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SPHM
HOSPITALITY

SPHM – HOTEL SPA OPERATION MANUAL



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Hotel Spa Operation Manual



Standard Operating Procedures for the spa Facility for hotel's under SPHM Hospitality Management

*The spa is a facility of the hotel as a whole.
It is not a separate entity.*

We are the Hotel's Company with integrated Business in Tourism

Which has a spa

20 November 2018



I. PHILOSOPHY

I. 1. SPA PHILOSOPHY

Hotel's Spa is committed to offering our guests a lifestyle partnership, helping the guest to achieve a balance of body and mind, improving inner and outer health and beauty.

Hotel's Spas aims to strengthen its brand leadership through continuing to evolve, develop, and innovate our services and facilities by focusing on: teamwork, training, and service excellence.

We listen to the guest and we care. We are experienced individuals dedicated to the spa profession, the well being of our guests, and the success of Hotel's Spa. We maintain the highest standards and integrity. We strive to make the spa of our Hotel's to be the guest's choice and to surpass the expectations of these individuals.

I. 2. THE PURPOSE OF A POLICIES AND PROCEDURES MANUAL

The main purpose of creating and implementing a policies and procedures manual for Hotel's Spas is to communicate the way the organization should be operated. It promotes training and education, as well as efficiency, productivity, consistency, and quality.

Formal policies and procedures will enable the employees of SPHM Management to undertake their responsibilities with minimum supervision. In addition, an activity performed by more than one employee is able to be conducted consistently by referring to the manual. Advantages are also realized at management level as fewer interruptions are made to clarify how activities should be conducted, plus knowledge and expertise remain in the organization after key team members cease employment.

Note: It is important to understand that this manual is defining standard operating procedures, but not mandating brand standards that will be formally rated.



I. 3. DEFINING “POLICY” VERSUS “PROCEDURE”

Both the policies and procedures are developed to communicate to employees how Hotel's Spas operates. They are based on a variety of factors; however, it is often easy to confuse the difference between policies and procedures. The following definitions have been provided to illustrate the key, distinct qualities of each term:

I.3.1 Policy - “Rules, regulations, standards, and strategy”

Policies are documented to communicate the information required to guide the management and operations of an organization. They can relate to numerous subjects including:

- Internal management styles, requirements, expectations and strategy
- External regulations and standards within which the organization must Practice
- Behaviour expected from employees of the organization
- Terms for clients of the organization
- Actions to be taken in specific situations

I.3.2 Procedure - “A sequence of tasks required to conduct a specific activity”

Procedures are documented for activities that require repetitive and/or consistent performance to incorporate:

- Logistical efficiencies
- Operational and technical methodologies
- Service and quality standards
- Reporting structures and requirements



I. 4. OVERVIEW OF THE MANUAL

The design of this manual allows each spa facility to develop their own manual from the outset. Spas currently operating should use the contents as a reference to update or refine an existing manual.

This manual outlines typical policies plus standard operating and treatment procedures used across the industry, which can be applied to a spa of any size, type, or design. For example, the generic roles of therapist, receptionist, manager, and client have been used, which can easily be further categorized for situations where multiple people assume the same role, varying levels of experience are present, or different levels of responsibility have been allocated to a role.

Every spa operates differently due to layout and design, treatment offerings, qualifications/experience of employees, service standards, market positioning, and corporate vision. The policies and procedures described in this manual have been standardized and therefore, do not necessarily reflect the perceived right and wrong way to do things in a particular spa. Rather, they act as guidelines to prompt thoughts and generate inspiration for customizing or refining a manual specifically applicable to a property. Also, some topics are potentially sensitive, so it is important to develop policies and procedures that reflect the vision of the spa within the Hotels under SPHM Management structure.

A number of assumptions have been made in order to standardize the policies and procedures:

- The spa's facilities include a reception area with retail space, locker rooms, relaxation area with food and beverages, treatment rooms and stations, and recreation facilities such as pools, sauna, steam room, and Jacuzzi.
- One receptionist is employed who must be stationed in the reception area at all times. Therefore, clients are escorted to the locker room/relaxation room by the attendant.

I. 5. DISCLAIMER

The contents of the report are deemed to be guidelines for standard policies and procedures and intended for reference purposes only. Specific regulations, discrimination-related issues, cultural considerations, technical methodologies, and other such topics were not intended to be within the scope of this manual. Therefore, it is strictly advised that each team member, seek professional advice from the Spa Manager on such matters where potentially relevant to their area.



1. 6. CORE STANDARDS OF SERVICE

I.6.1 Mission: To provide crisp, knowledgeable, friendly service, dedicated to providing a rewarding experience and assisting our guests in the selection of the most suitable spa service.

The minimum level of service that each and every guest will receive from the time the guest arrives at the spa until his or her departure does not depend upon:

1. What the guest requests
2. What time of day the guest arrives
3. The time the request is given
4. Any staffing, personnel, or personal problems

I.6.2 Core Standards of Service are non-negotiable:

1. The only person who can change our Core Standards of Service (during the service) is the guest, not the Manager an employee.
2. The Core Standards of Service are based on the concept and the goals of the department, Hotels, and the company
3. Implementation of these Core Standards of Service is necessary for our success and must be achieved 100% of the time, for 100% of our guests.
4. Core Standards of Service are written to ensure that we consistently meet the guest needs.
5. Core Standards of Service do not tell the Sequence of Service or how to complete the task.
6. If you have a better way to meet our guests' needs, you can change a Core Standard of Service by presenting your idea to your manager. If the change is approved, all employees will be informed of the change.



I. 7. HOTEL'S SPA STANDARDS

1. All "guest contact" staff will be able to answer basic questions about the facility, will take ownership of simple requests, and not simply refer guests elsewhere
2. All staff, even in passing, will engage guests with a smile, eye contact and acknowledgement
3. Staff will speak to guests in an attentive, natural and courteous manner, avoiding pretension
4. Staff will create a sense of recognition by using the guest's name, when known, in a natural and discreet manner
5. Staff will always appear clean, crisp, polished and well fitted
6. Phone service will be highly efficient including:
 1. Being answered before the 4th ring
 2. No hold longer than 15 seconds
 3. For longer holds, call backs are offered then provided within 3 minutes
7. Staff will sound calm and relaxed, giving the guests an unhurried impression
8. Appointments will be easy to make and appointment staff will be knowledgeable. When prompted, staff will be able to describe all treatments in detail, attempting to have the guest picture themselves experiencing it
9. Specialty treatments will be mentioned first. Coordinator up sells additional treatment emphasizing benefits. All booking details are repeated back for confirmation
10. After booking treatments, the guest is advised to arrive early in order to utilize facilities such as steam, whirlpool, shower, etc. and informed of medical history questionnaire
11. The guest is advised of cancellation policy
12. The coordinator/agent will create a sense of expectation by confirming all spa treatments, the therapist's name for the first treatment, and provide a written confirmation for all appointments scheduled
13. A medical history questionnaire will be revised with a therapist asking the important question would your medical physician agree or have concerns with the treatment you are contemplating.
14. Guest satisfaction should be established upon departure from the spa



SERVICE	
<u>S</u>MILE	Employees will actively greet guests, SMILE, and speak clearly in a friendly manner.
<u>E</u>YE	Employees will make EYE contact, even in passing, with an acknowledgment.
<u>R</u>ECOGNITION	All staff will create a sense of RECOGNITION by using the guest's name, when known, in a natural and discreet manner.
<u>V</u>OICE	Staff will speak to guests in an attentive, natural and courteous manner, avoiding pretension and in a clear VOICE.
<u>I</u>NFORMED	All guest contact staff will be well INFORMED about their hotels, their product, will take ownership of simple requests, and not refer guests elsewhere.
<u>C</u>LEAN	Staff will always appear CLEAN, crisp, well groomed and well fitted.
<u>E</u>VERYONE	EVERYONE is responsible for showing our guests we care



I. 8. CREATING THE SPA ATMOSPHERE

- The Spa provides a warm, clean, and refreshing environment for guests wishing to pursue a spa treatment or simply relax. A friendly, attentive, and consistently service oriented staff will anticipate and exceed all guest expectations.
- Our team will profitably maintain the highest quality of service thus distinguishing us from our competitors. Our intimate setting and attention to our guests' comfort and service will assure we meet and exceed guest expectations.
- Together we will provide the ultimate spa experience

II. POLICY GUIDELINES

This section includes a range of standard policies, categorized by the following areas:

- General Management
- Human Resources Management
- Spa Preparation
- Client Interaction

II. 1. GENERAL MANAGEMENT

II.1.1 Operating Hours

B. Locker Rooms Hours	
Seven days a week	6:00 am - 10:00 p.m.

C. Fitness Center Hours	
Seven days a week	6:00 a.m. - 10:00 p.m.

D. Spa Treatment Hours	
Seven days a week	8:00 am - 9:00 p.m.



II.1.2. Smoking

- Smoking is not permitted in the spa

II.1.3. Safety

- Employees must complete Hotel's Spa Standard Service training and be trained in basic first aid, fire safety, and evacuation procedures
- First aid kits must be located at appropriate areas within the spa
- First aid kits must be restocked immediately after each use
- In case of an emergency requiring evacuation, employees should assist clients to quickly and calmly exit the building
- Signs must be posted in appropriate locations to alert and educate clients about correct practices and possible risks

II.1.4. Photography

- Photography is not permitted in the spa without authorization from the Spa Manager
- An outline of any proposed photography shoot must be submitted to the Spa Manager for approval
- Photo shoots should be scheduled outside of standard operating hours, if possible
- If the photo shoot must be conducted during standard operating hours, clients must be restricted from the specific areas while the photo shoot is being conducted
- The Spa Manager must attend all photo shoots
- Photographers and crew must sign the guest book and be escorted at all times

II.1.5. Marketing Materials

- All marketing materials must include at least the spa name, logo, and telephone number
- Spa brochures and current treatment lists must always be on display at the reception desk
- Ample supplies of marketing materials must be kept in the reception area and the store room
- An appointment card must be offered to all clients who make reservations in person. The day and time of the reservation, the name of the treatment, and the duration of the treatment must be written on the card.

II.1.6. Client Access

- Clients must enter and exit via the main entrance except in emergency situations
- Clients must adhere to policies relating to gender-specific areas



- Children under the age of 18 are not permitted in the spa
- Access will be restricted to clients who show signs of recent alcohol consumption or use of any other potentially harmful substance

II.1.7. Gender-Specific Areas

- Access to gender-specific areas by opposite gender personnel are only possible if urgent maintenance is required
- The spa Manager must authorize access to gender-specific areas by opposite gender personnel
- Approval to enter must only be made once clients occupying the area have been warned and given appropriate time to prepare
- Relevant signage must be positioned to warn other clients entering the area

II.1.8. Non-Public Areas

- Signage must be positioned on doors leading to non-public areas of the spa to restrict unauthorized access
- Doors leading to non-public areas of the spa must be kept closed at all times, except when required for use by employees
- Non-public areas that are not frequently attended by staff members must be kept locked at all times
- Non-public areas must be kept clean and tidy at all times

II.1.9. Lost Items

- Personal items reported lost in spa are to be logged on standard Lost Items Form
- The Lost Items procedure must be followed

II.1.10. Found Items

- Personal items found in spa are to be logged on standard Found Items Form
- The item is to be immediately locked in the Spa Manager's office
- The Found Items procedure must be followed

II.1.11. Appointment Schedule

- The Appointment Schedule is the master recording of client bookings
- Only authorized employees are permitted to make or change bookings



- A copy of the Appointment Schedule is printed each morning for therapists to review their client bookings

II.1.12. Client Profiles - General

- Client Profiles must be kept confidential and stored in a secure location
- Only authorized employees are permitted to update Client Profiles
- Updates must be processed after each client appointment, based on the Client Consultation Form or other notification
- Updates should include treatments experienced, products purchased, any change in contract details, and complaints or feedback made
- If the client is relocating away from the area, their details must be deleted from any regular marketing distributions

II.1.12.A Client Profiles - Procedure

- Profiles must contain
 - Correct spelling of guests' first and last names in proper capitalization form
 - Salutation reflecting their title by gender
 - Home or business phone number
 - Guest type
 - Method of payment guarantee
- Only one profile per guest should exist
- Always search for an already existing profile before creating a new one
- If duplicate profiles exist, move all confirmed appointments to one profile by using the name change feature and delete the second profile from the data base
- Anytime pertinent information on a guest is acquired, it should be inputted into their profile for future reference by other staff members
- Profiles of appointments can be changed by highlighting the appointment, right click the mouse, go to name change, identify guest, type in name and either select already existing profile or create new one, hit okay and appointment name will change in the reservation book.

