



SHB30416 CERTIFICATE III IN HAIRDRESSING
SHB30516 CERTIFICATE III IN BARBERING

LEARNERS GUIDE

SHBXCCS002
PROVIDE SALON SERVICES TO CLIENTS

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Your Learners Guide

Welcome to your self-paced **LEARNERS GUIDE**. This **LEARNERS GUIDE** has been designed to lead you through a range of experiences to enable you to become an independent learner.

The **LEARNERS GUIDE** is accompanied with a **LEARNERS GUIDE ACTIVITY BOOK** that must be completed as you progress through the **LEARNERS GUIDE**.

Your **LEARNERS GUIDE** will:

- describe the skills you need to demonstrate to achieve competency for this unit
- provide information and knowledge to help you develop your skills
- provide a wide range of structured learning activities to help you absorb knowledge and information and practice your skills
- direct you to other sources of additional knowledge and information about topics for this unit

To use your learners guide effectively, work through each of the sections in the order provided.

In your **LEARNERS GUIDE ACTIVITY BOOK** there are exercises and activities that will help your understanding of the competencies required for to complete this Unit.

How to get the most out of your LEARNERS GUIDE

Read through the information in the learners guide carefully. Make sure you understand the material.

Some sections are quite long and cover complex ideas and information. If you come across anything you do not understand:

- talk to your facilitator
- research the area using other text books or the Internet
- discuss the issue with other people (your workplace supervisor, fellow workers, fellow candidates)
- try to relate the information presented in this learning guide to your own experience and to what you already know.
- Work through the activities

Even if you are tempted to skip some activities, do them anyway. They are there for a reason, and even if you already have the knowledge or skills relating to a particular activity, doing them will help to reinforce what you already know. If you do not understand an activity, think carefully about the way the questions or instructions are phrased. Read the section again to see if you can make sense of it. If you are still confused, contact your trainer or discuss the activity with others such as fellow workers or with your workplace supervisor.

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1. Receive clients

Orientation

Effective communication is the foundation for excellent customer service and team work which are the basis for all services provided in the hairdressing industry. The ability to communicate effectively with your customers and clients, establish their requirements and access and update client information is an integral part of your hairdressing career.

The first and most important task you have in a salon is the initial greeting of clients. This alone can influence the whole salon experience.

Welcoming the client

Attend to the client immediately – even if it means excusing yourself from another

Greet them with a smile and use their name if possible.

Ask them a number of questions to determine their needs, such as:

- What service would you like to have done today?
- Are you having a colour, cut or beauty treatment?
- Do you want to have any other service done to day other than what you have already been booked in for?

1.1 Communicate with clients according to workplace policies and procedures

The way that you communicate with customers and clients in the salon environment is determined by your workplace policies and procedures. Formerly, business organisations relied on their staff knowing what to do and what was expected of them. This information was simply passed on when a new employee joined the company. The managers and senior staff carried vital information about job procedures around in their heads and if they were absent for any reason this information was temporarily unavailable. If they left the company, then this information was lost permanently.

As a result, most companies now document information relating to job specifications, duty statements, and policies and procedures, including communication.

Communication in the workplace involves communicating with internal and external customers including:

- Clients
- Management
- Customers
- Co-workers/staff
- Other organisations relating to the business

Workplace policies and procedures relating to communication may include:

- Verbal communication
- Non-verbal communication
- Greeting customers
- Farewelling customers
- Complaints processes
- Information gathering and distribution



Workplace policies and procedures encourage consistency in service delivery and may outline consequences for failing to comply with policies and procedures.

You must follow workplace policies and procedures at all times when communicating with clients.

1.2 Client and customer service needs and reasonable requests are met or referred to supervisor according to workplace policies

Clients are often indecisive about what they really want. They need to have available options offered and prompts made in an effort to satisfy their needs and make their visit worthwhile.

Clarify the needs of clients through appropriate questioning and listening actively and effectively to their responses.

When questions need to be asked, show interest and ask questions through necessity rather than curiosity.

Example 1:

Mrs Jackson, can you explain to me the services that you will be requiring today?

Avoid telling the client that you cannot do something or that they cannot see someone. Rather tell them what you can do.

If the person that a client requires is not available, try to direct the client to another person so that they may fulfil the client's needs, without the need for a return visit.

Example 2:

I'm sorry Mr Hamish, Ellen is not in the salon today, Joseph is familiar with Ellen's work. Would you like to speak to him rather than make an appointment to see Ellen tomorrow?

Tactfully suggest that to avoid inconvenience in future, an appointment may be scheduled in advance.

Know your Workplace

You need to know a good deal about your workplace. For example, some inquiries may require you to make inquiries of your own.

Who looks after client complaints?

Who knows about complex colour services?

What is the workplace policy for refunds and exchange?

You should have a good working knowledge of who does what in your workplace and be able to contact them at short notice. If you are unable to determine or meet the needs of the client, refer them to a senior member of staff or supervisor, according to your workplace policies and procedures.

1.3 Source client cards and establish new cards as required

Most salons record client information which, if recorded accurately is an invaluable source of information to the salon and operators. Client records can save time and money for both the client and the salon and avoids the need for guesswork if the client wants the same service as previously provided.

The database of client information may be electronic or a paper-based manual system and is used for:

- Recognising clients who call personally
- Keeping clients informed of new products or services
- Sending correspondence and account statements
- Documenting client history (the interaction between the client and the salon)



Electronic Client Databases

An electronic database is the most efficient method of managing client records. Records are simple to access through key fields and easy to update through editing functions.

An electronic database may be linked to:

- A mail merge for the generation of address labels or continuous envelopes for regular postings
- An accounting package for importing client details directly into business documents like invoices, adjustment notes and account statements

You can locate specific client records quickly through key fields such as client name, account number, town or postcode and even telephone, fax or email numbers.

Manual Client Databases

Manual client databases are paper-based and are most legible if it is printed or in typewritten form.

Record systems which are manual, must be kept up to date and in strict alphabetical order by the insertion of new cards for new clients and the removal of cards for clients no longer associated with the salon.

Keeping records in alphabetical order makes locating a file much easier.

All relevant client details must be kept on the standard record card and producing individual card holders.

