

OPERATIONS & DELIVERY

MODULE 16

# Recruitment, Training & Retention

*A bad hire costs six months and thousands of pounds. A great hire transforms your team.*

## MODULE OVERVIEW

# What You'll Learn

Lesson 1

**Hiring High Performers**

Lesson 2

**Structured Onboarding**

Lesson 3

**Retaining Top Talent**

## LESSON 1

# Hiring High Performers

- Hire for attitude, train for skill
- Structured interviews: competency-based and values-based questions
- Practical assessments: short treatments, mock interactions, role-plays
- 30 minutes of practical assessment reveals more than an hour of interview

# Structured Onboarding

- Week 1: culture, standards, non-negotiables, buddy system
- Weeks 2-4: technical training, observed treatments, progressive independence
- Weeks 5-8: full schedule with coaching support
- Week 12: probation review with evidence-based assessment

# Retaining Top Talent

- Retention isn't about salary — it's about culture and development
- Stay interviews over exit interviews
- The number one reason people leave: a bad manager
- Recognition and reward systems that cost less than you think

## KEY CONCEPT



*People don't leave spas. They leave managers. If your turnover is high, look in the mirror before you blame the market.*

PRACTICAL EXERCISE

# Apply What You've Learned

Design a 90-day onboarding programme. Conduct three stay interviews with current team members and document the themes.

## LEARNING OUTCOMES

*By completing this module, you will be able to:*

- 1 Conduct structured, competency-based interviews
- 2 Design a 90-day onboarding programme with clear milestones
- 3 Implement stay interviews to identify retention risks proactively
- 4 Create a team development framework that reduces turnover

# Required Submissions

## **Onboarding Programme**

Complete 90-day plan with day-by-day detail for week one.

## **Stay Interview Report**

Three interviews conducted, themes documented, two retention initiatives proposed.

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# Module 16 Complete

*Next: Module 17*