II.1.13. Daily Report

- A Daily Report should be generated at the end of each day which summarizes the spa's key performance indicators including total treatments, service and retail revenues, treatment room and station occupancy rates, number of client visits, and number of employees on duty



II.1.14. Requisitions

- Requisitions are to be made by completing the standard Requisition Form and submitting it to the respective department head
- All requisitions for spa products, supplies, and retail stock must be approved by the department head and the Spa Manager
- Items delivered to the spa must be checked before accepted to ensure the order is correct, complete, and in good order
- Employees must confirm receipt of their order by signing the requisition form
- The spa's stock monitoring system should be continuously updated

II.1.15. Petty Cash

- Petty cash requests must be submitted using the standard Petty Cash Form
- Petty cash requests must be approved by the respective department head or the Spa Manager before the purchase is undertaken
- Petty cash purchase amounts are limited

II.1.16. Equipment and Systems

- Equipment and systems must be operated according to the respective manufacturer's/developers instructions, AND STANDARDS
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II. 2. HUMAN RESOURCE MANAGEMENT

II.2.1. Procedures

- Employees must adhere to documented spa procedures where available

II.2.2. New Employee Induction

- The Spa Manager must conduct the induction for all new employees to ensure the culture and philosophy of the spa is correctly conveyed
- Follow the standard Induction Procedure in order to ensure the new employee is fully briefed

II.2.3. Employee Resignations

- All resignation situations must be in compliance with the employment contract and applicable regulations of the laws of Indonesia and Minister Man Power Regulation.
- All resignations must be notified in writing
- Acceptance of a resignation must be notified in writing
- An exit interview should be conducted

II.2.4. Employee Dismissals

- All dismissals must be in compliance with the employment contract and applicable regulations of the laws of Indonesian and Ministry of Man Power Regulation.

II.2.5. Employee Performance Appraisals

- Performance appraisals must be conducted in compliance with the employment contract and applicable regulations
- Appraisals should be conducted every six months
- The appraisal must target career development and successful operation of the spa

II.2.6. Quality Audits

- Internal quality audits are to be conducted quarterly to ensure standards are being met and to identify training needs.
- Spontaneous spot checks will be conducted without prior notice.
- Recommendations for improvement to the spa are to be documented and submitted to the Spa Manager.



II.2.7. Qualifications

- Only employees professionally qualified, with proper certification to conduct treatments can perform those treatments.

II.2.8. Employee Entry/Exit

- Employees must enter and exit the spa through the employee entrance.
- Service employees are not permitted in public areas unless conducting authorized duties.
- Employees are not permitted to occupy the premises outside their normal work hours, unless authorized by the Spa Manager.

II.2.9. Shift Roster

- Rosters will be developed on a weekly basis and issued one day before the period begins.
- Employees are responsible for organizing replacements if they cannot attend any allocated shifts.
- Changes must be authorized by the respective department head or the Spa Manager.
- An updated roster must be issued once changes are authorized.
- All employees must be prepared to commence/finish work duties according to the rostered times.

II.2.10. Leave

- Leave allocations are based on employment contracts and local regulations.
- Request for leave must be authorized by the respective department head and the Spa Manager.
- Leave requests must be submitted using the standard Leave Application Form.
- Leave requests must be submitted and approved before the relevant period's roster is developed.
- Emergency or unplanned leave must be authorized by the respective department head or the Spa Manager.
- The respective department head or the Spa Manager must be promptly notified if medical leave is required.
- Medical leave must be supported by an official medical certificate.



II.2.11. Employee Meetings

- Employee meetings should be held at least weekly to maintain communication between employees.
- The meetings should be chaired by the Spa Manager.
- The standard Employee Meeting Agenda must be followed.
- Minutes of each meeting must be documented, approved by the Spa Manager, and then posted for viewing by employees only.
- Past minutes should be archived and stored for easy access by employees.

II.2.12. Employee Communication

- Verbal communication must be conducted in pleasant tones and low volumes.
- Verbal communication must be conducted in approved languages with correct grammar.
- Slang and disrespectful words and phrases are not permitted.
- Communication between employees must be professional both in public areas and back of house areas.
- Communication between employees in public areas must be work related.
- Employees are not permitted to discuss personal or professional problems with clients, including expressing negative observations or comments about the spa, its employees or other clients, or expressing personal opinions about potentially sensitive topics.
- Employees are not permitted to use the reception telephone for personal calls.
- Employees are not permitted to talk about the spa to media representatives without authorization from the Spa Manager.
- Employees are not permitted to disclose confidential information relating to the spa business, as outlined in their employment contract.

II.2.13. Telephone Etiquette

- Attempt to answer the telephone within four rings.
- Ensure a pleasant tone is used at all times.
- Answer the phone with an appropriate greeting and the name of the spa.
- Notify the caller if you are going to transfer them and advise who you plan to transfer them to receive the caller's approval before you put them on hold.
- When returning to a caller on hold, thank them for holding.
- If you do not know the answer to the callers query, arrange to find out for them.
- If you cannot help the caller in an acceptable time frame offer to call them back within a specific time period.



II.2.13.A Telephone Forwarding

- Push the forward button, zero, and the forward button again
- The forward button should have a solid arrow next to it indicating the phone is forwarded
- The phones will be automatically un-forward at 7 :00 am
- The Spa desk must be opened and ready to receive business by 7:00am each morning, Monday through Sunday
- Contact all guests after 9:00am unless otherwise directed.

II.2.13.B Telephone - Transfers

- Determine the guest's needs and decide if a transfer is the best option for their needs.
- Inform the guest that you are going to transfer them and tell them where they are being connected if applicable.
- Push the transfer button and dial the extension that you would like to connect them to.
- Once the line is answered on the other end, tell the fellow employee who you are transferring and for what purpose.
- Inform the employee that the next voice that they hear will be the original caller.
- Push the transfer button again and check that the solid arrow indicating the call on your line has been transferred.
- Hang up and follow up if necessary.

II.2.13.C Telephone – Placing Guests on Hold

- If a call must be placed on hold, ask the caller, “May I place you on hold for one moment?”
- Wait for their reply, and if the reply is “yes”, push the HOLD button and place the receiver on the phone stand
- Within 15 seconds of placing the call on hold, return to the call
- Pick up the receiver and push the line that the call is held on which is indicated by a fast flashing arrow
- Thank the caller for holding and assist the caller
- If you are unable to assist the caller at that time, ask if you may take their name and phone number and return their call
- If their reply is “yes”, take the correct spelling of their first and last name and the phone number that they can be reached at
- Read the phone number back to the caller by using their name and assure them that their call will be returned momentarily
- Return the call within three minutes of the call back offer
- Spa Hold Music or Spa Hold Messaging should be appropriate to promoting the Spa Facilities



II.2.14. Employee Presentation

- Employees must wear authorized uniforms (clothing, footwear and accessories) while on duty.
- A freshly cleaned and pressed uniform must be worn each day.
- All stains must be removed before the uniform can be worn again.
- Uniforms must be changed if significantly stained or damaged during the day.
- Employees must wear name badges whilst on duty.
- Hair must be securely tied away from the face and shoulders.
- Excessive and colourful jewellery and accessories are not permitted to be worn whilst on duty unless incorporated into the authorized uniform.
- Excessive makeup is not permitted to be worn while on duty.
- Rings and bracelets are not permitted to be worn during treatments.
- Nails must be kept short, clean and manicured. Only clear polish is permitted.
- Employees must maintain body and oral hygiene, including brushing teeth after each meal and snack.
- Use of strong fragrances is not permitted.
- Nonverbal communication and body language including posture, gestures and facial expressions must always be professional.



II. 2a.1 SPA FOOD AND BEVERAGE

Food and beverage will be served in designated areas only. The pre / post treatment area and public seating tabled areas.

The spa will be responsible for the coordination for the “pre / post beverages as per the policies and procedures.

**A guest will be offered the choice of beverages before and after there treatment,
as an amenity of the spa**

These beverages will be served by the spa staff in a tea set that is unique to the spa. The beverage will be collected from the food and beverage department and stored for the day in the refrigerator with in the spa.

Suggestions for the beverages.

Ginger tonic

Ice tea

Fruit punch

Water

The description and recipes of these beverages will need to be approved and placed in the policies and procedures file

Room service coordination

All other food and beverage services will be ordered, coordinated and served through room service. These will be signed for by the guest, or paid for at the point of sale by the guest.

Glass safe zones

All areas that the guest has to change there shoes into spa slippers, will be a glass free zone.

The risk assessment document for each property should have a clear demarcation of where breakable crockery can be used. Within the “spa” area, all beverages that are served will use a high quality plastic or shatter proof material



II. 3 SPA PREPARATION

II.3.1. Maintenance

- Items requiring maintenance must be reported and fixed as soon as possible, or appropriate, to ensure minimal disturbance to clients.
- If clients could be negatively influenced by a maintenance situation, the receptionist and Spa Manager must be alerted so amendments to procedures and schedules can be implemented.
- Appropriate signage must be placed at the location to avoid any potential risk to clients and employees.
- If the situation is dangerous, the area must be evacuated and secured to prevent clients and employees entering.
- A Maintenance Report must be completed for each occurrence and submitted to the Spa Manager.

II.3.2. Essential Spa Cleaning

- Cleaning must be conducted in accordance with local regulations and spa policy.
- Product bottles and caps should be wiped clean after each use.
- Facial bowls must be cleaned after each use.
- The magnified glass must be cleaned after each use.
- Spills and stains should be removed after each treatment.
- The product trolley should be arranged correctly after each treatment.
- Wet areas must be dried after each treatment.
- Dirty linen must be removed after each treatment.
- Diffusers and other display items must be dusted and/or washed daily.
- The water in the facial steamer must be emptied at night and replaced the following morning with clean water.
- The hot towel cabin must be emptied, cleaned and dried daily.
- Surfaces are to be kept clean, tidy and dust free.
- Walkways are to be kept clear.
- Garbage is to be disposed of as directed.
- Food and beverage areas are to be kept hygienic.
- Used cutlery and crockery are to be quickly cleared after use.
- Electrical appliances are to be cleaned daily or as necessary.
- Floors are to be cleaned or vacuumed daily and as required.
- Pools, spa pools, steam rooms and saunas must be kept clean and hygienic according to manufacturers' instructions and spa policy.

II.3.3. Linen

- Linen includes towels, robes, mittens, sheets and bed covers.



- Dirty linen and clean linen are to be kept separated at all times.
- All linen leaving and returned to the spa must be recorded.
- Any linen that is torn, stained or otherwise of insufficient quality to present to clients must be recorded and submitted for disposal or branded for back-of-house use only.

II.3.4. Products, Supplies and Retail Stock

- Employees should subtly label products with the room/station it belongs to.
- New stock is to be positioned at the back of existing stock to minimize the risk of stock expiring.
- Spare stock must be locked in storage cupboards in the treatment rooms or the dedicated spa storeroom.
- A stock take must be conducted on a monthly basis.
- Missing items must be reported to the respective department head or the Spa Manager.
- Requisitions are required to order additional items.