When a card becomes full, you should butt a new card to the base or back of the first card.

Because additional cards are attached to the initial card securely, there is no need to repeat captions on additional cards.

You should check with the client that their details are accurate and current each time they visit the salon.

Understand your workplace filing system

You must know how the client record cards are recorded and filed in your workplace. Is the record system electronic or manual?

How are the records filed? i.e. are they stored alphabetically or in order of last visit to the salon?

What information should be recorded?

How is the information recorded and by whom?

When should the file be established?

Who has access to the filing system?

How are records accessed?

It is your employers' responsibility to train you on the specific features and functions of the filing system in the workplace.

Establishing a New Client Card

For new clients, you must establish a new client card. Client cards record the interaction between the customer or client, with the business.

In general client record files may include:

- A client or account number
- The individual client name
- A mailing address
- Electronic addresses for fax and email correspondence
- Telephone numbers including after hours and mobile numbers
- Emergency contacts
- Client history on products and services
- Follow up dates/times (dates when clients regularly require your services or order products ahead of time)



Other notes including:

- Descriptions of client hair and characteristics analysis
- Attitudes – noting personality problems, difficulties, aggressiveness or abrasiveness that have been experienced to help with future communication and negotiation
- Special dates/icebreakers – information about previous conversations (i.e. a wedding/holiday/injury/favourite sports team)

1.4 Enter client information in record system according to workplace policies and procedures and relevant legislation and codes

Client records are only useful to the salon and its operators if the information collected is accurate and up-to-date. Every time you are recording information you should check with the client that their contact details are still valid.

Your workplace policies and procedures must be followed for the recording and storage of client information.

Workplace policies and procedures in relation to client information are designed to protect the privacy of information collected from clients and to assist the business to comply with Consumer and Privacy Legislation.

In general when a client service is complete you should record:

- the date
- services provided
- the name of the operator who completed/provided the service
- products used, measurement amounts
- processing times
- goods (products) sold
- total price of goods and services
- You must then file the client record card according to your workplace policies and procedures.



Laws and Legislation needing to be considered by business when providing customer service

- Privacy Law
- Consumer Law
- Occupational Health and Safety
- Anti-discrimination
- Industry Code of Practice
- GST Regulations

Privacy Law

The Privacy Act 1988 sets out rules for the collection and distribution of personal information in business. The Aim of the Act is to enforce Privacy Principles to all businesses which collect personal information about their clients and customers.

The privacy principles include:

- That personal information is stored securely
- That the information collected is relevant to the business
- That information will not be distributed without the prior consent of the client or customer who's personal information is to be shared
- That the business (record keeper) protects the information against loss, against unauthorised access, use, modification or disclosure, and against other misuse
- That the records are accurate and up to date
- That persons wishing to gain access to records are given instructions about the process of gaining access

Consumer Protection Law

Consumer protection is a form of government regulation which protects the interests of consumers.

For example, a government may require businesses to disclose detailed information about products—particularly in areas where safety or public health is an issue, such as food or skin penetration. Detailed information must also be provided to the client prior to a credit contact being formed between the client and the business.

Consumer protection is linked to the idea of consumer rights (that consumers have various rights as consumers), and to the formation of consumer organisations which help consumers make better choices in the marketplace.

Occupational Health and Safety

A workplace incident that causes an injury to the employee or visitor to the workplace does not only have a cost to the insurer and the employer, there are additional social costs.

The cost to the community and the emotional and psychological effects on the injured person and their family should not be overlooked when calculating the final impact of the injury. Often an employee is unable to resume an active role in the community following a workplace incident.



Under the Occupational Health and Safety Act 2000 and the Occupational Health and Safety Regulation 2001 employers have a legal duty to protect the health and safety of all people at their workplace. This includes full and part time workers, casual employees, contractors, customers and other visitors to your workplace.

The law requires employers to:

- identify the hazards in your workplace
- assess the risk
- find ways to eliminate the hazard or reduce the risk that it presents
- consult with employees on health and safety matters.

Controllers of work premises have a duty to ensure that premises are safe and without risks to health.

Anti-discrimination

Refers to the law on the right of people to be treated equally. Some countries mandate that in employment, in consumer transactions and in political participation people must be dealt with on an equal basis regardless of sex, race, ethnicity, nationality, sexuality and sometimes religious and political views.

READ - WORK EFFECTIVELY IN A RETAIL ENVIRONMENT LEARNERS GUIDE FOR MORE INFORMATION ON THIS TOPIC

Industry Code of Practice

Codes of Practice set out industry standards of conduct. They are guidelines for fair dealing between you and your customers, and let your customers know what your business agrees to do when dealing with them. Codes of Practice can relate to a single business, or represent a whole industry.

You can decide to establish your own Code of Practice, or to adopt an industry specific Code of Practice (in some cases this is mandatory).

Usually, Codes of Practice are established through consultation with industry representatives and the community. They can be mandatory or voluntary:

Mandatory codes provide a minimum standard of protection to the consumers. They are prescribed as regulations under fair trading laws and can be enforced.

Voluntary codes are a form of industry self-regulation. They can be sponsored by an industry association or can be in partnership with a government agency (membership of an industry association is often a condition of the code). Voluntary industry codes are usually flexible and can be altered quickly in response to changing industry/consumer needs.

GST Regulations

Goods and Services Tax (GST) is a broad based tax on the supply of most goods and services consumed in Australia. The GST rate is 10%.

Once a business is registered, GST will be payable on most goods and services it sells or supplies in the course of its business.

Registered businesses will include GST in the price of the things their customers purchase

1.5 Direct client to designated area for specific beauty services

You have now determined the requirements of the client and accessed or established a new client card. It is now time to direct the client to the appropriate area for the service to be provided.

Areas may include:

- Waiting area
- Client chair (hairdressing workstation)
- Basin area
- Beauty room

Take the client to the area that is appropriate for the service to be provided and make them comfortable. You may offer magazines, tea, coffee or other beverage and inform them that the operator who will be performing the service will be with them momentarily.

Inform the operator that the client has arrived and remember to inform them where the client is seated, the name of the client and the services to be provided.

