

OPERATIONS & DELIVERY  
MODULE 16

# Recruitment, Training & Retention

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A bad hire costs six months. A great hire transforms your team.

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COMMERCIAL LEADERSHIP PROGRAMME  
Spa Director & Spa Manager Development

## Module Overview

A bad hire costs six months. A great hire transforms your team.

LESSON	TOPIC
Lesson 1	Hiring High Performers
Lesson 2	Structured Onboarding
Lesson 3	Retaining Top Talent

## Lesson 1: Hiring High Performers

Stop hiring for skills. Start hiring for attitude. Structured interviews with competency-based and values-based questions, scored against a rubric, are significantly more reliable than unstructured conversations. Always include a practical assessment — you learn more in 30 minutes of observation than in an hour of interview.

### KEY POINTS

- Hire for attitude, train for skill
- Use structured, scored interviews with competency questions
- Include practical assessments for every candidate
- Score against a rubric for consistent, fair hiring

## Lesson 2: Structured Onboarding

The first 90 days determine everything. Build a structured programme: Week 1 — culture, standards, non-negotiables, buddy system. Weeks 2-4 — technical training, observed treatments. Weeks 5-8 — full schedule with coaching. Week 12 — probation review with evidence.

### KEY POINTS

- Week 1: culture, standards, buddy system
- Weeks 2-4: technical training with observation
- Weeks 5-8: progressive independence with coaching
- Week 12: evidence-based probation review

## Lesson 3: Retaining Top Talent

People don't leave spas. They leave managers. The number one reason good people leave is not money — it's a bad manager or lack of development. Stay interviews are more valuable than exit interviews. Ask now: 'What would make this the best job you've ever had?'

### KEY POINTS

- Conduct stay interviews before people consider leaving
- Build a development pathway for every team member
- Recognise excellence — it costs less than you think
- Look in the mirror before blaming the market for turnover

## 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

Design a complete 90-day onboarding programme for a new therapist. Conduct three stay interviews with current team members. Document the themes and propose two retention initiatives based on the feedback.

YOUR NOTES

# 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
4. Create a development framework that reduces turnover

## SELF - A S S E S S M E N T

Rate your confidence in each outcome (1 = Not yet confident, 5 = Fully confident):

Outcome	1	2	3	4	5
Conduct structured, competency-based interviews					
Design a 90-day onboarding programme with clear milestones					
Implement stay interviews to identify retention risks					
Create a development framework that reduces turnover					

# Assessment

Complete the following submissions to demonstrate your learning:

## Submission 1: Onboarding Programme

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

## Submission 2: Stay Interview Report

Three interviews, themes documented, two retention initiatives proposed.

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### MODULE COMPLETION

Name:	
Date:	
Assessor:	