



SNAPSHOT SURVEY

RESULTS REPORT | SEPTEMBER 2022

Hiring

HIRING

Many spa and resource partner members have experienced an increase in challenges while acquiring new talent over the past few years. The 2022 September Snapshot Survey drew insights to the processes members use when hiring and onboarding candidates. The survey responses highlight current interviewing practices, methods for attracting new hires and changes that have taken place over the past two years.

When it came to spa members attracting new hires, 60 percent used in-person fairs and 51 percent use onsite career hiring events. Eighty-one percent of spa members said they initiate interviewing practices by a phone screening with the candidate. The majority (96 percent) of respondents conduct an in-person hands-on massage practical with an average duration of 56-60 minutes to evaluate massage therapist candidates' skill level. Many noted their practical interviews were conducted by a qualified manager or lead therapist. Spa members also reported frequently (58 percent) hiring on the spot during an in-person interview. On the contrary, resource partners only reported hiring on the spot 29 percent of the time.

A common challenge many respondents faced was job candidates not showing up to a scheduled interview without canceling in advance, commonly known as "ghosting". Eighty percent of spa members and 57 percent of resource partners reported they have dealt with ghosting within the last three months. Many reported maintaining constant contact with interviewees and shortening hiring process time to combat the issue.

When spa respondents were asked to share details regarding changes in the past two years to their company's process for interviewing and evaluating a message therapist, many responded saying they have shortened their hiring process and are more open to less experienced candidates in addition to increasing in-house training. Spa respondents also shared additional innovative efforts to help attract new employees or to improve their hiring efforts.

Providing better employee benefits such as flexible scheduling, sign on bonuses and in-house incentives was common amongst responses.

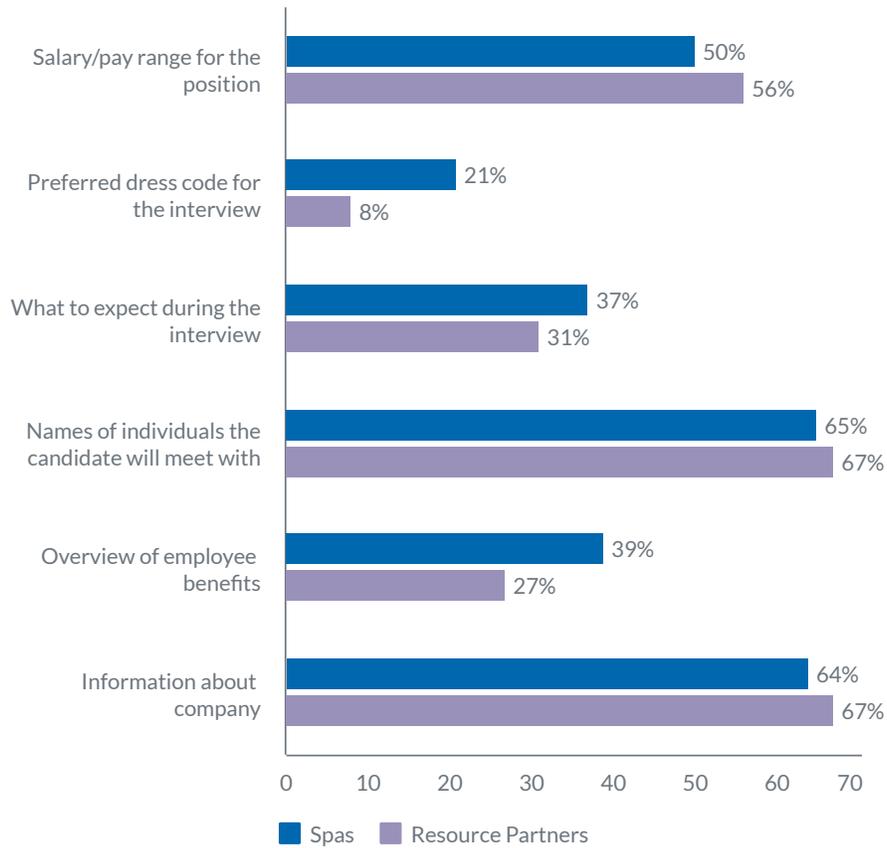
The September 2022 Snapshot Survey collected 327 survey responses from ISPA spa and resource partner members from September 16-26.

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Which of the following types of information are shared with a candidate before a job interview?

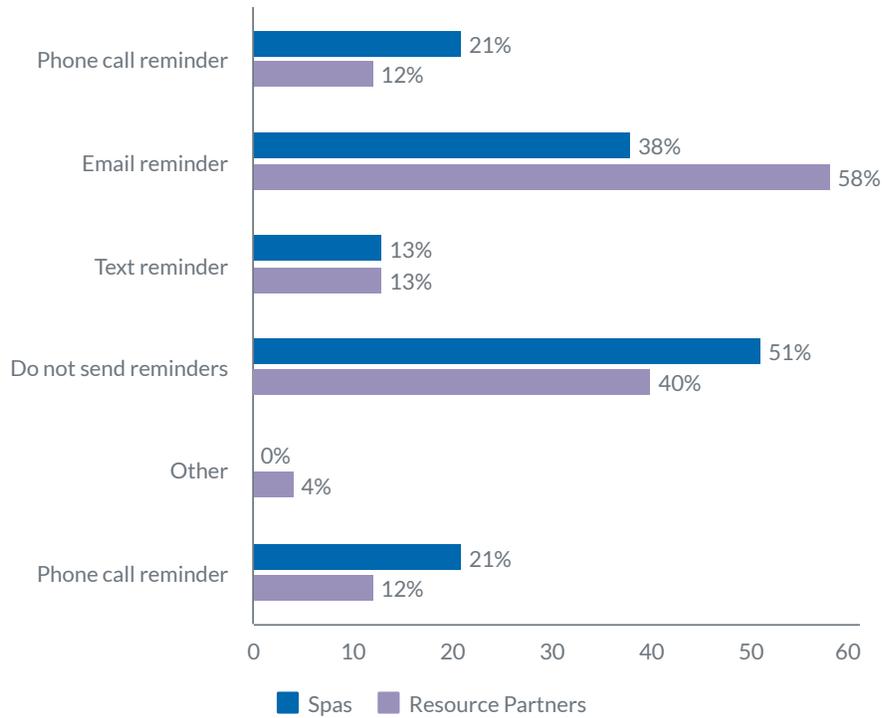
INFORMATION SHARED PRIOR TO JOB INTERVIEW





