



# 打造最佳SPA团队

导致员工短缺的原因有很多，SPA该如何招聘并留住员工并打造团队？Richard Williams文

**全**球范围内，包括酒店和水疗养生在内的许多行业都遭受着人员短缺问题的困扰。不得不说，这很大程度上是新冠疫情造成的影响。一方面，许多酒店和SPA在疫情期间不得不进行裁员；另一方面，员工们也纷纷开始为自己谋划新的就业方向，有的是回到家乡工作，有的则开始探索新领域新技能，以更好适应后疫情时代的工作环境。

但在那些毫发无损地挺过新冠疫情得以重新营业的SPA中，有一些突然意识到，由于缺乏专业有经验的员工，使得他们无法立马恢复到原先的业务状态。以前的员工已经转行，而现在又很难招聘到足够多有经验的员工，从而导致人手不足。

之前来到SPA体验过优质服务的客人，如今再次造访时，却发现无法享受到同等质量的服务了。同时，疗程预约也变得更困难。这一情况正在全球各地的五星级酒店(从前台、餐厅到酒店SPA)，城市SPA，甚至是零售店上演。

许多从业人士发现，他们可以通过线上分享获得一批受众，因此就干脆辞去工作，回到家里转战线上。并且有些SPA在经历疫情后无访客的困局时，也同样选择了提供线上服务。当然，从积极的方面看，业务是在

以新方式经历复苏，具有创意和商业头脑的人发现了新途径来增加收入，但失去原有的客户显然也是很可惜的。

水疗员工短缺问题最严重的国家或地区，往往是那些边境重开速度较慢，极大程度影响了旅游市场的国家和地区，如香港、日本、韩国、马来西亚、新西兰、波利尼西亚的部分地区、以及中国澳门。欧洲和美国开放较早，商业恢复也较快。虽然美国在疫情封控后损失了大量人力，因为很多人都在疫情后改变了自己的生活方式，选择工作更少时间，与家人在一起共度更多的时光。在巴厘岛，旅游业恢复得非常迅速，甚至令许多公司措手不及，他们正在经历员工短缺难题，急着寻找新员工。

随着养生中心、度假村和SPA逐渐恢复营业，人员招聘也同步开始复苏。然而，普通理疗师的招聘已经困难重重，而更困难的则是招聘到合适的专家，如养生顾问、中医师、阿育吠陀理疗师、自然疗法师、顺势疗法师、康复训练师、健身教练、瑜伽大师、营养师等。这些是更受到宾客青睐的一群人，而这群人中很多都已经有足够的兼职或自己有工作室、或转为线上顾问。他们现在更喜欢以自由或远程方式工作，因此对于要离开本地的全职就业机会并不太感兴趣。

医疗SPA和医疗养生服务受到的影响则相对较小，因为在很多国家，即使是疫情封控时期，它们也能够不同程度上维持运营。例如，在新西兰，全国因疫情半封控时，医疗诊所仍然开放，并提供激光、整形和注射疗程等服务。

据我所知，现在大多数SPA会给持有相关证书或文凭的资深理疗师更高的薪酬。但有时候，工作时间较长的可能并不会比新招来的理疗师拿到更高的薪水，除非他们的表现是可衡量的，并且确实对业务贡献更大，比如会吸引更多客人，也具备一定的销售能力，或能协助进行新员工培训或支持商业活动等。

对于没有经验的年轻理疗师应该有一个培训计划，以增强他们的知识和技能，从而提高其在未来获得更高薪水的潜力。直到他们完成培训或证明自己能够胜任工作，才可以从试用期转为正式员工。

SPA里必须有一位或多位培训师，对全体员工进行持续的培训，无论他们是新来的还是有经验的，是理疗师、前台还是服务人员。通过使用KPI进行绩效测评是衡量、纠正、肯定和奖励团队的最佳方式。团队认可是非常重要的，即使不是直接加薪或奖励，表达对某位员工的认可和感谢也是不可缺少



的。虽然不是每个人，但许多人都会在正确的团队管理和参与中茁壮成长。

对于有经验或专业理疗师向客人提供的疗程服务，有些SPA会对客人收取更高额的费用，但遗憾的是，这些额外的费用并不会全进入理疗师本人的口袋。

如今，Z世代和千禧一代希望与认可自己价值观的雇主一起工作，可能是对可持续发展的支持，可能是对员工团队的关怀。

正如前文所提到的，通过正确的管理、对话和执行，如KPI、日常团队会议、员工活动、持续的培训和对员工个人和职业发展的关怀，来认可、鼓舞、奖励和尊重你的团队，这非常有必要。在我们位于新西兰奥克兰的SPA，周末体验需至少提前2周预订，每天早上9点到晚上8点满房，共14间理疗室、5间足底反射疗法室和1间美甲沙龙，SPA员工团队则是一组来自新西兰、菲律宾、泰国、巴厘岛、韩国和日本的国际化的团队，我们每个月都会有一次共享午餐，自己烹调一同享用。每个人都乐在其中，享