2. Deliver customer service to clients

Orientation

Customer service and client satisfaction are the foundations for all successful businesses. In this section you will learn how to deliver exceptional customer service.

2.1 Identify or anticipate possible contingencies and take action to maximize clients satisfaction.

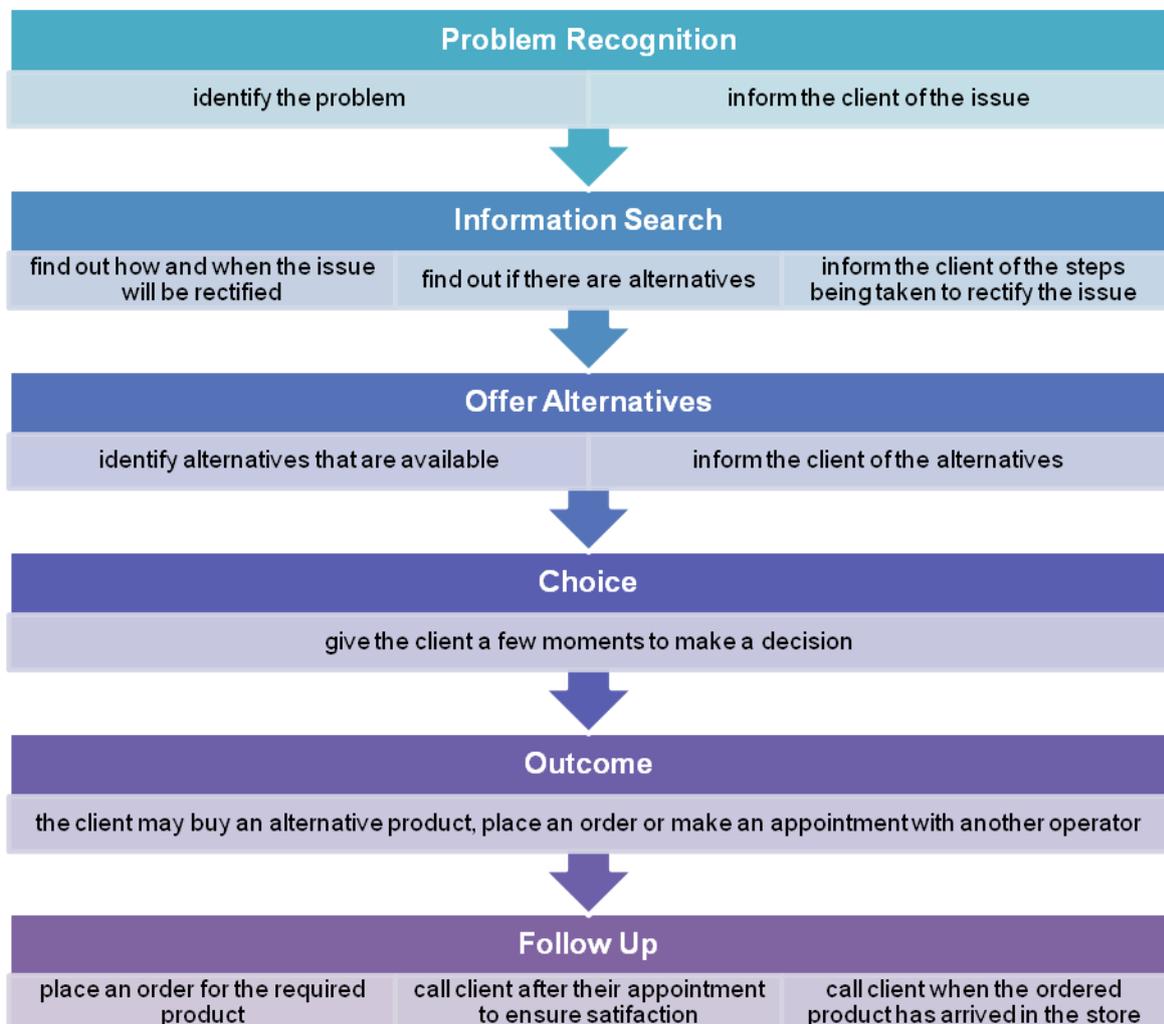
Occasionally there will be a problem with the ability to meet the requirements of a customer. Problems may include but are not limited to:

Delays in the delivery of a product or service

Unavailability of products or operators

When this happens there are steps that you must follow to ensure that your customer can make an informed decision about what to do next. The following chart identifies problem recognition and follow up action.

Figure 1: Problem Solving



Informing customers about problems and the action being taken to rectify the issue is a way of minimising client dissatisfaction and encourages repeat and loyal customers.

2.2 Recognise and act upon opportunities to deliver additional levels of service beyond clients immediate request

As more products and services are added to salon operations, selling is becoming an increasingly important responsibility of the hairdresser. As you become more confident in your ability as a hairdresser to provide a number of services, your clients will learn to trust you and your judgment and be willing to accept your recommendations about home hair care and additional services.

Additional levels of beauty services may include:

- Extending the treatment period
- Offering complimentary services
- Offering homecare products

Clients who come to you want to know how to take care of their hair at home and how to maintain the style that you have worked so hard to achieve.

A logical extension of your salon service is the 'prescription' of quality products for use at home that will compliment your styling service.

Recognising opportunities

Recognising the needs and preferences of clients makes the intelligent use of suggestive selling possible. Every client who enters the salon is a prospective buyer of additional services or merchandise. The manner in which you treat the person lays the foundation for 'suggestive selling'.

Opportunities to deliver additional levels of service arise for any number of reasons;

- You may be of the opinion that the colour that the client has needs to be refreshed
- You may notice that the condition of the clients hair is poor and needs to be treated
- You may recommend the appropriate timeframe to maintain a haircut/colour/perm, etc. and offer a rebooking service (make the next appointment for the client)
- You may recommend home care (retail) products to the client
- You may recommend home care (styling) products to the client
- You may be able to offer complimentary products or services to the client (if the salon is running a promotion)



Types of clients

The most successful hairdressers are likely to be those who can identify the types of clients they are dealing with and how to treat them accordingly. The following information describes the seven most common types of clients you are likely to meet and suggests ways that each person may be treated for the most effective suggestive selling.

