

VTCT Level 4 Certificate in Salon Management

Operational start date: **1 April 2011**
Credit value: **27**
Total Qualification Time (TQT): **270**
Guided learning hours (GLH): **136**
Qualification number: **600/1396/5**

Statement of unit achievement

By signing this statement of unit achievement you are confirming that all learning outcomes, assessment criteria and range statements have been achieved under specified conditions and that the evidence gathered is authentic.

This statement of unit achievement table must be completed prior to claiming certification.

Unit code	Date achieved	Learner signature	Assessor initials	IQA signature (if sampled)
Mandatory units				
UV40462				
UV40467				
Optional units				

The qualification

Introduction

The VTCT Level 4 Certificate in Salon Management is an advanced qualification that has been specifically designed for existing or aspiring salon managers.

Throughout this qualification you will plan the management of products and services for your salon by; analysing data for planning purposes, setting operational objectives, monitoring working practices, evaluating stock control and equipment levels and providing recommendations to increase salon revenue.

You will research, monitor and recommend improvements to ensure the health, safety and security of your salon.

From the optional unit section of this qualification you have the opportunity to select an area of study which is most relevant to your business needs. This could be public relations (PR), the quality of client care or sales management for the hair and beauty sector. Alternatively, you may wish to develop your advanced technical skills in, for example, hair colour correction, micro dermabrasion or laser and light treatments.

This qualification is suitable for hairdressers, barbers, beauty therapists and nail technicians.

National Occupational Standards (NOS)

Units in this qualification have been mapped to the relevant NOS (where applicable). This qualification is accredited on the Regulated Qualifications Framework (RQF).

This qualification is approved and supported by the Hairdressing and Beauty Industry Authority (HABIA), the standard setting body for hair, beauty, nails and spa qualifications.

Prerequisites

You are expected to hold a Level 3 qualification in a relevant discipline, or significant industry experience prior to undertaking this qualification.

Your centre will have ensured that you have the required knowledge, understanding and skills to enrol and successfully achieve this qualification.



Progression

Progression Opportunities:

When you have successfully completed this qualification you will be in a position to either:

- Move into paid employment
- Accept additional responsibilities within your salon
- Aspire to promotion
- Use this as a platform for continued higher education studies

Progression job opportunities:

This qualification has been designed specifically for the hair and beauty industry to work as a salon manager.

This is an excellent platform for:

- You to provide salon management leadership
- CPD

Qualification structure

Total credits required - 27 (minimum)

All mandatory units must be completed.

Mandatory units - 18 credits

VTCT unit code	Ofqual unit reference	Unit title	Credit value	GLH
UV40462	M/601/5347	Management of health, safety and security in the salon	8	44
UV40467	K/601/4469	Salon management	10	50

Optional units - 9 (minimum) credits

VTCT unit code	Ofqual unit reference	Unit title	Credit value	GLH
UV40464	M/601/5350	Quality management of client care in the hair and beauty sector	12	50
UV40465	D/601/4467	Sales management in the hair and beauty sector	9	47
UV40466	L/601/4464	Public relations (PR) in the hair and beauty sector	10	42
UV40501	F/601/4347	Hair colour correction	12	112
UV40502	J/601/4348	Manage the creation of a hair style collection	10	72
UV40519	D/601/5344	Hair and scalp specialist services	9	72
UV41288	K/504/0091	Manage the creation of a male hair style collection	10	72
UV30428	Y/601/3561	Intimate waxing for female clients	4	37
UV30427	R/601/3560	Intimate waxing for male clients	4	37
UV30430	K/601/5329	Apply micro dermabrasion	4	39
UV40412	F/601/5658	Advanced epilation techniques	7	47
UV30426	D/601/3562	Apply individual permanent lashes	4	38



Optional units - (continued)

VTCT unit code	Ofqual unit reference	Unit title	Credit value	GLH
UV30406	R/601/3932	Apply airbrush make-up to the face	4	27
UV40413	D/601/5652	Laser and light treatments for hair removal	10	74
UV40414	T/601/5656	Laser and light treatments for skin rejuvenation	10	74
UV41304	J/503/1785	Enhance appearance using micro-pigmentation treatment	12	75

Guidance on assessment

This book contains the mandatory units that make up this qualification. Optional units will be provided in additional booklets (if applicable). Where indicated, VTCT will provide assessment materials. Assessments may be internal or external. The method of assessment is indicated in each unit.