II.3.5. Lockers

- Lockers must be cleaned after each use.
- Locker items must be replenished with authorized items after each use.

II.3.6. Food and Beverage

- Food and beverage procedures must be conducted in accordance with local government regulations, other relevant standards and spa policy.
- Authorized food and beverages must be available to clients in the relaxation area.
- Food and beverage items are not to be taken from the relaxation room and consumed in other areas of the spa, except where incorporated into treatments.
- The food and beverage area must be kept clean and hygienic.
- Food and beverage items must be replenished as required.
- Perishable items must be stored appropriately and refreshed daily, or more frequently, if required.
- Clients are not permitted to consume food and beverages in the spa that were obtained from external sources.
- The consumption of alcohol is not permitted in the spa treatment areas.
- Consumption of food and beverages by employees is restricted to authorized areas and not permitted in public areas.

II.3.7 Reading Materials

- Only reading materials authorized by the Spa Manager are to be displayed in the spa.
- Reading materials must be provided in the reception and relaxation areas.



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- Reading materials must be replaced if they become worn, torn, have been written on or become otherwise damaged and not suitable for display.

II.3.8. Music

- Approved music must be played at an appropriate volume level during operating hours.
- Follow the music protocol as defined for Hotel's Spa.

II.3.9. Diffusing Oils

- Authorized essential oils must be used in the diffusers.
- Oils must be refreshed daily or as required.

II.3.10. Treatment Room/Station Preparation

- Treatment rooms/stations should be set up according to the next appointment before the client arrives
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II. 4 CLIENT INTERACTION

II.4.1. Greeting/Farewell

- As guests approach the desk, stop any administrative duties or employee conversation that may be taking place and look up to acknowledge the guest's presence
- If occupied with another guest, greet guest with a smile and make eye contact
- No guest will wait longer than 60 seconds at the reception desk before acknowledgement
- Greet with "Welcome to the Spa" and solicit guest's surname
- Listen to their greeting statement or initiate a conversation with "How may I help you?"
- Farewell with "Thank you, good bye" or other authorized and culturally respectful phrase.
- Always address clients by their name, if known, or other culturally respectful phrase

As soon as the guest is identified a call is made on the radio so the appropriate attendant can be assigned (male or female) to escort the guest to their destination. Guests will always be escorted.

II.4.1.A Future Bookings

- The spa coordinator will actively seek future bookings from the guest in a non-aggressive manner.
- Example: "Mr. Smith, would you like me to book a Swedish massage for you at the same time tomorrow? I have an opening for you."
- If the guest is unsure of their schedule, reiterate that our treatments book very quickly and to call us as soon as they know.

II.4.2. Reservations

- Reservations must be processed according to spa procedure and by authorized employees.
- An existing reservation can only be altered if requested or approved by the subject client.

II.4.2.A Reservations Procedures

- Check availability
 - Space
 - Provider
 - Equipment
- If available, write down all the required, basic information
 - Correct spelling of first and last names
 - Notation of guest's gender by proper salutation
 - Home or business phone number
 - Type of guest:
 - Hotel's guest



- Club Member
- Local guest
- Group participant
- Form of guarantee
- Hotel's room (only applicable to guests already checked into the hotels)
- Membership
- Credit Card*
- Repeat back all booking details for confirmation including the type of treatment(s), scheduled date of treatment(s), and the time of the treatment(s)
- Inform the guest of our recommended arrival time and of the twenty-four hour cancellation Policy
- Extend a parting pleasantry

*Always get a valid form of payment

II.4.2.B Reservations – Booking on Computer System

Note: Please refer to input procedures for the Spa software in use.

II.4.2.C Reservations – Booking in Central Reservations

Note: Please refer to input procedures for the spa software in use at the spa.

II.4.2.D Reservations – Editing Reservations

Note: Please refer to input procedures for the spa software in use at the spa.

II.4.2.F Reservations – Wait Listing Reservations

Note: Please refer to input procedures for the spa software in use at the spa.

II.4.3. Cancellation Policy

Note: Please refer to input procedures for the spa software in use at the spa.

II.4.3.A Reservations – Cancelling Reservations

Note: Please refer to input procedures for the spa software in use at the spa.

II.4.4. Dress Code

- The relevant dress code should be explained to clients at the time of reservation.



- If clients book a wet treatment and/or if they would like use the public recreational areas, remind them to bring swimwear.
- Disposable pants/shorts must be provided to clients who do not bring their own to wear during treatments.

II.4.5. Confirmation Calls

- Telephone calls are to be conducted daily by the receptionist to confirm the next day's Appointment Schedule.

II.4.6. Complaints

- Remain calm. Complaining guests are often in a crisis and need a calm and capable professional to guide them.
 - Do not take the complaint personally. Typically the complaint is not meant as a personal attack; the complaining guest is just calling out to the first available uniformed employee.
- **(6) Steps to Handling A Guest Complaint – based on the “Westin Approach”**
 - Listen Actively
 - It is important that you listen for content and not simply with the intent to reply.
 - It is easy to make assumptions and/or jump to conclusions if we do not listen carefully to our guests. To help keep you focused try the following:
 - Eye Contact - stop what you are doing and look at the guest, many people won't trust a person that won't look at them.
 - Lean - be attentive, lean forward occasionally during the conversation.
 - Face - respond with appropriate facial expressions to show you are enjoying listening to what the guest has to say.
 - Question - Ask questions to check understanding and to encourage the speaker to talk further. (i.e. Does this mean?)
 - React - It is vital to react to what the guest is saying, this can be done with verbal comments such as I agree, I didn't know, I agree, and I am glad. Empathize - put yourself in other's shoes (Helpful phrases: Yes, I understand, that must have been very frustrating for you) (Or I can appreciate how you feel)
 - Ask the Right Questions -
 - Remember, you are asking the questions for all involved parties. It is helpful to begin with open-ended questions to gather much needed information (Can you tell me more about what happened?) Then go to closed-ended questions, which require a one word or yes or no response (Whom did you speak with? At what time did you call?)
 - Agree on a Solution



- Offering options, alternatives that the hotels can live with and would really benefit our guests, be creative!
- Follow Up
 - Make sure promises made are promises kept. Once you have made a decision, be sure to ensure that it is completed to the guest's satisfaction.
- Tell a manager, and "Log the complaint"
- Any inconvenience or inconsistency in guest's service should be placed on the Complaint Log for tracking and analysis throughout the Spa Division. This ensures that all Hotel's staff are aware of the guest's sensitivities and pay particular attention to ensure that the remainder of their stay is enjoyable and will be used to improve the Guest Experience throughout all our Spa.

II.4.7. Check Out

- The Check out Procedure must be conducted by authorized employees.

II.4.8. Payments

- Only authorized personnel are permitted to operate the cash register.
- Authorized personnel include the receptionist and the spa manager.
- Authorized personnel must undergo formal training in the operation of the cash register and all payment methods.
- Only authorized payment methods will be accepted.
- The client may choose which authorized payment method is most convenient for them.
- In order to abide by the spa's contracts with credit card companies, employees must not state any payment method as "preferred" by the spa.
- Cash sales are only accepted in authorized currencies.

II.4.9. Terms of Sale

- Sales are made in accordance with local regulations and spa policy.

II.4.9.A Gift Certificate Sales

- What product, service or monetary value to be purchased
- Who the gift certificate is to (correct spelling of name)
- Who the gift certificate should read that is from (correct spelling of name)
- Any special sentiments to be added to the gift certificate; i.e. Happy Birthday, Thank you, etc.
 - Who is purchasing the gift certificate
 - Method of payment
 - Will the gift certificate be picked up or mailed out if it is a phone order
 - Name and Address the certificate is to be mailed to
 - Should the receipt mailed to a separate address than the certificate



- Contact's name and phone number they can be reached at
- Enter credit card or other method of payment information and make note of the gift certificate number
- Present gift certificate to guest if they are at the desk and ask them if it is how they intended

II.4.10. Product Returns

- Products must be returned within seven days from the date of sale.
- Products sold by the spa can be returned if:
 - The product has expired, is perceived to be expired due to smell or visual assessment, or is otherwise unusable.
 - The client received a physical reaction to the product.
 - The product was prescribed by a spa employee incorrectly.
- To compensate the client, a replacement product should be offered.
- If the client does not want a replacement product, they can receive a refund for the value of the item purchased.

II.4.11. Retail Sales

- Sales of retail items are to be conducted in a professional manner.
- Employees should proactively advise clients on the range of products available for purchase.
- Employees must only recommend products that are suitable for the client and address their requirements.
- Payments for retail items are to be made at reception.
- Retail products should already be labelled and scanned into [Spa Soft]. If label is not provided on the product then a product book will be available to locate the label and be scanned.
- Receptionist should present guest with a receipt and make a duplicate receipt for your records.
- Returned merchandise voucher needs to be filled out with every returned product. Proper first time payment will be obtained with receipt and refunded in the same form.
- Refunds or exchanges will be made courteously while being sensitive to the guest's time.

II.4.12. Products and Samples

- Employees are not permitted to purchase products on behalf of clients.
- Only authorized sample products and quantities are to be given to clients.

II.4.13. Locker Keys

- Locker keys are only to be provided to clients who require storing personal items while attending an appointment in the spa.
- Clients are not permitted to share lockers.
- Lost or unattended keys must be reported to reception immediately.



II.4.14. Spa Tour

- All spa tour clients must sign the Guest Book before the tour.

II.4.15. Consultation Form

- All new clients must fill out a Client Consultation Form. The form is to show good intent and not a legal disclaimer of responsibility.
- Returning clients must fill out a Client Consultation Form where treatments specifically require the identification of potentially new information.
- Where relevant, therapists must read the Client Consultation Form before beginning the treatment.
- New items listed on the Client Consultation Form should be added to the client profile following the treatment.
- Client Consultation Forms must be kept confidential and stored in a secure location.



III. STANDARD PROCEDURES

This section includes a range of standard operating and treatment procedures, categorized by the following areas:

1. General Management
2. Human Resource Management
3. Spa Preparation
4. Client Interaction
5. Standardized Spa Treatments

Important Notes:

- It is critical that spa treatments are always performed by qualified employees and contraindications be identified and considered before any treatment.
- Spa equipment and product manufacturers' instructions must be completely examined and incorporated into the facility's customized procedures manual.

