
G11

financial effectiveness



This unit is all about the procedures that contribute to a successful business. You will learn how to use and monitor the resources within your salon, including checking deliveries and dealing with any problems. You will need to think of how to improve the way the

salon works, and relate your suggestions in a constructive way. You'll work towards targets for product and treatment sales, as well as for your continuous professional development (CPD). On completion of this unit you will have skills useful to any employer.



Unit G11 (City & Guilds Unit 046)

Contribute to the financial effectiveness of the business

Optional



Financial effectiveness

3

Evidence requirements

To achieve this unit you must practically demonstrate in your everyday work that you have met the standards for contributing to the financial effectiveness of the business.

The standards cover things that you must do (performance criteria), things that you must cover (range) and things that you must know.

What you must do

Your evidence should be collected when carrying out a real job, whether paid or voluntary, and when dealing with real clients, whether internal or external to the salon. Simulation is **not** allowed for any performance evidence within this unit.

Most evidence of your performance will be gathered from the observations made by your assessor, but you may be required to produce other evidence to support your performance if your assessor has not been present. This will involve your assessor observing your performance on at least **one** occasion, which must show your contribution to the **monitoring and effective use of resources**. In addition, you will need to **collect documentary evidence** to show you have met all the requirements of the standard. It is unlikely that you will be able to collect sufficient documentary evidence in less than **three months**.

This unit has two outcomes. As they are linked, you can be observed by your assessor for both outcomes at the same time.

Outcome 1
Contribute to the effective use and monitoring of resources

Outcome 2
Meet productivity and development targets



“
Time is money in the commercial world! If you're finding you have to rush to complete the service in the time allocated, then more practice is required.

Sally Watkins

”



Unit G11 (City & Guilds Unit 046)

Contribute to the financial effectiveness of the business

Optional (continued)

Image courtesy of Kimia

4 Level 3 NVQ/SVQ Beauty

What you must cover

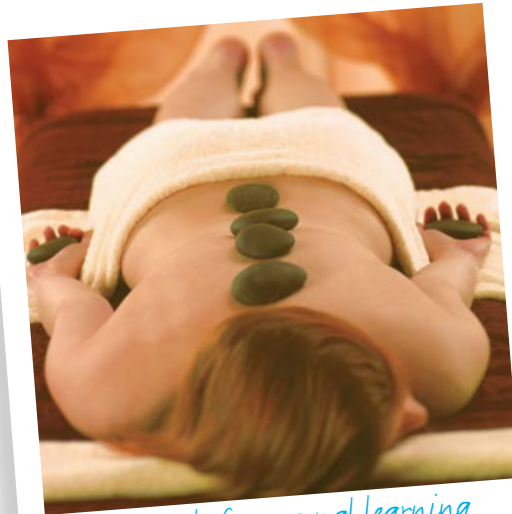
You will see key words in bold on the 'What you must do' list. For each of these, there is a range of things that you must cover. You must show that you have:

Used the following resources:

- Human
- Stock
- Tools and equipment
- Time

Met at least the first two of the following productivity and development targets:

- Retail sales
- Technical services
- Personal learning



Setting goals for personal learning will help you increase your skills and earning potential!

Image courtesy of Spa Find Skin care

Hints and tips

Stock should be ordered before it runs out completely. Otherwise there will be a negative impact on sales, treatments, and ultimately how much money the salon brings in.



Image courtesy of Germaine De Capuccini

What you must know

You will be assessed on your knowledge of the following:

Salon procedures and legal requirements

Resource use, monitoring and recording

Communication

Work and time management

Productivity and development targets

This will be completed through written and oral questioning by your assessor, or by an online GOLLA test. For details of what you must know, see pages 11–13.



Financial effectiveness

5

Useful words

Some terms that you will come across in this unit are explained below.

Appraisal A regular review of your progress that will be done by your line manager. This will help you to know what you're doing well and where your development needs are.

FIFO This stands for first in, first out. This refers to a method of stock rotation where older products are used before new products to ensure they do not go out of date.

Grievance/Disciplinary procedure A set of guidelines to follow in case of complaints, poor performance and misconduct, to ensure fairness to all staff.

SMART targets Targets that are Specific, Measurable, Achievable, Realistic and Timed.

Stock control The process of collecting information on supplies and equipment to allow the correct ordering to take place.

Time management Organising your time well so that you are as efficient as possible. This can include planning ahead and prioritising your tasks.