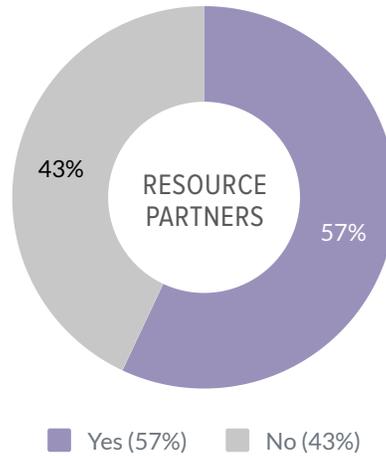
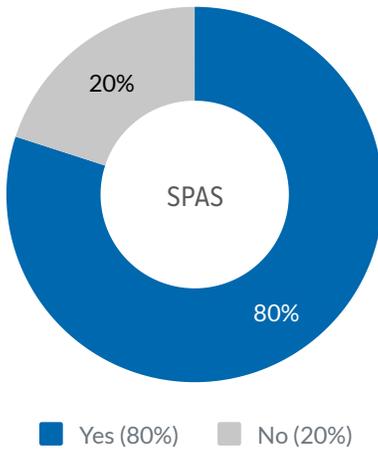
Which of the following efforts does your company take to remind employees of an interview after it is scheduled?

INTERVIEW REMINDER EFFORTS



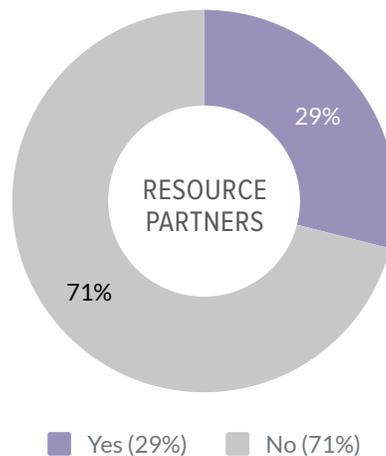
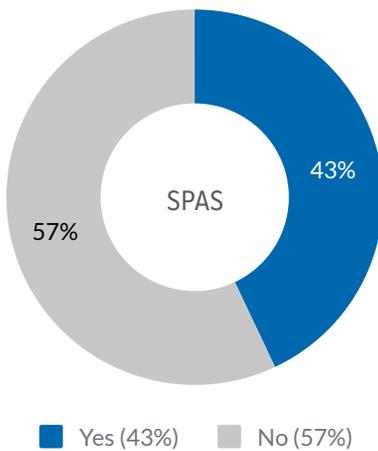
Q *Have you had a job candidate who was scheduled for an interview not show up for their interview without canceling in advance (“ghosting”) within the last three months?*

HAD JOB CANDIDATE “GHOST” INTERVIEW



Q *Have you had a new hire ghost your company and not show up for their first day of work within the last three months?*

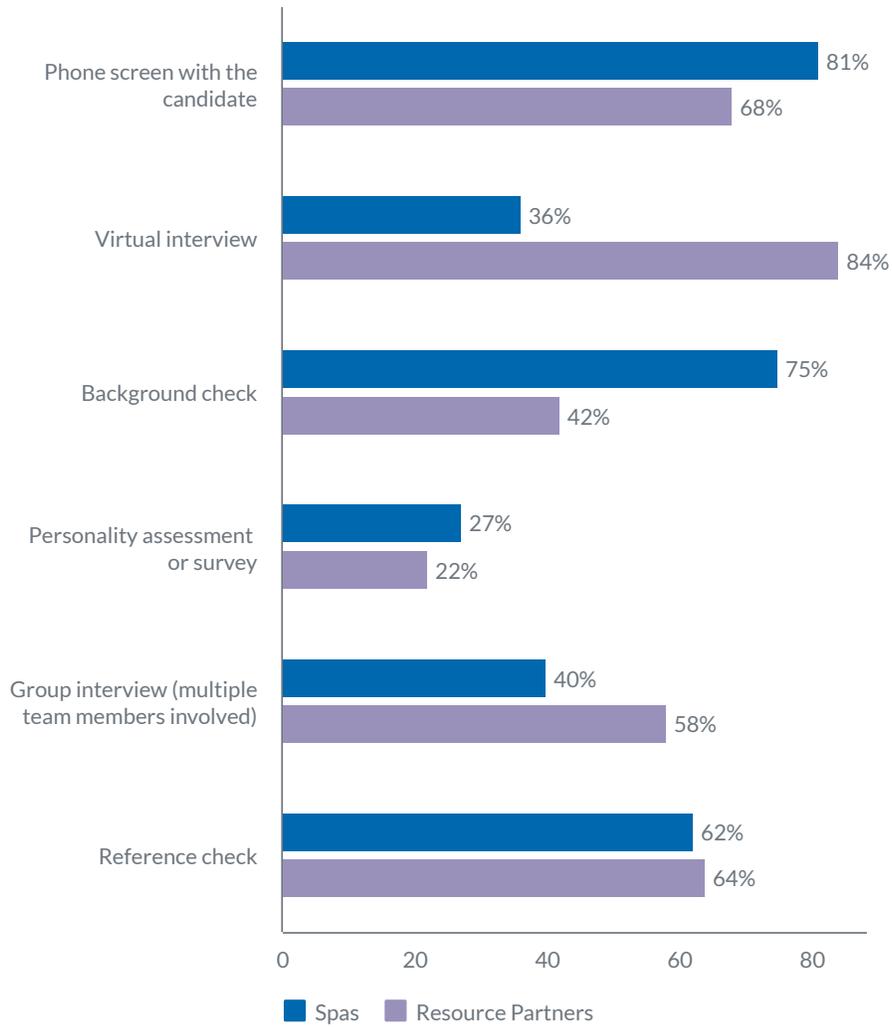
HAD NEW HIRE “GHOST” FIRST WORK DAY





Which of the following efforts are included within your company's new hire interview process?