III.1 GENERAL MANAGEMENT

III.1.1 PROCEDURE: Stock Requisitions

A. Retail Stock Requisition

- Retail stock should be monitored to ensure adequate stock is available at all times
- The receptionist is required to complete a Stock Requisition Form to replenish supplies
- Each requisition is to be approved by the department head or Spa Manager
- The receptionist is required to sign the Stock Requisition Form to confirm the order is correct and complete
- Items must be displayed in the retail area according to spa policy

B. Treatment Stock Requisition

- Therapists are required to complete a Stock Requisition Form when supplies reach replacement levels according to spa policy
- Each requisition is to be approved by the department head or spa manager
- Therapists are required to sign the Stock Requisition Form to confirm the order is correct and complete

III.1.2 PROCEDURE: Found Items

- Secure a tag to the found item and write on the tag:



- The name of the person who found the item
- The date and time the item was found
- The location of where the item was found
- The owner's name and telephone number, if known
- Place the item in a secure location
- Notify reception of the found item
- Notify all employees on duty of the found item to identify if they know who the owner is
- If the owner is known or presumed, notify them with a general description of the item found to confirm if it is their item
- When the owner returns, ask them to describe the item in detail to prove ownership
- If the description matches, ask them to sign for the item with:
 - The guest's name, address, telephone number and signature
 - The date and time of collection
- Release of the item must be approved and signed off by the receptionist or the spa manager
- If the owner does not return, review the appointment book for potential owners
- Telephone the potential owners stating the type of item found
- Arrange the owner to collect the item
- If the item is never claimed, take action according to the spa's policy

III.1.3 PROCEDURE: Lost Items

- If the report is made in person shortly following the loss, arrange to escort the client to the area(s) where the item may have been lost to see if it can be found
- If the client was wearing a robe during their visit, check to see if the item is caught inside the robe
- If the item is not found, complete the standard Lost Items Form, including:
 - Record the name of the client reporting the lost item
 - Record their contact details including a telephone number and address
 - Document a description of the lost item
 - Specify the date, time and location the item was last seen
 - Specify the time the client realized the item was missing
 - Ask the employees on duty at the time if they have seen the item
 - Conduct a search of the entire spa facility for the item
 - Advise the client of the status of the search



III.2 HUMAN RESOURCE MANAGEMENT

III.2.1 PROCEDURE: Recruitment

- Develop the job description
- Identify the relevant applicant skills and experiences required to fulfil the position
- Advertise the position
- Prepare and send a letter acknowledging receipt of applications, if required
- Review applications in relation to the specified fulfilment requirements
- Shortlist the most appropriate applicants
- Invite the short-listed applicants for an interview
- Interview the short-listed applicants
- Reduce the shortlist
- Check references of the remaining applicants
- Conduct a second interview with potential new employees
- Review a treatment demonstration conducted by applicants, if applicable
- After approval from the Hotel's manager, Prepare the employment contract
- Refer to the HR department.
- Make the job offer
- Provide written acknowledgement once the offer is accepted and the employment contract is signed
- Notify unsuccessful applicants
- Prepare the Induction Procedure for the new employee

III.2.2 PROCEDURE: New Employee Induction

- Tour the entire spa, including the back-of-house areas and the storage locations
- Introduce the new employee to all existing employees
- Referencing the manual, explain the spa policies and procedures to the new employee
- Review all marketing materials, including the treatment menu and price list
- Review the Appointment Schedule explaining the booking system and time allocations
- Show correct preparations for each treatment room, station and public area
- Issue employee uniforms
- Issue name tag
- Issue security pass/keys/passwords, if applicable
- Schedule relevant training courses
- Respond to any questions



III.2.3 PROCEDURE: Employee Meetings

- Items should be addressed according to the standard Employee Meeting Agenda as follows:
 - Debrief of the previous week's performance:
 - Summarize sales figures
 - Highlight client feedback
 - Recognize spa and employee achievements
 - Raise and discuss any problems which need to be addressed
 - Discussion of any topics/issues related to:
 - Changes proposed or to be implemented
 - Operations
 - Marketing
 - Human resources
 - Training needs and schedules
 - New or discontinued products, supplies or equipment
 - Other current issues
- Conduct refresher training e.g. product review or equipment demonstration
- Questions and discussion
- Confirm actions going forward and associated roles and responsibilities
- Prepare official minutes of the meeting
- Spa Manager approves official minutes
- Official minutes are posted on relevant notice boards and distributed to appropriate employees

III.2.4 PROCEDURE: Employee Arrival/Departure

- Arrive before the shift's starting time according to the spa's policy
- Record hours on a time sheet or clock in according to the spa's policy
- Review any new communication notices
- Collect a copy of the Appointment Schedule from reception
- Conduct assigned opening procedures
- If time permits, review the Client Profiles of the clients scheduled during the day
- If time permits, ask the Spa Manager if there are any other tasks to be conducted
- Conduct scheduled and other expected duties
- Once the shift hours are completed, prepare to depart



III.3 SPA PREPARATION

III.3.1 PROCEDURE: Spa Opening – General Areas

- Obtain keys from security by exchanging Hotel's Identification Card for responsibility of the keys
- Unlock
 - Office door
 - Product cabinets
 - Drawers and cabinets
 - Front Door
- Keep keys in a safe place with limited access by other staff members
- Switch on all the lights
- Check for cleanliness and order
- Place daily newspapers and new magazines in the waiting area and relaxation room
- Turn on the diffuser machine/add oils/light candles
- Turn on the control to warm up the steam and sauna room(s)
- Uncover the spa pool(s), if applicable
- Prepare food and beverages
- Ensure the food and beverage area is clean and supplied with ample crockery, cutlery and other relevant items
- Ensure all public areas are clean and presentable

III.3.1.A PROCEDURE: Spa Opening – Reading Memo Postings

- The clipboard kept in the reception inner office has a copy of all-important information pertaining to your department (therapist, aestheticians, etc.)
- Review the memo postings to see what has transpired since your last shift. If this is your "Monday" review the entries for the past few days.
- Review daily for important information that may affect you during your shift.
- Review memos:
 - Company wide memos
 - Spa memos
 - Department communications
- Initial the memos after reading them to indicate responsibility

III.3.2 PROCEDURE: Spa Opening – Reception

- Tidy the reception area to presentable standards
- Ensure locker keys are in place
- Turn on the computer and printer
- Log into system [Spa Soft]



- Load Appointment Schedule
- Cancel call forward and retrieve voicemail
- Check messages and return calls as appropriate
- Update Appointment Report
- Ensure treatment rooms have been properly assigned
- Print the Appointment Report for each therapist
- Take out Client Profiles for today's appointments
- Replenish the cash float
- Ensure ample supply of Client Consultation Forms
- Ensure ample supply of sales bags for retail sales
- Turn on music
- Unlock front door at opening time

III.3.2.A PROCEDURE: Spa Opening – Front Desk Appointment Review

- The day's appointments should be viewed daily for accuracy and any potential glitches should be brought to a manager's attention and resolved before the guest's arrival
- Any time a reservation has a picture of a bell in the side bar [Spa Soft], a note has been added to their reservation
- Right click the mouse, go to notes, view/edit note and read
- Follow up and take care of any needed tasks regarding the appointment or guest

III.3.2.B PROCEDURE: Spa Opening – Reading Log Book

- To be located in a drawer at the Reception desk
- Information pertaining to your department (therapist, aestheticians, etc.)
- Review the Log Book to see what has transpired since your last shift. If this is your "Monday" review the entries for the past few days.
- Review this daily for important information that may affect you during your shift.
- Review memos:
 - Company wide memos
 - Spa memos
 - Department communications
- Initial the memos and log book information after reading them to indicate responsibility

III.3.3 PROCEDURE: Spa Opening – Treatment Rooms/Stations

- Check Appointment Schedule
- Set up the room or station according to the next treatment scheduled
- Undertake the activities according to the spa's policy, including:
- Switch on relevant power sockets
- Ensure equipment is in good working order



- Ensure all products are accounted for and at adequate levels
- Ensure all utensils and tools are accounted for and at adequate levels
- Ensure equipment is in good working order
- Ensure there is an adequate supply of towels
- Ensure room/station is clean and tidy

III.3.4 PROCEDURE: Spa Closing – General Areas

- Lock office:
 - Door
 - Product Cabinets
 - Drawers and Cabinets
- Turn off the diffuser machine/blow out candles
- Turn off the controls in the steam and sauna room(s)
- Cover the spa pool(s), if applicable
- Store appropriate food and beverages
- Throw away all relevant perishable items
- Replenish food items and ensure adequate supplies of crockery, cutlery and other relevant items
- Check cleanliness and order
- Turn off all relevant power sockets
- Switch off remaining lights
- Return keys to security and obtain your identification card in exchange for the keys

III.3.4C PROCEDURE: Spa Closing – Money Drop

- After money is counted and balanced to tickets, put cash and checks in a money drop envelope
- Fill out the envelope to depict the money in the envelope
- Drop the money in the safe and fill out the record log with a witness' signature

This is to be reviewed by Agustinus Agus Purwanto, Corporate Finance of THE RICH PRADA BALI Hospitality.

III.3.5 PROCEDURE: Spa Closing – Reception

- Lock the doors at closing time
- Turn off the music
- Balance and secure the cash
- Update the Appointment Schedule for each therapist
- Update the Client Profiles in the computer system
- Print the Daily Report
- Create a backup of the electronic files



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- Log out of all software applications by going to: File \ Exit
 - Turn off the computer
 - Replace all locker keys
 - Replenish supply of sales bags for retail sales
 - Replenish supply of Client Consultation Forms
 - Replenish supply of Client Feedback Forms
 - Turn on call forward and voicemail message
 - Tidy the reception area to presentable standards

III.3.6 PROCEDURE: Spa Closing – Treatments Rooms/Stations

- Switch off relevant power sockets
- Replenish the supply of hand mittens, hair bands, disposable underwear and other relevant supplies
- Replenish the supply of towels
- Replenish treatment supplies
- Clean the basin and polish taps and mirrors
- Ensure the room is clean and tidy
- Switch off the treatment room light



III.4 CLIENT INTERACTION

III.4.0 PROCEDURE: Anticipating Guest Needs

- Know your customers
- Recognize guest returns and their likes and dislikes
- Anticipate commonly asked questions or requests
- Keep supplies and needed materials stocked and readily available
- Remember the importance of having the perspective of a guest in mind
 - If I were a guest paying money, how long would I expect to have to wait to be greeted?
 - How long would I expect to be placed on hold before I become irritated?
 - How would I feel if someone stopped me because I looked lost and asked me if they could direct me?
- Keep a "To Do" list so that no requests go unfulfilled

III.4.0A PROCEDURE: Answering Guest's Questions

- Answer guests' questions as if it were the first time you have heard the question; in a courteous, empathetic manner, careful not to sound pretentious
- Never use the phrase "I don't know". Say, "Let me check on that."
- If you do not know the answer to the question go to or call a resource who can tell you the answer that can then be relayed to the guest without inconvenience
- In responding to our guests, do so with a sense of urgency

III.4.0B PROCEDURE: Guest Recognition

- Repeat guests should be referred to by name
- Staff should anticipate return guest needs, likes and dislikes when booking appointments, before arrival, and during the check in and check out process



III.4.0C PROCEDURE: Using Professional Language

- At no time should profanity or questionable language be used at the desk or in guest areas
- Slang and jargon will be viewed as inappropriate for use with guests or in their presence
- Examples of slang would be:
 - Hi, hey, etc...replace with: Hello, Good Morning; Afternoon; Evening;
 - Bye; bye-bye; So Long; See Yah...replace: with Good Bye; Have a Good Afternoon, etc.;
 - Sure; okay; replace with: Certainly, Yes ma'am, Yes sir, Of course;
 - Thanks...replace with Gentlemen; Ladies;
 - What?...replace with: I'm sorry; I beg your pardon;
 - Can I?...replace with: May I?
- Employees should be attentive in listening, avoiding interrupting to speak.
- Staff will not interrupt guests to answer phones or talk with others, except momentarily; they will excuse themselves when doing so
- Staff should not appear pretentious, but always present themselves in a natural and courteous manner

III.4.0D PROCEDURE: Posture

- Practice good body posture behind the reception desk
- Do not lean on the desk, wall, tables or chair backs
- In order to be receptive to guests at all times, stand facing desk; do not turn your back towards the entrance ways
- Do not congregate in groups of more than two while in guest areas

III.4.1 PROCEDURE: Reservation via Telephone

- Ask the client which day and time they prefer
- Ask if they have a spa treatment in mind already
- If not, offer to assist them by listing and describing some treatments
- Ask if they would like to request a particular therapist (name or gender)
- If preferred date, time, treatment and/or therapist is not available, assist to identify a convenient arrangement
- Insert appointment details into the Appointment Schedule
- Ask for their name, contact number and if applicable, their membership number
- Confirm the appointment details
- If applicable, advise the client:
 - The optional arrival times in case they would like to use the spa's facilities
 - To bring swim wear



- The spa's cancellation policy
- Let client know you will call one day before the appointment to re-confirm
- Thank the client for their call

