



Australian Government

SHBXPSM002 Manage treatment services and sales delivery

Release: 1

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Modification History

Not applicable.

Application

This unit describes the performance outcomes, skills and knowledge required to monitor, maintain and improve sales and service delivery. It requires the ability to develop and implement quality client service practices, determine and monitor sales targets, organise staff training and monitor work operations for productivity.

This unit applies to all single or multiple outlet businesses providing beauty treatments, hairdressing or barbering services. It applies to senior managers and small business owners who operate with significant autonomy and are responsible for making strategic business management and operational decisions.

No occupational licensing, certification or specific legislative requirements apply to this unit at the time of publication.

Pre-requisite Unit

Nil

Competency Field

Personal Services Management

Unit Sector

Cross-Sector

Elements and Performance Criteria

ELEMENTS

Elements describe the essential outcomes

1. Develop and implement quality client service practices.

PERFORMANCE CRITERIA

Performance criteria describe the performance needed to demonstrate achievement of the element.

- 1.1. Develop policies and procedures, in line with organisation's personal services values, for sales and quality treatment provision and communicate to staff.
- 1.2. Seek and use client feedback to improve sales and service and share information with staff.
- 1.3. Encourage staff to take responsibility for meeting client needs and to assist each other to achieve optimum

- service.
- 1.4. Monitor staff efficiency and service to ensure standards are met.
 - 1.5. Resolve treatment and service related complaints referred by team members.
 - 1.6. Assess effectiveness of client sales and service practices, including corrective actions.
 - 1.7. Identify, in consultation with staff, systematic problems and adjust practices to improve service quality.
2. Maintain and improve sales and profits.
- 2.1. Price services based on hourly expenses, treatment time, target profit margin and analysis of client demographic.
 - 2.2. Set, communicate, and regularly review staff product and treatment sales targets and periods.
 - 2.3. Monitor progress towards targets, provide feedback on performance and encourage staff to increase their average client bill.
 - 2.4. Implement staff incentive schemes to increase product sales and client re-booking.
3. Coordinate staff training and support.
- 3.1. Recognise opportunities to increase sales, safety and treatment service capabilities and arrange relevant staff training.
 - 3.2. Organise staff product and treatment supplier training to support the introduction of new equipment, products and services.
 - 3.3. Allocate a mentor or supervisor to staff in training to ensure on and off-the-job training are blended according to a training plan.
4. Resource and maintain work operations to support sales and service delivery.
- 4.1. Maintain staff salaries and working conditions in line with current awards, legislation and organisational policies.
 - 4.2. Plan, allocate and maintain adequate resources and stock for optimum sales and service.
 - 4.3. Assess current workloads and allocate work to utilise strengths and attributes of individual team members.
 - 4.4. Regulate access to and use of treatment products to ensure waste minimisation for profitability and environmental sustainability.
 - 4.5. Establish and communicate systems for cleaning, storing and maintaining tools and equipment for optimum use and according to manufacturer instructions.
 - 4.6. Repair or replace faulty equipment as soon as practicable without disruption to service levels.

4.7. Maintain accurate records for sales, service and operational issues.

Foundation Skills

Foundation skills essential to performance in this unit, but not explicit in the performance criteria are listed here, along with a brief context statement.

Skill	Description
Reading skills to:	interpret complex information about industrial awards and working conditions.
Writing skills to:	develop and document comprehensive customer service policies and procedures using language easily understood by all staff.
Oral communication skills to:	- ask open and closed probe questions and actively listen to clarify ambiguities and understand customer complaints - resolve customer complaints in a professional and constructive manner.
Numeracy skills to:	analyse complex sales and budgetary data to set staff sales targets, and to calculate fixed and variable costs to set profitable selling prices.
Planning and organising skills to:	coordinate multiple and potentially competing operational priorities for a team.
Initiative and enterprise skills to:	proactively seek opportunities to improve sales and service delivery and profitability.

Unit Mapping Information

No equivalent unit.