Shy and timid

Make the client feel at ease. Lead the conversation, don't force it. Be cheerful. Place the product in front of the client when at the workstation and during the service explain what you are using and why.

Talkative

Be a good listener, be patient. Tactfully switch the conversation to hair and beauty needs by asking them what they currently use at home and suggest a superior product.

Teenager

Usually interested in current fashion trends, the teenager likes special advice on the latest style, colour or products.

Nervous and/or irritable

These clients do not want much conversation. They are likely to want a simple, practical hairdo that they can replicate easily at home. When dealing with clients who are nervous and irritable, you should get started and be finished as soon as possible and briefly explain products while you are performing the service.

Inquisitive

Explain everything in as much detail as possible, what you are doing, what you are using, why you are doing something in that manner or using a particular product. Show this client the facts: sealed bottles, promotional leaflets brand names and ingredients lists if necessary. Ask the inquisitive client for their opinion.

Know-it-all

The best way to suggest products and services to this client is in question form. For example: What colour would you like to be if you could? Have you ever tried X product range? What did you think?

There is no point arguing with the know-it-all. Offer compliments instead.

Principles of selling

To become a proficient salesperson, you must understand and be able to apply the principles of selling.

- Be familiar with the features and benefits of the products and services you are recommending
- Adapt your approach towards sales to the type of client and their needs
- Be self-confident
- Generate interest and desire
- Do not misrepresent the product or service
- Never underestimate the client's purse or intelligence
- Be relaxed in your approach to selling
- If possible, demonstrate the product that you are discussing
- Do not oversell the product or service, once the client has committed to purchase, praise the client for the purchase and reassure them that they will be delighted with the results.

Features and benefits

Features of a product are its characteristics, which might include the size of the packaging, the smell of the product or a specific ingredient.

Features of a service may include the length of time spent in the salon or the products used.

Benefits of a product or service are things that the product or service will do to enhance the appearance or improve the condition of the client's hair.

When you begin working in a salon, study the features and benefits of the products and services that the salon offers.

If features are presented in an appealing manner and the benefits are clearly explained and both customised to the needs of the client, it is likely that the client will buy the product or service.

FEATURES + BENEFITS = INCENTIVE TO BUY

Figure 2: Examples of features and benefits

	Features	Benefits
Product	Size (small bottle)	Perfect for travelling
	Ingredients (product contains protein)	Reconditioning effects
	Concentrated formula	Value for money
Service	Time (Quick service)	Colour refreshed / reconditioning effects
	Ingredients (no ammonia)	No damage to the hair, conditioning effects
	Formula	Long lasting result

In order to customise the product or services features and benefits to fit the needs of the client, you must first ask your clients questions to determine their needs, lifestyle, style desired and any hair and scalp problems they might have.

Start with general questions such as;

- Who recommended you to this salon?
- When did you have your lastperm/haircut/ colour, etc.?
- What do you want from aPerm/haircut/ colour, etc.?
- What didn't you like about that.....perm/haircut/ colour, etc.?
- Which....shampoo/ conditioner/ moisturiser, etc works best for you? Why?
- Much of this line of questioning would have already been performed during initial consultation with the client if they are having a colour/perm/haircut service in the salon and should be asked now if the client has entered the salon without an appointment.

Helping the client decide

If a client is doubtful or undecided about a service or product, help the decision along with sincere and honest advice. For example: if a client is thinking about having a hair colour, and they already have a permanent colour, you might advise them about the extra care that is needed with both treatments.

It is important that you tell the client about the product or service and what it means in terms of results and benefits. Always keep in mind that the best interest of your client should be your first priority.

2.3 Farewell clients according to workplace policies and procedures

Your workplace may have policies and procedures for farewelling customers and clients. You must follow these policies and procedures to satisfy your job requirements.

The workplace may have a policy that includes asking the client if they would like to rebook their next appointment or may include a standard farewell to use when the client leaves the salon.

In general, when a client leaves the salon, you should offer a meaningful goodbye - not a taped or rehearsed message - by using spontaneous dialogue like:

- Goodbye
- Thank you for calling
- Enjoy the rest of your day
- Have a safe trip home
- See you next month

2.4 Use positive verbal and non-verbal communication is used to develop rapport and maintain contact with client during customer service delivery

As a hairdresser, your primary responsibility is to use your knowledge and skill to make your client look and feel their best. But remember, your advice and service are only as good as your ability to convince clients of your sincerity and commitment to their wellbeing. Here is where your communication skills come into play.

Developing a rapport means to establish an emotional bond or friendly relationship between people based on mutual liking, trust, and a sense that they understand and share each other's concerns. You can develop rapport through verbal and non-verbal communication.

Non-Verbal communication

In non-verbal communication, messages are conveyed without speaking. Your appearance, posture, poise, touch, facial expression, eye contact and silence often 'speak louder than words'. Non-verbal communication helps you to build rapport and maintain contact with your clients if the discussion is interrupted by another customer or staff member.



Be aware of the subtle ways that your posture and facial expressions can convey your feelings about yourself and the people around you. Be sure that your posture conveys confidence and indicates to the client that you care about their needs.

If contact with the client is interrupted, excuse yourself and periodically make eye contact and/or gesture that you will be with them again momentarily.

Verbal communication

How you speak is as important as what you are saying. A well pronounced voice gains greater positive attention than a voice that is unnecessarily high or shrill. Verbal communication can also affect the meaning of what you say. The tone of your voice, speed and volume all play an important role in verbal communication.

Ways that you can positively communicate to build rapport and maintain contact with a client even if you are interrupted are:

- Present a pleasant greeting using a pleasing tone of voice that projects your willingness to assist the client
- Use tact, it is your responsibility to honestly communicate with clients, without giving offence
- If contact with the client is interrupted, excuse yourself and let the client know that you will be back momentarily
- Express your ideas clearly, think through your ideas before you speak about it
- Be certain that the communication will be valuable to others, consider your clients needs and desires and how the listener will benefit from what you are saying

These are two questioning techniques you can use to obtain information from a client. These are:

Open and Closed questions

A closed question can be defined as:

A closed question can be answered with either a single word or a short phrase. Or a question that can be answered with either 'yes' or 'no' response

Thus 'Do you have a colour in your hair?' and 'Is this your first time to our salon?' are closed questions.

