

# performance management

tool kit



# onboarding

A thorough onboarding and initial training process is critical to establish conduct and performance expectations. It establishes the practise of open and consistent observation and feedback early on in a team member's journey and establishes trust. The employee will feel confident they have a forum for concerns and clarity on their areas of strength and required development.

We recommend a minimum 3 month probation period with monthly review meetings.

All successful probations should be followed up with a letter to congratulate the team member on passing their probation.

Below are some considerations for the manager or team leader:

## During Induction Session:

Review the company handbook and job description with specific reference to the following expectations:

- Present a well-groomed appearance, in line with the skin centre grooming guide.
- Ensure you wear full uniform at all times
- Maintain professionalism and a consistent high standard of customer service with every client at all times.
- Maintain thorough understanding of all products, treatments and concepts by the brands.
- Ensure services are offered to each and every customer to include Face Mapping, SkinSolver ProSkin30, ProSkin60 and Pro Power Peel to include recommendation of product, demonstrating an advanced level of skill, education, customer care and communication.
- Consistently meet or achieve above average retail sales figures through effective services and consultation.
- Complete daily operating procedures as required by Manager.
- Consistently follow all policies and procedures as outlined in the policy and procedure manual.
- Set-up the Probation review period, training and expectations.

## Considerations for the probation meetings:

At these meetings you may wish to comment on the following and record relevant points on the probation report:

**Attendance & Punctuality** – adhering to rota, hours of work, including times of arrival and departure and meal breaks, use of lieu time where appropriate. If unsatisfactory, state frequency and extent of lapses.

**Appearance & Grooming** – Uniform /Badges /Accessories /Hair /Skin /Make Up /Nails /Tattoos etc. in line with the brand Grooming Guide.

**Training & Performance**– full understanding of expectation, attention to detail, performance, concentration, thoroughness, interest in work, efforts to increase job knowledge, willingness to undertake tasks of a routine and/or difficult nature, ability to work without close supervision.

**Customer Service** – ability to deliver exceptional customer service at all times, courteous professional manner, knowledgeable, ability to handle complaints.

**Relation to others** – ability to work with others, consideration, ability to understand and deal efficiently with requests, ability to liaise with staff & management at all levels and customers. Positive or negative influence within the team?

If you have any concerns about the new staff member's conduct or performance you should meet more frequently and there should be a written record of the meetings. It is vital to have documentation in order to manage, set action plans and will be necessary should you need to extend or fail a probation.

If you have any intention to extend or fail the probation, please send a letter of invite to the meeting and arrange a note taker if you feel it necessary.



# induction tools

Please reference the separate handouts for additional support:

- **Skin Centre Handbook** for a full outline on policy and procedure considerations for your business.
- **Probation Form – Template** for a comprehensive document for both parties to reference and complete throughout the probation period.
- Link to **Standards and Evaluation Forms** via the [Education Centre](#).

If you need to re-introduce the handbook to the existing team, please reference these 'You Tube' clips where we role play the potential conversation you can be having with your team.

- <https://youtu.be/VQukknELBlg> - Introducing the Company Handbook
- <https://youtu.be/aRQNeysFcY> - Hand book follow-up one to ones and performance criteria explained.



# observation and feedback

By conducting regular catch ups or quarterly mentoring sessions you maintain the momentum of open communication and forums for feedback. Keep the individual staff member and the team on track and motivated with observations and regular touch points.

Start by making sure the expectations are clear. What are the treatment, customer service or retailing standards and targets. The staff member must have clarity on what they are aiming for in advance of the observation - whether planned or impromptu.

These can be outlined in the handbook or reference our ProSkin, SkinSolver and Skin Fitness plan standards document and evaluation forms. [Click to download.](#)

Below are some considerations for the line manager when conducting observations and delivering feedback.

## Observation Reason

This can either be to deal with a specific development need which are performance or behavioural based or completely spontaneous. The purpose is to enable you to provide specific, positive or developmental feedback to a team member. Conduct observation and evaluations during probation, prior to mentoring or during Performance Improvement Plans.

## Observation Details

What did you observe? This section must be factual and not opinion based to enable you to provide constructive and developmental feedback or capture successful behaviours aligned with brand values and expectations. Use the standards document and evaluation forms to keep you on track and focused on specific examples and feedback.

