

NEW EMPLOYEE
INDUCTION PROGRAM

Managers Guide



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LEARNING RESOURCES - Handouts

- Common Patient Complaints
- Frame Fitting Procedure
- Standard Alignment
- Progressive Lens Trouble Shooting
- Australian Lens Standards
- Floor Walk Checklist
- Frame & Sunglass Components
- Sales Process
- Features, Advantages & Benefits
- Loss Prevention

LEARNING RESOURCES – Online (ProLearn)

- Reception Basics
- Focus on Frames
- Eyecare Essentials
- Lenses in Depth
- Contact Lenses
- OH&S Awareness

Employee Name:

The Induction Observation Checklist has been designed to help you with the induction of a new employee.

It is to be used as a guide to checking the progress your new employee is making and to add structure to the induction process. If you have an employee who is moving through it more quickly than outlined or taking more time to complete it, it is ok, this is a guide.

To get the best possible results from the induction process it is advised that you work closely with the new employee and regularly discuss the program and how well it is working for them and the practice.

It is advised that both manager and the new employee look at the observation checklist at the start of the week so both are clear about the learning objectives for the week.

At the end of each week it is advised that you sit down with your new employee and discuss the topics covered that week. Go through the observation checklist and talk openly about whether the new employee is competent in all areas. If they are competent in all areas ensure you sign and date the task. If they are not yet competent make a note explaining what follow up action is required.

Practice name



To Practice Owner / Manager,

Congratulations on hiring a new staff member and choosing to provide them with the opportunity to participate in the ProVision Induction Program.

The Induction Folder that you have received contains everything you need to ensure your new staff member has a smooth transition into your practice. It has been designed to give you a development guideline and a structure to the induction process.

ProVision believe that the Induction Process is more than just an introduction to everyone in the practice, it is an ongoing process.

This ProVision Induction Program is a 10 week program that leads to a discussion concerning future training needs.

Included in this pack are the following documents:

- Induction Checklist (To be used on first day of employment)
- Position Description (If requested and not already supplied during recruitment)
- Induction Program (Managers Guide & Observation Checklist)
- Induction Program (New Employee Guide)
- All learning resources referred to in the observation checklist

We understand that each practice is different and learning occurs differently so do not worry if you stray from the guidelines from time to time as long as the Observation Checklist is completed by the end of the first 4 months of employment.

It is advisable to sit down with your new employee at the end of each week to discuss how the induction process is going and whether they need more time on certain areas.

Enjoy the induction process and remember that a well structured induction process can help with the retention of employees!

Kind Regards,

ProVision Education Team

Staff Induction

WEEK 1

TOPICS TO COVER:

Practice Induction: Position Description / Policy & Procedures Manual
Customer Journey
Greeting & Acknowledging Customers (Step 1 Sales Process)
Introduction to the Store System (Optomate / Sunix)
Telephone Technique
Occupational Health & Safety

Study Guides

Induction Checklist
Position Description
Policy & Procedures Manual
Reception Basics – ProLearn
Sales Process
Optomate / Sunix Handbook
OH&S Awareness – ProLearn

Day 1

Take your new staff member through the Induction Checklist, ensure that all areas are ticked off, dated and signed. This document is a very thorough document detailing everything you should be explaining to your new employee. You may find that some of the areas were covered during the recruitment process, if so touch on them again and sign off on them.

Your new employee can use their individual ProLearn Login and Password details or you can email Shanelle Spence (Education and Business Services Officer) at education@provision.com.au to have one set up.

Day 2

OH&S Awareness - ProLearn

Remainder of Week 1

Customer Journey

Ensure that your new employee is aware of why people visit your practice, the flow of events that occur with each customer and the level of service you expect each customer to receive.

The customer journey can start from the customer booking an appointment over the phone or in store, or it can start from the customer entering the practice to have a look at products or have some questions answered. If your practice has its own unique Customer Journey please share this with your new employee. If your practice does not have one there is one included in the handouts in the Induction Folder that you are able to use.

Greeting & Acknowledging Customers

It is vital that your new team member learns to greet and acknowledge all customers correctly. Customers form opinions very quickly and within 60 seconds of entering your practice may decide whether or not they will buy from you.

It is estimated that 85% of lost sales occur in the first 15 seconds of a customer entering a store. Therefore understanding and practicing effective greetings can improve your sales dramatically.

It is best practice to greet and / or acknowledge a customer as soon as they enter your practice, regardless of whether the dispenser is already with someone or not. If a staff member is already serving a customer or on the phone they should always acknowledge a new customer so that the customer knows that the staff member is aware of them.

Greeting & Acknowledging Customers is step 1 of the Sales Process (found in handouts) and it is very important that staff know what is expected from them. Reception Basics – ProLearn has some great tips on greeting and acknowledging customers and also building rapport.

Introduction to the Store System

Introduce your new employee to the Store System (Optomate / Sunix). Show them all the basic functions that they will need to use initially. At this point we would suggest things like inputting lifestyle information, personal details and Medicare data.

Show them how to make appointments and explain to them any appointment book management systems you have in place.



5 Step Sales Process

5 Step Sales Process

Step One **Establish Rapport**

It is vital in our industry that we establish rapport with our customers, for our customer's to trust us with their eyes and vision we need to build rapport and trust.

Remember that people who are like each other tend to like each other, if we match and mirror our customer's it is more likely that they will like us. If you match your behaviour / actions to that of the customer they will feel more relaxed. If your customer is relaxed you will have a much easier platform from which to start building rapport.

Establishing rapport can be broken into 3 parts, Physiology, Tonality and Words.

Physiology: Is made up of:

Posture

Gesture

Facial Expression

Breathing

Mirroring and Matching

It is important that every aspect of us is positive towards the customer, posture needs to be as upright and alert as possible. You want your posture to show the customer that you are there ready with energy to help them. This will come across that you are very willing to help and it is not an effort for you to help them.

Any gestures that you use during the sales process need to be positive, you should not be pointing your finger at the customer or shaking your head at them. If you are using your hands to signal that you will be with them shortly ensure you do it with a smile and be positive.

Smile, smile, smile! It is well known that smiles are contagious and chances are if you genuinely smile at a customer, they will smile back! What a great way to start building rapport. If you are frowning, look stressed or confused your customer will pick up on this and may feel that you do not have the time to help them. Greeting a customer with a negative facial expression will prevent you from building rapport as the customer is not feeling relaxed and at ease with you because you are not relaxed or at ease with yourself.

Keep your breathing nice and calm so that the customer is getting the impression that you are calm and relaxed, you will often find that when two people are together they will start to match each others breathing patterns.

When you are greeting your customer and welcoming them into your practice it is important to do so using all the positive energy you have. You want to make them comfortable in your store so that they will relax, open up to you about what they need and also remain in your practice.

Tonality is the next part of building rapport, this takes into consideration:

Tone

Tempo

Timbre (quality)

Volume

It is all very well to smile and have positive posture and gestures but if you let it down with the poor tone, tempo or volume of your voice the effort you put into smiling etc will be wasted.

Ensure that your Tonality also expresses genuine care and willingness to help, never sigh at a customer or within earshot of a customer. Ensure that your voice is always calm and at a level tone, do not snap at or raise your voice at your customers.

Words

While you are building rapport with your customer it is important that you take note of the types of words you are using. Try to match your language to that of the customer and use common experiences and associations to build rapport.

While all three areas impact on your ability to build rapport it is interesting to note that the break down of all three and the impact they have on a customer is:

Physiology: 55%

Tonality: 38%

Words: 7%

Step Two **Intelligent Questions**

The idea behind intelligent questioning is to get as much information as you can from the patient as quickly and easily as you can.

To be able to ask the questions you need to have built rapport and you will need to talk their language. Our customer's language is not always the same as ours and by asking questions and repeating what they have said you are less likely to make a mistake or have a misunderstanding.