EFFORTS INCLUDED WITHIN NEW HIRE INTERVIEW PROCESS





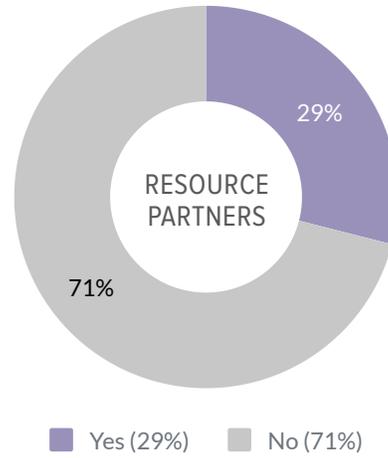
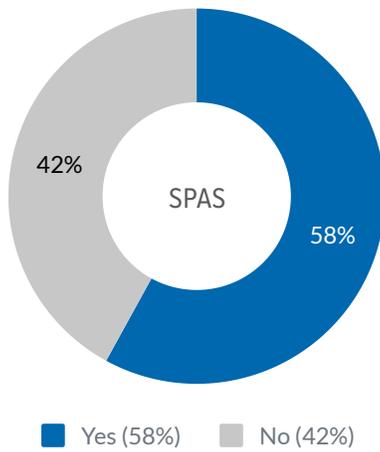
Respondents were asked to share any type of technology or software their company uses to help pre-screen job candidates before an in-person interview, please share details below. A sample of responses provided is below.

- Applicants may apply directly through Indeed. Managers will have access to view applicants process online through Paycom. In-person Job Fairs allow departments to interview and hire on the spot.
- Deltek
- For Management roles we use Talent +
- Greetings! I like to use the Personal Values Assessment by Barrett Values. It's free and really gives you insight into what is important to that person, and how their top values inform their decision making and impact their behavior. The report goes directly to the person and I ask them to forward the results to me so I can go through it with them.
- ICIMS
- Indeed
- Indeed if we are advertising on that platform. We do our own in-house pre- employment quizzes.
- Indeed, ISPA's career center, school board job postings
- Online assessment must pass with 75% or higher to move on
- Paradox is the name of the company and it offer AI to answer candidate questions
- Paylocity has a screening function
- Predictive Index
- Predictive index
- Pre-screening questions
- Taleo
- TAM is the system and our Talent and Culture team do a prescreen
- The Human Resources section prescreens candidates to ensure each candidates meets minimum requirements but does not rank or evaluate the pool before providing us with the files.
- We have been using the software Workable for the application, screening and hiring process.
- We use Career Plug as our hiring software.
- We use Career Plug to track all applicants



Does your company ever hire on the spot during an in-person interview?

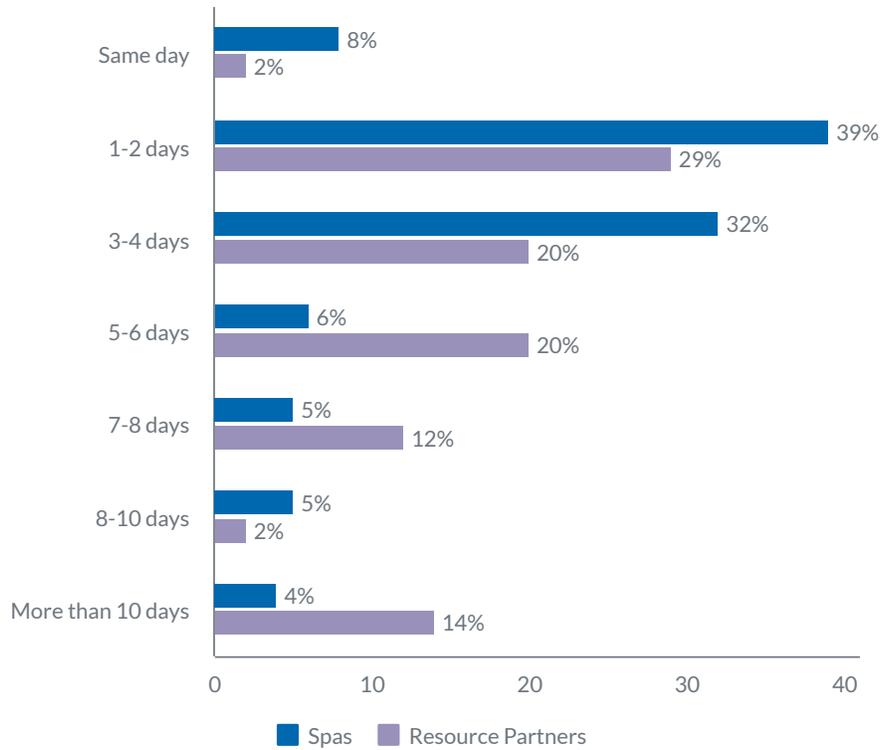
ON THE SPOT HIRING DURING IN-PERSON INTERVIEWS





On average, how long does it take for you company to make an offer to a candidate after a successful interview?

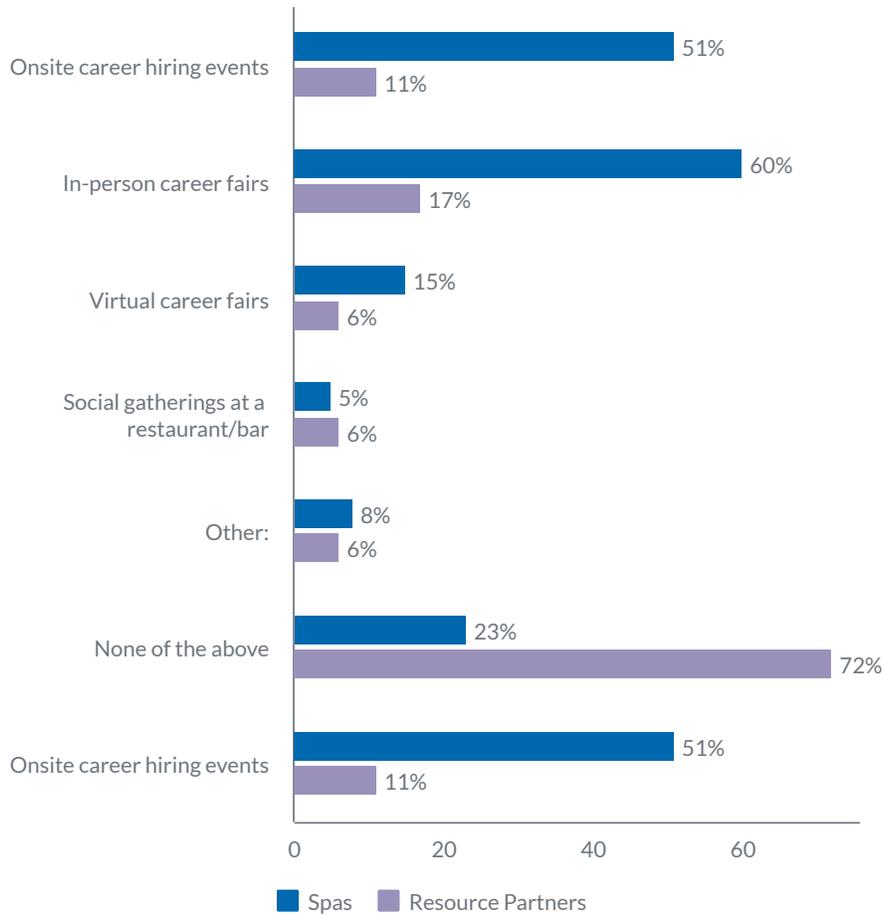
AVERAGE TIME BEFORE JOB OFFER AFTER INTERVIEW