Links

Companion Volume implementation guides are found in VETNet -

<https://vetnet.gov.au/Pages/TrainingDocs.aspx?q=255d312b-db07-48f2-b6d6-1b0b06c42898>

Assessment Requirements for SHBXPSM002 Manage treatment services and sales delivery

Modification History

Not applicable.

Performance Evidence

Evidence of the ability to complete tasks outlined in elements and performance criteria of this unit, and ability to:

- develop and document and overarching client service and complaint resolution policy
- develop procedures for delivery of three specific and different treatments
- take responsibility for managing all aspects of sales and service delivery over six, three hour work periods
- across those work periods:
 - resolve any referred client complaints
 - collect and evaluate customer feedback from at least twelve clients
- at the conclusion of the six work periods, determine and report on how sales and service practices could be improved
- for two different personal services treatments and two associated products:
 - calculate and determine a profitable selling price
 - determine staff sales targets for a one month period and produce documents which clearly present targets
 - monitor staff sales data and performance and provide weekly feedback on progress towards target
 - identify training options provided by the suppliers
 - develop a staff incentive scheme to increase product and service sales
 - identify systems, that minimise down-time, for cleaning and maintaining equipment associated with the two treatments.

Knowledge Evidence

Demonstrated knowledge required to complete the tasks outlined in elements and performance criteria of this unit:

- principles of quality client service
- professional service standards expected of personal services personnel
- format, contents and use of:
 - client service and complaint resolution policies and procedures
 - procedures for the delivery of specific treatments
 - sales target schedules
 - sales reports

- methods to:
 - monitor adherence to client service standards and policies
 - collect client feedback
 - resolve treatment and service related complaints
- for personal services businesses and the organisation in particular:
 - applicable industrial awards and working conditions
 - human, equipment and stock resources required to provide treatments relevant to the business type and how to effectively allocate these for service periods
 - typical volume of work and staffing levels required to effectively service clients
 - types of fixed and variable business costs
 - profit margins
 - sales targets for turnover and profit
 - methods to determine price structure for personal services treatments:
 - calculating fixed and variable business costs
 - calculating opening hours for business
 - determining average per hour seat or treatment area service time for clients
 - average treatment time to cover hourly expenses and achieve a profit
- methods to determine staff sales targets in line with business turnover and profit objectives
- format and content of sales and stock reports and use in analysing sales performance for individual staff members
- staff incentive schemes used by personal services businesses
- supplier and other options used to provide personal services staff with product, treatment, equipment, sales and safety training
- systems for cleaning, storing, repairing and maintaining equipment used in the personal services industry.

Assessment Conditions

Skills must be demonstrated in a personal services environment; this can be:

- a beauty, hairdressing or barbering industry workplace; or
- a simulated beauty, hairdressing or barbering workplace, set up for the purpose of skills assessment that provides services to paying members of the public.

Assessment must ensure use of:

- activities that allow the individual to plan for, monitor and evaluate sales and service delivery over an extended time period
- team members with whom the individual can interact; these can be:
 - team members in a personal services industry workplace or
 - people who participate in role plays or simulated activities within a training organisation

- paying clients with whom the individual can interact; these can be:
 - clients in a personal services industry workplace or
 - clients in a simulated personal services workplace within a training organisation who have the expectation that the services provided reflect those of a commercial business
- computers, printers and general software programs used to produce policies and procedures
- the following documents which can be actual documents used by a personal services business or generated by a registered training organisation for the purposes of project and assessment activities:
 - sales reports
 - stock reports
 - client feedback
- template:
 - client service and complaint resolution policies and procedures
 - sales target schedules
- industrial awards relevant to the personal services business.

Assessors must satisfy the Standards for Registered Training Organisation's requirements for assessors; and:

- hold a Diploma of Salon Management, or be able to demonstrate equivalence of competencies; and
- have at least three years full time employment experience as a manager for a personal services business where they have applied the skills and knowledge covered in this unit of competency.

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