## Feedback

In this section you align your observations to the verbal feedback that you are going to give to the team member. By noting it down, you can cover everything and provides the team member with a written copy for reference.

## Agreed Actions and Improvements

This section allows you to turn any developmental feedback into new expectations, actions and improvements moving forward. Comparing what you saw to what you expect to see in the future. Determine any training requirements.

<https://youtu.be/O0iZZMIM0dl> - Delivering feedback role play



# format for constructive conversations

Take the time to reflect and prepare!

This will ensure you approach the conversation with a calm demeanour and rational mind-set and increase the likelihood of a productive outcome.

## 1 Self Reflection:

Before appointing blame with the team member, consider first if there is any learning to be taken from the situation.

- Have you the line manager or business done everything you could to properly outline expectations, train and prepare the team member?
- Do you hold all staff accountable with the same set of standards?
- Do you lead by example?

Asking these questions will help you to remain objective. Being honest and open about your own areas for improvement or mistakes can help an employee feel safe to acknowledge their own faults.

## 2 Stick to the facts:

Our own emotions or frustrations can easily create the impression the performance or behaviour is worse than it actually is.

- How many times has the individual actually been late / sick? Plot it out to be sure.
- Remain focused on the outlined expectation and clear examples of where an individual has not evidenced they are meeting these standards.
- Use your handbook and standards documentation to keep to the facts versus personal preferences.

## 3 Desired Outcome:

Stay focused on what you want the outcome to be, and how that is helpful to the employee or will improve their enjoyment of the role and success within the business.

Keep highlighting the benefits of changing the behaviour versus continually referencing what is going wrong. This will help the employee feel less defensive and open to hearing the feedback and required commitment to change.

## 4 Choose your Words Carefully:

The words we choose to use when providing honest feedback can affect the atmosphere and tone of the conversation. This in turn could influence how the team member perceives your intentions.

Consider the issue and if there is a better word choice that doesn't feel too intimidating. For example, excessive sickness could rather be called unreliable attendance. Immaturity, could be better positioned as not behaving professionally.

Always search for the positive or more productive word connotation as this links more fluidly with the behaviour or performance change you wish to see occur.

Use your chosen words to inspire and motivate, rather than berate.

Team members will also be impacted more by how their behaviour/ conduct/ performance is negatively affecting their colleagues or clients versus its impact on the business. So include this in your conversation

## 5 Practice

Set aside some time to say it out loud. Record yourself to check your tone and pace. Practicing your chosen phrases will help you feel confident and make your conversation flow more easily during the meeting.

## 6 To Finish:

Find a suitable and private venue. You don't want to be disturbed. Have tissues and water to hand. Make sure the temperature is comfortable. Aim for the end of the day, so if the individual does get upset, you can send them home. Have prepared objectives and next steps.

# poor performance

Not meeting expectations as set out in the job description. This could include; treatment and product knowledge skills, retailing or customer service issues.

## SELF REFLECTION

Have I been clear with the expectations or targets?

- Does Job Description include key responsibilities and persona specifications?
- Did I complete an induction and provide ongoing training, observation and feedback?
- Did I provide clear, measurable parameters and deadlines?
- Did I raise it when the issue first began?
- Do I lead by example?

## DESIRED OUTCOME

Individual starts achieving required parameters ASAP!

- Understand and investigate knowledge or skills gap and create an action plan for both parties
- Instill ownership and accountability for their own development and success
- Set timeframes for success and follow-up

## FACTS

Where are they performing or demonstrating strength? How can we leverage this?

What is the expected average? (Never directly compare to another team member)

What would you expect to see by this point in their development?

## WORD CHOICE

“Concerned that you’re not where you need to be” vs “You’re so behind”

“I want to help develop this skill/ performance” vs “Your skills here are weak”

“I want to understand how we can help you fulfil your potential”

## IMPACT

How does their performance influence the team?

- Team have to make up any deficit in revenue. Reduces commission/ earning potential
- Team have to cover treatments or deal with complaints
- Increases the workload for the Senior or front of house person
- As an individual they’ll start to feel de-motivated. We want our team to enjoy work.

How does their performance impact clients?