Which of the following, if any, does your company offer/use to attract new hires?

OFFERINGS TO ATTRACT NEW HIRES





Respondents whose company offers incentives to job candidates to either show up for a job fair, career event, etc. or sign-on incentives when they accept a position, were asked to share details relating to those incentives. A sample of responses provided is below.

- \$1,000 Sign on bonus.
- \$200 at completion of 30 days in good standing, \$300 at completion of 60 days in good standing, \$500 at the completion of 90 days in good standing.
- \$25 gift card after first day of work, \$1,000 sign on bonus
- \$300 bonus after 30 days and \$300 bonus after 90 days
- \$300 Retention Bonus paid after 90 days
- \$500 referral
- Depending on position, they receive an hourly increase after 90 days with a favorable employee review
- Depending on the position and spa location, we advertise a “sign-on bonus in the recruitment ad.
- Raffles, gift certificates
- Sign on bonus (4)
- Sign on Bonus depends on the job role; sometimes offered
- Sign on bonus for revenue generating positions (spa providers)
- Sign on bonus if you are here for 90 days.
- Sign on bonuses are offered in tight labor markets.
- Sign on incentives after 90-day successful completion of probation period.
- Sign on incentives...\$500 after 90 days and another \$500 after 6 months
- Signing bonuses after 90 days
- Signing bonuses for some positions
- Sign-On Bonus for Massage Therapists (after 90 days of employment)
- Some of our hotels offer signing bonuses and/or referral bonuses for referring colleagues.
- Varies for position and FT or PT status.
- We have a sign on bonus for our massage therapists. Additionally, following any career fairs, we invite the candidate in for a tour and complimentary service, if they have interest in working for our organization.
- We offer a sign on bonus and an internal staff referral bonus.
- We offer varying sign on bonuses depending on the department. These are paid out after 90 days of employment.
- We usually do not have to attract candidates. The spa’s reputation has been such that we are a sought-after place of employment for Aestheticians. We usually get more resumes than we can use.



Respondents were asked to share details regarding successful new creative efforts their company put into place to help spread the word about career/job opportunities. A sample of responses provided is below.

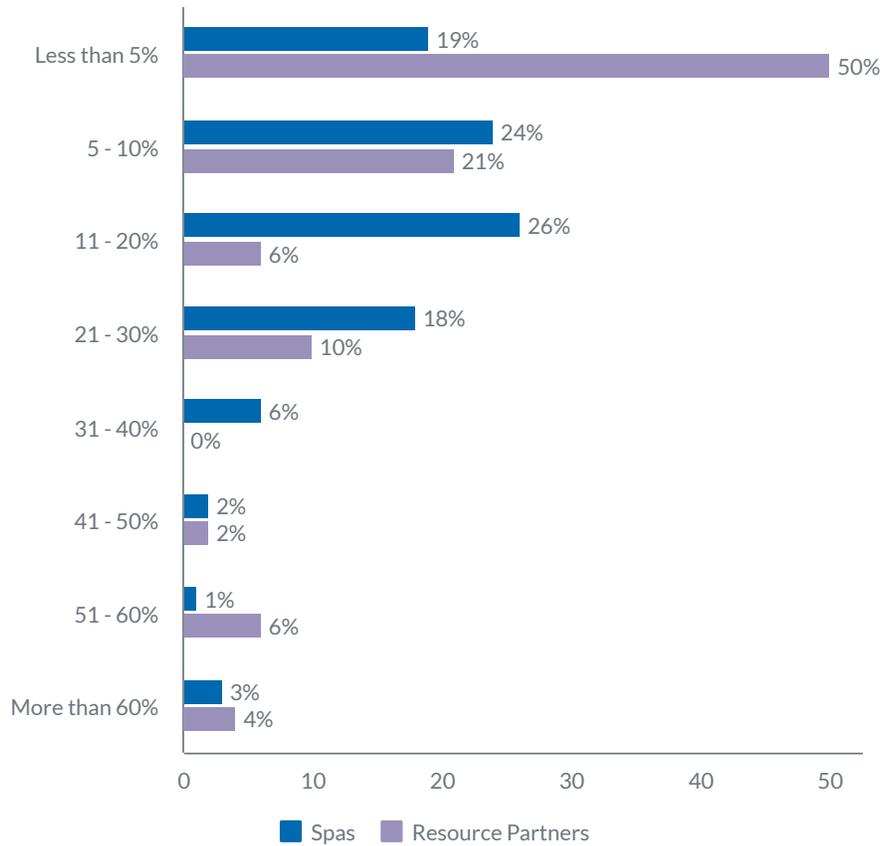
- \$500 referral bonus for each referral hired.
- \$750 to the team member who referred the new hire if they stay up to 3 months.
- Actively recruit from other businesses
- Attend esthetic/massage career fairs, referrals from other employees, email blasts and social posts, posting jobs at colleges, esthetic/massage schools.
- Being an example for the community. Making our spa a place that is a desirable atmosphere and has good reviews and reputation
- Billboards, social media
- Ceu training (promote open career opportunities)
- Culture fit is very important, so team interviews are typical for us.
- Employee referral incentive
- Get back to people in the most expeditious way possible. Candidates have a lot of choices and resources should be allocated to the hiring process if new positions are posted to make sure to close prospective candidates quickly.
- Hiring bonus, 1/2 now and 1/2 at 6 months
- Indeed.com. I'd love to hear about other effective ways
- LinkedIn, Instagram
- Marketing on social media
- Our biggest success has been with coolworks
- Our company has a lead generation for candidates, which takes 30 seconds to complete. Once we have established a connection, we can move to a more formal format.
- Partnered with colleges and their alumni for job postings
- Partnering with school within a 70-mile radius. Offering to visit and speak with students, hold an open forum.
- Posting job openings on hyper local community Facebook groups for nearby neighborhoods
- Qtrly school tours
- Referral bonus for existing team members \$250 when new hire hits 90 days and another \$250 after new hire hits 6 months
- Referral bonuses
- Referral program incentive for existing employees. If a current employee refers someone that is hired and still employed after 90 days, the employee that referred them gets \$100-\$200.
- See above
- Share on linked in, referral bonus, find people as you are out (grocery store, yoga class, etc.)
- Sharing on social media, radio, etc.

