robust corporate attitude in keeping with a small-scale feel. It's a balancing act so I would wish to find a solution to marry the two.

Does your company utilize a software or service for managing employee performance reviews and/or goals?



YES: 34%
NO: 66%



YES: 27%
NO: 73%



YES: 36%
NO: 64%



YES: 13%
NO: 87%

Does your company set goals for each individual employee?



YES: 59%
NO: 41%



YES: 73%
NO: 27%



YES: 53%
NO: 47%



YES: 60%
NO: 40%

Does your company openly celebrate/recognize employees who meet or exceed performance expectations?



Respondents were asked to share an example of how their company openly celebrates/recognizes high performing employees in a public manner for others to see. *A selection of responses can be found below.*

- A thank you card and call out during meetings.
- Acknowledgement is at a rally provided by HR and is open to all Team Member employees.
- Again, we are a small company, so our celebrations consist of a verbal or monetary reward.
- Announcement and gifted an award or cash incentive at monthly meeting.
- Annual awards dinner, weekly "wins" updates giving the representative the credit.
- Annual awards, nothing else public, but we have realized we don't celebrate enough!
- Annual retreat
- At each meeting we announce all-stars - those who have gone above and beyond! Those who win, receive a free product.
- At Quarterly and annual awards ceremonies. We also give gift cards for 5-star reviews that mention a specific name throughout the year.
- Awards given at annual company conference
- Bi-annual retail sales winner recognizes highest sales over 6month period. Employee of the year as nominated by their peers, winner is then selected by managers weighing all candidates on same criteria.
- Bonuses. They receive a generous percentage on new properties and reorders if goals are achieved.
- Both monetary and "gift" rewards are given.
- By handing them products or movie tickets and placing their name and percent of goal openly on a white board.
- Dinners, gift cards for spa treatments, bottles of wine.



- Email to whole team, posted on break room bulletin board. Mentioned at line-ups for a couple of days.
- Employee of the month
- Employee of the month and manager of the quarter.
- Employee of the month celebrations for property and then later for company. E-cards for the team members, we post them and comment cards. We also have a "Shout Out" program for the department, employees can make a shout out to another email for something good they have done.
- Employee of the month increases, in the moment recognition.
- Employee of the quarter
- Estheticians who exceed goals are recognized in meetings.
- Excellence awards
- Give out monthly awards.
- Guest surveys who praise employees' exceptional service are posted in employee areas. Managers award comment cards to employees who go above and beyond for our guests. Each month, employees can submit the comment cards to HR. The person with the most front and heart of house each month are awarded prizes and 2 employees are randomly selected for \$100 cash prize. The results of these monthly winners and their prizes are displayed in employee areas.
- It is acknowledged by supervisors.
- Luncheon for employee of the month/year where we share employee stories.
- Monitor in cafeteria highlights employees and emails to all staff. There are also quarterly luncheons for employees who have been nominated in the quarter for going above and beyond.
- Monthly awards to our High Honors associates, as well as annual awards ceremony given out 20+ associate awards.
- Monthly celebration for employee of the month.
- Monthly front of house and heart of house winners. Monthly spa meeting. Monthly newsletter highlighting guest service. We also post comment card feedback in the dispensary.
- Monthly meeting with all hotel staff sharing their employee of the month. They win a bonus and some gifts
- Monthly reception for employees who have generated "WOW" stories, having gone above and beyond for our guests.
- Monthly staff meetings showcase celebrations of faculty or staff exceeding goals.
- Newsletter, external ads, celebrating gatherings, incentives.
- One of our massage therapists was highlighted as a star employee by LQA. We rewarded him with a spa experience at another spa in town.
- Our numbers are posted weekly/monthly/annually with encouraging messages as well as monthly meetings that allows us to publicly acknowledge each person's accomplishments.
- Plaques around the resort, free up-front parking for the month, monthly luncheon for employees, etc.
- Post surveys taken by guests, employee of the year, Rose Award nominees.

- Quarterly and yearly awards, "gold coin" program for catching associates in the act of exceeding expectations. Daily thank you's!
- Quarterly event where nominees and winners celebrate together, include family member, operation committee and executive committee
- Quarterly meetings in which staff members from each region in different categories are nominated and chosen. All management team members and the employees attend a conference call where all nominations are given by the nominator and a winner is announced. This is done for four quarters and yearly recipients are chosen from the quarterly winners.
- Quarterly performance awards and internal awards within departments.
- Raises
- Recognition at our daily meetings.
- Rewards, team of the quarter luncheon, etc.
- Riverfront rewards (fitness class, Starbucks)
- They win gift cards, hotel stays, restaurants gift cards, etc.
- We do this on a daily basis through group emails, and we also use Bonusly, a program where all employees can reward each other daily.
- We have "Omni Service Champion" awards. It is a document any associate or manager can complete to recognize any associate for something great they have done. These awards are shared publicly, and the associates go into an end of year drawing and can win cash/prizes.
- We have a celebration monthly for our associates. Managers will nominate front of the house and back of the house that went above and beyond. Winners receive prizes.
- We have an "Employee of the month and Employee of the year" program.
- We have an employee of the month award. All staff are invited to nominate. The winner receives a monetary reward and plaque and is publicly recognized in our monthly magazine and an eblast.
- We have an internal website that is everyone's go-to and home page. When a team member is recognized, it's posted on the front page of this site. It rotates frequently so it's become a fun place to watch and learn about team members across the globe.
- We have employee of the month and manager of the quarter. Those employees are nominated by staff/coworkers.
- We have quarterly newsletter that goes out to employees to review a variety of achievements. We also recognize throughout the spa.
- We have two recognition programs; one from peer-to-peer and one manager-to-employee. Peer-to-peer is placed in a box and each month there is a drawing for prizes. The manager one is fake money and the employees can save it to buy things through the resort.
- We hold annual awards presentations named for our company founder where employees are recognized for their excellent performance based on criteria of our service steps and strategies. We also award employees of the month, who then are in the running for the coveted Employee of the Year award.
- We hold monthly "high five" raffle. Team members can be presented with a "high five" card for exhibiting true Waldorf service, safe work practices, and team work. All high five cards are entered in a raffle for prizes. We have monthly team member recognition luncheons where we celebrate