- Client’s don’t get the very best home care, treatment or skin results

## NEXT STEPS

Schedule required training

Set reasonable incremental improvements and timeline

Book follow-up sessions. Summarise the discussion, action plan and next steps in the meeting requests.

If there is still no improvement, start a formal Performance Improvement Plan



# unacceptable behavior or conduct

Does not conduct themselves professionally in the office, or embody brand culture.  
Unwillingness to help out, or has behaviour that appears argumentative or antagonistic

## SELF REFLECTION

Has my (or the team's) conduct towards them antagonized or perpetuated their behaviour?  
Are you allowing your own building frustration to influence how you treat this individual?  
Have I set clear expectations for acceptable office conduct?  
Did I avoid dealing with an earlier situation which has now escalated into further resentment?  
Does this behaviour fall under gross misconduct?

## DESIRED OUTCOME

Understand their point of view and feelings.  
Help them understand the situation from a fresh point of view and gain some perspective.  
Ensure they leave feeling reassured their concerns have been heard and answered.  
Have them enjoy coming to work and build productive relationships with colleagues or clients.

## FACTS

Where can this particular trait serve them well? For example:  
Someone who is 'inflexible' could also be organised with good attention to detail.  
Identify the behaviour or conduct that is an issue, not the personality or character trait.

## WORD CHOICE

Start by asking how they are, or how they are enjoying coming to work. It might provide the opening you need to highlight your concerns. Ask what's changed if it's new behaviour.  
"Sometimes you don't seem open to new ideas or strategies" vs "You are very closed minded and argumentative!" OR "Sometimes you don't approach a situation with the expected brand professionalism" vs "You're very immature!"

## IMPACT

How does their behaviour influence the team?  
•They run the risk of isolating themselves from the team  
•Can create an unhappy or tense work environment for everyone  
How does their conduct impact clients?  
•May start to receive negative feedback and lose treatment bookings, sales and therefore earning potential.

## NEXT STEPS

Be clear on the expected behaviour. Provide examples on how you expect similar situations resolved moving forward and determine if any coaching or training is required.  
Agree that the improvement to office conduct should start to **happen immediately**.  
Create an environment that allows you to provide feedback as you observe the behaviour happening.  
Summarise discussion, action plan and next steps in a follow-up email  
If there is still no improvement, start a formal Performance Improvement Plan



# unreliable

High levels of sickness or unpreparedness for treatments or events. Poor time keeping.

## SELF REFLECTION

How healthy is the work environment?

How supportive and understanding have you been up until now? Has the individual possibly felt under pressure to come in when un-well delaying their recovery?

Do you provide adequate time for training, practice and preparation – treating everyone as an individual?

## DESIRED OUTCOME

Improved well-being

Improved reliability and time management to ensure continued development and success.

## FACTS

Sickness:

- How much sickness has the person actually had and over what time period? What is your expected / acceptable average? Learn more about the [Bradford Index](#)
- What resources or medical benefits do you provide to support well-being?

Preparedness:

- Analyze their schedule to determine exactly how much time they have had to prepare
- List what training opportunities there have been to help them prepare
- Is their own expectation of their performance unrealistic which creates barriers?

## WORD CHOICE

“You’ve seemed quite susceptible, possibly a bit run down these last few months and I wanted to chat about whether something at work was contributing to your attendance reliability and how we can help you improve your well-being overall?” vs “You’re often sick and this is unacceptable!”

“...there have been a couple of occasions where you haven’t seemed as prepared for tasks/ events and we wanted to understand why you feel this might be the case?” vs “You’re not adequately prepared for tasks”

## IMPACT

How does their unreliability influence the team?

- Extra pressure on the team if they have to cover last minute. They may become resentful.
- It delays their own development /progression when training or observations are missed.

How does their unreliability impact clients / team?

- We have to reschedule or turn clients away when they’re not in.
- If unprepared, clients may not get the best experience.

## NEXT STEPS

Determine if time off, or time management training is required.

Set reasonable incremental improvements and timeline for improved attendance

Book follow-up session. Summarise discussion, action plan and next steps in the request

If there is still no improvement, start a formal Performance Improvement Plan





# inappropriate grooming and attire

Doesn't adhere to grooming guidelines or there are concerns over hygiene or attire.