The use of both open and closed questions are important, when you want the customer to offer a lot of information you will use an open question which will require them to give you more than a yes or no answer. **E.g. "Could you please tell me what it was you like about your current glasses?"**

If you are requiring a yes or no answer use a closed question. **E.g. "From what you have told me I understand that you are after a lightweight frame that will sit comfortably on your nose, is this correct?"**

We recommend when you are speaking to a customer that you use the word "how" instead of "why". "Why" can create a defensive response from a customer, "how" takes away the defence and comes across more softly. **E.g. "Why don't you think you need prescription glasses?"** versus **"Would you mind telling me how you come to the decision that you do not need prescription sunglasses?"**

Another way to pose a question is to use the purpose frame, **"For what purpose....."**

E.g. "For what purpose will you be using your glasses?"

It is very important that you understand the motivation for the purchase, what is it that is really driving them to buy the glasses. Is it just that they need new glasses or is it something more? Is it fashion or function, is it to solve a particular visual need at a particular time. This information will all come from your questioning, the purpose frame is a great way to find out the motivation for the purchase.

You will add great value to your customers when you identify needs that they did not realise they had.

Step Three **Needs Analysis**

From the questions you have asked and the information you have gathered you will now be able to complete the needs analysis. You will be able to establish how to maximise the value the customer gets from the products you recommend.

During this stage you can also ask them if they would see value in certain products or solutions. If you have a number of products in mind you can say to the patient, ***“From what you have told me, I feel that.....would suit your needs, do you see the value in what that could offer you?”***

You will need to have listened closely with an open mind to what your customer has been telling you. If you jump to a conclusion about what the customer needs before now you may miss out on extra information that the customer has to offer. If this happens you miss the opportunity to identify more needs and therefore miss the opportunity to add more value to the customer.

Step Four **Link Need / Value to your product or service**

This step is vital in the sales process, if you do not do this there is a very good chance your customer will not see the value in what you are recommending. You must link a specific need to the product you are recommending so that the customer sees how it adds value to them personally.

Do not use generic features to sell to your customer, for example do not say, “I would recommend an anti-reflective because it will cut out reflections.” This statement could evoke a “so” response. You will need to say, “You told me that you are getting eyestrain while using the computer, I would recommend an anti-reflective coating which will eliminate reflection on the lens and ease the eyestrain you have been feeling.” This statement will have the customer seeing the value it adds to their life.

Statements that can help you with this stage are:

1. The What If Frame: “What would happen if....”

An example would be if you have a customer who had told you that they are always leaving their glasses at either home or the office, ***“What would happen if you had two pairs of readers and could leave one at home and one at the office”***. This would show the customer that you were listening to them and also add value to them as they could stop feeling frustrated at never having their glasses when they need them.

2. Contrast Frame: “Compared too....”

If you are recommending a higher index lens and lighter frames to a customer who has complained that their glasses are too heavy you could say, ***“Compared to your current glasses these new ones will be much lighter and feel more comfortable on your face.”***

3. Use the customer’s value and key words.

Pick up on key words that your customer uses when they are explaining what they need or want and the value they place on solutions. From the conversation you should be able to determine the hierarchy of values. There will be no point in talking to someone about fashion and how the frame looks on them if all they are interested in is if the weight of the frames. Focus on how the lighter frame you have recommended will combat the issues they have had with weight.

4. Agreement Frame: “I appreciate” “I agree” “I respect”

Do not use but or understand. These have been used a lot and can seem that you are debating what the customer has said or you may seem insincere. ***E.g. “I appreciate that you have had a lot of issues with the weight of your current glasses and I would like to offer you a solution...”***

Step Five **Handling Objections / Gaining Agreement**

- 1. Go back to Step 3, needs analysis.** The majority of your objections will stem from the customer not seeing value in what you have to offer them. If you go back to step 3 you will be able to re-emphasise the benefits to the customer and answer any questions they may have.
- 2. There are a few tips that can help you finalise the sale,** you can assume the sale, “let’s take a seat and place your order so you will have your new glasses next week.” You could offer them an alternative choice question, “Would you like to pay a 50% deposit now or pay for them in full?”
- 3. Follow the 5 Steps To Handling Objections Guide**

CUSTOMER JOURNEY

- The customer makes initial enquiry in-store or over the phone
- Customer makes appointment for an eye-test and is asked to come in early for pre-frame selection
- Customer arrives and is greeted and introduced to dispenser, WTP Form completed and Medicare details are collected
- Customer is taken to the frame display area where lifestyle questions are asked and frames recommended using FAB'S based on these answers
- Optometrist and customer are introduced and any relevant information is passed on to the Optometrist
- The customer has their eyes tested
- The Optometrist will make 3 eyewear recommendations
- The Optometrist and customer exit the Optometry room
- The Optometrist then hands the customer back to the original dispenser and relays all of the in room recommendations
- The dispenser then resumes the frame selection process if it was not completed or starts to recommend lenses if frames were already chosen
- Eyewear solution is agreed upon and the job is ordered
- Once the job is complete and checked the customer is contacted and asked to come in to collect the order
- The customer is welcomed back in store and preferably helped by the dispenser who helped them originally
- The dispense delivery procedure is followed, spectacles fitted
- The customer is told how great they look and invited to come back for any after sale services that your practice provides
- The journey is completed by the customer receiving a follow up call or recall information

Telephone Technique

It is common for new employees to answer the phones in their first week as they do not have all the skills to perform other tasks. The telephone can be the first point of contact for some customers and once again it is important to make a good first impression.

Explain the correct way to answer the phone in your practice and teach them how to correctly use phone functions. Reception Basics – ProLearn contains information on correct Telephone Technique.

Your new employee will now have completed their first week in your practice and you should have signed and dated the Observation Checklist. They should also have completed Reception Basics online on ProLearn.

If some of the areas have not been addressed or the employee is not demonstrating the correct behaviours or skills go over those areas again until they understand and you can sign off on them being competent.

Training Tip:

Once your new employee has completed Reception Basics on ProLearn allow them 30 minutes, during a quiet trading period, to visit 2 or 3 speciality retailers in your local area.

As they are shopping they should observe if and how the customers in the store were greeted and served.

When your staff member returns discuss each encounter and how it made them feel? Would they go back again? What would they have done differently if they worked there?

Emphasise again how important it is to greet and smile at all customers.

OBSERVATION CHECKLIST

WEEK 1

Observation (Manager to observe staff member)	Complete (please sign)	Date
Greets customers with opening lines that have nothing to do with business		
Instructs customers to complete the WTTP form		
Inputting relevant information into the computer system (e.g. lifestyle information, Medicare data)		
Make an appointment for a customer		
Ensure staff member reads all topics within the manual and signs each topic to say they have read it and understood it		
Has completed Reception Basics on ProLearn and displayed understanding of building rapport		
Introduces themselves to the customer		
Approaches customers promptly & makes eye contact with every customer		
Has completed OH&S Awareness on ProLearn		

WEEK 2

TOPICS TO COVER:

Features, Advantages & Benefits
Frames Materials
The Eye
Eye Examination
Basic Frame Repairs

Study Guides

Eyecare Essentials – ProLearn
Focus on Frames - ProLearn
Adjustment Handouts

Eye Examination

This week your new employee will get a little more hands on experience. Start off by booking them in for an eye test so they can explain the experience to a customer. Have the optometrist who performs the test explain the process and the equipment used in each step.

The Eye

This is also a good time for a new employee to learn the basics of how the eye works, have them complete Eyecare Essentials on ProLearn. This course is designed to introduce the new staff member to the optometry practice and the eyecare industry. With an emphasis on the eye, vision, optical theory and a small introduction on product concepts, this is the starting point to their eyecare education.

Frame Materials

Introduce your new employee to frame materials and tell them features, advantages and benefits of each. You should point out and explain the frame materials that you have in your practice as well as any that the dispenser may come across. Focus on Frames on ProLearn goes into depth about the materials used and the advantages and benefits of them.