- Social media, word of mouth from other employees, ads with indeed, zip recruiter
- Spa professional open house (social event)
- Total take home for therapists per treatment in job posting so they can see the take home per service before applying
- Using online recruitment opportunities
- We are a small company and thankfully, our team is solid, and we do not require any full-time recruitment presently.
- We are including students who show promise and interest in our con ed workshops or team gatherings (i.e., if we have a table at a charity event) to get to know them over time.
- We do video interviews for the first interview then narrow down the search and invite them back for a second interview in our office.
- We have been producing a series of videos from our colleagues talking about what it means to work in the spas at mandarin oriental.
- We offer monetary incentives for staff to refer family & friends
- We pay our associates a \$500 referral fee if a new hire remains employed for 90 days.
- We post the position on LinkedIn and personally share the post.
- When existing team members refer candidates that are hired, they get a finder's fee.



What percentage of your time, on average, is currently dedicated to attracting, hiring and onboarding employees each week?

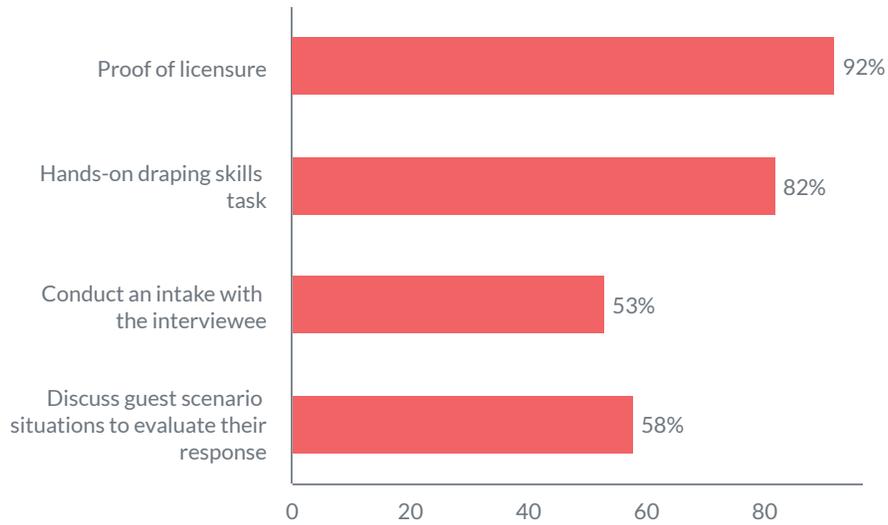
TIME DEDICATED WEEKLY TO ATTRACTING, HIRING & ONBOARDING EMPLOYEES





Which of the following efforts are included within your new hire interview process for a massage therapist?

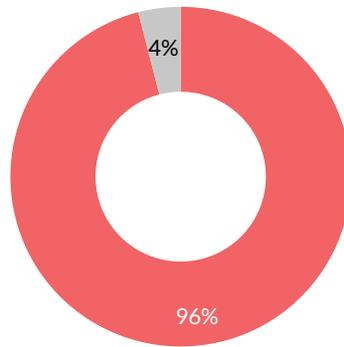
EFFORTS IN NEW HIRE INTERVIEW PROCESS: MASSAGE THERAPISTS





Does your spa conduct an in-person hands-on massage practical during the interview process?

HANDS-ON PRACTICAL DURING INTERVIEW PROCESS

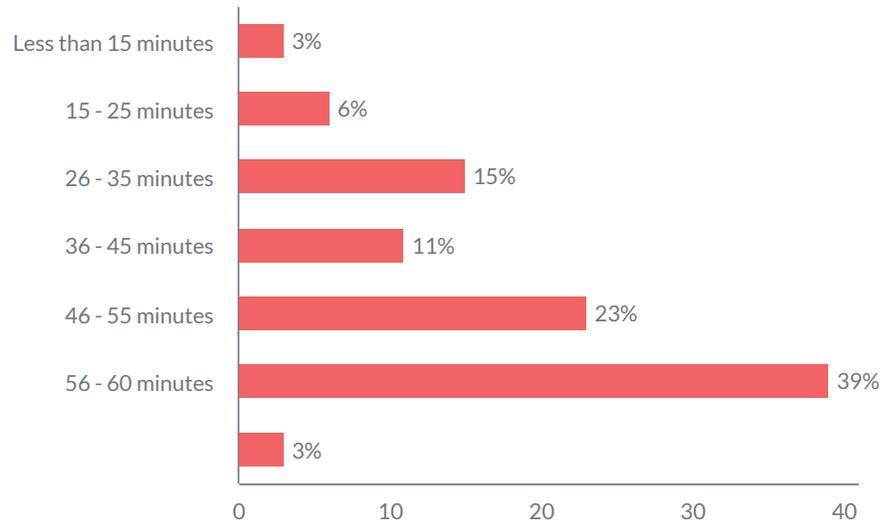


■ Yes (96%) ■ No (4%)



What is the average duration of a hands-on massage practical during the interview process?