## SELF REFLECTION

Have I been clear with the expectations?

- Is there a Grooming Guide Handbook?
- Was grooming and attire discussed at interview or during induction?
- Are the grooming guidelines consistent with brand identity versus personal preferences?
- Have I been consistent with addressing grooming or attire since their start date?
- Do I lead by example?

## DESIRED OUTCOME

The individual has clarity on how to embody and represent the brand in their grooming and attire.

They become a true brand representatives in every aspect.

## FACTS

Brand attire is not a comment on someone's personal style.

Be specific about skirt length or strap width etc.

Share how poor hygiene can influence safe treatments.

## WORD CHOICE

“What’s your current understanding of professional work attire?” vs “You don’t look smart enough!”

“It’s really important that our appearance in the skin centre, is a visual representation of brand culture. I love your personal style, but for the purposes of the brand, I think there are a few things we need to adapt”

“I know your current hairstyle is really popular/ trendy, but I’m not sure it’s reflective of our brand culture as outlined in the handbook.” vs “You look like you just rolled out of bed!”

## IMPACT

How does their grooming and attire influence the team?

- Can feel unfair to those that are adhering to the grooming and attire guidelines if someone else isn't.

How does their grooming and attire impact clients?

- It can create a less favourable first impression for clients
- Not necessarily a true reflection of their level of professionalism.

## NEXT STEPS

There should be an agreement to see an **immediate change** and consistent adherence

Confirm there is now absolute clarity on expectations

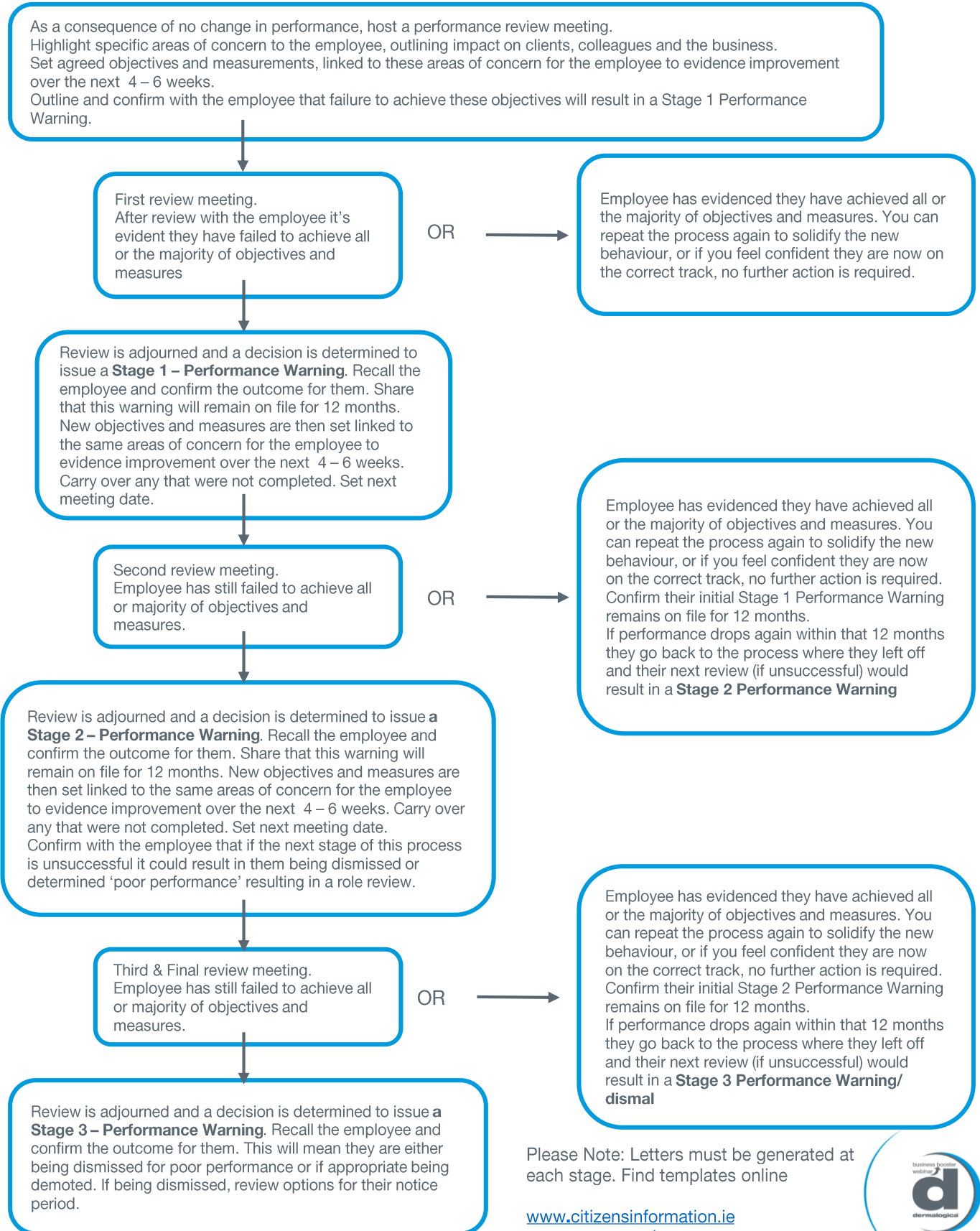
Elaborate on the conversation becoming more formal should they not be consistent