Features, Advantages and Benefits

Features: Features are an important or beneficial property of an item. Product features are facts about what the product offers in terms of materials, parts, packaging, size, colour, brand name, design, technical specifications, country of origin, price and so on.

Advantages: Are the positive attributes of the product.

Benefits: Benefits are the satisfaction that a customer may enjoy as a result of a purchase. E.g. What will the feature do for the customer?

Using FAB's is a very important skill and it will be beneficial if you teach them this right from the start.

Focus on Frames – ProLearn online course is designed to provide them with information on various materials used in frames.

The main objective of this course is to provide them with the information that will allow them to describe the features and benefits of the products you stock.

There is a Features, Advantages and Benefits handout that you can give to your employee to help them understand the differences and they can use it for future references.

Basic Frame Repairs

Basic Frame Repairs can be taught to a new employee at this point. Simple repairs such as changing nose pads and tightening screws are a fantastic starting point.

Your new employee will now have completed their second week in your practice and you should have signed and dated the Observation Checklist. They should also have completed Eyecare Essentials and Focus on Frames on ProLearn and received handouts on Frame Adjustments and Features, Advantages and Benefits.

If some of the areas have not been addressed or the employee is not demonstrating the correct behaviours or skills go over those areas again until they understand and you can sign off on them being competent.

Training Tip:

- Never state a feature without a benefit
- Never state a benefit that is not relevant to the customer
- Do not overload the customer with too many benefits

Features, Advantages & Benefits

Features	Advantages	Benefits
Multicoat	Reduces reflections on front and back surface of lenses	Great for night driving, computer use
Transitions	Lens reacts with UV and goes dark	Saves carrying two pairs of glasses, provides UV protection
Polarized	Reduces glare from reflective surfaces	Great for driving or outdoor activities such as water sports and fishing
Tints	Wide range of colours to choose from	Great for keeping up with the fashion
Physio 360	Uses the latest digital surfacing technology	Sharper, wider and more comfortable vision
Rimless Frames	Light weight glasses	You barely feel them when you're wearing them
Rx Sunglasses	Wear the latest fashion	You get the look you want fitted with your prescription lenses
Contact Lenses	New designs more comfortable, available in most prescriptions	Wider peripheral vision and safer for sport, great alternative to glasses for that special occasion

Features, Advantages & Benefits

Features	Advantages	Benefits
Impact resistnses (Polycarb)	Stronger and lighter than standard lenses	Provides safety for your working and sporting needs
Drive Wear	Changes tint colour behind the windscreen of the car	Enhances vision when driving in day light, over-cast or wet conditions
UV Coatings	Blocks UV from reaching your eyes	It's like sunscreen for your eyes
Fashion Sunglasses	Come in all shapes and sizes	Protection for your eyes in the latest fashion and styles
Memory Flex	Strong and flexible	Great if you require extra strength in your glasses without them being heavy
Titanium Frame	Lighter and stronger	Great when you wear them all day, or if you have allergies to metal
Spring Loaded Temples	Gives frame more flexibility	Great if you take them on and off throughout the day
High Index Lenses	Thinner and flatter than standard lenses	Looks better for high prescriptions as it reduces thickness

OBSERVATION CHECKLIST

WEEK 2

Observation (Manager to observe staff member)	Complete (please sign)	Date
Staff member explained FAB's of a product		
Staff member answered the phone, identified themselves and the practice		
Staff member smiled while on the phone with customer and thanked them for calling		
Staff member can identify and explain 2 different frame materials		
Staff member has had an eye examination and had the process explained to them		
Staff member has replaced screws and / or nose pads in a frame		
Staff member can explain the eye examination process		
Staff member can name the equipment used in the eye examination process		
Staff member has completed Eyecare Essentials on ProLearn		
Staff member has completed Focus on Frames on ProLearn		

WEEK 3

TOPICS TO COVER - Skills Practice:

Store System Functions
Features, Advantages & Benefits
Frame Repairs
Uniforms
Components of Frames and Sunglasses
Frame Selection

Study Guides

All resources previously used
Components of Frames and
Sunglasses Handout
Frame Selection Handout

In week 3 the employee should take the time to practice the skills already learnt in weeks 1 and 2. A new job can be overwhelming and not all that was learnt in the first few weeks will sink in, take this opportunity to readdress particular skills that you want the employee to practice and build on.

Frame and Sunglass Components

Teach your new employee the correct names of Frame and Sunglass Components, a handout has been provided for them to fill in once you have explained the parts to them.

Even though much of this week has been revision it is important to complete the observation checklist so you can monitor your new employee's development and ensure they are getting the benefits of a thorough induction.

Frame Selection

Spectacles are now rightfully considered a fashion accessory. Our customers rely heavily on us to guide them through the frame selection process to help them choose the perfect frame. One of the components of frame selection is face shape and being able to recommend a frame that complements your customers face shape.

Training Tip:

Use weeks 1 and 2 of the Observation Checklist as a reminder of the skills which have already been learnt.

You could use this as a guide to clearly determine which skills your new employee is competent at and which ones they need more training or practice.



Frame Selection



Frame Selection

Spectacles are now rightfully considered a fashion accessory. Our customers rely heavily on us to guide them through the frame selection process to help them choose the perfect frame. One of the components of frame selection is face shape and being able to recommend a frame that complements your customers face shape.

Tips For Frame Selection

- Do not start the conversation with, “Do you have a particular frame in mind?” Your customer is not an optical dispenser with your knowledge of the frames available or your knowledge of complementing face shapes.

This type of question could also put the customer on the spot and make them go for the easy option of wanting to use their old frames again or tell you they want something the same as their last pair. It is a dispenser’s job to show the customer frames that will be suitable for them.

- Do not let your customer take frames off the shelves randomly themselves. Try to guide their choice by selecting frames for them; taking into consideration their face shape and any other likes or dislikes you have identified.

Try saying something like, “From what you have told me I have some great frames in mind for you, would you like me to bring them over for you to try on?”

OR

“I understand that this is your first pair of glasses, choosing your first pair of frames can seem daunting. Would you mind if I started the process by selecting some great styles that I feel would suit you?”

- Say to your customer, “Let’s look at some new frames for you” as you take them to the frame display area. If the client does have a particular frame in mind they will raise this with you if they don’t like the frames you are choosing for them. Remember to listen to your customer’s responses to frames and look for non verbal signals to help guide you in the right direction. If you continue to show a customer frames that they have little or no interest in you will lose credibility and the sale.

Face Shapes

The ophthalmic industry has, in the last 30 years in particular concentrated quite a lot on fashion frames, lens materials, lens coatings and lens designs. The concentration on these areas has been to emphasise a customer’s good points and de-emphasise the bad points and to generally make customers feel great in their eyewear.

One element of this is selecting frames to compliment the customer’s face shape. This comes naturally to some dispensers but is a skill that can be learned by all to make dispensing more effective and enjoyable.

The rules of face shapes are to be used as a guide they do not need to be followed to the letter, but they will provide you with some principles that will help us advise customers on the appearance of frames as well as the technical aspects of frames and lenses.

The principles of face shapes will help you to streamline your frame selection process which is extremely beneficial to you and your customer as it will save you both time.

Shapes

We can break face shapes into 6 basic shapes based on the customers dominant bone structure. These are square, rectangular, diamond, round, oval, and heart. These are not set in stone and you will come across variations of these shapes but they are a very good starting point.

Square:

- A square face is relatively short and has a prominent, angular jaw line. There are 2 areas that need to be addressed with a square face, the squareness and the shortness.
- To lengthen the face you have two options, you can choose a shallow frame, a deep frame would take up too much of the face and emphasise the shortness. You can also chose a frame with high temples as this also will lengthen the face.
- By using a frame that is rounded we can de-emphasise the squareness of the face, particularly if it is rounded on the bottom rim.
- Use soft, curvy styles that will give the face some definition, classic ovals are a perfect choice.