DURATION OF HANDS-ON PRACTICAL DURING INTERVIEW PROCESS





Please share as many details as possible relating to your company's process of hands-on massage practical interviews. Details regarding who is evaluating the massage, what skills are evaluated, how many people are present in the room, etc. would be greatly appreciated.

- We have a director or manager that is familiar with massage (or esthetics) be the “body”. WE have an evaluation form that is completed afterwards as well. Applicants are always graded on their draping and general use of a variety of modalities. We will also set up a scenario (my neck and left shoulder are very stiff) to see how they respond to that within the practical.
- Lead receives massage from candidate and completes assessment separate from manager and HR interviews
- Practical interview - massage performed on Senior Therapist OR Manager, nobody else is in the room. Evaluate intake process, professionalism, conversation, draping, and massage technique
- We currently do not offer massage due to the lack of talent and work ethic we have experienced in the past. When we did offer massage, we considered more than just massage techniques but professionalism, references, background experience, we had 2 people in the massage interview process.
- Our prospective LMTs do a 60-minute massage on our lead therapist or a more experienced therapist who will give me honest and helpful feedback. We mostly focus on communication skills, draping, flow (does the massage make sense or is it choppy or disjointed?) And whether they listen to any special requests. We show them around the room and give a choice of oil or cream, they use our linens and products, and we help them with table adjustments, make sure they are as comfortable as possible, so we get a more accurate view of their work since we know they are nervous. For male interview candidates we have them work with a female model so we can better assess draping. We only have models who prefer or at least are fine with heavy pressure so we can ensure the candidate can comfortably work at a firmer pressure for guests who want it. Our lead therapists are also looking for “coachability” and how much time they’d anticipate needing to dedicate to training.
- Lead MT performs most practicals. Various techniques and draping are evaluated
- Director of Spa conducts almost all hands-on practicals. He is a licensed massage therapist. He looks for flow, ability to continue massage while speaking as he engages the candidate, verbiage, signs of luxury, and if candidates take his clues. For example, he gives them a tour of the treatment room that includes the towel warmer, oils, hydraulics, table warmer and linen and checks if they make a hot towel, if the oil is warmed, if the candidate changed the table height for their comfort, if the table warmer is on and if they check in for his comfort level with temperature and lighting, and if they leave a bath mat for his sandals.
- I do the interview and the hands on with massage and facials. Sometimes another spa team member will receive a nail service. Spa Director evaluates massage. Draping techniques. Massage modalities. Verbal communication and listening skills.
- Two hands-on massages are usually required: 1 on the hiring manager and the 2nd (if the 1st goes well) is performed on lead massage therapist.

- Either qualified manager and a Lead therapist. We usually require 2 massages in a row, first massage is technique evaluation, second is guest service, bedside manner and skill level. We have a written evaluation the interviewees complete
- Spa director or lead therapist receives treatment after we have decided we'd like to proceed in offering candidate a position and confirmed availability works for shifts needed.
- For now, practicals are performed on me, spa manager. I tell them our most popular massage (50-minute signature) and ask them to perform their best. I note draping technique, whether they ask about pressure, whether they ask about injuries/medications/contraindications during consult, do they ask about any preferences I have. Do they ask permission to touch my feet? Do they ask permission to touch my scalp? Would I want this person to massage my mother?
- I am a licensed LMT, so I have them do a massage on me or someone and I watch. I can tell if they are good or not.
- Manager and lead, 5 min of each specialty massage type, draping, and interaction style
- We are a resort so sometimes it is hard to hire in-person. But when we can, we do a 50 min practical treatment with the Spa Director, where we pay attention to the massage, draping, client/therapist interaction, etc.
- We have the interview candidate perform a 60-minute massage on an experience, long-term massage therapy employee. That employee then meets with the spa manager/owner to evaluate the candidate on the following: intake skills, technique, draping, communication skills.
- The hands-on practical is conducted with my team lead therapist. She evaluates on intake, check in with guest about pressure, were they on time, how was the flow, did they talk a lot or not at all, were they dressed appropriately, draping, did they listen and accommodate guest requests, did they greet the guest properly, did they offer recommendations after treatment.
- Massage lead evaluated the massage - he looks for skills such as attention to guest-needs, draping, professionalism, overall knowledge. Only massage lead and applicant are in the room at the time of the practical.
- The spa manager who is also a massage therapist receives the service and performs the evaluation.
- I have the therapist give a 30-minute massage on back and neck, I ask them to start with light pressure and switch to deep pressure, I am the only one in the room.
- 30 minutes with the Lead Therapist - Deep Tissue and 30 minutes with the Spa Director - fusion massage
- Spa director and Senior LMT each receive a massage.
- We generally do an in-person or phone interview to start. If that goes well, we invite the applicant back for the practical portion. This generally entails providing one of our senior massage therapists with a 60-minute full body massage, with pressure being customized to their needs. We assess technique, pressure, draping etc. There are no additional staff in the room during the practical
- 60 minutes full body, no specific areas are requested. The interview candidate is asked to do their signature massage. This really gives us an idea of what their go to style is. Usually, it is just the candidate and the manager hiring them. Pressure, cleanliness, use of towels, flow, and intake are all skills we evaluate.