Internal assessment

(any requirements will be shown in the unit)

Assessment is set, marked and internally quality assured by the centre to clearly demonstrate achievement of the learning outcomes. Assessment is sampled by VTCT external quality assurers.

External assessment

(any requirements will be shown in the unit)

Externally assessed question papers completed electronically will be set and marked by VTCT.

Externally assessed hard-copy question papers will be set by VTCT, marked by centre staff and sampled by VTCT external quality assurers.

Assessment explained

VTCT qualifications are assessed and verified by centre staff. Work will be set to improve your practical skills, knowledge and understanding. For practical elements, you will be observed by your assessor. All your work must be collected in a portfolio of evidence and cross-referenced to requirements listed in this record of assessment book.

Your centre will have an internal quality assurer whose role is to check that your assessment and evidence is valid and reliable and meets VTCT and regulatory requirements.

An external quality assurer, appointed by VTCT, will visit your centre to sample and quality-check assessments, the internal quality assurance process and the evidence gathered. You may be asked to attend on a different day from usual if requested by the external quality assurer.

This record of assessment book is your property and must be in your possession when you are being assessed or quality assured. It must be kept safe. In some cases your centre will be required to keep it in a secure place. You and your course assessor will together complete this book to show achievement of all learning outcomes, assessment criteria and ranges.



Creating a portfolio of evidence

As part of this qualification you are required to produce a portfolio of evidence. A portfolio will confirm the knowledge, understanding and skills that you have learnt. It may be in electronic or paper format.

Your assessor will provide guidance on how to prepare the portfolio of evidence and how to show practical achievement, and understanding of the knowledge required to successfully complete this qualification. It is this booklet along with the portfolio of evidence that will serve as the prime source of evidence for this qualification.

Evidence in the portfolio may take the following forms:

- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies

All evidence should be documented in the portfolio and cross referenced to unit outcomes. Constructing the portfolio of evidence should not be left to the end of the course.

Unit assessment methods

This section provides an overview of the assessment methods that make up each unit in this qualification. Detailed information on assessment is provided in each unit.

Mandatory units				
		External	Internal	
VTCT unit code	Unit title	Question paper(s)	Observation(s)	Portfolio of Evidence
UV40462	Management of health, safety and security in the salon	0	✓	✓
UV40467	Salon management	0	✓	✓

Optional units				
		External	Internal	
VTCT unit code	Unit title	Question paper(s)	Observation(s)	Portfolio of Evidence
UV40464	Quality management of client care in the hair and beauty sector	0	✓	✓
UV40465	Sales management in the hair and beauty sector	0	✗	✓
UV40466	Public relations (PR) in the hair and beauty sector	0	✗	✓
UV40501	Hair colour correction	1	✓	✓
UV40502	Manage the creation of a hair style collection	0	✓	✓
UV40519	Hair and scalp specialist services	0	✓	✓
UV41288	Manage the creation of a male hair style collection	0	✗	✓
UV30428	Intimate waxing for female clients	1	✓	✓
UV30427	Intimate waxing for male clients	1	✓	✓
UV30430	Apply micro dermabrasion	1	✓	✓
UV40412	Advanced epilation techniques	0	✓	✓
UV30426	Apply individual permanent lashes	1	✓	✓

Unit assessment methods

Optional units - (continued)				
		External	Internal	
VTCT unit code	Unit title	Question paper(s)	Observation(s)	Portfolio of Evidence
UV30406	Apply airbrush make-up to the face	1	✓	✓
UV40413	Laser and light treatments for hair removal	0	✓	✓
UV40414	Laser and light treatments for skin rejuvenation	0	✓	✓
UV41304	Enhance appearance using micro-pigmentation treatment	0	✓	✓