III.4.2 PROCEDURE: Reservation in Person for a Later Date/Time

- Ask the client which day and time they prefer
- Ask which spa treatment they are interested in
- If appropriate, assist them by providing a brochure/list of treatments and/or verbal description of available treatments
- Ask if they would like to request a particular therapist (name or gender)
- If their preferred date, time, treatment and/or therapist are not available, assist to identify a convenient arrangement
- Insert appointment details into Appointment Schedule
- Ask for their name, contact number and if applicable, their membership number
- Verbally confirm the appointment details
- Write details on an Appointment Card and give it to the client
- If applicable, advise the client:
 - The optional arrival times in case they would like to use the spa's facilities
 - To bring swim wear
 - The spa's cancellation policy
- Advise the client you will call one day before appointment to re-confirm
- Thank the client for their reservation

III.4.3 PROCEDURE: Reservation in Person Requesting an Immediate Treatment

A. If the spa is busy

- Check the Appointment Schedule to identify potentially available treatments
- Explain the options to the client

B. If the spa is not busy

- Ask which spa treatment they are interested in
- If appropriate, assist them by providing a brochure/list of treatments and/or verbally describing the treatment, always recommend signature treatments first
- Confirm the treatment room and therapist are available to receive the client
- Insert appointment details into Appointment Schedule
- Ask for the guest's name, contact number and if applicable, their membership number
- Verbally confirm the appointment details
- Continue with Check In Procedure

C. If an appointment is not possible at the requested time, recommend the first available appointment



III.4.4 PROCEDURE: Confirmation Calls

- Refer to the Appointment Schedule for the next day
- Call each client to confirm their appointment
- If they confirm the appointment:
 - Request that they arrive at least 15 minutes before their scheduled treatment
 - Remind them they can arrive early to use the spa's facilities and if so, remind them to bring swim wear
 - If they are scheduled for water treatments, remind them to bring swim wear
 - Farewell the client according to the spa's policy

III.4.5 PROCEDURE: Greeting for Clients In Person

A. For clients with an existing appointment

- Conduct Check In Procedure
- For clients making bookings

B. Conduct Reservation Procedure

C. For clients buying retail products

- Conduct Retail Sales Procedure

D. For clients requesting a brochure

- Hand them a Spa Brochure
- Ask if they would like any particular treatment
- Offer to explain any treatments to them in more detail
- Highlight the signature or unique treatments
- Ask the guest if they would like to make a reservation
 - If so, conduct Reservation Procedure
 - If not, invite them to take the brochure and refer them to the telephone number

E. For clients just finished a treatment

- Conduct Check Out Procedure

III.4.6 PROCEDURE: Greeting for Telephone Call

A. For clients making bookings

- Conduct Reservation Procedure

B. For clients requesting a brochure

- Obtain their address details
- Ask them when they were thinking of having a treatment
- If it's a busy time for the spa, advise them to make their booking as soon as possible
- Thank them for their call



C. For clients requesting a spa tour

- Ask the client which day and time they prefer
- Check the Appointment Schedule for availability
- If the preferred date and/or time are not available, assist to identify a convenient arrangement
- Insert the spa tour details into the Appointment Schedule
- Ask for their name and contact number
- Ask the reason for the spa tour
- Confirm the appointment details
- Thank the client for their call

III.4.7 PROCEDURE: Check In

- Stop any administrative duties or employee conversation that may be taking place and look up to acknowledge the guest's presence with a smile when the guest is within vision
- Make eye contact
- No guest will wait longer than sixty seconds in line at the reception desk before acknowledgement
- Identify the client's reservation in the Appointment Schedule
- Recognize returning clients with "Welcome to the spa."
- Solicit guest's name
- Confirm their treatment type and appointment time
- Ask them to complete the Client Consultation Form and pass it to their allocated therapist
- Ask them to let you know if they have any queries
- Give them a locker key, if applicable
- If there is no other appropriate employee available to escort them:
- Explain the direction of the locker room and relaxation room
- Advise that the therapist will collect them from the relaxation room
- For clients receiving a spa manicure with polish:
- Ask if they would they like to pay now to prevent them damaging their newly painted nails
 - If so, conduct Payment Procedures
 - If not, wish them an enjoyable treatment

III.4.7A PROCEDURE: Spa Itinerary, Packages, Multiple Services

- Present the guest with their spa itinerary for the review of the information
- Present the guest with their day's itinerary for the review
- For Package Guests, or if guest is having 3 or more treatments



- If a lunch is planned, please let them know when it is, and that they may go to the Hotel's restaurant.

III.4.7B PROCEDURE: Orienting Guest to Facilities

- Confirm scheduled appointments and ask for method of payment if not already taken care of
- Reception to call attendant to escort the guest to the locker room
- Engage in friendly conversation on the way to the locker room
- Open the door and escort the guest into the locker room
- At no time should a facility or area of the escort be pointed to with a finger: always walk the guest to their destination, or if their destination is in another area of the hotels, walk them in the right direction while verbally giving them directions
- Introduce the guest to the locker room attendant and extend well wishes for a relaxing spa experience
- If the locker room attendant is occupied with another guest, give them a key and familiarize them with the locker room
- Guests of the opposite sex should be explained where to go and the amenities available to them if a locker room attendant is not available
- Issue a key to the guest to give them access to a locker and robe

III.4.8 PROCEDURE: Spa Tour

- Confirm they would like a tour of the spa
- Ask them to sign the Guest Book
- Confirm their reason for requesting a spa tour
- Walk through the spa according to the spa's policy
- Explain the purpose of each room and area from the client's perspective
- Walk the client back to the reception area
- Discuss the items available for sale in the retail area
- Ask if they would like to make a booking for a spa treatment
 - If so, conduct Reservation Procedure
- Offer the client some written information, including contact details

III.4.9 PROCEDURE: Receiving Clients for a Treatment

- Treatments will commence 3 minutes before time and conclude 5 minutes after time. (we do more for our guests)
- Identify the client's name on the Appointment Schedule
- Identify the treatment room/station allocated
- Identify where the client should go after this treatment
- Refer to the Client Profile
- Identify if the client has arrived



- Greet the client as arranged, at the relaxation room or waiting area
- Retrieve the Client Consultation Form from the client
- Escort the client to the allocated treatment room/station
- Advise the client they can store their jewellery in the jewellery box provided
- Advise the client how to be positioned
- If applicable:
 - Advise the client you will wait outside while they disrobe
 - Advise the client they can hang the robe on the back of the door
 - Advise the client to use the towels to cover themselves
- Leave room while client disrobes and lies on bed
- Listen for the client to settle
- Knock, then slightly open the door and ask if the client is ready
- Enter the room after the client's approval is heard
- Dim the lights if appropriate for the treatment
- Adjust the towel to cover the client appropriately, if necessary
- Ask if the temperature of the room is comfortable
- Ask if the temperature of the electric blanket on the bed is at a comfortable temperature
- Adjust the temperature if required
- If not sure, ask the client if they have had that particular treatment before
- If not, briefly explain the treatment to the client
- Discuss any relevant items from the Client Consultation Form
- Ask the client if they are comfortable
- As appropriate, help them to be more comfortable e.g. adjust their position or towels

III.4.10 PROCEDURE: Releasing Clients from a Treatment

- Once the treatment is finished, thank the client
- Discuss the prescription form and any relevant products the guest may like to purchase
- Remind the client to collect their jewellery
- If applicable, advise the client that you will wait outside while they put on their robe
- Wait for them outside the room
- Take them to the relaxation room
- Ask if they would like tea/water/juice and if so, prepare it for them
- If they are reserved for another treatment or service advise them you will notify their next therapist
- If applicable, notify the next therapist the client is waiting in the relaxation room
- Notify the Reception of any changes to the scheduled treatments
- Make relevant updates to the Client Profile
- Return to the treatment room/station just used and tidy to the appropriate standard
- Check if there has been any change to the next appointment scheduled



III.4.11 PROCEDURE: Retail Assistance

- All spa staff will demonstrate knowledge that makes the recommendation seem special and insightful
- Initiate the spa's Sales Script and tactics to maximize sales
- Ask if the client would like assistance
 - If so, ask the client what they are looking for and provide appropriate advice
 - If not, advise the client to let you know if they have any questions
- If the client is ready to make a purchase, conduct the Payment Procedure
- Ask if the products are for themselves
 - If so, ask if they have used them before:
 - If so, confirm they are familiar with the procedures and if requested, advise application procedures
 - If not, advise application procedures
- Retail products should already be labelled and scanned into [Spa Soft]. If label is not provided on the product then a product book will be available to locate the label and be scanned.
- Receptionist should present guest with a receipt and make a duplicate receipt for your records.
- Refunds or exchanges will be made courteously while being sensitive to the guest's time.

III.4.12 PROCEDURE: Check Out

- Upon a guest's return to the desk, post-treatment, greet immediately with a smile.
- Welcome the guest with a verbal greeting within 60 seconds.
- Acknowledge the client with "How did you enjoy the spa?"
- Create a sense of recognition by using the guest's name and asking how their spa experience was
- Respond in a conversational manner and ask if a future reservation can be made
- Assist the guest by providing any needed information or in the way of retail
- Offer Hotels /club directions for departure from The Spa and Salon

III.4.13 PROCEDURE: Payment

- Confirm the treatment/service they received and/or the items they wish to purchase
- Advise the client of the total price
- Identify how they would like to settle the amount
- Process the transaction according to the spa's policy
- If applicable, place retail items in a bag
- Ask the client if they would like to make an appointment for their next visit



- If so, continue with Reservation Procedure

III.4.14 PROCEDURE: Payment Options

A. Credit card payment

- Check the credit card type is acceptable
- Check the card has not expired
- Swipe the credit card in the corresponding machine
- Key in the amount to be charged
- Wait for the slip to be printed
- Hand the client the slip and a pen
- Compare the signature on the slip with that on the card
- Hand the client their credit card, copy of the credit card slip, and the receipt
- Insert the spa's copy of the credit card slip into the cash drawer

B. Cash payment

- Collect the cash from the client
- Count the money in front of the client
 - If correct, insert the money into the cash drawer
 - If incorrect, show the client what they have given you and specify the outstanding amount
- Collect the cash from the client
- Count the money again in front of the client
- If change is required, hand the client the exact amount, confirming the amount
- Hand the client the receipt
- Insert the money received into the cash drawer

C. Gift voucher payment

- Check the name, description of the treatment, value and expiry date of the gift voucher
- Mark the voucher as used
- Hand the client a receipt
- Place the voucher in the cash drawer
- Ensure the voucher number and details are recorded according to spa policy

D. Check payment

- Review the check for correct and complete details
- If applicable, ask the client to provide their Guarantee Check Card for verification
- Hand the client a receipt
- Place the check in the cash drawer



III.4.14A PROCEDURE: Commission and Gratuity Sheets

- Commission and gratuity sheets are to be completed in compliance with services rendered and payment received
- Turn in

III.4.15 PROCEDURE: Client Arrives Late

- Review the Appointment Schedule to identify if the therapist is available for extended time
 - If not, consider the possibility of changing the therapist to enable extended time
- Review the Appointment Schedule to identify if the room is available for extended time
 - If not, attempt to change the room to enable extended time
- If the above options are not possible, explain the available options to the client:
 - The scheduled treatment can be performed in a shorter time period
 - If possible, the treatment can be changed to one available during the time frame
 - The Cancellation Policy can be enforced

III.4.16 PROCEDURE: Therapist Arrives Late

**If you are early, you are on time.
If you are on time, you are late.
If you are late come and see the manager.**

- Review the Appointment Schedule to identify if another therapist can complete the treatment
- If available:
 - Notify the therapist about the updated schedule
 - If the client was expecting the original therapist, advise them of the change and ask if they would like to start with the new therapist and have the original therapist take over once they arrive
- If not available:
 - Approach the client and if possible, invite them into a consultation or meeting room
 - Explain the situation, estimating the time the therapist will arrive
 - Apologize for the inconvenience
- If the therapist is likely to arrive in a short period of time:



