

## Unit 2: Salon Management

**Unit code:** K/601/4469

**QCF level:** 4

**Credit value:** 10

### ● Aim

This is a preparation for work unit which is based on capability and knowledge. This unit provides the learner with the opportunity to plan the management of products and services in the salon, and develop salon management skills, taking into consideration a wide context of products, services and workplace practices.

### ● Unit abstract

The unit provides an opportunity to research and analyse different approaches to salon management and how they can contribute to successful business operations. The unit develops evaluative and analytical skills within the wider context of products and services. Learners will plan the management of products and services in the salon. This will include producing a plan with operational objectives, analysing data for management planning, devising and implementing salon requirements for staff and monitoring working practices. Learners will also study the importance of maintaining and increasing salon revenue and will plan methods of achieving this in a hair and beauty business.

The unit also enables learners to put this theory into practice, initially by examining their own potential as future managers and evaluating their own management skills, styles and methods of communication with staff. Learners will have the opportunity to demonstrate their management potential by carrying out management duties within the hair and beauty sector. They will need to manage the salon in a professional manner and implement health and safety working practices with clear recommendations for improvement across the business.

This may be linked to one of the practical units within the programme, where management skills can be demonstrated within the Realistic Learning Environment.

### ● Learning outcomes

**On successful completion of this unit a learner will:**

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

## Unit content

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

*Operational objectives:* resource availability; quality control; product and service design, staff levels and allocation eg methods of allocation; work schedules; health and safety; equipment; importance of planning operational objectives

*Data for use in management planning:* management planning (short, medium, long term); revenue and turnover; staff targets; premises costs; product costs; how data is used in management planning

*Salon requirements for staff:* personal (appearance, uniform, conduct); preparation of client (consultation techniques, for treatment, client care); preparation of work area (set-up of treatment area, cleaning and hygiene requirements); hospitality (meeting and greeting, offering refreshment, ensuring comfort)

*Monitoring working practices:* documentation (salon brochures/price lists, record cards, consultation sheets, recording data); consultation techniques (methods, procedure, suitability, client objectives); services (staff effectiveness, treatments, customer care, retail, client bookings); advertising and marketing (public relations, advertising success and costs); criteria for review of consultations, services and client records eg spot checks, discussions, appraisals, observations

*Methods of stock control, maintenance and replacement:* consumable and non-consumable products; capital equipment; stock control; stock records and inventories; order procedures; security; use of IT; risk assessment; health and safety; maintenance, repair and replacement of tools, equipment and facilities; repair and replacement logistics; stock levels, tools, equipment and facilities in relation to clientele

*Methods of maintaining and increasing salon revenue:* advertising; customer service; selling; promotion; setting sales targets; cutting down unnecessary costs or overheads

### 2 Be able to undertake salon management duties

*Managing salon:* aims; objectives; targets; learning programme/activities; action plan; time management; work scheduling; SMART objectives; delegation; decision making; problem solving; staff motivation and incentives (motivational theories); value awareness; conflict management; giving and receiving feedback; influencing skills; self-confidence; positive thinking; communication; presentation; team building; mentoring; counselling; coaching; facilitation; learning cycle; learning styles; action learning sets; management learning contracts; learning log; review/achievement dates; professionalism

*Health and safety working practices:* clear guidelines for staff and visitors; clear instructional signage; salon health and safety policy; leading by example; keeping staff and clients safe; regular safety drills and risk assessments; named personnel for health and safety matters; appropriate insurance (public liability, buildings and contents); current and relevant legislation and regulations eg Health and Safety at Work Act, Codes of Practice; factors that must be considered when implementing health and safety working practices eg legislative and regulatory requirements

*Workforce planning:* assessing needs of the organisation; human resource planning; ensuring suitable access to specialist, supervisory, trainee and general staff eg reception, administrative, cleaning, maintenance

*Improvement of working practices:* clear recommendations; identification of organisation's and staff's strengths and weaknesses eg staff suggestions, client surveys; acting on feedback; target setting; clear improvement plans with milestones and timelines; importance of clear recommendations for improvement of workplace practices

*Management and communication style:* management/leadership styles; skills audit (management, leadership, practical and technical); communication skills eg open, clear, aggressive, passive, assertive, passive-aggressive, positive, negative, posture and body language; personal skills (interpersonal, motivational, communication skills); organising and planning skills; strengths and weaknesses analysis