Rectangular:

- A rectangular face has an angular jaw line but instead of having a short face like the square they have a long face. You need to widen and shorten the face and also de-emphasise the squareness.
- To shorten the face you will need to find a deep frame that has the temples set in the middle of the frame.
- To de-emphasise the squareness you would use a rounded frame.
- To widen the face ensure that the frame does not extend past the widest part of the face, decorative or contrasting temples can also add width to the face.

Diamond:

- A diamond face has sharper points at the top of the head and the chin. You need to soften the contour of the face.
- Oval glasses will soften the face, as will softly curved rectangle frames. Make sure the styles are no wider than the top of the cheekbones.
- Combination frames (plastics brow bar with metal rim) are a good choice as they widen the forehead and minimize the temples and cheekbones. If this does not work try a rim less frame.

Round:

- A round face is rounded and short. You need to de-emphasise the roundness and lengthen the face; the frames need to make the face appear longer and thinner.
- Minimise the curves and add definition with soft, angular, rectangle styles.
- Higher temples will create a longer profile, in general look for frames equal or slightly wider than the broadest part of the face.

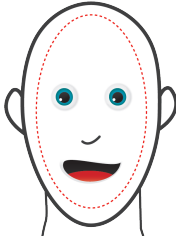
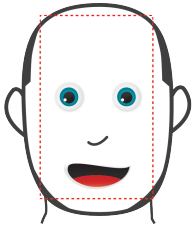
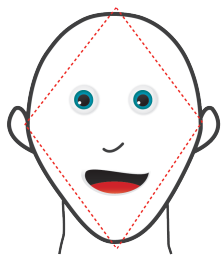
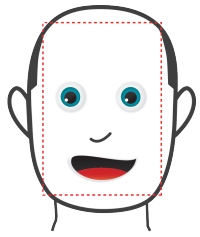
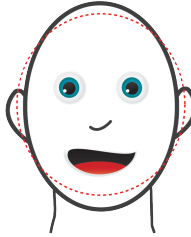
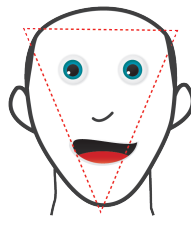
Oval:

- The oval shape is considered to be the ideal face shape. Almost any frame shape will suit the oval face. Usually there is nothing to de-emphasise as there are not any dominant bone structures.
- As a general rule, smaller frames are best for smaller faces, larger frame for larger faces. Square shaped frames with gently rounded edges and higher temples look good.

Heart:

- The heart-shaped face is also referred to as an inverted triangle and is characterised by a wide forehead, dominant and high cheekbones and a narrow pointy chin. This type of face looks unbalanced; you need to balance it by finding a frame that appears to add more width to the bottom half of the face.
- Soften the lower portion of the face by accenting the eye area. Temples should be placed high, the frame should be angled inward at the bottom and cat eye styles should angle outward at the top corners and be wide enough to balance the jaw line.
- Try metal frames with rimless bottoms.

FRAME SELECTION

FACE SHAPE	RECOMMENDED EYEWEAR
 A diagram of an oval face shape with a red dashed line tracing the outline. The face is elongated with a rounded chin and a slightly narrower forehead.	<p>Oval Face: Considered the ideal face shape.</p> <p>Frame: Almost any frame shape will suit.</p>
 A diagram of a rectangular face shape with a red dashed line tracing the outline. The face is long with a prominent angular jaw line and a straight forehead.	<p>Rectangular Face: Long face with prominent angular jaw line.</p> <p>Frame: Deep and rounded with decorative contrasting temples to soften and add width to face.</p>
 A diagram of a diamond face shape with a red dashed line tracing the outline. The face has sharper points at the top of the head and chin, with a wider forehead and narrower jawline.	<p>Diamond Face: Sharper points at the top of the head and chin.</p> <p>Frame: Oval or softly curved rectangle or rimless.</p>
 A diagram of a square face shape with a red dashed line tracing the outline. The face is relatively short with a prominent angular jaw line and a square jawline.	<p>Square Face: Relatively short with a prominent angular jaw line.</p> <p>Frame: Soft curvy styles, classic ovals are a good starting point.</p>
 A diagram of a round face shape with a red dashed line tracing the outline. The face is rounded and short, with a wide jawline and a rounded chin.	<p>Round Face: Rounded and short.</p> <p>Frame: Soft angular rectangle styles with high temples.</p>
 A diagram of a heart face shape with a red dashed line tracing the outline. The face has a wide forehead, dominant high cheekbones, and a narrow pointy chin.	<p>Heart Face: Wide forehead, dominant and high cheekbones and a narrow pointy chin.</p> <p>Frame: Metal frames with rimless bottom.</p>

FRAME & SUNGLASS COMPONENTS



Choose from the following list of words and insert into the correct box:

Lens
Bridge
Nose Pads
Hinge
Temple
Temple Tip
Eyewire

OBSERVATION CHECKLIST

WEEK 3

Observation (Manager to observe staff member)	Complete (please sign)	Date
List features of two different frames (metal & acetate)		
List advantages of the two frames		
List benefits of the two frames		
Read and labeled the frame component handout		
Staff member to wear relevant uniform and wear name badge at all times		
Staff to receipt an order into the system and put it in the appropriate place		
Understands the concepts of best practice frame displays		

WEEK 4

TOPICS TO COVER:

Sunglasses
Taking Measurements – PD's and Heights
Standard Alignment / Final Fitting
Brands – Suppliers / Labs

Study Guides

Sunglass Catalogues
Adjustment Handouts
Eyecare Essentials – ProLearn
Focus on Frames – ProLearn
Preferred Suppliers / Brands Listing

Sunglasses

Sunglasses can sometimes be a part of the business that is left until last or even forgotten about completely. Sunglasses are an integral part of eyecare and if your employee knows the Features, Advantages and Benefits of the sunglasses that you stock it will be second nature for them to recommend them to your customers.

If you have any catalogues from sunglass suppliers give them to your new employee to look at as they are a great learning tool. If you do not have any, call your suppliers and ask them to send some product knowledge information out to your store.

Brands & Preferred Suppliers

Your new employee will be starting to identify the different brands you stock and also may notice the different labs that you send your jobs to be cut. This is the ideal time to explain to them about preferred suppliers, brands and labs that your practice uses.

Heights & Measurements

Demonstrate and explain the process of taking PD measurements, this was covered in Eyecare Essentials that they should have already completed but it is now time for them to practice. Have them take PD's for all other staff members and when confident they can start doing that step of the dispensing process.

Teach your new starter the technique of taking bifocal and progressive lens heights. Demonstrate this process 2 or 3 times on staff members or customers.

Ensure that you explain the importance of the following aspects:

- Adjusting the frame so that it is in final fitting
- Both customer and staff need to be relaxed and sitting naturally
- Adjust your height to suit your client

Standard Alignment & Final Fitting

Use the handout provided to teach your new employee the steps to getting a frame into standard alignment. Give them the opportunity to practice putting frames into standard alignment using frames that have been written off.

Once they have put frames into standard alignment introduce the method of final fitting, there is also a handout for them to use as a guide. Once again use an old frame or written off frame for your new employee to practice final fitting on other staff members.

Your new employee will now have completed their fourth week in your practice and you should have signed and dated the Observation Checklist. They should also have completed Eyecare Essentials and Focus on Frames on ProLearn and received handouts on Preferred Suppliers and Frame Adjustment.

If some of the areas have not been addressed or the employee is not demonstrating the correct behaviours or skills, go over those areas again until they understand and you can sign off on them being competent.

Training Tip:

- Emphasise the importance of getting measurements correct from both a customer and business perspective
- Incorrectly centred lenses cause visual discomfort and eye strain
- A customer may have to have the lenses remade, inconveniencing the customer
- Lenses that need to be remade cost the business – lost profit and increased labour

STANDARD ALIGNMENT

STEP 1: Check the contour of the frame front

This involves checking both the horizontal alignment and the bow of the front. Place a PD rule on the horizontal centre line of the frame and make sure the pads are at the same level and angle. Then check that the lens tops are of equal shape.