- Offer the client refreshments
 - Request they wait until the therapist arrives
- If the therapist is likely to arrive in a longer period of time or not at all, offer another available treatment
- Advise the client of appropriate compensation options according to the spa's policy

III.4.17 PROCEDURE: Complaint in Person or via the Telephone

- Recognize the client with a statement assuring you will help them
- If the complaint is in person:
 - Try to guide the client away from other clients and employees
 - If possible, invite them into a consultation or meeting room
 - Ask the client to describe the situation to you
 - Suggest an appropriate course of action to resolve the conflict, in accordance with the spa's policy
 - Ask the client if they are satisfied with, and accept the suggested solution
- If you are unable to resolve the issue:
 - Alert the Spa Director or Spa Manager
- If the matter needs further investigation or the client cannot wait:
 - Document the client's name and contact details
 - State a reasonable timeframe within which you will contact them
 - Conduct the follow up activities as promised
- Keep a record of the complaint, the actions undertaken and the accepted resolution

III.4.18 PROCEDURE: Complaint via Written Correspondence

- Review the written complaint
- Investigate the complaint, if applicable
- Prepare some resolution options, in accordance with the spa's policies
- Telephone the client to acknowledge their complaint and discuss the resolution options
- Ask the client if they are satisfied with, and accept the suggested solution
- Prepare and send a letter to the client that:
 - References their correspondence
 - Summaries the actions undertaken in response to their correspondence
 - States the accepted resolution
- If the matter needs further investigation:
 - State a reasonable timeframe within which you will contact them
 - Conduct the follow up activities as promised
- Keep a record of the complaint, the actions undertaken, the accepted resolution, and a copy of the letters



III.4.19 PROCEDURE: Lost and Found

A. Research Lost and Found items

- Contact Security to research lost item.
- If the item was located, a representative will bring the item to the Spa for the guest to identify and to sign for the item.
- If the item is not found contact Security to make a report either by phone or in person.
- The appropriate department will notify the guest when an item is found and mail it to the guest.

B. Turning in Lost and Found items

- All found items must be called in to Security.
- Turn over the items before the end of your shift
- Provide Security with location found
- Notify the manager on duty

III. 5 STANDARDIZED SPA TREATMENTS

III.5.1 PROCEDURE: Body Scrub

See procedures and policies manual



Appendix A

I. EMERGENCY PROCEDURES

Safety & Security
Admission, Conduct & Liability
Lack of water quality
Dealing with disorderly behavior
Emission of Gases
Serious Pool Rescue
Emergency Action
Lighting / Power Failure
Fire & Emergency Procedures



EMERGENCY PROCEDURES	
Subject:	SAFETY & SECURITY
Standard:	To provide a safe and secure environment for all guests and all staff.
Training:	<p>"Emergency Guidelines" are available in all facilities. All staff shall attend a special training concerning this subject.</p> <p>Please find enclosed an example of the manual.</p>
Procedure:	<p>Each spa is responsible for implementing the " Emergency Guidelines". These guidelines ensure a secure and safe environment of all guests and staff.</p> <p>Simulated emergencies must be performed at least twice a year in cooperation with the Hotels and local police and fire department. Trainings in addition to these simulated emergencies have to cover the alarm at the fire department and sprinkler systems.</p> <p>The managing company or the franchisee is responsible for maintaining the necessary security and safety and the implementation of the security trainings and simulated emergencies.</p> <p>All safety programs have to be available in form of a written manual and have to be handed over on request.</p> <p>Every spa facility has to have its own safety and security commissioner.</p>



EMERGENCY PROCEDURES	
Subject:	ADMISSION; CONDUCT & LIABILITY
Admission & Conduct	Management reserves the right of admission to the sports centre and may expel any member whose conduct, in its opinion shall be injurious to the character of the sports centre or the interests of its members.
Liability	<p>The Management and Staff of the spa facility takes all reasonable steps to regulate the operation of the sports centre of the spa facility, but is unable, without unduly restricting the enjoyment by the members of the facilities of the sports centre, to control and supervise all aspects of its use.</p> <p>The spa sports centre and its owners therefore do not accept responsibility for any loss or damage to the property of a member, which may occur while he or she is on the premises.</p>



EMERGENCY PROCEDURES		
Subject:	DEALING WITH DISORDERLY BEHAVIOR	
<p>Disorderly behaviour is defined as behaviour likely to cause injury to themselves or other members/guests.</p> <p>Minor Misconduct If the member/guest does not abide by the safety notices of the club, the attendant on duty must ask the person to come to the side. The attendant must politely explain the reasons why their action is not allowed. If the member/guest persists, politely call them over to the again where a warning will be given. In the event the member/guest refuses to abide by the rules of the club, the attendant must contact the Duty Manager / General Manager. They will decide what action to take after discussing with the member/guest their actions. There may be cases where the incident is so serious that a more serious response is necessary such as a sexual assault, fighting, theft etc.</p> <p>Major Misconduct In these instances the Duty Manager / General Manager and Resort Security must be contacted immediately as the member/guest has allegedly committed a criminal offence. The Security Officer/Duty Manager/General Manager is the only persons authorized to contact the police, except in a dire emergency. All details are to be recorded in the logbook and an incident form completed by the security officer.</p>		



EMERGENCY PROCEDURES	
Subject:	EMISSION OF GAS
<p>It is essential for all staff / members / guests to immediately evacuate the area in the event of a toxic gas leak.</p> <p><u>Toxic Gases</u> The toxic gas that could be accidentally emitted if an acid and an alkaline are mixed together is chlorine gas. It is highly poisonous; yellow in color and starts with a burning sensation in your throat and lungs that make you unable to breathe. Action on detecting a chlorine gas leak within the Resort / Pool Plant Rooms.</p> <p>Activate the nearest fire alarm point immediately. Evacuate the immediate area. Open as many outside windows/doors as possible to dispel the gas. Complete full evacuation procedures as per the operations manual. Immediately after the incident, the Head of Maintenance and Sports Center Supervisor will complete a full report for the General Manager.</p> <p><u>Non Toxic Gases</u> The creation of a gas called Nitrogen Dichloride from the water is a common by-product of the free chlorine breaking down the pollutants in the pool water. There are situations where there may be times when this becomes too uncomfortable for members/guests. The symptoms of this substance are sore eyes, throats and coughing. As soon as the symptoms of Nitrogen Dichloride are detected, the Pool Attendants must complete the following:</p> <p>Contact the Sports Center Supervisor / Maintenance department so that they can assess the situation. If the levels are unacceptable, immediately clear the swimming pool and inform the club / sports center reception to stop further entry to this pool. The Maintenance department will undertake water tests to diagnose cause of the problem and take the corrective measures. Apologize to members/guests who have arrived to use this pool and redirect them to another facility within the resort. If the pool quality is sufficient after these measures, the Maintenance department / Duty Manager will determine when to reopen the facility. The Maintenance department will complete the log sheet and forward to the Head of Maintenance / General Manager to ascertain what happened and establishes measures to prevent it reoccurring to such a level.</p>	



EMERGENCY PROCEDURES	
Subject:	SERIOUS POOLS RESCUE
<p>It is essential for all staff to handle a serious pool rescue in a calm and professional manner, following the training outlined by the Red Cross Life-Saving standard.</p> <p><u>Action by Pool Attendant</u> If a situation arises in the pool that you believe poses a serious treat to life, immediately activate the alarm located around the poolside area. Clear the pool with one long continuous blast of the whistle to get the attention of all bathers. Only enter the pool as a last resort using all available rescue aids to initially save the bather. If this fails perform a rescue and immediately commence emergency first aid – Airway, Breathing and Circulation. If the bather is not breathing commence EAR - Expired Air Resuscitation (in the water if necessary). If the bather's heart has stopped commence CPR - Cardiac Pulmonary Resuscitation.</p> <p><u>Action by Sports Center Reception</u> On activation of the panic alarm, the Sports Center Supervisor or Senior member of staff is to investigate the situation immediately. Once the situation has been assessed, the initial concern for all staff must be to assist the Attendant making the rescue and to maintain a level of calm for relatives/friends of the bather. Inform reception to contact the emergency services (if appropriate) and the Duty Manager / General Manager. The Sports Center Staff must prevent all further admittance to the swimming pool. A member of staff must be deployed to the entrance of the resort to direct the emergency services to poolside.</p> <p><u>Action by all staff during emergency first aid.</u></p> <p>Under no circumstances are members/guests to re-enter the pool until the emergency services have advised the Duty Manager accordingly. Ensure the public does not inhabit the rescue / first aid attempts at any time. Keep the area for the ambulance crew clear at all times.</p>	



EMERGENCY PROCEDURES	
Subject:	SERIOUS POOLS RESCUE
<p><u>Once the emergency services have left the Resort.</u></p> <p>Reassure all members/guests. Advise Reception that the pool is now open. Investigate fully what actually took place listing the facts only. Complete a full written report for the General Manager and attach a copy in the sports centre handover book. The Sports Center Supervisor with the assistance of the Resort Management must check all staff and members/guests who witnessed the incident for the symptoms of shock.</p>	

EMERGENCY PROCEDURES	
Subject:	EMERGENCY ACTION SPA FACILITY
<p>To maintain a high level of diligence and care, all Pool Attendants and Sports Center Staff are to be fully aware and trained in the Emergency Action - Spa drills.</p> <p>If a person gets their hair trapped in the inlet valves of the spa, the following procedure must be followed:</p> <p>Immediately activate the panic alarm button Turn off the spa inlet valves Aim to release the hair from the inlet valve with scissors Pinch the nose and push the thumbs by the ears to open the mouth Attempt to blow air into the casualty's mouth If they are unable to free themselves then use a snorkel from poolside and put it in the casualty's mouth</p> <p>As soon as the casualty is freed:</p> <p>Administer First Aid and treat for shock. Ensure that the casualty is sent to hospital to check for secondary drowning. Complete the accident report book in full and record the incident in the handover book.</p>	



EMERGENCY PROCEDURES		
Subject:	LIGHTNING / POWER FAILURE	
<p>In-order to assist our members and guests wherever possible, all staff are to handle a lighting/power failure in a calm and professional manner.</p> <p>The emergency lights within the sports center will automatically come on.</p> <p>The staff must inform and reassure all members/guests that the power supply will resume within 1-2 minutes (especially during the hours of darkness).</p> <p>Apologize to members/guests for the inconvenience caused.</p> <p>Once the main power supply is restored:</p> <p>Ask the Maintenance department to check the swimming pool chlorinating system is functioning correctly.</p> <p>Refund all members / guests who were using the facilities when the lighting / power occurred: video machines, squash & crocodile club if applicable.</p> <p>Check all electrical appliances are fully working and advise Maintenance accordingly.</p> <p>If the main power supply fails to resume after 5 minutes, start to assemble all members/guests and await further instructions from the Duty Manager</p>		



EMERGENCY PROCEDURES	
Subject:	FIRE & EMERGENCY PROCEDURES
Procedure	<p>The management of the spa facility has to ensure that a detailed Fire & Emergency plan exists for the spa. The plan has to be in accordance with the local law and has to be set by the local Hotels management</p> <p>The following items are a proposal for every spa facility, but are not fixed.</p> <p>On hearing the fire alarm or seeing a fire, report to Reception immediately, this applies to ALL staff (8 seconds to report to reception). Reception to inform security immediately.</p> <p>Fire.</p> <p>Each staff member will be allocated an area or areas to evacuate. Ensure ALL members are evacuated as soon as possible.</p> <p>A control point will be set up outside the Hotel's front entrance as soon as all areas have been allocated.</p> <p>After complete evacuation of your area / areas, you must report to the person in charge at the Assembly Point outside.</p> <p>Remember where the fire exits are and also be aware that depending on where the fire is situated, certain exits and doors could be used as exits as well.</p> <p>Remember the basics - keep calm, stop possible fire spread, isolate the fire, leave the area and building as soon as possible, report back to the control point outside main entrance. The following areas will be allocated to a staff member to evacuate.</p> <p>NB: You should be the last person to leave your designated area:</p> <p>NOTE: All the above areas could vary, as they will be specific to the fire.</p>