受着这种家庭氛围和团结一致的感觉。

对于任何行业来说，培训都是必不可少的。有时经营者会低估培训的价值，认为它会造成利润损失，而没意识到它有助于服务的提升。但我绝对认可培训的价值。足够的培训不仅能提升团队的技能，还能提升服务水平。如果没有对员工进行足够专业的培训，就会很容易出现问题，无论是在疗程的提供，还是与客人沟通方面。

我花了很多年来管理和经营自己的SPA团队，将团队从4人扩大到75人。我认为最好的方式就是真诚与关怀。我承认对我的团队，我有着强烈的意愿去保护和支撑。至今，我仍与以前在泰国、新加坡、中国或巴厘岛一起工作过多年的员工定期保持着沟通，有时还会对他们进行指导。我们需要关心员工，并为他们提供获得技能提升的方式，让他们变得更好。作为领导，要制定开明的政策，同时也要亲力亲为，以身作则。如果你是以学术派入行，如MBA，至少要确保对疗程方案了如指掌，对生理学有所了解，并真正了

解产品及其功效，亲自体验过专家服务。让我们做自己能做的，并保持善良。

那么，对于已经出现人员短缺的SPA，是否有任何解决方案呢？一些企业，特别是技术供应商，已经开始推出自助服务。也有一些特别神奇但也非常昂贵的设备，可以让我们进入深度放松状态。我相信这些肯定都有市场。但对于任何一家五星级酒店来说，客人仍需要一个礼宾员，一个健康教练来告诉他们该做什么，去哪里，可以期待些什么。同时，客人们在SPA里也始终会希望体验到理疗师亲手提供的疗程，获得真实的疗愈感。

另外，我想说一下，我个人非常相信声音的力量，因此很喜欢体验声音疗程，如使用锣、寺钟、水晶钵的项目。科学已证实，诸如432Hz的声波会对细胞系统产生影响。我猜想，人类的声音在未来也会得到更多的重视，因为我相信这其中所蕴含的力量比任何物体，钟、锣或颂钵都更强。



#### Richard Williams

出生于新西兰的Richard在酒店行业拥有39年的工作经验，他的专长是为客户开发水疗理念、提供水疗培训和运营咨询。他所参与的项目包括北京璞瑄酒店、吉隆坡如玛酒店、厦门七尚酒店、广州W酒店、印尼JHL Solitaire Serpong酒店、巴厘岛努沙杜瓦威斯汀天梦水疗、吉隆坡瑞吉酒店、马尔代夫瑞吉酒店。Richard也是澳大利亚水疗协会、新加坡水疗养生协会、亚太水疗养生联合会的创建人员之一，在亚洲生活工作已有20余年，最近九年常驻巴厘岛。

Richard is a New Zealander by nationality with over 39 years in the hospitality industry, working around the globe in 5-star hotels, wellness resorts and fine dining restaurants. Richard develops spa concepts, conducts spa training and operational consulting. Projects have included The Puxuan, Beijing, The Ruma, KL, Lohkah, Xiamen, W Hotel, Guangzhou, JHL Solitaire Serpong, Java, Heavenly Spa at Westin, Nusa Dua, Bali, St. Regis, KL, St. Regis, Maldives. A founding member of ASPA, the Australasian Spa Association, SWAS Spa & Wellness Assoc. Singapore, and APSWC Asia Pacific Spa & Wellness Coalition. Richard has spent over 20 years in Asia, the last 9 in Bali, Indonesia. After the Covid pandemic, Richard has returned to Bali where he continues to offer consulting services.

# Building the Best Team in Your Spa

**There are many reasons for staff shortages. How should spas recruit and retain staff and build a better spa team? By Richard Williams**



**G**lobally many industries, very much including hospitality and the spa and wellness industry, are now plagued by staff shortages. Sadly, this is the fallout of the pandemic crisis. As hotels and businesses must lay off staff due to forced closures and as manpower seek alternative options, be they returning to their hometowns, or learning to navigate this new work environment, by learning online skills or different skills to those they were educated or trained in.

For those businesses lucky enough to have weathered the COVID storm and come out unscathed and still able to operate, some have found the return of business more sudden and unexpected, and thus they are challenged by lack of skilled staff. Unable to recruit those previous employees as they have moved on or become unavailable, now they find a shallow pool of skilled workers to recruit for, and they are left short-staffed.

This in itself is a challenge, as consumers who have previously experienced no less

than the best in service, now find that this is unfortunately not always the case. They find it more difficult to book appointments or enjoy the usual high service experience. This has occurred in five-star hotels across the globe, from receptions, dining rooms, hotel spas, to busy day spas and even in retail.

Many specialists have discovered they can create an online audience and now prefer to work from home, working for themselves. Spa industry businesses have also pivoted towards online offerings as they manage the fallout of no face-to-face customer services. On a positive note, we see resilience and reinvention and those with a creative business mind discovering new and inventive ways to access alternative revenue streams. However, it is obviously a pity to lose the previous customers.