Now check the wrap. Place PD rule along the back surface of the frame front to check the vertical alignment and the evenness of the wraparound

STEP 2: Check the lenses are in the same plane

This is to check the levelness of the lenses to each other. X-ing is when the bridge is twisted causing the eye wires of the frame front to form an X when you look at the frame from the side.

When the lenses are not coplanar it means that the lens planes are parallel but one lens is further forward than the other.

STEP 3: Check the angle of the temples

Check that when the temples are open fully they create an angle of about 95 degrees, that is just beyond parallel with the front. Most importantly check that they open to the same angle.

STEP 4: Check the temples are in the same plane

Check the angle of the temples in relation to the frame front when viewing the glasses from the side. These angles must be the same.

STEP 5: Check the bend of the temples

This is the bent-down portion of the temple, often called the angle down. Most frames come with the bend at about 40mm. All you need to check here is that the angle down is the same on both sides and slightly bent in.

STEP 6: Check conformity on a flat surface

Position the glasses upside down with temples open on a flat surface to check if the temples are parallel and the angle down is equal on both temples. Now turn the glasses over and check that both temple end pieces touch the flat surface.

STEP 7: Check the folding evenness

Close the temples and view the frame from the back. The temples should fold so that they are parallel to one another. These angles should be equal and should cross one another at the centre of the frame.

STEP 8: Check the joint screws

Check that the screws are just tight enough so the temples can be opened, without resistance to any position. Gently shake the frame, and the temples should hold their position and not swing open or closed.

STEP 9: Check the overall alignment

At this point you should look for marks on the frame and the overall cleanliness of the spectacles.

FRAME FITTING PROCEDURE

As with standard alignment, the steps for fitting spectacles must be carried out in the correct order:

1. **Horizontal alignment**
2. **Pantoscopic tilt**
3. **Temple width**
4. **Side bow**
5. **Length to bend**
6. **Anatomical bend**

STEP 1: Examine horizontal alignment

Look at the reference points relating to the brows and pupils. If the frame looks horizontally straight to you, it should look straight to others. If the horizontal alignment is not right it means that your clients face is not symmetrical as the frame should already be in standard alignment.

If the right lens is 'up' you must angle the right temple 'up', the same effect is gained if you angle the left temple down. The reverse applies to the left lens.

STEP 2: Examine the Pantoscopic tilt

Pantoscopic tilt is generally at 10 degrees and between 10 and 12 for progressive lenses. The bottom rim of the frame should fit close to the cheek but not touch it, even when the client smiles. If it does touch the cheeks you will need to either reduce the tilt or if it is a metal frame bring the nose pads in.

The pantoscopic tilt is best adjusted with angling pliers. Make sure you adjust with the temples open, if they are closed you will affect the folding evenness but not the pantoscopic tilt.

STEP 3: Examine the Temple width

The first observation to make is that both the lenses are of an equal distance from each eye. The second thing to check that there is no temple pressure forward of the ears. If the left lens is 'in' closer, bring the left temple 'in'. This adjustment can also be achieved by bringing the right temple 'out'.

The reverse adjustment can be done if the right lens is closer 'in'. The correct temple width of a frame is approximately 5mm narrower than the clients head width. If the temple width is too tight widen the temples, if it is too loose bring the temples in.

STEP 4: Examine the Temple bow

The front of the frame now sits correctly and looks right and the temples are sitting on the top of the ears with the right firmness. The next step is to look along the temples and see if the shape or bow of the temples conforms to the shape of the side of your client's head. Be careful not to create too much bow, it will look odd and it can cause the temple to stick out and catch the top of the ear.

FRAME FITTING PROCEDURE

STEP 5: Examine the length to bend

The frame is now balanced and fitted to your client's head. Now we need to bend the temple so it follows the line of the back of the ear.

The bend should be about 2mm behind the top of the ear to allow for slight facial movements.

STEP 6: Examine anatomical bend

The turn down section of the temple must fit flat against the side of your clients head. You must adjust the shape of the temple to follow the depressions or bumps in the area behind the ears.

COMMON PATIENT COMPLAINTS - ADJUSTMENTS

COMPLAINTS	REMEDY
Red marks on one side of nose	Check for uneven temple spread (as result of taking off specs one handed, align and check nose pads in metal frames)
Sore behind one ear	Check temple width first, then look for pressure point and adjust anatomical bend if this is the cause
Frames touch both cheeks	Reduce pantoscopic tilt or increase the back vertex distance (BVD)
Frames fitting tight behind both ears	Check temple width, may be too tight pushing the frame forward, check length to bend
Glasses loose and floppy	Tighten temple width & check triangle of force. Also check hinges & wraparound
Slipping on nose	Start at temple width & check right back to anatomical bend in that order check the bridge and pads
Red marks on nose (both sides)	Alter pantoscopic tilt if needed, may need bridge adjustment check splay of pads
Slipping and hurting behind top of ears	Check side bow for slipping or exaggerated bow, length to bend may be slightly short, bow front to correct wraparound if necessary, check anatomical bend has no friction points
Eye lashes touch lenses	Discover where lashes are touching & adjust tilt to move the frame away adjust the bridge, if they are touching the middle of the lens change bvd if practicable.
Slipping when frame is tight	Release temple width and increase bow since temples are probably touching the sides of head forward of ears. Check for excess wraparound

COMMON PATIENT COMPLAINTS - ADJUSTMENTS

COMPLAINTS	REMEDY
Vertical lines appear bent	Increase wraparound since distortion is probably created at the edge of the lens
Frames look crooked	Set frame back into standard alignment and readjust on face
Metal frame pads hurt nose	Adjust pads to sit flat & even on nose & check triangle of force. Check for equal temple let-back and correct length to bend on each side. Check that both bend down angles are aligned to the clients ears

PROGRESSIVE LENS TROUBLE SHOOTING

COMPLAINTS	SOLUTION
Distance vision is blurry to the side	Reduce the BVD and increase the facial wrap of the frame
Reading area is too small	Increase pantoscopic tilt & decrease the BVD
Client must tilt head too far back to read	Narrow bridge & raise the frame (fitting cross too low)
Client must tilt head down to see straight ahead	Widen bridge & lower frame (fitting cross too high)
Client experiences the swimmy effect when they look around	Reduce BVD and increase pantoscopic tilt
Client has to turn their head to the side to read	Generally requires remake – monocular pd's are unsuitable. Double check with mirror method
The client cannot seem to read well with both eyes in any position	Generally requires remake – client may have convergence problems. Double check mirror method

OBSERVATION CHECKLIST

WEEK 4

Observation (Manager to observe staff member)	Complete (please sign)	Date
Staff member has taken distance and near PD's for all staff members		
Staff member has taken bifocal lens heights for all staff members		
Staff member has taken progressive lens heights for all staff members		
Staff member can identify FAB's for 3 different sunglass brands		
Staff member has practiced final fitting of a frame on a staff member		
Staff member can name preferred suppliers		
Staff member has put an out of shape frame back into standard alignment		

WEEK 5

TOPICS TO COVER:

Lifestyle Questions: WTPP Form, Linking and using FAB's
Complex Adjustments – Rimless & Nylon Rim
Lens Basics – Single Vision, Bifocal & Progressive
Lens Coatings
3 Way Handover

Study Guides

Sales Process (Steps 2 & 3)
Lenses in Depth – ProLearn

Lifestyle Questions

We start week 5 by introducing the concept of lifestyle questions. Lifestyle questions are questions that will allow your new employee to discover their customers' needs and wants.

While using a Welcome To The Practice Form is a great place to start finding out information about your customer, not everyone who enters your store will be booked in for an appointment so it is important for your new staff member to know what types of questions they should be asking customers.