“

Spas and salons are in the business of selling blocks of time, so you must consistently train and test yourself by the clock – otherwise you could cost your company money.

Leslie Lyon

”



Observation sign-off sheet

Unit G11 Contribute to the financial effectiveness of the business

What you must do

6

Level 3 NVQ/SVQ Beauty

Within your work, you must show your assessor that you can do the following. Your assessor will observe your performance on at least **one** occasion. You need to demonstrate your contribution to the **monitoring and effective use of resources**. In addition, you will need to **collect documentary evidence** to show you have met all the requirements of the standard.

It is unlikely that you will be able to collect sufficient documentary evidence in less than **three months**. Each time you achieve **all** the points listed below within a single client service, your assessor will tick the circle and enter the date.

Outcome 1

Contribute to the effective use and monitoring of resources

- Correctly follow your salon procedures for monitoring the use of **resources**
- Ensure information relating to stock levels is obtained from colleagues in time to coincide with your salon ordering system
- Use **resources** in a way which complies with legal and salon requirements
- Check all deliveries are accurate and complete against order documentation and promptly report any inaccuracies and/or damages *
- Identify and resolve any problems with **resources** within the limits of your authority **

Continues on next page



- f Promptly report any **resource** problems you cannot resolve to the relevant person ***
- g Make constructive recommendations to improve the use of **resources** to the relevant person
- h Make recommendations which clearly show the benefits of implementing your suggestions
- i Ensure records for which you are responsible are accurate, legible and up to date



Observation	1		
Achieved	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Date			
Candidate signature			
Assessor signature			
IV signature (if sampled)			

* Covered by observation	<input type="radio"/>	Date
Covered by oral questioning	<input type="radio"/>	Date
** Covered by observation	<input type="radio"/>	Date
Covered by oral questioning	<input type="radio"/>	Date
*** Covered by observation	<input type="radio"/>	Date
Covered by oral questioning	<input type="radio"/>	Date

Continues on next page



Checking deliveries correctly is vital to monitoring the use of resources.

“
It’s important that you have a good understanding of salon resources so that you can recommend ways to increase productivity.
 Anita Crosland

”



Observation sign-off sheet

Unit G11 Contribute to the financial effectiveness of the business

What you must do (continued)



Outcome 2

Meet productivity and development targets

- a Set, agree and record your **productivity and development targets** with the relevant person to meet the needs of the business
- b Actively seek opportunities that will help you to meet your **productivity and development targets**
- c Ensure those who assist you with services to clients work effectively to enable you to meet your **productivity and development targets**
- d Regularly review and record your progress towards the achievement of your **productivity and development targets**
- e Adjust your activities in a way that will help you to meet your **productivity and development targets**
- f Meet your set **productivity and development targets** consistently and within the agreed timescale

Image courtesy of Dermalogica

Observation

Achieved

Date

Candidate signature

Assessor signature

IV signature (if sampled)

1		
<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Continues on next page

Observation sign-off sheet

Unit G11 Contribute to the financial effectiveness of the business

What you must cover



Before ticking the circles below, you must make sure that you have achieved 'What you must cover' in **all the outcomes in which it occurs.**

Resources

Tick the resources used in each observation. You must use **all** of them.

	1		
Human	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Stock	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Tools and equipment	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Productivity and development targets

Tick the productivity and development targets set and achieved in each observation. You must meet the first **two**, but you must prove to your assessor that you are able to set and achieve the other **one**.

	1		
Retail sales	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Technical services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Personal learning	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Observation	1		
Achieved	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Date			
Candidate signature			
Assessor signature			
IV signature (if sampled)			



Comment form

Unit GII

This form can be used to record oral questioning, or for assessor/candidate comments, if required.

Comments

Date

1



Knowledge sign-off sheet

Unit G11 Contribute to the financial effectiveness of the business

What you must know



Financial effectiveness

11

You need to understand:	Evidence type	Date	Portfolio ref
Salon procedures and legal requirements			
1 your salon's requirements relating to the use of the resources in the range	E3		
2 the critical aspects of current legal requirements relevant to beauty therapy salons relating to the use of resources in the range (eg use of personal protective equipment, use of products, tools and equipment, disposal of waste and sharps, staff working times and break entitlements etc linked to current Health & Safety At Work legislation, COSHH Regulations, Manual Handling Operations Regulations, Electricity at Work Regulations, RIDDOR, Workplace Regulations, GDPR/Data Protection Act, Working Time Directives and Cosmetic Products Regulations)	E3		
3 current legal requirements relating to the sale of retail goods (eg Sale of Goods Act, Distance Selling Act, Trade Descriptions Act, Consumer Protection legislation)	E3		
4 your own limits of authority in relation to the use of resources	E3		
5 to whom to report recommendations	E3		
6 your salon's procedures for monitoring the use of resources	E3		
Resource use, monitoring and recording			
7 how the effective use of resources contributes to the profitability of the business	E3		
8 principles of stock control	E3		
9 the stocking levels for your salon	E3		
10 how salon ordering systems work and how to interpret them	E3		