EMERGENCY PROCEDURES	
Subject:	FIRE & EMERGENCY PROCEDURES
<p><u>CHILDREN CLUB – CHILDREN’S AUNTIE</u> Ensure all children are kept as calm as possible. Evacuate the Children’s Clubroom via the nearest safe exit to the Assembly point. Inform the most senior member of staff (SC) that the Children’s Clubroom is clear.</p> <p><u>HEALTH AND BEAUTY SUB-CONTRACTORS</u> Evacuate the H&B room and provide towels where required for clients. Inform the most senior member of staff (SC) that the treatment room is clear.</p> <p><u>SPORTS CENTER STAFF</u> Ensure all children are kept as calm as possible. Evacuate the Sports Center: Squash Courts, Locker Rooms, Gymnasium & Games Room, via the nearest safe exit to the Assembly point. Inform the most senior member of staff (SC) that the Sports Center is clear.</p> <p><u>POOL ATTENDANTS</u> Ensure all children are kept as calm as possible. Evacuate the Swimming Pool immediately and direct members from the poolside via the nearest safe exit to the Assembly point. Inform the most senior member of staff (SC) that the Swimming Pool Number _ is clear.</p> <p><u>ACTIVITY ATTENDANTS</u> Ensure all children are kept as calm as possible. Evacuate the Resort immediately and direct members via the nearest safe exit to the Assembly point. Inform the most senior member of staff (SC) that all members and guests participating in activities are accounted for.</p> <p><u>SENIOR MEMBER OF STAFF / SPORTS CENTER SUPERVISOR</u> Ensure all children are kept as calm as possible. Evacuate the Sports Center: Squash Courts, Locker Rooms, & Games Room via the nearest safe exit to the Assembly point. Liaise with the Activity Attendants, Pool Attendants, Children’s Auntie Sports Center Staff and Sub Contractors to ensure that the Sports & Activities Department is clear and all on duty staff accounted for. Liaise with the Resort Duty Manager and report on the Sports & Activities Department: Clear or number of persons in the building etc.</p>	



EMERGENCY PROCEDURES	
Subject:	FIRE & EMERGENCY PROCEDURES
<p>What to do in an event of a fire. Know to use the fire fighting appliances and the different types available. Know your department escape exits / routes for members. To ensure that fire exits are kept clear and operational at all times. To prevent any possible cause of fire through neglect</p> <p>Sports Center Fire Evacuation Procedures</p> <p>All Staff are to remain as calm as possible and not to use the word "fire". Staff should ask all members and guests to evacuate the building "in the interest of safety".</p> <p>EMERGENCY EVACUATION PLAN</p> <p>See attached form that fire safety officers should use for control purposes. The spa facility should do at least one drill per 3 month. Preferably at least once, actually evacuating the guest. Otherwise go through the motions with the staff.</p> <p>NB: REMEMBER THE REQUIREMENTS</p> <p>F Find the fire I Inform – set the alarm off by calling security or management R Restrict the fire from spreading E Extinguish fire if possible, otherwise evacuate</p> <p>No fire is too small to sound the alarm Most people die of smoke inhalation before the flames reach them.</p> <p>BE AWARE OF THE EXACT LOCATION OF FIRE EXITS, FIRE HOSE REELS AND FIRE ALARMS, IT COULD SAVE LIVES!!</p> <p>The person in charge of the SPA FACILITY has to fill out an incident report. (Annexure 1.1 (d))</p> <p>Follow up on the incident the next day with the management,</p>	



IV. JOB DESCRIPTION

IV. 1. SPA MANAGER JOB DESCRIPTION

Job purpose of SPA manager is to oversees the management direction and development of the retail, massage, esthetics, nail services and reception staff; to develops, monitors, and reviews all staffing, scheduling, facility operations, supply procurement, revenue management, safety training, standard operating procedures, payroll management and guest service satisfaction.

Key duties/responsibilities of SPA manager:

○ **Operations management of SPA**

- Hold regular staff meetings to keep staff up to date on all aspects of the Spa's operation.
- Ensure equipment is maintained in good working order.
- Maintain professional relationships with suppliers and providers.
- Ensure stock and cash items are kept safely under lock and key.
- Minimize or eliminate losses through negligence with monitoring programs.
- Implement a clearly established opening and closing procedure.
- Manage inventory effectively; follow purchasing standards; ensure compliance
- Maintain an up to date version of the Spa Procedure Manual and ensure compliance.
- Develop and maintain Spa literature, documentation and process handling requirements.
- Attend Management meetings and convey all relevant information throughout the Spa.

○ **Financial management of SPA**

- Control ongoing service and product margin analysis to ensure profitability.
- Implement opportunities for managing operational costs and boosting the bottom line.
- Develop procedures for accurate inventory control and monitoring.
- Implement full Spa product and service purchasing standards and ensure compliance.
- Administer staff and client scheduling for maximum revenue generation and profitability.
- Interpret Financial Reports and provide expertise on (projected) Revenue vs. Expenses.



- Project and maintain acceptable payroll commitments.
- Use financial plans for spotting trends, measuring productivity and monitoring progress.
- **Marketing management of SPA**
 - Guide business decisions by staying on top of Spa industry trends.
 - Maintain a strong menu of services with both exceptional artistic and aesthetic value.
 - Consistently develop and grow retail sales through training, tools and monitoring.
 - Ensure the Spa is always staged for maximum buyer impact.
 - Develop Spa's Marketing Strategy and ensure a consistent image is being portrayed.
 - Develop and maintain gracious and efficient front desk procedures.
 - Maintain and update all necessary internal and external signage.
 - Create ongoing in-house promotions and activities to stimulate sales, staff and customers.
- **Customer Service management of SPA**
 - Exhibit a professional attitude, diplomacy and an ability to handle difficult situations.
 - Uphold gracious front desk procedures in the booking and handling of customers.
 - Maintain fresh, effective programs to consistently retain and grow customer base.
 - Develop and maintain compensation guidelines for customer complaint handling.
 - Anticipate, identify and ensure customer needs are being met in the best possible way.
 - Monitor customer satisfaction with surveys, focus groups and comment cards.
 - Develop and deliver credible, competitive, value-plus service to the customer.
 - Guide staff to become caring problem solvers, cooperative, accommodating and fair.
- **Human Resources management of SPA**
 - Effectively administer and monitor Staff Scheduling procedures.
 - Demonstrate an exceptional level of professionalism for the staff to emulate.
 - Create a motivating environment of sincerity, warmth and fun for staff and guests.



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- Implement ongoing skills training to ensure service standards are being upheld.
 - Develop and monitor Job Descriptions and Staff Goals Planning.
 - Create and maintain Staff Contracts, ensuring accuracy and compliance.
 - Perform Staff Evaluation Reports with proposed action plans.

SPA manager job specification

SPA manager job specification include job requirements:

- a. Excellent verbal and written communication skills.
 - b. Excellent time management, organizational and follow-up skills.
 - c. Ability to utilize new techniques and ideas.
 - d. Computer literacy.
 - e. 3 years of managerial experience with proven leadership ability in a spa, retail or professional setting.
 - f. Licensed or Certified Massage Therapist or Aesthetician.
 - g. Must be enthusiastic, personable, and ambitious. Able to hire, direct and train staff.
 - h. Management/Leadership experience
 - i. Excellent verbal and written communication skills
 - j. Excellent time management, organizational and follow-up skills
 - k. Must be enthusiastic, personable, and ambitious
 - l. Excellent verbal and written communication skills
 - m. Excellent time management, organizational and follow-up skills
 - n. Ability to utilize new techniques and ideas
-



IV. 2. SPA RECEPTIONIST JOB DESCRIPTION

Job purpose of SPA receptionist is to provide friendly, efficient registration and information to all guests, fellow associates, and visitors. In addition, provides sincere service through actions that display self-confidence, grace and courtesy to guests and colleagues.

Key duties/responsibilities of SPA receptionist:

Works closely with the department head and supervisors recommending program changes as necessary

Maintains an up to date working knowledge of all resort amenities as well as any special events

Maximizes revenue and cash flow by promoting resort services, special Hotels and Spa programs, packages and upgrades when appropriate

Takes spa reservations for internal and external guests

Interacts with resort staff in a professional manner, assisting other departments with necessary information

Communicates all pertinent information to the Spa Manager and Supervisors

Follows set procedures on posting charges, cashing checks, safe deposits, and refunds.

Ensures guest satisfaction by maintaining a clean and safe facility

Restocks locker room supplies and amenities

Maintains an accurate supply list and inventory sheet

Maintains a clean and organized spa by monitoring the facilities regularly

Inspects locker rooms and cleans as needed.

Calls housekeeping for cleaning services

Reports any necessary repairs to engineering

Assists in the efficient operation of the department

Maintains filing system on memberships



Records guests and members participation

Decorates the Spa's bulletin board

Solicits guest feedback via guest comment cards and acknowledges guest preferences for future visits.

Answers the telephone in a professional manner and assist guests with any questions

Handles all guest complaints with the utmost confidence, grace and concern for their satisfaction

Creates cost saving controls, ensures economical and safe use of supplies and equipment.

Upholds all safety standards of SPHM Hotels

Provides courteous, efficient service to all guests and spa visitors

Greets guests upon arrival

Issues lockers, robes & slippers to guests, escorting each guest then to their lockers

Provides guests with a tour, explaining spa amenities offered and answering any questions the guest may have.

Reviews and confirms guests' appointments.

SPA receptionist job specification

SPA receptionist job specification include job requirements:

1. High school diploma or equivalent required. College degree preferred.
2. Prior spa or hospitality experience preferred.
3. Excellent communication skills.
4. Technical proficiency (basic computer applications).
5. Attention to detail.
6. Customer service experience.
7. Strong organizational and time management discipline.
8. Understanding of hospitality operating systems.
9. Understanding of Spa.
10. Solid judgment and ability to resolve conflicts effectively.
11. Operate effectively in stressful situations.



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12. Ability to multi-task.
 13. Ability to adapt to changing guest needs.
 14. Prior spa reservations experience required.
 15. Good communication skills, both verbal and written.
 16. Experienced in Word, Excel, and SpaSoft.
 17. Detail oriented, friendly and organized
 18. Customer service, communication, and interpersonal skills required.
 19. Flexible schedule required including days, nights weekends, and holidays.



IV. 3. SPA SUPERVISOR JOB DESCRIPTION

Job purpose of SPA supervisor is to oversee and supervise spa and SPA activities and appointments; and to assist the Spa Manager with the operation of the spa and health club.

Key duties/responsibilities of SPA supervisor:

1. Relay maintenance and housekeeping requests to proper staff members.
2. Answer phone calls
3. Assist in Retail and Spa Inventory
4. Maintain a clean and neat business like appearance at all times using a high standard of personal hygiene.
5. Check in guests at spa and health club, entering appropriate information into and running necessary reports from computer system.
6. Take payments, post charges, enter amounts into computer, and balance accounts at end of shift.
7. Answer a variety of questions from guests, and handle routine problems.
8. Assist in Retail sales
9. Carry out supervisory responsibilities in accordance with policies and procedures.
10. Responsibilities may include training employees, planning, assigning and directing work, appraising performance; rewarding and disciplining employees; addressing complaints and resolving problems
11. Book Spa appointments and services
12. Handle emergencies that arise when on duty alone, notifying appropriate personnel.
13. Put keys away and do a key inventory.
14. Perform other related clerical tasks.
15. Assist in general maintenance of the spa desk and reception area.
16. Provide superior service to our customers (internal and external) at all times. Follow The Resort's etiquette guidelines.
17. Perform other duties as assigned.