Unit glossary

	Description
VTCT product code	All units are allocated a unique VTCT product code for identification purposes. This code should be quoted in all queries and correspondence to VTCT.
Unit title	The title clearly indicates the focus of the unit.
National Occupational Standards (NOS)	NOS describe the skills, knowledge and understanding needed to undertake a particular task or job to a nationally recognised level of competence.
Level	Level is an indication of the demand of the learning experience, the depth and/or complexity of achievement and independence in achieving the learning outcomes.
Credit value	This is the number of credits awarded upon successful achievement of all unit outcomes. Credit is a numerical value that represents a means of recognising, measuring, valuing and comparing achievement.
Guided learning hours (GLH)	The activity of a learner in being taught or instructed by - or otherwise participating in education or training under the immediate guidance or supervision of - a lecturer, supervisor, tutor or other appropriate provider of education or training.
Total qualification time (TQT)	The number of hours an awarding organisation has assigned to a qualification for Guided Learning and an estimate of the number of hours a learner will reasonably be likely to spend in preparation, study, or any other form of participation in education or training. This includes assessment, which takes place as directed - but, unlike Guided Learning, not under the immediate guidance or supervision of - a lecturer, supervisor, tutor or other appropriate provider of education or training.
Observations	This indicates the minimum number of competent observations, per outcome, required to achieve the unit.
Learning outcomes	The learning outcomes are the most important component of the unit, they set out what is expected in terms of knowing, understanding and practical ability as a result of the learning process. Learning outcomes are the results of learning.
Evidence requirements	This section provides guidelines on how evidence must be gathered.
Maximum service times	The maximum time in which a particular service or practical element must be completed.
Observation outcome	An observation outcome details the practical tasks that must be completed to achieve the unit.
Knowledge outcome	A knowledge outcome details the theoretical requirements of a unit that must be evidenced through oral questioning, a mandatory written question paper or portfolio of evidence.
Assessment criteria	Assessment criteria set out what is required, in terms of achievement, to meet a learning outcome. The assessment criteria and learning outcomes are the components that inform the learning and assessment that should take place. Assessment criteria define the standard expected to meet learning outcomes.
Range	The range indicates what must be covered. Ranges must be practically demonstrated in parallel to the unit's observation outcomes.

UV40462

Management of health, safety and security in the salon

Through this unit you will develop your management skills around the implementation and management of health, safety and security practices in your salon.

You will evaluate the reliability and effectiveness of risk assessments, justify and monitor newly implemented and existing health, safety and security practices, comply with health and safety legislation and regulations, and manage the improvements through monitoring staff.

This unit is suitable for hairdressing, barbering, beauty salon, nail salon and spa managers.

Level

4

Credit value

8

GLH

44

Observation(s)

2

External paper(s)

0



Management of health, safety and security in the salon

Learning outcomes

On completion of this unit you will:

1. Be able to implement health, safety and security practices in the salon
2. Be able to manage health, safety and security practices in the salon

Evidence requirements

1. *Environment*
Evidence for this unit must be gathered in a real or realistic working environment.
2. *Simulation*
Simulation is not allowed in this unit.
3. *Observation outcomes*
Competent performance of 'Observation' outcomes must be demonstrated to your assessor on **at least two occasions**.
4. *Knowledge outcomes*
There must be evidence that you possess all the knowledge and understanding listed in the 'Knowledge' section of this unit. This evidence may include projects, assignments, case studies, reflective accounts, oral/written questioning and/or other forms of evidence.
5. *Tutor/Assessor guidance*
You will be guided by your tutor/assessor on how to achieve learning outcomes in this unit. All outcomes must be achieved.
6. *External paper*
There is no external paper requirement for this unit.

