
GII financial effectiveness

Managing people and resources is an essential part of a successful business and needs to be done well to achieve maximum benefit and efficiency for the salon. There are many different types of resource in a salon, all subject to changes caused by seasons, fashion trends, client requirements, etc. As part of this unit you will take on the challenges of adjusting staffing levels to suit client demand,

monitoring stock levels required to deliver services and retail sales, and maintaining tools and equipment. You will learn how to ensure staff assisting you are working effectively, and how productivity and development targets can improve the effectiveness of business. You will also ensure that the services clients have booked are delivered efficiently and professionally.



Unit G11 (City & Guilds Unit 046)

Contribute to the financial effectiveness of the business

Optional

Image courtesy of KMS California

2 Level 3 NVQ/SVQ Hairdressing

This unit has two outcomes.

Outcome 1
Contribute to the effective use and monitoring of resources

Outcome 2
Meet productivity and development targets

Evidence requirements

You must practically demonstrate in your everyday work that you have met the standard 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 assessor will make **one** observation of 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. You must carry out correctly all the things listed under 'What you must do' on the sign-off sheets that follow.

Simulation is not allowed for any performance evidence within this unit. For this particular unit, it is most likely the evidence of your performance will be gathered from relevant documentary evidence you have assembled in your portfolio.

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

Covered the first two of the following productivity and development targets:

- retail sales
- technical services
- personal learning



Image courtesy of KMS California

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. For details of what you must know, see pages 9–11.



Sufficient space to deliver services is important, but wasted space costs money!

“
To be a good manager, you
must be a people person.
Joshua Galvin

”



Financial effectiveness

Useful words

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

Legislation Something set by law, which must be adhered to, such as health and safety legislation.

Merchandise Goods for sale, such as shampoos, hair brushes, etc.

Objective A goal to reach; for example, the salon may have identified the need to take an agreed total amount of money each week in retail sales.

Personal targets Individually agreed development and productivity goals for each staff member to work towards.

Quality management The implementation of effective systems and procedures relating to tasks carried out each day in the salon.

Salon policy The procedures and requirements for salon processes and systems, for example staff grievances, or client refunds.

SMART objectives This stands for: **S**pecific, **M**easurable, **A**chievable, **R**ealistic, **T**imebound. This describes how objectives should be written and planned.

Stock control system A method of identifying stock levels and tracking stock for the purpose of efficient replenishment; it can be a manual or computerised system.

Targets Specific work objectives that are to be completed within a time period agreed with managers.

The Prices Act Legislation stating that the price of a product must be displayed clearly and accurately to the buyer.

The Sale and Supply of Goods Act Legislation that covers the quality of products, the description of what the product does, the price and any other relevant information.

Trade Descriptions Act Legislation which ensures goods and services are described accurately.



Observation sign-off sheet

Unit G11 Contribute to the financial effectiveness of the business

What you must do

Within your work, you must show your assessor that you can do the following. Your assessor will make **one** observation of 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 **
- Promptly report any **resource** problems you cannot resolve to the relevant person ***

Continues on next page



- 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			
IQA signature (if sampled)			
EQA 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

“
Hairdressers can make a very good living all around the world.
 Joshua Galvin
 ”



Observation sign-off sheet

Unit G11 Contribute to the financial effectiveness of the business

What you must do (continued)

Hints and tips

If all staff are actively involved in setting and monitoring productivity targets for services and sales, they are more likely to be enthusiastic about achieving them.

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 time scale

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

Observation sign-off sheet

Unit GII Contribute to the financial effectiveness of the business

What you must cover



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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="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Stock	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tools and equipment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Productivity and development targets

Tick the productivity and development targets met in each observation. The first **two** must be met.

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



Demonstrations are a good way to showcase your work and increase salon business.



Great stage work can really promote a salon's reputation!



Comment form

Unit GII

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

Comments	Date
1	

“

Learning new skills is a great way to increase your salon business and profit.

Maurice Lister

”

Knowledge sign-off sheet

Unit GII Contribute to the financial effectiveness of the business

What you must know



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You need to understand:	Evidence type
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 hairdressing 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, 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

You will be assessed on your knowledge and understanding of all the following points. This will be completed by your assessor, either by asking you questions within a conversation, or with a written test (evidence type E3). This could be an online test. Your assessor will let you know how s/he intends to assess you.

Once you have been assessed on each point, 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 GII Contribute to the financial effectiveness of the business

What you must know (continued)

Hints and tips

A computerised stock control system is more accurate and easier to update than a manual one, so will save time and money.

You need to understand:	Evidence type
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
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

Continues on next page

You need to understand:	Evidence type
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
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	<input type="radio"/> Date
Tick if E3 was a written test	<input type="radio"/> Date



Financial effectiveness

Hints and tips

Always report to your manager any items of stock or equipment that appear to be missing.





Hair by Sophia Hilton, Photography by Andrew Buckle

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Optional

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.

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