Customers will need eyewear for different reasons and areas of their life, **for example:**

- Everyday
- Work
- Sport
- Reading
- Driving
- Special Occasions
- Follow trends
- Holiday
- Seasonal – Summer / Winter

Discuss with your new employee the types of questions that you can ask customers to establish their lifestyle needs, **for example:**

- What do you do at work?
- What do you do on the weekends?
- What do you mainly use your glasses for?
- What are your hobbies?
- What kind of sports do you play?

It is vital for you to start linking lifestyle questions and Features, Advantages and Benefits.

Complex Adjustments

Now is the time to start letting your new employee practice some of the more difficult and complex adjustments such as rimless and nylon rim frames. The most effective way to do this is to have a frame of each type for the new employee to practice on. Explain how to adjust the frames without damaging the lenses or the frame. Also take the nylon out of the frame and teach the new employee to replace the nylon.

Lens Basics

Your new employee will most likely be talking a little bit about different lenses and what they do. Lenses in Depth – ProLearn will take them through the different types of lenses available and the coatings to enhance the customer's vision and wearing comfort. You will may need to explain the definition of the different lenses:

Single Vision: Refer to lenses that have only one focal power. They correct for a single viewing distance. E.g. Near, Distance, Intermediate

Progressive: Progressive lenses have no visible lines and have a gradual power change as you look down through the lens power channel. They are often called multifocal, or graduated lenses. Progressive lenses allow clear vision at any distance by positioning of the head and eyes.

Bifocal: Bifocal lenses most commonly have a distance prescription at the top and the near prescription is in a segment down the bottom. There are other variations with distance, reading and intermediate available depending on the customer's needs.

Lens Coatings

Explain and show your new staff member the different lens coating available to customers and explain to them what each one does and who it would be good for.

Here is a list of some that you can start off with:

- Multicoat
- Tinting
- Drive Wear
- Transitions
- Polarised
- Hard Coat
- UV

3 Way Handover

The 3 way handover is a fantastic way of ensuring our patient has consistency, and understanding through the whole eye examination process.

Your new employee has been learning the skills required to dispense a pair of glasses, a key aspect of this is **the 3 Way Handover**.

- 3 way process, 3 people involved
- The optometrist is holder of valuable information, they have had 30 minutes to learn the customer's needs
- Retail staff are seen as "sales staff"
- Baton pass demonstrates that the optometrists have confidence in the sales staff

The formula is simple:

- The customer is greeted by the receptionist and is introduced to the dispenser. The dispenser begins to build a relationship with the customer.
- The customer is then introduced to the optometrist by the dispenser.
- The dispenser meets the patient and the optometrist after the consultation.

This is the critical part of the handover, its best if the patient is offered a seat and the dispenser and optometrist discuss the requirements in front of the patient.

This once again highlights the recommendations made to the patient during the consultation.

- It's important that no patient is left to just walk out the door before a discussion has taken place. We should never assume that the customer doesn't want to update their look with a new set of frames.
- We recommend at least three recommendations are made by every optometrist during the consultation based on their specific requirements.

As you can see, the reason the process is called a 3 Way Handover because there are 3 transfers for the patient in the process. The first is when the customer enters the practice and is introduced to the dispenser, the second is when the patient is handed to the optometrist, and finally when the customer has completed their eye examination and is handed back to the dispenser.

Never

- Complete the handover behind a reception desk
- Discuss the handover without the customers involvement
- Avoid introducing the customer to the dispenser
- Let a customer walk out the door without discussing their eyewear needs with the patient
- Assume no change in Rx means the customer doesn't want to update their look

Always

- Try to hand the patient back to the same person
- Attempt to recommend 3 solutions to every customer
- Discuss the recommendations to the dispenser in front of the customer
- Use words such as "expert, capable hands"

Your new employee will now have completed their fifth week in your practice and you should have signed and dated the Observation Checklist. They should also have completed Lenses in Depth on ProLearn and revisited the handout on the Sales Process.

If some of the areas have not been addressed or the employee is not demonstrating the correct behaviours or skills go over those areas again until they understand and you can sign off on them being competent.

Training Tip:

Have your new employee practice asking lifestyle questions to a colleague and then recommend frames for them based on the answers. Ensure that they use FAB's when recommending the frame.

E.g. **New Employee**, "Tell me about your current eyewear, what do you like / dislike about them?"

Colleague, "These metal frames are 12 months old but I really don't like the gold colour, they make me look washed out and I want them to make more of a statement."

New Employee, "I can understand that you do not want to look washed out so let me recommend this chocolate brown (feature) frame which will add colour and definition (advantage) to your face preventing you to look washed out (benefit)."

OBSERVATION CHECKLIST

WEEK 5

Observation (Manager to observe staff member)	Complete (please sign)	Date
Staff member asking customer probing questions that ensures information is extracted from customer (open ended questions)		
Active listening skills <ul style="list-style-type: none"> • Staff member doesn't interrupt the customer • Staff member repeats response back to the customer (demonstrating that they have listened) 		
Staff member utilizes the WTPP form in discussions with the customer		
Staff member demonstrated they have narrowed down their recommendations (linked back to the customers need)		
Staff member to adjust a nylon rim frame		
Staff member can identify different lens types eg. Single vision, Bifocal & Progressive		
Staff member can identify a lens with multicoat, tint and polarized lens		
Staff member completed Lenses in Depth on ProLearn		
Asks all customers if they have Private Health Insurance		
Asks questions in a logical sequence		
Encourages the customer try on / touch the recommended product		
Clearly explains the specific benefit of a product to the customer and links it back to their need		
Staff member offers at least 3 recommended products to each customer		

WEEK 6

TOPICS TO COVER:

Lifestyle Questions – Linking WTPP Form, FAB's for recommending multiple pairs
Closing the Sale
Handling Objections
Keep it Sold – After Sales Service (Warranties)
Contact Lenses

Study Guides

Sales Process (Steps 4 & 5)
Contact Lenses – ProLearn

Recommending Multiple Pairs

Your new employee has previously learnt the skills necessary to fill in the Welcome to the practice form, ask lifestyle questions and the basics of frames and lenses. They will need all of these skills to recommend multiple pairs of glasses to their customers.

The majority of people who enter our practices will need more than one pair of glasses, you would not wear dress shoes to play basketball and you would not wear the same shirt 5 days in a row so it is safe to assume that one pair of glasses may not satisfy all of our customer's needs.

When you talk to people about their lifestyle, you can help them to find multiple pairs of glasses and / or sunglasses to meet their needs. Refer back to the list in week 5 for some ideas.

As a dispenser it is their job to make the customer aware of all of their eyewear options. If there is anything they can do as a dispenser to make a customer's life more enjoyable they need to do it.

Closing the Sale

The sale can be closed at any time during the sales process, however if you have not closed at the end of presenting the product, that is when you may need to proactively ask for the sale.

Step by Step

1. The art of closing is to repeat your customer's need back to them
2. Ask for acceptance, "is that correct"?
3. If the customer has still not made the decision repeat the Feature, Advantage & Benefit
4. Ask for acceptance
5. Ask for the sale. "I can have your new glasses ready for you on Wednesday, how does that sound?"

Overcoming Objections

A buying objection is any statement that a customer makes to delay their decision. **The five most common objections are:**

- **Need** – They say they do not need your product or service for some reason or another, or perhaps they have a need you cannot satisfy e.g. "My current glasses work just fine thank you".
- **Price** – The objections here are about the price of the product e.g. "They cost how much?" Or "I can get two pairs down the road for less than that!".
- **Features** – They object to some element of what you are selling, whether it is aspects of a service or details of a product e.g. "I don't like that style. It looks rather modern for me."
- **Time** – In this, the objection is around time, such as the person not being ready to buy e.g. "I'm not sure, I will have to think about it."
- **Source** – They question the credibility of where the frame was made or the credibility of what you have told them about the product e.g. "I am not sure, I would prefer to buy from my local optometrist."