Achieving observations and range

Achieving observation outcomes

Your assessor will observe your performance of practical tasks. The minimum number of observations required is indicated in the evidence requirements section of this unit.

Criteria may not always naturally occur during a practical observation. In such instances you will be asked questions to demonstrate your competence in this area. Your assessor will document the criteria that have been achieved through oral questioning.

Your assessor will sign off an outcome when all criteria have been competently achieved in a single client service.

Maximum service times

There are no maximum service times that apply to this unit.

Achieving range

There are no range statements that apply to this unit.



Observations

Outcome 1

Be able to implement health, safety and security practices in the salon

You can:

- a. Conduct a risk assessment of health, safety and security practices
- b. Conduct an assessment of the effectiveness of health, safety and security practices
- c. Recommend modifications to existing health, safety and security practices
- d. Implement new health, safety and security practices based on outcomes of the assessments

** May be assessed through oral questioning.*

Observation	1	2	<i>Optional</i>
Date achieved			
Criteria questioned orally			
Portfolio reference			
Assessor initials			
Learner signature			



Outcome 2

Be able to manage health, safety and security practices in the salon

You can:

- a. Evaluate compliance with newly implemented and existing health, safety and security practices
- b. Manage improvements to increase compliance with health, safety and security practices

*May be assessed through oral questioning.

Observation	1	2	<i>Optional</i>
Date achieved			
Criteria questioned orally			
Portfolio reference			
Assessor initials			
Learner signature			

Developing knowledge

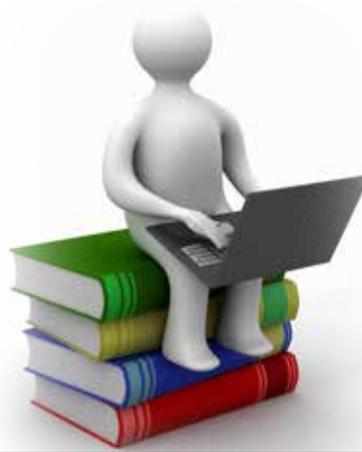
Achieving knowledge outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies

Where possible your assessor will integrate knowledge outcomes into practical observations through oral questioning.

Knowledge



Outcome 1

Be able to implement health, safety and security practices in the salon

You can:	Portfolio reference / Assessor initials*
e. Evaluate the reliability and effectiveness of a risk assessment	
f. Analyse the importance of health, safety and security practices	
g. Justify proposals and recommendations for health, safety and security practices	

**Assessor initials to be inserted if orally questioned.*

Requirements highlighted in white are assessed in the external paper.



Outcome 2

Be able to manage health, safety and security practices in the salon

You can:	Portfolio reference / Assessor initials*
c. Explain the importance of compliance with legislation and regulations relating to health, safety and security practices	
d. Describe how to manage improvements to increase compliance with health, safety and security practices	
e. Explain the importance of regularly evaluating health, safety and security practices in the salon	

**Assessor initials to be inserted if orally questioned.*

Requirements highlighted in white are assessed in the external paper.

Unit content



This section provides guidance on the recommended knowledge and skills required to enable you to achieve each of the learning outcomes in this unit. Your tutor/assessor will ensure you have the opportunity to cover all of the unit content.

Outcome 1: Be able to implement health, safety and security practices in the salon

Reasons for risk assessment: Legal requirement, provide a safe environment for staff/visitor/clients, identification of hazards, minimise hazards and risks, emergency procedures, staff training, implication of more than five members of staff, new staff in the workplace, new equipment and products, review systems, amendments and modifications to existing assessments, update records.

Recommend and manage the procedure for risk assessments of health, safety and security practices: Review policy, documentation, actual practice by all staff, planned and spot checks, judgement of findings, determine the level of risk, justify and suggest preventative measures, record findings, nominate staff to implement changes, notify remaining staff, regular reviews.