*Role of appraisal and management schemes:* role of appraisal eg improvement, job satisfaction, positive employee relations; role of management schemes eg smooth running of organisation, improvement, increased revenue, increased staff productivity

*Working relationships:* factors that affect working relationships (lines of authority, role and responsibilities of employees, objectives, team working and building, fairness and consideration to others, equality within the same role)

*Employment:* contractual obligations of organisation and employee; contract of employment; how legislation affects employment in the salon; subcontractor employment (factors to consider); tax; working rights; insurance

## Learning outcomes and assessment criteria

Learning outcomes On successful completion of this unit a learner will:	Assessment criteria for pass The learner can:
LO1 Be able to plan the management of products and services in the salon	1.1 produce a plan with operational objectives for the management of products and services 1.2 analyse data for use in management planning 1.3 allocate staff to meet operational objectives 1.4 devise and implement salon requirements for staff to prepare themselves, the client and work area for service(s) 1.5 monitor working practices by reviewing different client consultations, services and client records 1.6 evaluate methods of stock control, maintenance and replacement 1.7 evaluate stock levels, tools, equipment and facilities with regard to the salon's clientele 1.8 plan methods of maintaining and increasing salon revenue 1.9 explain the importance of planning operational objectives to manage products and services 1.10 explain how data is used in management planning 1.11 explain how to allocate staff to meet operational objectives 1.12 describe the salon requirements for staff to prepare themselves, the client and work area for service(s) 1.13 outline the criteria by which client consultations, services and client records are reviewed 1.14 explain how to maintain stock levels, tools, equipment and facilities in a salon 1.15 explain how to maintain and increase salon revenue

<b>Learning outcomes</b>  <b>On successful completion of this unit a learner will:</b>	<b>Assessment criteria for pass</b>  <b>The learner can:</b>
LO2 Be able to undertake salon management duties	2.1 manage the salon in a professional manner 2.2 implement health and safety working practices in line with relevant legislation 2.3 use workforce planning to assess employee requirements 2.4 provide clear recommendations for the improvement of working practices 2.5 evaluate own communication and management style 2.6 describe factors that must be considered when implementing health and safety working practices 2.7 explain the role of appraisal and management schemes within the organisation 2.8 describe the factors that influence working relationships, including lines of authority, role and responsibilities of employees, objectives associated with working relationships 2.9 evaluate the importance of providing clear recommendations for the improvement of workplace practices 2.10 describe contractual regulations of employment and how legislation affects employment in the salon 2.11 assess factors to be considered when employing subcontractors

## Guidance

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### Links

This unit has particular links with:

- Unit 1: Management of Health, Safety and Security in the Salon
- Unit 3: Sales Management in the Hair and Beauty Sector
- Unit 4: Quality Management of Client Care in the Hair and Beauty Sector
- Unit 24: Laboratory Management
- Unit 25: Working with and Leading People
- Unit 26: Human Resource Management
- Unit 28: Business Strategy
- Unit 30: Business Decision Making
- Unit 31: Small Business Enterprise

### Essential requirements

### Delivery

This unit should be delivered in a Realistic Learning Environment (RLE), see *Annexe F*. The word 'client' can be related to friends and peers and does not mean that treatments have to be carried out on paying clients or within commercial timescales.

Learners should be taught current and relevant legislation relating to salon management. Tutors should deliver the unit content in the order suitable for their learners' needs, and tutors do not have to deliver it in the order of the specification.

Learners should be given the opportunity of supervising the work of others in the RLE/salon, for example lower-level learners or junior members of staff, to give them first-hand experience of management in the salon environment.

### Assessment

Criteria 1.4, 1.5, 2.1 and 2.2 should be assessed through practical observation, evidenced by a signed witness testimony.

A variety of assessment activities may be used to measure achievement of the criteria. Understanding of theoretical aspects of the unit should be evidenced by means of assignments, projects, case studies and directed tasks relevant to the hair and beauty sector.

### Resources

Learners must have access to a Realistic Learning Environment as outlined in *Annexe F*.

**Employer engagement and vocational contexts**

Input by specialists from the hair and beauty sector may help learners understand management and give them an insight into day-to-day salon activities. Work experience in a salon or spa environment would greatly enhance delivery, and enable learners to use and develop their management skills.