If there is still no improvement, start a formal Performance Improvement Plan



# performance management process

Use this easy to follow flow chart when completing a more formal performance management process. Utilise this process when concerns over inconsistent performance or conduct have arisen and been informally addressed over the last 3 – 6 months and haven't resulted in a positive change.



# misconduct vs gross misconduct

Misconduct can be anything from the following list. Please note this list is not exhaustive and on all occasions a full investigation will take place prior to the issue of a warning:

- Persistent lateness and poor time-keeping
- Absence from work, including going absent during working hours, without a valid reason, notification or authorisation
- Smoking within unauthorised areas
- Failure to work in accordance with prescribed procedures
- Failure to follow reasonable instructions
- Unreasonable standards of dress or personal hygiene
- Failure to observe company regulations and procedures
- Failure to pass associated job role training programmes
- Failure to complete induction training
- Failure to adhere to job description
- Any behaviour deemed unacceptable in a customer facing environment.

Gross Misconduct can be anything from the following list. Please note this list is not exhaustive and on all occasions a full investigation will take place prior to the decision being made:

- Theft from or unauthorised possession of property belonging to, the company, other employees, third party colleagues or the public.
- Fraud, deceit or dishonesty in relation to company funds
- Being in possession, custody or control of any illegal drugs on company premises
- Being unfit for duty due to being under the influence of drugs and/or alcohol
- Refusal to carry out a reasonable management request or instruction
- Fighting with or physical abuse to employees, third party colleagues or the public
- Directing threatening inappropriate and abusive language, verbal or non-verbal, towards employees, third party colleagues or the public
- False declaration of qualifications or professional registration
- Deliberate damage or serious damage or misuse of company property or premises
- Serious breach of Health & Safety or other company rules, regulations and/or procedures
- Falsification of records, reports, accounts, expense claims and other forms whether or not for personal gain
- Conviction of a criminal offence that is relevant to the team member's employment
- Conduct that brings brand name into disrepute
- Discrimination and/or harassment of employees, third party colleagues or the public
- Unauthorised access to company premises including outside normal trading hours
- Inappropriate use of company facilities
- Breach of confidentiality and/or security procedures



# connect with the tribe.



@dermalogicauk

@dermalinstitute



[www.facebook.com/dermalogicauk](http://www.facebook.com/dermalogicauk)

[www.facebook.com/dermalinstitute](http://www.facebook.com/dermalinstitute)



@dermalogicauk

@dermalinstitute



[www.youtube.com/dermalogica](http://www.youtube.com/dermalogica)

[www.youtube.com/dermalinstituteDI](http://www.youtube.com/dermalinstituteDI)

**dermalogica education centre**

[education.dermalogica.co.uk](http://education.dermalogica.co.uk)

[education.dermalogica.ie](http://education.dermalogica.ie)

**dermalogica business centre**

[dermalogicaconnect.co.uk](http://dermalogicaconnect.co.uk)

[dermalogicaconnect.ie](http://dermalogicaconnect.ie)