Salon Health and Safety Legislation and Regulations: Health and safety at work, control of substances hazardous to health, reporting of injuries diseases and dangerous occurrences, personal protective equipment, electricity at work, manual handling, supply of goods and services, trade description, fire precautions, first aid at work, data protection, employers liability (compulsory insurance), occupiers liability, local by-laws (set by council), local government miscellaneous provisions, salon rules, code of conduct, observance by all staff, salon manager should evaluate

and consider the legislation and regulations when performing risk assessment.

Risk assessment:

Assessment – types, procedures, processes, why risk assessments must be completed, conduct and interpret results, amendments and modifications to be made where appropriate to existing assessments, updating records, legal reasons.

Space – utilisation, working area, heating, lighting, ventilation, layout and design of the salon.

Chemicals – procedures, storage, handling, safe usage, safe disposal, records.

Equipment – selection, safe usage, handling, lifting, repairs, maintenance.

Security (stock) – control systems, procedures, ordering, handling, storage.

Security (cash) – staff training, point of sale, in transit.

Security (people) – staff clients, visitors, personal belongings, systems, security, emergency evacuation, storage/use of confidential staff/client records, business information, data protection.

Buildings – maintenance of internal and external security, commercially available systems.

Emergency procedures – accidents, first aid, fire evacuation, incidents, personnel,



Outcome 1: Be able to implement health, safety and security practices in the salon (continued)

records, belongings, systems, security, emergency evacuation, storage and use of confidential staff and client records, business information, data protection.

Management – recording, implementing, updating processes and procedures, staff training.

Security breaches – stock levels control and monitoring, inventory of equipment, manual and computerised records.

Outcome 2: Be able to manage health, safety and security practices in the salon

Evaluate compliance with new and existing health, safety and security practices:

Collate information from existing and new practices – reason why health, safety and security must be reviewed, time controlled review period, seek feedback from staff/clients/visitors, review records, use the same format, problem solving, causes of action, synthesis, summarise, judge, compare and contrast results, modify, justify, what worked/what did not, draw conclusions, record findings.

The importance of compliance with legislation and regulations: National legislation, establishment rules, industry code of practice, safe working environment, professional reputation, full fill licence to practice requirements (insurance and policies), avoid accidents – legal claims,

healthy business, happy workforce, regular reviews avoid complacency, avoidable problems, legal action, closure of business.

Manage, monitor and support others to ensure compliance of Health and Safety: Revision of health and safety statement and policy, accurate records, update processes and procedures, evaluation of effectiveness of procedures, staff training and appraisal, planned and spot checks, responsibilities in the salon for health and safety, safety meetings, monitoring changes in law, take external advice, continual professional development.

Providing support for staff: Up-to-date leaflets and posters, ongoing training, open door policy, suggestion box, current roles and responsibilities for staff.

Notes

Use this area for notes and diagrams



UV40467

Salon management

This unit provides you with the opportunity to plan and monitor the management of staff, products and services in your salon.

You will develop management skills to enable you to:

- provide clear recommendations for the improvement of working practices
- assess employee requirements
- conform with legislation
- allocate staff to meet operational objectives
- review and/or produce salon policies and procedures
- monitor work practices
- manage the salon in a professional manner.

Part of being a good manager is to regularly evaluate your own communication and management style.

This unit is suitable for staff working in the hair and beauty sector.

Level

4

Credit value

10

GLH

50

Observation(s)

3

External paper(s)

0



Salon management

Learning outcomes

On completion of this unit you will:

1. Be able to undertake salon management duties
2. Be able to plan the management of products and services in the salon

Evidence requirements

1. *Environment*
Evidence for this unit must be gathered in a real or realistic working environment.
2. *Simulation*
Simulation is not allowed in this unit. All 'Observation' outcomes must be on real clients.
3. *Observation outcomes*
Competent performance of 'Observation' outcomes must be demonstrated to your assessor on **at least three occasions**.
4. *Knowledge outcomes*
There must be evidence that you possess all the knowledge and understanding listed in the 'Knowledge' section of this unit. This evidence may include projects, assignments, case studies, reflective accounts, oral/written questioning and/or other forms of evidence.
5. *Tutor/Assessor guidance*
You will be guided by your tutor/assessor on how to achieve learning outcomes in this unit. All outcomes must be achieved.
6. *External paper*
There is no external paper requirement for this unit.