Closed questions have the following characteristics:

- They give you facts.
- They are easy to answer.
- They are quick to answer.
- They keep control of the conversation with the questioner.
- This makes closed questions useful in the following situations:

For Example

- It's great weather, isn't it?
- Are you happy with your current haircut?
- Would you like to buy another shampoo?

The first word of a question sets up the dynamic of the closed question, signaling the easy answer ahead. Note how these are words like: do, would, are, will, if.

An open question can be defined as:

A question that is likely to receive a long answer.

Although any question can receive a long answer, open questions deliberately seek longer answers, and are the opposite of closed questions.

Open questions have the following characteristics:

- They ask the respondent to think and reflect.
- They will give you opinions and feelings.
- They hand control of the conversation to the respondent.
- This makes open questions useful in the following situations:

For example

- What did you do on you holidays?
- How do you normally wear your hair ?
- Why is that so important to you?

Open questions begin with such as: what, why, how, describe.

Listening

"Listening is more complex than merely hearing. It is a process that consists of four stages: sensing and attending, understanding and interpreting, remembering, and responding . . . The stages occur in sequence but we are generally unaware of them."

"There are four elements of good listening:

- attention—the focused perception of both visual and verbal stimuli
- hearing—the physiological act of 'opening the gates to your ears'
- understanding—assigning meaning to the messages received
- remembering—the storing of meaningful information

In addition to the four elements, there are also four levels of listening: acknowledging, sympathizing, paraphrasing, and empathizing. The four levels of listening range from passive to interactive when considered separately. However, the most effective listeners are able to project all four levels at the same time. That is, they demonstrate that they are paying attention and making an effort to understand and evaluate what it is they are hearing, and they complete the process by demonstrating through their responses their level of comprehension and interest in what the speaker is saying."

"Active listening involves six skills: paying attention, holding judgment, reflecting, clarifying, summarizing, and sharing. Each skill contributes to the active listening mind-set, and each skill includes various techniques or behaviors. These skills are not mutually exclusive. For example, paying attention isn't something you stop doing when you start holding judgment. Nor are the skills consistently weighed in importance. In one conversation, clarifying may take much effort and time; in another conversation, gaining clarity and understanding may be quick and easy."

Feedback

Feedback is a response generally given to a person in the course of a conversation where a particular action, thought, comment or behavior has been displayed.

For example:

"I have been using this shampoo every-day for the last week and my hair still does not look as shiny as the picture on the bottle".

Feedback – "That's great that you have been doing that, but you will need to use conditioner as well as shampooing to get that result".

Negative feedback does not imply 'bad,' and positive feedback 'good.' Negative feedback indicates that you should do less of what you are doing or change to something else. Positive feedback encourages you to increase what you are doing, which can go out of control (over excitement at a party, fighting or having a row)? If you are crying, feedback from those around may cause you to dry your eyes and put on a brave face (if feedback is negative) or weep unashamedly (if feedback is positive)."

2.5 Repeat custom is encouraged by promotion of appropriate beauty services or products according to workplace policies and procedures.

Repeat custom is often encouraged by promotions in the salon environment. Your workplace may have 'special offers' for customers and clients to promote the business and encourage clients to return to the salon.

Example 3:

Complimentary products may be available to a client who spends over a certain amount of money or has a particular treatment/service
Discounted services or products
Special packages of services or products
Seasonal offers of services/products
Trial/sample products

It is your responsibility to familiarize yourself with the promotions on offer in the salon, how long the promotion is available and the terms and conditions of each promotion.

To promote products and services, you must have confidence in yourself and the products and services you recommend. That confidence comes from knowledge and firsthand experience of the products and services on offer in the salon.

You should take time to develop knowledge of the features and benefits of the promotions on offer to the clients.

2.6 Process sales, returns or refunds according to workplace policies and procedures.

Processing sales, returns and refunds is an important part of your hairdressing career.

Sales

Sales are the transfer of something to the ownership or use of somebody else, or the provision of something, e.g. a service; in exchange for an agreed amount of money. Sales in hairdressing include sales for products, equipment, and services, depending on the salon range.

Returns

Returns are to bring, send, or take something back to where it came from for various reasons including; client dissatisfaction, faulty goods or equipment and any other reasonable explanation. When returning a product the client may wish to exchange the product or equipment, receive a credit note for later use in the salon or, may request a full refund.

Refunds

Refunds return money to somebody, usually because he or she paid too much or did not receive what they felt was paid for.

You must follow your workplace policies and procedures for these processes including:

- Cash handling
- EFTPOS transactions
- Credit card transactions
- Accepting cheques
- Vouchers



In general there are some basic principles that should be followed:

- Know how the workplace Point Of Sale equipment works
- Count change accurately
- Know which credit cards are accepted in the salon and always check that the card has not expired.
- Not all establishments accept cheques. It is important that you find out what the policy of your salon is, BEFORE accepting a personal, travellers, or bank cheque for sales.
- Understand your workplace policies and procedures for sales, returns, and refunds. They may have a period of time or other conditions in relation to these processes.

Schedule clients

Orientation

Scheduling appointments is the basis for a successful business. With no appointments in the appointment folder, businesses could do very poorly indeed. Not all salons can rely on 'walk in' trade and therefore they rely heavily on scheduling appointments to retain clients and customers. If details are recorded inaccurately or not at all the salon could be thrown into chaos.

3.1 Schedule appointments according to length of time required for service/s, availability of staff and space and workplace policies and procedures

The appointment book, whether electronic or paper based, is used to schedule the business of the day. People who make appointments are often busy people or wish to have a particular operator perform the hairdressing service.

Hairdressing salons require an appointment book scheduled to meet the capabilities of the operators and the salon environment.

You should check with management and/or senior operators at the beginning of each day and note appointments that they have made personally.

Rule out time spans where:

- Operators will not be available
- Rooms or workstations will not be available
- Regular staff meetings are held
- Special clients with regular appointments are booked
- Lunch breaks, late arrivals or early departures of staff occur



When scheduling appointments, make sure that you leave enough time for the operator to consult with the client and perform the services required. This allows the operators to provide quality services to customers and clients and minimises stress.