Countries or regions globally that are suffering the most from spa staff shortages are those countries and territories with governments that have been slower to reopen borders and thus delay the tourism market. Places like

Hong Kong, Macau, Japan, Korea, Malaysia, New Zealand, parts of Polynesia. Europe and USA opened earlier and have bounced back quicker. The USA, though, has huge statistics with manpower fallout from COVID lockdowns, and people choosing lifestyle and family over returning to work. They number in the millions. Here in Bali, tourism returned so quickly businesses that many did not expect to be quite so busy and most are operating on less staffing as they seek new employees.

Businesses such as wellness retreats and resorts are recruiting again as they slowly open. Even though therapist recruitment is also a challenge at this time, specialists such as wellness consultants, TCM doctors, Ayurvedic doctors, naturopaths, homeopaths, rehabilitation therapists, fitness experts, yoga specialists, counsellors, nutritionists, are even more sought-after than before. However, many of them have their own workshops and clients, or as mentioned, have reinvented themselves as online consultants. They prefer to work in these manners, to become a freelance or to work remotely and are less interested in moving countries and locations for full time employment opportunities.

Medi-spas and medical wellbeing services were less affected, as in some countries they were able to operate in different levels of lockdown. For example, home in New Zealand, Medi-clinics stayed open when there was semi-lockdown and still provide services such as laser, aesthetic tech and injectables.

I am led to understand that most spas these days would remunerate senior therapists with credentials, certificates/diplomas, at a higher rate. Therapists who have worked longer than others may not earn more salary than newer recruits unless their performance is measurable and they are contributing more to the business, be that repeat and request guests, sell well, or



assist with training or participating in any business events.

Young inexperienced therapists should have a training plan to increase their knowledge and skills set and therefore their potential to earn more salary in the future. These therapists may also be under probation, until either they have completed their training or they have been able to demonstrate their suitability to work.

It is essential that the spa has a trainer or trainers and that there is an ongoing training schedule for all staff, be they a new, experienced therapist, receptionist, or attendant. Performance tracking via use of KPI's is the best way to measure, correct, validate, and reward the team. Validation is so important, even before a pay rise and rewards, and acknowledging someone, thanking them, complimenting them goes a long way. Many, though not all, staff will thrive on proper team management and engagement.

Some properties will charge a premium rate for their more experienced or specialist therapists, but sadly the staff member may not enjoy a bonus from this as they deserve.

Nowadays, Gen Z and millennials want to align themselves with employers who validate their own values, be they towards sustainability or best practice with duty of care to team members.

It's so important, as I mentioned, to validate, engage, reward, and respect your team, through authentic management, dialogue and processes implemented such as KPI's, daily team meetings, team one on one's staff activities, ongoing training and legitimate care and

consideration of their own personal and professional development.

For example, in our busy spa in Auckland, (and by busy, I mean the weekends booked two weeks minimum in advance and full from 9am to 8pm, 14 rooms, 5 reflex loungers and a nail salon!), we would have a staff-shared lunch. The team were from New Zealand, Philippines, Thailand, Bali, Korea, Japan, and we would have a shared lunch once a month, and we would all cook and contribute. Everyone loved to do this and even though they were tired and busy, it created a sense of family and solidarity.

Training is essential in any business. Sometimes undervalued by owners or operators as a revenue loss as opposed to a business service enhancement, I am 100% certain of its efficacy and enhancement of not only the team skills-set but the elevation of services. Service can very well slip if not maintained, be it the review of treatment protocols, to the way we speak to and engage our guest.

I have spent many years caring for and driving spa teams from 4 to 75 people. I always believe in a caring and sincere approach. I would confess to a "helicopter mother" style and am fiercely protective and supportive of my teams. I continue to communicate and sometimes mentor my previous team members from over the years in Thailand, Singapore, China or Bali. To me, we need to care about our staff and offer them a way to improve their skills-set and become a better person. Have an open-door policy and as leaders, ensure you are hands-on, and lead by example. If you have come into the industry via an academic door-

way such as an MBA, ensure that you at the very least know the treatment protocols inside out, get an understanding of physiology, and genuinely learn about products and their benefits. Experience specialist services, try to walk the talk. Trust me, as someone who was raised in the food industry and trained as a chef, I have struggled for years with my weight... we do what we can. At the end of the day, we remain kind.

So are there any solutions for the spas which already have a staff shortage? Some businesses and especially industry tech providers have identified self-service as an option. There is some amazing (but very costly) equipment, that can lull us into deep relaxation. Light therapy for example is almost impossible to replicate achieving alpha-beta-theta levels with only a therapist. I believe there is most definitely a market for both. For any five-star experience one still requires a guide, a concierge, a wellness coach to hold our hands, explain what to do, where to go and what to expect. (I guess until AI take this role!). Meanwhile we will always seek out hands-on treatments, and healing touch.

If you ask me about trends, I would say I am a great believer in the power of sound and enjoy a sound therapy session very much, gongs, temple bells, crystal bowls. Science has proven that sound waves such as 432Hz will influence the cellular system. I would like to predict that the human voice in the future will be more recognized, because I believe therein is the power stronger than any object, bell, gong or singing bowl. You heard it first here!...