- They are two employees that have treatments for the hands on practical- the candidate is evaluate on the below aspect- guest experience, skill set, personalization of treatment, draping and timing.
- Usually, it's the manager or one of the other massage therapists. Draping, flow, how they are with their customer service skills, no one else is present in room.
- Applicant provides on-hands massage practical to management, which includes intake and how applicant interacts with guest prior to any company training.
- We are looking for Light, Medium and Firm Pressure, Draping Techniques, Spa Manager is the body and interviewer, 1 on 1.
- They are always scheduled with a Lead or senior therapist. Managers do not receive service.
- Practical interviews are one-on-one, with a director, manager or lead therapist. Skills evaluated: professionalism in presentation and verbiage, consultation quality, techniques used to address what was discussed in the consultation, draping, balance of work (both sides of the body addressed) care and customer service oriented, timeliness, sense of touch and overall feeling of the massage experience.
- The lead and director both take part in the practical- on the same day one after another. They are one on one massages.
- We have our own opening sequence we train on. In the interview we access pressure, skill, sound, etc. Do they check in with guest? Do they have a calming demeanor?
- Only interviewee and evaluator in massage room
 - Follow the leader - does the interviewee follow the lead of the 'guest' - converse when guest wishes to talk, stay quiet when guest wishes to be quiet
 - We have interviewee do half of the massage as Swedish and the other half as deep tissue to experience the difference
 - Did interviewee check in with the 'guest' throughout the massage regarding room temp, pressure, comfort, etc.
 - Did interviewee ask appropriate questions of the 'guest' regarding outcome expectations of massage, areas of concern, etc.
 - What was the overall experience, good transitions, therapist was present (mind and body) the entire time, didn't wander or create excess noise, fulfilled guest expectation.
- Three hands-on Peer, head of department, and director level
- We require a 50-minute customized massage for the hands-on interview. We evaluate sanitation, communication pre and post massage, draping, comfort check in, overall flow of massage.
- A senior lead or manager will evaluate the candidate's personality and consultation skills, pre and post care their massage techniques.
- It's conducted by the Director or Assistant Director; we are evaluating technical skills as well as luxury presentation and standard execution.
- Massage therapists with more than 1 year of experience perform a 30-minute practical, while candidates with 0-1 years of experience perform a 60-min practical. The Spa Director or Spa Manager interview the candidate and receive the practical.

- Principle massage therapist, Spa manager; final Spa Director
- Lead Massage Therapists are recipients of massage. Draping is evaluated, along with guest service and approach. Feel of massage along with proper massage techniques is also evaluated.
- 30-minute back massage only in one of the treatment rooms. Must be with Spa Director or Manager interviewing. Ensures level of comfort, incorporates elegant touches, washes hands before and after treatment.
- We have candidates perform 2-3 60-minute practical sessions on members of our Leadership Team and/or Lead Therapists. This allows us to get an understanding of their flow, timeliness, touch, ability to listen and handle different guest needs, guest service, etc. We prefer 3, if at all possible, as there have been situations where if we've had the candidate do 2 sessions where for one person it was a no and for the other it was a yes.
- Usually either the Spa Director, Spa Manager, or the Lead Therapist will do the hands-on portion of the interview. They are looking for overall technique, handling requests for change in pressure, draping skills, and more. There is nobody else present in the room during the hands-on massage.
- Practical is conducted with a member of senior spa management or trainer/mentor. Checklist for practical is provided and reviewed with applicant to determine the next step in the interviewing/hiring process.
- Lead and/or spa management hands on practical. Only 1 is necessary.
- Massage skills, draping, how one handles a guest through intake, movement in the room, checking on pressure. Are they comfortable recommending retail as this is a requirement.
- Done on either Director or Lead spa therapist/supervisor one on one. Draping, technique, timing, pressure, secondary contact, listening to requested areas of work are all evaluated during hands on interview.
- Our lead massage therapist is the evaluator.
- The candidate performs a service from pick up to drop off as they would do in a real massage service. Pick up, Intake, service explanation, service.
- We generally have the candidate do a hands on practical on one of our licensed massage therapists, usually only the two of them are in the room and the therapist fills out an evaluation after the practical to help with the decision for hiring
- 30-45 minute massage given to another employee, observed by spa director for technique, draping, etc. Afterwards discussion with the employee receiving the massage discusses it with spa director.
- Typically, we have 2 team members access the therapist. A manager and a therapist or equivalent to evaluate style, technique, draping, verbiage and knowledge. The first engages in additional information about prior experience assessing people skills and getting to know them better. Also allows applicant to warm up if nervous as even experienced therapist get nervous and acclimated to their location, sheets, oils and room. The second focuses on technique and results allowing therapist to focus more. We then reiterate at the end and walk through the WHY we are here to serve and care for our guests, customer service focus and the things that make our property unique.

- For hands-on massage practical there's only the evaluator in the room. The applicant is shown the treatment room, which product to use and how to use the table. The evaluator is picked up from the waiting area and an intake is provided before the session. We review how they speak with the guest, touch, communication, draping and conclusion of service.
- We have for sure 1 practical, and have additional ones scheduled if not certain with 1st interview.
- We also test pressure, listening skill, refinement of communication, additional certification/license
- At Sea Island, we required 2 hand-on massages practicals - they get scheduled back-to-back. One is with a spa manager and the other one with a seasoned massage therapist. Then we compare notes. The Lead massage therapist is more focus on finding out the skill set, techniques and confidence of the candidate and the manager is more focus on customer service, warmth, client flow.
- The lead or director will have the practical performed on them.
- Garment on during hands on massage interview. Massage Therapist gives brief description of the technique being applied.
- Lead Massage therapist receives practical. Applicant is asked to perform, Swedish, deep, stone and any other skills they would like to include in a 50-minute practical. No additional staff is present in practical.
- After the interview, I will have the massage therapist do a hands-on massage for an hour on my lead massage therapist. We let them do their thing so we can see how they are with verbal and how their touch is. Where we will do training with a therapist, we more look for if they have a good touch and flow.
- Our goal is to have a senior service provider, a spa director or other informed individual that can be helpful and answer questions during the practical. This gives the candidate a chance to ask questions that may directly influence their decision making.
- Two of the spa management team both have services and we are looking at: flow, draping, pressure, checking in with the guest, listening to the guest requests and focusing on such, did they treat each area or forget an area, is the pressure consistent, how is the demeanor - only the therapist and manager is in the room for evals
- There are three main phases of an interview process with potential MT candidates:
 - 30-45min Verbal interview with Treatments Operations Manager
 - 50-60min Hands-On interview with Treatment Provider Lead
 - 15min Verbal interview with Director or Assistant Director
- During the 1st verbal interview, day-to-day responsibilities are discussed as well as experience with example situations we have happen at our Spa to evaluate how the candidate would potentially handle those. During the hands-on portion with our Provider Lead, they are evaluated on their ability to communicate and adjust based on expressed "guest" requests/intake - also, on their Forbes Standards and technical flow/touch.



Spas respondents were asked to share details regarding any changes to their company's process for interviewing and evaluating a massage therapist that has taken place over the past two years. A sample of responses provided is below.