Customers object to buying for the following reasons:

- You have failed to make a good first impression
- In qualifying you have failed to identify the real need
- In presenting the product the customer has not seen the value or relevance to them or how it will benefit them. The presentation may have missed a step in regards to Feature, Advantage or Benefit
- If the customer has not volunteered the order and you have failed to ask for it, you will never get it.
- When the customer voices a concern such as it is too expensive this is ignored or not addressed and closing the sale will become impossible.

The 5 steps to Handling Objections:

1. **Listen** – Use active listening methods, nodding and physically showing interest. Don't jump in at the beginning, if you do you are objecting to their objection.
2. **Question** – Ask questions, this shows that you are interested in them and interested in helping to solve their problem. Remember that this is not an interrogation so keep your questions light and relevant.

E.g. the customer says, "I will have to think about it." Say to them, "I understand that you need time to think it over, would you mind telling me which aspect you need to think about and I can make sure I have given you enough information about it."

This step will provide you with an opportunity to restate the customer's needs and the FAB's relating to the needs.

3. **Think** – Stop to think about what methods will work best for handling the customer's objection. Stopping to think adds a pause which can indicate that you are taking the objection seriously.
4. **Handle** – This step may happen straight after the objection or it may take more questioning to find out the real objection. If the customer says, "I can't afford it." Say to them "I can understand that it may be more than you budgeted for. We can sit down and find a solution that may suit your budget."
5. **Check** – Finally check if your objection handling worked, ask if you have answered their question and ask if they have any further questions they are wanting answered.

Keep it sold

A lot of retailers make the mistake of ignoring everything after the customer starts to hand over their money; however this time is just as important as all the other steps.

By informing our customers about what they can expect from their product in regards to warranties, care instructions and adjustments we are showing our customers how much we value their patronage.

The ultimate goal is to exceed their expectations of service and create that much sort-after WOW factor. Congratulating and inviting our customers back into our stores is also vital and again shows our intention and professionalism.

If we skip the process of keep it sold we may be opening the door to buyer's remorse. Buyer's remorse can happen when the customer feels that they have not received value in some way which is not limited to money and can include service.

The customer may ring or drop back into the store and express their dissatisfaction with the product as a result. We can't please everyone all of the time however we can take some simple steps to minimise the risk.

1. Explain the warranty
2. Inform the customer of how to care for the product
3. Explain what they can expect from the product
4. Congratulate and invite the customer back

Contact Lenses

Have your new employee complete Contact Lenses on ProLearn. This will give them the basic background knowledge of contact lenses, when they were invented, by who and how technology has played a part in their development in increased wearing comfort.

Your new employee will now have completed their sixth week in your practice and you should have signed and dated the Observation Checklist. They should also have completed Contact Lenses on ProLearn and revisited the handout on the Sales Process.

If some of the areas have not been addressed or the employee is not demonstrating the correct behaviours or skills go over those areas again until they understand and you can sign off on them being competent.

OBSERVATION CHECKLIST

WEEK 6

Observation (Manager to observe staff member)	Complete (please sign)	Date
Staff member attempting to close a sale with a statement such as "So how were you going to pay for that?" or "Please have a seat and I will order that for you now?"		
Staff member identified objection, acknowledged the objection, used FAB's linked to need and gave alternatives if necessary		
Staff member recognises and acts on buying signals		
Staff member thanks the customer and invites them back to collect their glasses		
Staff member to clearly describe the differences between contact lens types		
Staff member to clearly describe contact lens solution types		
Staff member completed Contact Lenses on ProLearn		
Staff member has explained product warranty clearly to a customer		
Staff member uses the customers name throughout the transaction		

WEEK 7

TOPICS TO COVER:

Pre Delivery
Skills Practice
Loss Prevention

Study Guides

Australian Lens Standards
Materials previously used
Loss Prevention Handout

Pre-Delivery

This week you will teach your new employee the skills involved in the pre-delivery process. This process will vary slightly in each practice but the fundamentals will be the same.

- Check and neutralize all jobs using Vertometer once returned from lab
- Ensure lenses meet Australian standards
- Ensure that frames are in a standard alignment ready for handover
- Clean all markings and tags from frame and lenses and have ready in cases and presentation bag
- Ring or SMS customers to inform them to collect their purchase

You will need to teach your new employee how to use the vertometer in your practice. There is a copy of the Australian Standards for manufactured lenses to use. They may need to refer back to the standard alignment handout.

This is a good week to once again go back through the observation checklist and ensure that your new employee is still displaying the behaviours and skills they have already learnt. If you identify any areas where improvement is needed you may wish to postpone week 8 and concentrate on skills practice until all areas previously addressed are deemed as competent.

If some of the areas have not been addressed or the employee is not demonstrating the correct behaviours or skills go over those areas again until they understand and you can sign off on them being competent.

Loss Prevention

It is very important to your practice that your new employee understands how they can help to minimise loss. Have them read through the loss prevention handout and answer the questions on the last page.

Your new employee will now have completed their seventh week in your practice and you should have signed and dated the Observation Checklist.

They should have received a copy of the Australian Lens Standards.

Training Tip:

People have different learning styles, to ensure that your new employee is learning as much as possible try to incorporate each of the styles in your training.

1. **Visual:** Learn by seeing, they respond to pictures, flow charts, diagrams, on screen examples, watching and observing. They like to see things in action.
2. **Auditory:** Learn through hearing and listening. They respond to discussions, audio samples, conversation.
3. **Kinaesthetic:** Are hands on learners, they like to touch what they are learning about.

When teaching your new employee how to complete the pre delivery stage it is a good idea to explain the process to them, show them the process and then let them complete the process. You may need to repeat showing them as there are a few steps involved.

Back Vertex Power (D)	Tolerance on Mean Power (D)		Tolerance on Astigmatic Power (D)	
	S/V & Multifocal	Progressive	S/V & Multifocal	Progressive
0.00 to +/- 3.00	+/- 0.09	+/- 0.12	+/- 0.06	+/- 0.012
> +/- 3.00 to +/- 6.00	+/- 0.12		+/- 0.09	
> +/- 6.00 to +/- 9.00		+/- 0.18		
> +/- 9.00 to +/-12.00	+/- 0.18		+/- 0.25	
> +/- 12.00 to +/- 20.00	+/- 0.25			
> +/- 20.00	+/- 0.37	+/- 0.37	+/- 0.12	

Nominal Value of the Addition Power (D)	Tolerance with Addition (D)
0.25 to 4.00	+/- 0.12
> 4.00	+/- 0.18

Astigmatic Power (D)	tolerance (degrees)	
	S/V & Multifocal	Progressive
< 0.50	+/- 7.0	+/- 7.0
+/- 0.25 to < 0.75	+/- 5.0	+/- 5.0
≥ 0.75 to < 1.50	+/- 3.0	+/- 3.0
≥ 1.50 to < 3.00	+/- 2.0	+/- 2.0
≥ 3.00	+/- 1.25	+/- 2.0

Meridian of Highest Absolute Power BVP (D)	Tolerance on Each Meridian (D)		Tolerance on Astigmatic Power (D)							
			S/V & Multifocal				Progressive			
	S/V & Multifocal	Progressive	0.25 to 0.75	1.00 to 4.00	4.25 to 6.00	> 6.00	0.25 to 0.75	1.00 to 4.00	4.25 to 6.00	> 6.00
+/- 0.25 to +/- 3.00	+/- 0.09	+/- 0.12	+/- 0.09	+/- 0.12	+/- 0.18	+/- 0.25	+/- 0.12	+/- 0.18	+/- 0.18	+/- 0.25
> +/- 3.00 to +/- 6.00	+/- 0.12		+/- 0.12				+/- 0.18			
> +/- 6.00 to +/- 9.00		+/- 0.18		+/- 0.18	+/- 0.25			+/- 0.25		+/- 0.25
> +/- 9.00 to +/- 12.00	+/- 0.18		+/- 0.18				+/- 0.25			
> +/- 12.00 to +/- 20.00	+/- 0.25	+/- 0.25		+/- 0.18	+/- 0.37			+/- 0.37		
> +/- 20.00	+/- 0.37	+/- 0.37	+/- 0.25	+/- 0.25		+/- 0.37	+/- 0.25		+/- 0.25	+/- 0.37

Prism direction	Toleranc, prism dioptres Back vertex power	
	≤ 5.00 D	> 5.00 D
Horizontal	0.5	1.0
Vertical	0.25	0.5

Prism direction prismdioptres)	Tolerance on base orientation (degrees)	
	S/V & Multifocal	Progressive
0.00 to 3.00	+/- 5.0	+/- 7.5
> 3.00 to 6.00	+/- 2.5	+/- 5.0
> 6.00	+/- 1.5	+/- 2.5

Loss Prevention



Prevention of Blatant Theft – Remove the Opportunity

Customer Service: By giving each and every person who enters your store your full attention a shoplifter will feel uneasy and less comfortable stealing. This includes greeting, acknowledging and staying within close proximity to the customer while they are in your store.