Achieving observations and range

Achieving observation outcomes

Your assessor will observe your performance of practical tasks. The minimum number of observations required is indicated in the evidence requirements section of this unit.

Criteria may not always naturally occur during a practical observation. In such instances you will be asked questions to demonstrate your competence in this area. Your assessor will document the criteria that have been achieved through oral questioning.

Your assessor will sign off an outcome when all criteria have been competently achieved in a single client service.

Maximum service times

There are no maximum service times that apply to this unit.

Achieving range

There are no range statements that apply to this unit.



Observations

Outcome 1

Be able to undertake salon management duties

You can:

- a. Manage the salon in a professional manner
- b. Implement health and safety working practices in line with relevant legislation
- c. Use workforce planning to assess employee requirements
- d. Provide clear recommendations for the improvement of working practices

** May be assessed through oral questioning.*

Observation	1	2	3
Date achieved			
Criteria questioned orally			
Portfolio reference			
Assessor initials			
Learner signature			

Developing knowledge

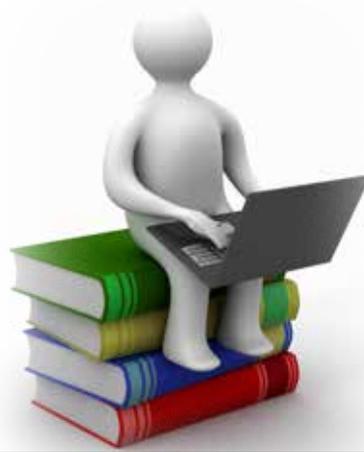
Achieving knowledge outcomes

You will be guided by your tutor and assessor on the evidence that needs to be produced. Your knowledge and understanding will be assessed using the assessment methods listed below:

- Observed work
- Witness statements
- Audio-visual media
- Evidence of prior learning or attainment
- Written questions
- Oral questions
- Assignments
- Case studies

Where possible your assessor will integrate knowledge outcomes into practical observations through oral questioning.

Knowledge



Outcome 1

Be able to undertake salon management duties

You can:	Portfolio reference / Assessor initials*
e. Evaluate own communication and management style	
f. Describe factors that must be considered when implementing health and safety working practices	
g. Explain the role of appraisal and management schemes within the organisation	
h. Describe the factors that influence working relationships, including lines of authority, role and responsibilities of employees, objectives associated with working relationships	
i. Evaluate the importance of providing clear recommendations for the improvement of workplace practices	
j. Describe contractual regulations of employment and how legislation affects employment in the salon	
k. Assess factors to be considered when employing subcontractors	

**Assessor initials to be inserted if orally questioned.*

Requirements highlighted in white are assessed in the external paper.



Outcome 2

Be able to plan the management of products and services in the salon

You can:	Portfolio reference / Assessor initials*
a. Produce a plan with operational objectives for the management of products and services	
b. Analyse data for use in management planning	
c. Allocate staff to meet operational objectives	
d. Devise and implement salon requirements for staff to prepare themselves, the client and work area for service(s)	
e. Monitor working practices by reviewing different client consultations, services and client records	
f. Evaluate methods of stock control, maintenance and replacement	
g. Evaluate stock levels, tools, equipment and facilities with regard to the salon's clientele	
h. Plan methods of maintaining and increasing salon revenue	
i. Explain the importance of planning operational objectives to manage products and services	
j. Explain how data is used in management planning	
k. Explain how to allocate staff to meet operational objectives	
l. Describe the salon requirements, to prepare yourself, the client and work area for service(s)	

*Assessor initials to be inserted if orally questioned.

Requirements highlighted in white are assessed in the external paper.