Ensure that the operator is capable of performing the service that has been requested. If you are unsure of the capabilities of the operator you are scheduling appointments for, ask the operator or another team member for assistance.

Workplace policies and procedures

Each workplace has individual policies and procedures for scheduling appointments. For example: Some workplaces may expect services to be completed within a designated timeframe that is shorter in length than the salon up the street and one salon may require a 'comb-up' to be booked in for clients who will be receiving chemical services and others will not.

You must become familiar with your workplace policies and procedures for scheduling appointments.

Making appointments

When the client has agreed to schedule an appointment, you must accurately enter the date, time and client details (including a contact telephone number) in the appointment book.

Main points you should remember when scheduling appointments:

- Know the time requirements for each service to be provided
- Be sure that the requested operator is available to perform that service at the requested time
- Ensure that rooms and/or workstations will be available at the requested time
- Know the individual operators abilities
- Follow workplace policies and procedures
- Record the date, time and client details in the appointment book

3.2 Confirm appointments with clients and record details on appointment system

When you have scheduled the appointment you must confirm the appointment with the client by repeating the time, day, date and requested operator back to the client, for example:

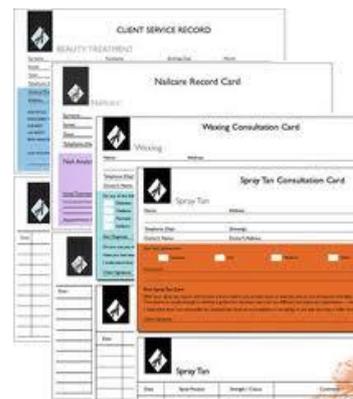
Ok Mrs Watson, your appointment is with Kelly at 10:15 am on Friday 29th January and you will be having a haircut and blow dry, is that correct?

Issue the client with an appointment card when the appointment is scheduled face to face. The appointment card should include:

- The clients name
- The name of the operator
- The time of the appointment
- The date of the appointment
- Service/s to be provided

Confirming appointments and recording the details in the appointment book and appointment card helps to minimise 'no-show' clients and misunderstandings about times and dates.

Check the appointment book each morning and prepare to welcome clients and customers who have appointments by gathering their client record card/s and relevant files and have them available if and when required.



When an appointment time is nearing and an operator is still not available, you should check with the operator how long they expect to be delayed for their next appointment and if possible, contact those clients whose appointments are affected and make alternative arrangements.

4. Respond to client complaints

Orientation

You cannot avoid handling complaints. At some stage during your career, no matter how professional and proficient you are as a hairdresser, there will be an occasional client who will complain. This section outlines the processes for dealing with client complaints.

4.1 Nature of complaint by active listening and questioning and confirm with client

You must remain positive, calm and courteous to the client when dealing with a complaint. You can establish the nature of the complaint through active listening and questioning with empathy to the client and responding in an appropriate manner.

Usually, client complaints may include, but are not limited to:

- ❖ Price
- ❖ Quality of service
- ❖ Timeliness of service
- ❖ Range of services
- ❖ Faulty product or equipment



Questioning and Listening with Empathy

Most people can hear, but not many are good listeners who show their interest in what other people have to say. Good listening skills are vital in helping you to interpret your customer's responses, identify their needs and in understanding the nature of a complaint.

Empathy involves looking at a situation from the other person's point of view and trying to understand how a situation is affecting them.

You can demonstrate active listening by:

- Making sure that you understand what the customer is saying. "I'm sorry, would you mind repeating that please?"
- Summarizing or paraphrasing what the customer is saying. "So you would like to order to be delivered to...."
- Using verbal encouragers. "mm", "of course", "yes" ,
- Encouraging the customer to provide more information. "You mentioned that you are looking for a flowering tree suitable for local conditions. Will it be growing in full sun?"
- Staying focused on the conversation.
- Remaining calm.

You can show empathy by:

- Listening with your heart as well as your head.
- Showing an understanding of how the customer feels. "I can appreciate how you must be feeling."
- Apologizing, without taking the blame. "I'm sorry, the delay in delivery must be very frustrating."
- Finding acceptable ways to resolve problems.
- Using a warm and friendly voice.
- Sounding sincere.
- Not arguing.

It is worth taking the time to practice and use active listening and empathy. Your customers will feel valued and more at ease when talking with you, and will be more likely to return to the salon to do more business.

Barriers to active listening and empathy can include:

- Rehearsing or going over in your mind what you are going to say next, when you should be listening to the customer
- Interpreting what the customer is saying in light of your own experiences
- Not listening carefully to information that you don't find interesting
- Jumping to conclusions, rather than actually listening to what is being said
- Interrupting the customer, perhaps preventing them from getting their message across to you
- Daydreaming
- Listening to other conversations nearby or loud music

By avoiding these barriers and treating your customers with respect, you will find that problems are more easily resolved and fewer of them will turn into complaints.

4.2 Complaint resolution procedures when required according to workplace procedures

A positive attitude will indicate to the client that you acknowledge their complaint and are willing to handle it with sensitivity.

Depending on the nature of the complaint, complaint resolution procedures must be implemented.

Complaint resolution procedures may include but are not limited to:

- Referral to the manager
- Provision of a fuller explanation of the product/service
- Refund of charges
- Repetition of service
- Replacement of product or equipment purchased
- Take the appropriate action to resolve the complaint ensuring that the client is satisfied.



Referral to the manager

In many salons, all complaints must be referred to the manager for resolution. In other salons, referral to the manager is a last resort. If you feel uncomfortable or too inexperienced to handle the complaint, ask for assistance from a senior operator or the manager of the salon.

Provision of a fuller explanation of the product/service

Sometimes a complaint may be resolved by simply explaining in more detail a product or service that was sold or provided to a client.

Inadequate instructions for the use of products is a common mistake, if the client is still not satisfied, you may choose to exchange the product or give a refund.

Repetition of service

If the client is not happy with a service that has been provided, offer the client a corrective service or substitute product. Check your workplace policies for corrective services.

Replacement products

Replacement products are offered when there is a faulty product or equipment that has been purchased by the client, or if the product does not meet the expectations of the client. Check your workplace or college policies for the exchange of products.