You will be assessed on your knowledge and understanding of **all** the following points. This will be completed by your assessor through oral questions (evidence type E3) and a mandatory test. These will be online tests.

Once you have been assessed on each point, you can fill in the date and reference any written evidence that you've put in your portfolio.

Continues on next page



Knowledge sign-off sheet

Unit G11 Contribute to the financial effectiveness of the business

What you must know (continued)

You need to understand:	Evidence type	Date	Portfolio ref
11 the importance of keeping accurate records for the use and monitoring of resources	E3		
12 the resource records for which you are responsible	E3		
13 the common problems associated with salon resources (eg staffing, stock control, tools and equipment breakdowns, time over-runs, etc) and how to resolve them	E3		
Communication			
14 why it is important to communicate effectively	E3		
15 how to present the benefits of recommendations in a positive manner	E3		
16 how to negotiate and agree productivity and development targets	E3		
17 how to give clear, accurate and timely instructions to those who may be assisting you	E3		
18 how to encourage others to work effectively on your behalf	E3		
19 how to respond positively to negative feedback	E3		
Work and time management			
20 general principles of time management applicable to the delivery of salon services	E3		
21 how to plan and reschedule your own work and that of those who may assist you in order to maximise any opportunities to meet your targets	E3		

Hints and tips

If you have to keep a client waiting, make the time as comfortable as possible by offering coffee and magazines. Always give an explanation and a timescale.

Continues on next page

You need to understand:	Evidence type	Date	Portfolio ref
Productivity and development targets			
22 your agreed productivity and development targets and the associated timescales for their achievement	E3		
23 why it is important to meet your productivity and development targets	E3		
24 the consequences of failure to meet your productivity and development targets	E3		
25 the types of opportunities that can be used to achieve your productivity and development targets (eg add-on services and sales, promotion of new products and services, seasonal promotions, special offers, awareness of trends for new services, learning how to deliver new services)	E3		
26 why you should regularly review your targets	E3		
27 the importance of gaining feedback of your performance and development needs from others	E3		

Tick if E3 was an online test Date



Image courtesy of iStockphoto.com/Gina Conway Aveda Salons (right)



About City & Guilds

City & Guilds is the UK's leading provider of vocational qualifications, offering more than 500 awards across a wide range of industries, and progressing from entry level to the highest levels of professional achievement. With over 8500 centres in 100 countries, City & Guilds is recognised by employers worldwide for providing qualifications that offer proof of the skills they need to get the job done.

Equal opportunities

City & Guilds fully supports the principle of equal opportunities and we are committed to satisfying this principle in all our activities and published material. A copy of our equal opportunities policy statement is available on the City & Guilds website.

Copyright

The content of this document is, unless otherwise indicated, © City & Guilds Limited. All rights reserved. City & Guilds is a trademark of City & Guilds Limited.

Please note: National Occupational Standards are © Consumer Services Industry Authority. Please check the conditions upon which they may be copied with Habia.

Publications

To order printed copies of the Beauty Therapy Level 3 NVQ/SVQ Logbook, or other City & Guilds support materials, contact +44 (0)20 7294 4113 or learningmaterials@cityandguilds.com. You can find more information about the materials we have available at www.cityandguilds.com/publications.

For standard qualification documentation, contact our Publications Sales department at the address below or by telephoning +44 (0)844 543 0000.

Every effort has been made to ensure that the information contained in this publication is true and correct at time of publication. However, City & Guilds products and services are subject to continuous development and improvement, and the right is reserved to change products and services from time to time. City & Guilds cannot accept responsibility for any loss or damage arising from the use of information in this publication.

City & Guilds
1 Giltspur Street
London EC1A 9DD
T +44 (0)20 7294 2800
F +44 (0)20 7294 2400
www.cityandguilds.com
learnersupport@cityandguilds.com

Page layout design by Purpose
Implementation by James Godwin