Outcome 2 (continued)

Be able to plan the management of products and services in the salon

You can:	Portfolio reference / Assessor initials*
m. Outline the criteria by which client consultations, services and client records are reviewed	
n. Explain how to maintain stock levels, tools, equipment and facilities in the salon	
o. Explain how to maintain and increase salon revenue	

**Assessor initials to be inserted if orally questioned.*

Requirements highlighted in white are assessed in the external paper.

Unit content



This section provides guidance on the recommended knowledge and skills required to enable you to achieve each of the learning outcomes in this unit. Your tutor/assessor will ensure you have the opportunity to cover all of the unit content.

Outcome 1: Be able to undertake salon management duties

Management of a professional salon:

Strategic management, professional manner, leadership qualities, motivation skills, communication skills, numeracy skills, human resources management, interpersonal skills, comprehensive report drafting, business acumen, logistics, accounting, set salon standards, lead by example, professional delivery of services, provide safe working environment, compliance with health and safety legislation.

Health and safety working practices:

Management of health and safety at work, set content of health and safety policies, implement policies, manage legal processes (criminal prosecution regarding breaches in health and safety, legal processes involved in a civil prosecution, claims for damages following accidents/injuries). Risk assessments, concept of 'hazard', concept of 'risk', monitoring of hazards in salon environment, accidents, emergencies and evacuation. Salon policies (first aid, fire and safety, handling and use of all items, safe and hygienic storage, distribution, regular cleaning and sterilisation of equipment, safe storage of hazardous substances, electrical equipment, disposal of waste).

Health and Safety at Work legislation/regulations:

Management of health and safety at work, health and safety at work, workplace (health, safety and welfare), reporting of injuries, diseases and dangerous occurrences, manual

handling operations, personal protective equipment at work, provision and use of work equipment, health and safety (display screen equipment), fire precautions, control of substances hazardous to health, working time.

Workforce planning to assess

employee requirements: Appraisals, induction courses, on the job training, off the job training, standard setting bodies and professional organisations, appraisal interviews, recruitment and selection, person specification, job description, application form/CV, references, organisational chart, roles and responsibilities, internal/external sources of recruiting staff, advertising job vacancy, trade/selection tests, contract of employment, equal opportunities and discrimination, obligations of an employer under the terms of health and safety at work legislation, working hours and holiday entitlements, sickness absence and sick pay.

Provide clear recommendations for the improvement of working practices:

Clear job descriptions/duties, ability to delegate, instil team work ethos, ensure consistency of working methods, enforce policy and practice, follow through on non-compliance, reward incentive recommendations, behaviour, acceptance, without prejudice, ability to respond, staff needs, non-discriminatory work environment, foster staff development.



Outcome 1: Be able to undertake salon management duties (continued)

Evaluation of personal communication and management style:

Skills audit (personal), online methods (DISC, Social Styles, Platinum Rule®, 360 packages, staff surveys/suggestion box, request both anonymous and identified responses), areas to consider (deliver clear objectives, consider audience, adapt message, encompass all capabilities, deliver facts/waffle, adapt to audience responses, encourage feedback, target key staff for honest opinion).

The role of the appraisal: Performance appraisal, casual/informal, detailed/rigorous, review of (performance in the work role, issues influencing performance, development and progression), action plan (changes/development, CPD training plan, preparation by the interviewer, employee's self appraisal, rating and scoring systems, can be linked to pay/progression, climate of trust), briefed on (employment history, duties and responsibilities, proposed report, review period, decisions implemented, annually).

Employing subcontractors: Direct basis, on your behalf, personal recommendation, qualifications, trade organisation, cost, contractual agreement (retain property rights, non-disclosure, performance targets and deadlines), payment schedule (job completion piece/stage work, penalties poor workmanship/late delivery), minimum quality standards, minimum health and safety standards, public liability insurance (PLI).