Refund on charges

A refund of money is offered where none of the alternatives outlined above are acceptable to the client or customer.

REMEMBER! NEVER ARGUE WITH A CLIENT.

4.3 Promptly refer unresolved complaints to supervisor

If you are unable to resolve the issue personally, you must refer the complaint to a senior member of staff. The senior member of staff may be:

- A senior operator
- A supervisor
- The salon manager
- The salon owner

You must refer complaints promptly, to the appropriate member of staff in the salon on the day of the complaint. Complaint situations that are not dealt with promptly exacerbate the negative impact that complaints have on the salon image.

4.4 Take opportunities to turn incidents of client dissatisfaction into a demonstration of high quality customer service in line with workplace policies and procedures

While complaints can generate a level of negative feelings in the salon, if you take steps to turn incidents of client dissatisfaction into a demonstration of high quality service, the impact of the client's dissatisfaction will be minimised and may even create a loyal customer.

High quality customer service involves communication and respect. Use the following information as a guide to providing high quality customer service.

Communicate

Give your customers as much information as you can. Do not blame another staff member, suppliers or the organisation for the complaint. Listen carefully to the complaint and use your negotiation skills to determine the best solution.

Be knowledgeable

Keep up on your latest industry news, salon policies and procedures, products and services and pass applicable information on to customers.

Be courteous.

Every so often you'll encounter a customer who is impatient, rude or argumentative. It's important not to let this type of customer get the best of you. If you get into a shouting match with a customer, it will reflect poorly on your workplace. Grit your teeth and keep your calm at all times.

Be approachable

Even if you are not a natural "people person," make sure you greet all of your customers with a smile and ask them how they're doing. Return phone calls or email promptly. If a customer has a problem, acknowledge and try to solve it as soon as possible and with empathy.



Exceed customer expectations

A little extra pampering and extra service can assist in rectifying the situation for little cost to the salon. Losing a client will be a major loss to the salon.

Adding complimentary samples or products help to ensure client satisfaction with the resolution.

Constantly ask your clients how you can make your workplace better. If you get a reputation for being the best in your industry, you'll have no trouble gaining or keeping clients.

4.5 Complete workplace documentation regarding client dissatisfaction or complaint

Many salons document complaints as a way of measuring operator performance and to promote continuous improvement in the salon. Complaints may be the best commodity that a salon has. They help the salon staff to identify areas of strengths and weaknesses and identify areas for improvement.

If your workplace documents complaints, they may use a form or a workplace diary to communicate the nature of the complaint to management and staff and what action was taken to rectify the situation and by whom. Workplace documentation in relation to client complaints may be electronic or paper based. You must complete all workplace documentation regarding complaints in the salon.

Look at the example of a complaints form below. This will help you to complete complaints documentation.

Figure 3: Complaints Form

COMPLAINT FORM	
Client Name: Janice Hall	
Address: 90 Eastlake Road Greenacre NSW 2785	
Phone number: 5552 5845	
Date complaint reported:	23/02/2009
Date of purchase/service:	20/02/2009
Complaint letter attached:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
Nature of complaint: Faulty product Hairspray nozzle does not work	
Action required: Replacement product	Action implemented: Replacement product and voucher for complimentary treatment at next visit to the salon
Determined by: Shari Jamal	Implemented by: Linda White- Supervisor
Date: 23/02/2009	Date: 23/02/2009

4.6 Follow up action is taken as necessary to ensure client satisfaction

Once details of the complaint have been taken, advise the customer what will happen next.

Adopt a solution-focused approach by actively involving the customer in this process, and ensure they are happy with the proposed solution before proceeding.

For example: "Are you happy with the solution that we have discussed today?"

Keep the customer informed of progress during the process.

Identifying client satisfaction

You can often tell whether the customer is satisfied from positive words such as:

- great
- wonderful
- good
- thank you

The tone of voice can also indicate whether the customer is satisfied or not.

If the customer sounds:

- positive
- happy
- excited
- pleased;

they are likely to be satisfied with the service.

However, If the customer sounds:

- negative
- angry
- sarcastic
- annoyed

they are probably **not** satisfied.

Follow up action

Follow up action is the measures that are taken to ensure that the client is satisfied with the solution to the complaint.

- Ensure all promised action is fully completed promptly.
- Clearly advise the customer of the outcome of their problem and advise the customer of any action that will be taken to prevent the problem arising again.
- Always work within the relevant government regulations, and ensure the clients' rights are protected.
- Make a telephone call to the customer within one week to check everything has been satisfactorily resolved.
- If the customer is positive and seems to be satisfied with the resolution, you may wish to give the client a courtesy telephone call or email after a few days to check that the solution has proved effective.
- If a customer seems unsatisfied then, if possible, offer the client alternative solutions, products or services. If all else fails, ask the client if they would like to speak to management about the issue to determine a more suitable solution.
- It is important that your customers are satisfied with the service they have received.
- Before ending the conversation, ask the customer if they need further assistance. "Is there anything else I can help you with? " This lets them know you are available if they have any further queries, and may lead to further sales.
- Encourage the client to call again in the future if they have any enquiries. For example: "Please do not hesitate to contact us in the future if we can be of any further assistance. "

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5. Identify clients' special customer service needs

Orientation

With a wide range of diversity in Australia you must be able to identify the special needs or requirements of your clients including; contraindications to products or services, mobility or other disability assistance, language needs and cultural understandings and payment arrangements for goods and services. This section will help you to identify and assist clients with special requirements.



5.1 Promptly identify clients with special needs or requirements by observation or questioning

We live in a diverse society and as such you will come across clients who have special needs and requirements throughout your hairdressing career. Special needs and requirements may include but are not limited to:

- Contraindications to products and/or services
- Mobility or other disability assistance
- Language needs and cultural understandings
- Payment arrangements

During consultations with your clients you will be able to determine through examination and questioning if the client has contraindications to products and/or services.

Contraindications may include:

- Allergies to product ingredients
- Infectious diseases or conditions
- Poor elasticity of the hair
- Extremely porous hair that will not withstand chemical services
- Any other indication that the product or service will result in excessive damage to the hair, skin or scalp

Review your learning guides Occupational Health and Safety and Hair Design for further guidance on recognising and managing contraindications.