- A simplified interview process. Interview questions cut from 12 to 6 post COVID due to the mass rehiring required
- Also, considering less experienced therapists, with a commitment to train and mentor.
- Changed interview questions to reflect more real-life situations and guest service.
- Currently we are staffed for providers, that is why I selected Less than 5%.
- During the interview we spend more time talking about WHY we do what we do as we want to be attractive to on boarding team that shares our customer values and gets excited about it. We detail the unique elements the spa offers and discuss the low turnover we have to show we invest long term in our team and our team invests in us. We spend more time selling the culture then we did prior to 2020.
- Hiring bonus is now offered
- Hiring has become more critical, higher demand, higher priority, especially for certain positions and locations.
- It's quicker now since HR understands how desperately we need more talents
- No longer performing Drug Screenings.
- Previously, we had a candidate perform two practical massage interview sessions, but now only one is required.
- Prior to my taking over the Spa Operations Mgr. position, I'm told there was little to no structure with interviewing, hiring, and onboarding new providers. One of the first changes was the collaboration between the Provider Lead and myself as I know from a procedure standpoint who would be a good fit/who we are looking for, and the feedback from the Hands-On interview is influential with how they feel the candidate would fit in with the team behind the scenes and how they feel the candidate would meet the expectations of what our clientele is looking for.
- Reviewing the Forbes standards as a requirement for the position; deep tissue skills.
- We are no longer permitted to conduct any hands-on practicals for therapists.
- We are on-boarding two front desk agents and looking for massage therapists.
- We are proactive about using job application sites to reach out to job seeking spa professionals. We are also offering amended shifts, part time and on call shifts. (Different than what we have offered in the past.)
- We have been more open to candidates with minimal experience in the field.
- We now do 2 hands on interviews.
- We still have the same process. The applicant will meet with the spa manager then the lead therapist and then the director.
- We try to determine the interviewee's level of interpersonal skills during the hands-on portion of the interview in the treatment room.

- We used to do practicals but no longer based on skill set
- We used to require 1 year of out of school experience. That has since be waived, and we hire right out of massage school.
- We work closely with our new hire for 80 hours before they are “on their own”
- When it comes to service providers they have to work with and shadow another service provider for a period of 30 to 90 days. They are paid as an assistant during that period of time.
- When needed we can make an on-the-spot job offer. Marijuana is no longer disqualifies a candidate when doing the drug screening.
- Yes, we are open to being flexible on the schedule choices and offer part time options
- Yes, we enhanced it by having Screening phone call from HR team/ in person at the spa with 3 interviews: 1. Panel interview, 2. Practical with Lean massage and 3. Practical with spa manager.



Spa respondents were asked to share any additional innovative efforts their company has implemented to help attract new employees or to improve the hiring process that they felt would be of value to their ISPA peers. Responses provided are below.

- Benefits: We have tried to offer more housing and raised pay
- Changed the scheduling requirements and hourly obligations of full-time, part-time and on-call
- Co-working between resorts
- Flexibility seems to be the key and also offer part time employees benefits
- Flexible scheduling / priority on work life balance/ revised pay structures and made adjustments/ added extra benefits i.e., free meals, hourly fees if you work in the community doing charity work, etc.
- Hiring bonuses has been a significant factor. We have also shortened the timeline to start receiving benefits for FT staff. 30 days vs 90 pre covid.
- I am very passionate about New Hires and the onboarding program I have developed for our Spa. The following internal processes ensure the successful onboarding of a new hires to increase retention –
 1. Communication before their first day - reaching out prior to their start date to confirm onboarding dates, times, where to park, where to meet, etc. We also confirm their working schedule in order to begin filling their shifts for happy, busy, employees! We also ask the new hire to complete an “About Me” form - which will be explained later.
 2. New Hire Creation Checklist - meanwhile, the leadership team gets to work on completing our new hire internal checklist which includes tasks from B4T profile creation, commission and service setup, and establishing user accounts for all necessary systems.
 3. Staff Communication - we send out information using our communication platforms to announce the arrival of our new hires. We will include a photo and one fun fact, collected from the “About Me” form. There is also a “Buddy” assignment communicated where we

assign one senior staff member to each of the working shifts for the new hires first 5 days on the job, post-onboarding. This facilitates relationships with existing staff, having them feel as though they are contributing, and is an extra support system built in, so the new hires feel supported!

4. First Day Onboarding - on the new hires first day, we go over the department Training Manual which covers everything they will need to know including payroll and commission structure, holiday schedules, hotel benefits, training programs, and more. We will also have their favorite snack or candy waiting for them, also collected from the "About Me" form.
 5. Second Day Onboarding - full day of protocol training and spa orientation, such a where to find linen, treatment room setup, and basic understanding of provider protocols.
 6. Last Day Onboarding - full day of giving practicals and test-outs as an opportunity to orient themselves with a full working shift, before experiencing full paying guests. Allows the new team member to make mistakes in a safe environment where constructive and positive feedback is provided.
 7. Graduation! - new hire receives 4hours of CEU credit certificate as well as clearance to be put onto the schedule for full paying guests.
- Just increasing commission and pay.
 - Offering in-house incentive bonuses to current employees for successful referrals.
 - Our company built team member housing, they continue to connect with local real estate agents to secure off-site housing.
 - Pay more than the surrounding competitors.
 - Post company benefits ... Hotel discounts, purchase of products at cost, career growth
 - Sign-on bonus, PTO for part-time and full-time employees, incentives, benefits. Although we provide as many perks as possible and are competitive with our wages, attracting new employees and retaining them continues to be challenging.
 - Sitting Fees- If they don't have anyone on their books in between a morning/afternoon/evening appt, they get a sitting fee.
 - The bonus referral program of \$750 per referral has been very enticing to get strong applicants recommended.
 - We continue to enhance our benefits, improve the work environment and culture.
 - We offer PTO, Health Insurance contribution, perks with filler, Botox, product as part of the compensation. They are also allowed to have one free treatment a month as long as it is done on the staffs off time.
 - WE offer tuition reimbursement for required CEU's and CPR training.
 - Wellness program up to \$500 for full time toward anything wellness related, that has their name on it. A lot of my full-time staff works just 4 days per week. Flexible scheduling alternating weekends, team who is just "on call" for those who need extra coverage, or if someone is sick.
 - Word of mouth and being open to less experience working in spa setting.