Outcome 2: Be able to plan the management of products and services in the salon

An operational business plan for products and services: Nature of business, products and services provided, the market and competition, marketing plan, operational plan, financial forecasts, financial requirements, business aim for products and services, cost benefit analysis of different equipment, salon tools and products, selection of suppliers, expected profit margins, price, hidden expenses, quality, reliability, minimum order quantities, delivery time, payment terms, market share, price, profitability, cash flow, turnover, capital and assets, cost efficiency, skills audit, training needs analysis, CPD providers.

Staff allocation to meet operational objectives: Human resource planning, recruitment and selection of staff, equal opportunities, organisation chart for the salon, staff recruitment, legal and regulatory requirements for employment, expertise required, technical, financial, customer service, office and administrative support, marketing, life-long learning and continuous professional development, organisational change, increase productivity.

Salon requirements for preparation:

Staff – clothes (salon requirements for uniform, clean/ironed clothes, non-restrictive, closed in low heel shoes), hair (clean, healthy, manageable, off face), personal hygiene (clean body, teeth, workable length clean nails, deodorant, no overpowering perfume/aftershave), personal protective equipment (gloves, apron), minimal jewellery, suitable make-up, positive attitude, ready to greet.

Client – remove client's outer clothing, protect against damage of clothes/skin, client relaxed and comfortable (posture, aids service), remove excessive jewellery (avoid damage to skin), appropriate personal protective equipment, ensure client comfort, client records.

Work area – chair, trolley, work station, equipment cleaned, appropriate sterilisation (barbicide, autoclave, UV, sterilising spray), complete destruction of all living organisms on tools and equipment, disinfection (remove contamination from hard surfaces, large work areas, floors and work surfaces), heat or chemical methods, use of trolley, safe professional presentation tools and equipment, visual check on large and small equipment, electrical equipment checked, portable appliance test, select height of chair/bed/basin.

Reviewing different client consultations, services and client records: Customer and staff satisfaction, quality and customer service policies, client satisfaction reports, complaints records, standardise paperwork/procedures, staff training, set timescale for review period, customer survey methods (online, paper based, suggestion box, etc.), review findings, notify staff, review methods, training, implement new procedures, corrective action, people management skills, motivation, theories of management style, Scientific Management, Human Resource Management.

Data used in management planning: Financial budgets, cash flow statements, banking statements and reconciliations, annual profit and loss accounts, balance



Outcome 2: Be able to plan the management of products and services in the salon (continued)

sheets, stock control reports, staff reports, tactical and strategic operation of the business, stock purchase records, invoices, statements relating to stock, stock levels, procedures to comply with quality, quantity and delivery requirements, promotional activities, marketing plan, public relation officer, salon reputation, quality management standards, review of objectives and Key Performance Indicators (KPIs), trends.

Principles of stock control for tools, equipment and facilities with regard to the salon's clientele: Resource management, physical/computer records of services and products, storage and retrieval, adequate/appropriate levels of access and security, conformance with statutory obligations, client confidentiality, data protection legislation, working procedures (setting budget, ordering, stock rotation, goods received, invoice, reporting of breakages/natural wear and tear, maintenance of work areas, levels of salon hygiene, appearance, communication chains, responsibilities within the salon).

Stock levels: Based on history of sales/usage, detailed reports on quantity/value of products sold/used, sales (by individuals, departments, salon as whole), list (identifying products in greatest demand, how much used, who used them, which clients, seasonal influences, purchase orders, invoices, maintain accurate records).

Tools, equipment and facilities: Inventory/catalogue/records, location of tools and equipment, responsibility for

equipment, in/out transactions, manage maintenance transactions, protectively mark your equipment, barcoding, security systems, time and motion study of present facilities, sales representatives, monitor trends, CPD activities, new purchases.

Maintaining and increasing revenue: Revenue management, salon business diagnostic assessment (diagnosis, action planning, implementation, introduce methods of increasing salon productivity, retain stable working environment), methods (vouchers, coupons, limited time offers, free products/gifts, 'buy one get one free', sales campaigns, frequent user points, in-house targets, commission, gift cards, balance pricing and inventory controls).

Notes

Use this area for notes and diagrams