Mobility and other disability assistance

Mobility and other disability assistance may include:

- Blind or vision impaired
- Mobility or manipulatory disabilities
- Hearing impairment or deafness
- Psychiatric disabilities
- Intellectual disabilities



People who may have mobility or other disabilities include:

- Children
- Adults
- The elderly
- Regular clientele
- New clients

The following is a brief guide to understanding the needs of clients with a disability in the workplace. While this information has been grouped under the general types of disabilities, individual clients may have specific needs and there are other types of disabilities not mentioned here.

Many disabilities are easily noticed through observation, while other disabilities may not be immediately recognisable to you at the beginning of your hairdressing career. Observe your clients carefully and pay attention to their mannerisms, speech, gestures and movements and make allowances for clients who present with special needs. Some clients or carers may openly tell you that the client has a disability, while others may not. If you are unsure, tactfully approach the subject with the client and ask them if they need any extra assistance. Clients who have disabilities must be treated with as much respect, courtesy and quality of service as any other person who enters the salon.

People who are blind or have vision impairment

- Check if the person needs to have salon-related information in accessible format.
- Check the salon layout to ensure that the person can move about freely without encountering unnecessary obstructions. They may need to use mobility aid, such as a cane or guide dog in the salon.
- Describe the salon area to the client when they first enter, or when moving into new areas. If the person requires assistance in moving around the salon, you should offer your arm to the person rather than taking them by the arm.

- Let a person who is blind or vision impaired know when you enter a room - say who you are and tell them when you are about to touch them. Also let them know when you leave for any reason.

People who are deaf or have a hearing impairment

- Mouth and facial expressions must be clearly seen by the person with the hearing impairment when you speak to them.
- Do not exaggerate mouth actions as this may confuse or offend the client.
- Sign language interpreters are available to people with hearing impairment and to organisations that have regular contact with people with hearing impairment.
- If your employer uses the services of an interpreter, speak directly to the person with the hearing impairment; making sure that the interpreter can see you:
- Speak a little slower or rephrase your sentence if a client with a hearing impairment does not understand you at once
- Use gestures or written communication if this will help get your message across; and
- Be aware that fatigue may affect the person's ability to concentrate on visual contact such as lip-reading or watching an interpreter.
- You may wish to learn and use Auslan (sign language) to communicate in the workplace.

Auslan dictionary and assistance can be found at www.auslan.org.au

People with an intellectual disability

People with an intellectual disability can have difficulty understanding complex language and they may have low literacy skills.

They can also sometimes find unfamiliar environments confusing and difficult to get around in. Some suggestions for making a new client with an intellectual disability more comfortable in the salon are:

- Speak clearly using simple straightforward language
- Provide a calm, uncluttered environment; and
- Ensure your client is comfortable in the salon. Show them the facilities and make sure they are familiar with the salon set up.
- If the client is an adult with a disability, be sure not to speak to them as if they were a child, much can be understood through language, tone and body language and you may offend.



People with a psychiatric disability

Most people who have a psychiatric disability are well most of the time and therefore will not need many adjustments to the salon. However, there are a few things you can do to make a client with a psychiatric disability feel more comfortable in your workplace:

- Gain an understanding from the client if certain situations or influences trigger an onset of, or worsen their disability and what these triggers may be.
- If the employee agrees, provide co-workers with information to remove any concerns or misconceptions they may have about working with a person with a psychiatric disability.
- Be sensitive to the clients' wishes about disclosing personal information.
- Some of these adjustments to salon arrangements may also be of assistance to people who have an acquired brain injury.

People with a mobility or manipulatory disability

People with a mobility disability may have difficulty accessing the salon. However, not all people with mobility disabilities use a wheelchair. Some use a walking stick or crutches. People with manipulatory disabilities have difficulty holding and/or moving objects. Some issues you should consider are:

- When talking to a person using a wheelchair, try to be seated so that you can maintain eye contact.
- Offer assistance and wait for the person to respond, rather than assuming the person does or does not need assistance.

- When speaking to a person with a physical disability don't assume that they have additional difficulties, such as cognitive disability.

Language needs and cultural understandings

Australia is currently one of the most multicultural and diverse countries in the world. With such a diverse cross section of cultures and language, we must begin to understand and accept the differences amongst all Australians.

Diversity means differing one from another: made up of distinct characteristics, qualities, or elements.

Life in a multi-cultural society means that everyone should learn to value diversity, respect each other's differences and their right to their own lifestyles and beliefs.

All people have equal rights to services that enable them to integrate into the wider community, irrespective of disability, gender, race, ethnic origin, culture, language or religion.

Diversity should be celebrated and stereotyping of all kinds challenged.



As a hairdresser it is your responsibility to understand and accept the differences that are present in today's diverse society and make adjustments for clients who face language and cultural barriers in communicating their needs and expectations to you.

You need to recognise cultural differences in the way that messages are sent through body language, physical distance and elements of speech and appearance are interpreted in different ways between cultures. A gesture made in one culture may have a different meaning in another.

Tips for communicating with culturally diverse people

Show respect for other cultures by avoiding non-verbal signals or body language which might be interpreted as offensive.

You may need to use an interpreter to help you communicate with your client, often a relative, or friend.

Be sure that you display a positive, respectful attitude to the client, irrespective of race, religion, or culture.

Use pictures, images and colour charts to help you identify the style that your clients desire if you are having trouble understanding their needs.

Slow your speech and keep the language that you use easy to understand to help the client process the words that you are using.

5.2 Convey a willingness to assist clients (verbally and non-verbally)

You must convey your willingness to assist clients both verbally and non-verbally.

Do not ask the client IF they need help, instead, ask HOW you can help.

Use positive body language to show that you are happy to help, leaning slightly towards the client will show them that you are listening and are ready to assist them.

Be aware of your facial expressions; do not roll your eyes if you do not understand. Ask simple yes and no (closed) questions to help you clarify the request.

5.3 Promptly service clients' needs as referred or redirected as required.

Once you have identified the needs of your clients, follow through. Give the assistance that you have promised and if you are unable to understand or assist, refer or redirect the client to another member of staff who can help.