SPA supervisor job specification

SPA supervisor job specification include job requirements:



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1. High school plus one year of relevant spa experience or a combination of education and experience from which comparable knowledge and skills are preferred.
 2. Basic typing skills with computer data entry experience desirable.
 3. Ability to converse clearly and comfortable with many different types of people and to deal courteously and efficiently with customers and other Company personnel.
 4. Neat appearance and good social manners.
 5. Good administrative, or organizational and supervisory skills.
 6. Prefer some previous supervisory experience.
 7. Good basic math skills with some budget management or bookkeeping experience or training.
 8. Ability to deal effectively both customers and other Company personnel.
 9. Use of basic spa booking procedures and computer programs
 10. Standing for extended periods of time
 11. Folding linens, lifting and moving objects up to 50lbs or more.



IV. 4. SPA TRAINER JOB DESCRIPTION

Key Responsibilities:

Training members of the team with new treatment techniques

Product training

1. Health and safety regulations.
- 2.
3. Motivating your team.
- 4.
5. Maintaining professionalism at all times.
- 6.
7. Keeping updated with new trends and beauty tips.
- 8.
9. Implementing training manuals.
- 10.
11. Ensure smooth running of all the spas.

Being consistent at all times. Develops and maintains training standards, manuals and protocols.

12. Maintains strong and professional relationships with spa partners,

Ensuring trainers (internal and external) are trained and updated with product and treatment knowledge and adhering to set standards and policies in order to deliver exceptional quality of services and treatments

Skills

1. Must have CIBTAC and CIDESCO certification.
2. At least 2 years experience in Spa and Beauty Industry.
3. Presentable and with excellent people and communication skills.
4. Possess a caring, positive attitude.
5. Must be able to work in a team environment.
6. Uphold flawless hygiene ethics and practices.

Education

CIBTAC and CIDESCO certification



IV. 5. SPA MASSAGE THERAPIST JOB DESCRIPTION

Massage therapist job description include key duties/responsibilities:

1. High-volume business leading to more income opportunities including: great pay, excellent gratuities and bonus potential.
2. Employee massage benefits at reduced costs.
3. Medical, dental, vision insurance and benefit offerings.
4. Perform consecutive quality massage therapy sessions.
5. Design specific sessions based on client's individual needs.
6. Promote the health and wellness benefits to clients of receiving massage therapy on a regular basis.
7. Create excellent experience for members/guests through friendly and helpful attitude.
8. Generate new clientele through promoting member referral and guest pass programs.
9. Pride in work while providing quality services in a safe, professional environment.
10. Memberships promoting a steady client business leading to lasting, rewarding relationships with members and guests.
11. Flexible work hours.
12. Convenient multiple retreat employment opportunities.
13. High-quality work environment that provides: Professional, upscale retreat in which to treat clients; Qualified and service-oriented team members; Respect and appreciation from retreat owners and operators
14. Help maintain professionalism and cleanliness of therapy rooms and common areas.

Massage therapist job specification

Massage therapist job specification include job requirements:

1. Must adhere to local and state licensing laws and regulations and carry liability insurance.
2. Must possess the skill required to perform the types of massages that Massage Heights requires which are Deep Tissue, Swedish, Sports, Trigger Point, Pain Management, Reflexology. Prenatal, Back Pain and Migraine.



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3. Must be able to work in a fast paced environment.
 4. Must be customer service oriented and able to communicate effectively with clients, clinic management and sales staff.
 5. Able to work flexible days and hours.
 6. Understands and believes in the healing benefits of massage therapy and bodywork.
 7. Our successful Therapists are team oriented and exhibit enthusiasm for the work they do.
 8. Knowledge of other various modalities preferred.
 9. Must be customer service oriented and able to communicate effectively with clients, clinic management and sales staff.
 10. Able to work flexible days and hours.
 11. Understands and believes in the healing benefits of massage therapy and bodywork.



IV. 6. SPA NAIL TECHNICIAN JOB DESCRIPTION

Nail Technician job description include key duties/responsibilities

1. Greet clients and begin the process of an outstanding experience through individual consultation
2. Provide professional nail services, including but not limited to natural and artificial nails, manicures, pedicures, paraffin dip, and nail art
3. Maintain a smooth flow of services for clients booked with multiple technicians
4. Suggest and prescribe retail products to clients
5. Track and achieve service and retail sales goals
6. Consistently build salon/spa clientele by promoting the business both internally and externally
7. Maintain nail area and all individual treatment rooms, including cleanliness and organization
8. Assist in completion of salon/spa laundry including towels and client smocks
9. Assist in monthly supply inventories
10. Meet all State Board regulations for cleanliness and sanitation

Nail Technician job specification

Nail Technician job specification include job requirements:

1. Demonstrated knowledge of comprehensive professional nail techniques
2. Proof of all required licensing by the state
3. Desire to learn new techniques and current trends
4. Enthusiastic, friendly, positive energy
5. Possesses a genuine desire to provide outstanding customer service, including both internal and
6. external customers
7. Detail oriented, with strong organizational skills
8. Strong interpersonal and communication skills
9. Flexible to the needs of the business and clientele
10. Ability to work independently as well as part of a team
11. Ability to develop creative solutions to building salon/spa clientele
12. Ability to follow all company guidelines, including attendance and required dress standards
13. Previous salon/spa experience preferred



IV. 7. SPA SKIN CARE SPECIALIST JOB DESCRIPTION

Job purpose of Skin Care specialist is to provide skin care treatments to face and body to enhance an individual's appearance.

Key duties/responsibilities of Skin Care specialist:

1. Keep records of client needs and preferences, and the services provided.
2. Perform simple extractions to remove blackheads.
3. Remove body and facial hair by applying wax.
4. Select and apply cosmetic products such as creams, lotions, and tonics.
5. Sterilize equipment, and clean work areas.
6. Treat the facial skin to maintain and improve its appearance, using specialized techniques and
7. products such as peels and masks.
8. Collaborate with plastic surgeons and dermatologists in order to provide patients with preoperative
9. and postoperative skin care.
10. Give manicures and pedicures, and apply artificial nails.
11. Provide facial and body massages.
12. Refer clients to medical personnel for treatment of serious skin problems.
13. Sell makeup to clients.
14. Tint eyelashes and eyebrows.
15. Advise clients about colors and types of makeup, and instruct them in makeup application techniques.
16. Apply chemical peels in order to reduce fine lines and age spots.
17. Cleanse clients' skin with water, creams and/or lotions.
18. Demonstrate how to clean and care for skin properly, and recommend skin-care regimens.
19. Determine which products or colors will improve clients' skin quality and appearance.
20. Examine clients' skin, using magnifying lamps or visors when necessary, in order to evaluate skin
21. condition and appearance.

Skin care specialist job specification

1. Some high school



2. Beauty treatment operator's provincial licence, Skin care specialist's provincial licence, Esthetician
3. certification
4. 2 years to less than 3 years
5. Speak English, Read English, Write English
6. Cosmetician/cosmetologist, Esthetician, Manicurist, Pedicurist
7. Beauty salon, Esthetician's salon
8. Provide general information to customers on beauty products, Advise on beauty products suited to
9. customers' colouring and skin type, Apply make-up on customers
10. Body care/treatments, Eyebrow tinting, Facials, Foot massage, Manicures, Pedicures, Relaxation
11. massage, Skin care, Waxing
12. Permanent hair removal, Ear piercing
13. Perform cashiering duties, Sell establishments products, Own clientele
14. Attention to detail, Combination of sitting, standing, walking, Hand-eye co-ordination
15. Reading text, Writing, Oral communication, Working with others, Computer use
16. Be computer savvy and able/willing to print documents if necessary
17. Must be outgoing, energetic and able to relate to people of the targeted age range.
18. Ability to interact actively and informatively to consumers on the newest trends in beauty products
19. and equipment, while relating to consumers based on own personal experience using the products.



IV. 8. SPA BEAUTY THERAPIST JOB DESCRIPTION

Key Job Responsibilities

Perform beauty treatments to a high standard
Actively promote marketing activities set out by Manager
Promote the sale of beauty products in conjunction with beauty treatments
Responsibility for all payments made for beauty therapy treatments/products.
Record details of all treatments taken for each client
Assist in the sales of accessories in the club
To take responsibility for stock control accounting systems
To take responsibility for cashing up

Self Management

1. Comply with Hotels rules and regulations and provisions contained in the employment handbook
2. Comply with company grooming and uniform standards
3. Comply with timekeeping and attendance policies
4. Actively participate in training and development programs and maximise opportunities for self development
5. To maintain the appropriate attitude and physique to reflect and promote the image of the Salon

Customer Service

Demonstrate service attributes in accordance with industry expectations and company standards to include:

1. Being attentive to guests
2. Accurately and promptly fulfilling guest requests
3. Understand and anticipate guest needs
4. Maintain a high level of knowledge which will enhance the guest experience
5. Demonstrate a service attitude that exceeds expectations



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6. Take appropriate action to resolve guest complaints
 7. Appreciate the dynamic nature of the health club industry/ Hotels industry and extend these service attributes to all internal customers

Health Safety & Security

1. Ensure the highest standards of hygiene, cleanliness and tidiness in the Beauty Salon and club
2. Demonstrate an understanding and an awareness of all policies and procedures relating to Health, Hygiene and Fire Life Safety
3. Familiarise yourself with emergency and evacuation procedures
4. Ensure all security incidents, accidents and near misses are always logged in a timely manner and brought to the attention of your line manager

The above is designed to help you in the understanding of your role and is not intended to be a definitive list of your duties, as flexibility in meeting company and guests needs is required by all employees.



IV. 9. SPA ATTENDANT JOB DESCRIPTION

Job purpose of SPA attendant is responsible for maintaining the cleanliness of the Spa/Fitness area which includes the Spa, locker rooms, fitness room, pool area and spa deck.

Key duties/responsibilities of SPA attendant:

1. razors, small hand towels, mouthwash, water etc
2. Stock and clean relaxation room
3. Sanitize exercise equipment
4. Launder towels/spa robes and sandals as needed
5. Men and Women locker rooms stocked with shampoo, conditioner, shower gels,
6. Daily cleaning of fitness equipment.
7. Help monitor pool area; i.e. towels, chairs, trash, etc.
8. Maintain a professional, clean and sanitary appearance of the Spa, locker rooms, fitness area and pool area
9. Restock towels in both men/women locker rooms and pool area
10. Remove dirty lines to designated area

SPA attendant job specification

SPA attendant job specification include job requirements:

High school graduate or equivalent

Pleasant phone demeanor

Ability to communicate effectively

Prior housekeeping experience preferred

Must be willing to work a flexible schedule in order to accomplish all major responsibilities and tasks.

Must be self-motivated.



Must work in a safe, prudent and organized manner.

Must have basic mathematical skills, technical aptitude and spa operation knowledge.

Knowledge of specific spa industry applications is desirable, such as spa soft.

Must have a commitment to follow all local and corporate policies and procedures as they relate to the Spa and Hotels.

Must be able to relate to all levels of management and colleagues.

Must have excellent interpersonal and communication skills.

Must have knowledge of holistic concepts that relate to the well being of all guests in a spa environment.

Must be open to learning about treatments and concepts that derive from other cultures.

Please print your name and department clearly. All comments should be sent to the Spa Manager for adjustments to this document after you have received written confirmation from the regional Spa Director. or his reporting office. Copy must be placed in this file.

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