birthdays, anniversaries and team members who have been positively mentioned on our resort survey. We also hold team member and leader of the quarter celebrations and at the end of the year celebration we recognize all top performers through the year who are also considered for team member of the year. I do feel that the leaders can do a better job nominating and recognizing team members.

- We honor staff members monthly when we choose our best employees. We hold a monthly presentation to recognize these staff members for great performance, as well as customer service.
- We offer team member/manager of the month/year. Any staff is able to nominate these individuals. When they receive an outstanding "secret shop" score, one of the higher ups (CEO, President, etc.) presents them with cash prize and their picture is posted throughout back of house to praise them for doing a great job.
- We often give Visa Gift Cards for the highest performer. We celebrate this at staff meetings.
- We post employee results. However, we have had employees ask us to post only employee numbers rather than names. A number of people have said that it is seen as demoralizing. They do not perceive posting names as encouraging or positive.
- We share positive Trip Advisor reviews with our team as a way to congratulate/recognize any employees mentioned.
- We utilize various recognition tools to celebrate successes; we have "You Rocks" which is a piece of paper that you can write down why someone rocks and they are posted for everyone else to see. We have Team Member and Leader of the Quarter nominations and celebratory events to acknowledge the nominees
- Within the spa we celebrate every positive review with a small incentive and a lot of public kudos. We post the positive feedback around the spa for all to see. We also acknowledge performance and achievement with large groups at the spa through weekly communication emails to the whole spa team.

Respondents were asked to share any creative new employee performance initiatives or enhancements implemented within the past year. A selection of responses can be found below.

- All reviews are now electronic through Ultipro. Although we had Ultipro LY we were still using paper. Now we are paperless.
- Every time a guest mentions an employee by name, seeds are planted in the garden on property.
- I became a Color Code Certified Trainer and trained all faculty and staff in the Color Code (which I love because it is a personality assessment tool that is based on motives and not behaviors). Any color can do any role. Any color has healthy and unhealthy traits. It is helping us tremendously.
- In my department I have implemented multiple incentives to recognize high performers individually and collectively when we meet our monthly and quarterly goals. Incentives include retail to service ration, receptionist retail sales, enhancement goals, service audit, and a monthly and quarterly revenue goal for the department.



- In the spa only, we award spa cash for projects, deep cleaning and exceptional performance which can be redeemed for various perks; free retail items, spa services, time off without coverage.
- Individual strategies for their business plan.
- Line level employees have regular incentives based on current market.
- Performance criteria is now more closely tied with wage increases.
- RTF (Real Time Feedback). This is electronically applied in that any employee may give feedback to any other employee, manager, executive committee member via this electronic system.
- Strengths Coaching Program for senior leaders with Marcus Buckingham.
- Trip Advisor and Guest Survey mentions.
- We are in a state of transition but focusing on developing incentives and performance initiatives that resonate with the individual.
- We created a program for the staff where they can earn awards when they have gone above and beyond. If they are mentioned in a guest review online or in a letter or even by mouth, they get a rewards card. If they have done something that is above and beyond their scope of work, they can earn a card. The cards are redeemed from things like candles and other small gifts all the way to dinners and overnight stays at the resort.
- We give On the Spot cards to employees or managers who do something out of the ordinary, help out another department or are just really good with a guest.
- We had a reward program where employees could award other employees - it went over well.
- We have a white board in the office and all creative ideas that anyone may have they can write on the white board and we all discuss the potential of the idea weekly to see if it makes sense and ability to implement.
- We have employees of the month who receive \$500 and the employee of the year receives \$5,000.
- We use something we call Face-to-Face. We meet one-on-one with each team member every quarter and cooperatively establish goals. It really helps you to individualize the needs of each person, confront and overcome challenges and through the frequent meetings we establish trust between staff and leadership which keeps team engaged and makes a positive work culture.
- We will be implementing a new membership program April 1st and they will be paid an incentive on the sale of this membership program along with other prizes for the first three months of the launch.