Store Layout: Ensure that you can view all areas of your store from any other position in your store. If the shoplifter feels they are out in the open and cannot hide from you they will be deterred from stealing.

Security tags: If your store uses security tags ensure that they are on correctly and in working order.

House keeping: If your store is clutter free and stock is put in its correct place you will notice as soon as anything is stolen. If a shoplifter feels that you will immediately notice something missing they will think twice. Ensure that all frame spaces are filled and there are no gaps in your frame display. If you are unpacking stock do not leave the box and products unattended in the public eye.

Price Switching: This is when the thief substitutes a higher price tag for one of a lesser amount.

It could also be if they place a cheaper price tag over the top or beside the original more expensive price tag. If this happens, it is an offence to sell them item at the higher price.

Price switching can be prevented by not giving the shoplifter the opportunity to switch tags, by staying in close proximity. Ensure that all of your price tags are tightly secured and secured in a way that does not allow for easy removal.

Credit Card Fraud: The main area of credit card fraud is due to stolen credit cards. This can cause problems for the retailer, banks and the person who had the card stolen.

Prevention of Credit Card Fraud:

- Always check the signature on the card carefully and compare it to the customer's signed copy.
- Check that the card is current; always check the validity and expiry dates.
- Retain the card until the transaction is approved so you can compare the two signatures side by side.
- Check that the name on the credit card matches the name of the customer (Medicare card is a good reference)
- If you suspect the card to be stolen contact the credit card provider to check if it is a lost or stolen card.
- Do not hand over the merchandise to the customer until you are sure the card is genuine and the transaction has been approved.

LOSS PREVENTION EXERCISE

Write an example of when a business where you have been working has been impacted by shrinkage?

Was it a mistake or through dishonesty?

How did this impact the business?

What could have been done to prevent the shrinkage from occurring?

OBSERVATION CHECKLIST

WEEK 7

Observation (Manager to observe staff member)	Complete (please sign)	Date
Manager to observe staff member unpacking completed jobs and checking the following:		
Look for scratches on the surface of lenses and frames		
Lenses have been fitted correctly, no gaps and lenses centrally bevelled		
Lenses are marked up with correct heights		
Lenses are checked on the Vertometer to ensure correct powers		
Frames are adjusted to standard alignment		
Product is clean of all markings & tags, placed in a case with relevant paperwork		
Customer is contacted via appropriate method and advised that spectacles are ready for collection		
Has read the loss prevention handout		
Displays behaviours associated with loss prevention ie. greeting all customers.		

WEEK 8

TOPICS TO COVER:

Dispense Delivery

Dispense Delivery

This is a very important part of being an optical dispenser, some retailers spend a large proportion of time trying to make a sale only to let the process of delivering of the goods be a let down.

Many of your customers will be excited and looking forward to collecting their new glasses. Whether it is for the new look they will provide or for the increased visual comfort, you should share this excitement and not under estimate the value your customers put on their new eyewear.

Once again the process may be slightly different from practice to practice but here is a guide.

- Give customer personalised service
- Explain care instructions
- Explain warranties
- Explanation as to what to expect from their product and how often it is recommended that they return for an adjustment or consultation
- Seat the customer away from the front reception desk
- Place new spectacles on the patient's face
- Check all adjustments of frames
- Ask the patient questions regarding their visual clarity, troubleshoot any issues
- Ensures full payment is received
- Obtains approval on credit card health insurance and all other cards correctly
- Follows company policies to avoid credit card fraud
- Process Health Fund claims

Ensure you explain to your new employee the importance of thanking the customer again and inviting them back to have their new glasses, cleaned and adjusted at any time they feel necessary.

Most importantly, they need to tell the customer how good the glasses look!!

Your new employee will now have completed their eighth week in your practice and you should have signed and dated the Observation Checklist.

If some of the areas have not been addressed or the employee is not demonstrating the correct behaviours or skills go over those areas again until they understand and you can sign off on them being competent.

Training Tip:

Although you are used to performing dispensing tasks that require you to infringe on the customer's personal space your new employee may still find this uncomfortable.

Give them some examples of things they can say to a customer to make everyone feel at ease. A good start is to have them explain what they are doing to the customer. E.g. "I will now be placing your new glasses on your face and having a close look to see if they are fitting correctly and will be comfortable for you".

OBSERVATION CHECKLIST

WEEK 8

Observation (Manager to observe staff member)	Complete (please sign)	Date
Customer is sat down or moved away from the reception desk		
Glasses are placed on the customers face (two hands) and relevant heights/markings are checked, markings are then removed		
Ensure customers vision is enhanced through the new glasses, troubleshoot any issues		
Ensure glasses are adjusted to customers face and requirements		
Payment is processed as per company guidelines		
Customer Warranty card and other relevant information is explained/pamphlets are given to the customer		
Customer is thanked for their purchase		
The relevant second pair offer is re emphasized to the customer		
A positive comment is given to the patient as they leave E.g "Your glasses look great"		

WEEK 9

TOPICS TO COVER:

Five Steps to the Sale – Putting it all together
Troubleshooting – Adjustments
Housekeeping – Visual Merchandising Guidelines
Floor Walk

Study Guides

Visual Merchandising – ProLearn
Floor Walk Checklist

Putting It All Together

Week 9 is about bringing all new skills together. Your new employee should be competent in completing the sales process from Step 1 through to Step 5, they will be able to recommend frames, lenses, lens extras and multiple pairs by asking the appropriate lifestyle questions, using FAB's and being able to overcome any buying objections that may arise.

On top of the product knowledge and sales skills they have learnt they will also be able adjust frames to standard alignment; final fitting and trouble shoot any adjustment or progressive lens problems. Your new employee will be able to perform various frame repairs.

Week 9 should also see your new employee displaying appropriate telephone technique and being able to use functions on the telephones and the store system.

In addition to bringing skills together they will also learn the importance of Visual Merchandising and the basic principals behind making your practice look its best. The Floor Walk Checklist is a great tool to use in your store as it is a great reminder of things that need to be done to keep the practice looking inviting to customers.

Your new employee will now have completed their ninth week in your practice and you should have signed and dated the Observation Checklist. Your new employee should also have completed Visual Merchandising on ProLearn and they should have received the Floor Walk Checklist.

If some of the areas have not been addressed or the employee is not demonstrating the correct behaviours or skills go over those areas again until they understand and you can sign off on them being competent.

Training Tip:

During a quiet trading period do a role play that will incorporate numerous skills already learnt. Pretend that you are a customer who has just had an eye test and now needs glasses.

Have your new employee take you through the entire process as they would a customer.

Things to look for would include:

- Introduce themselves by name and use your name throughout process
- Asks lifestyle questions in a logical order to discover your needs and wants
- Narrows down selection by offering 3 appropriate choices
- Recommends multiple pairs based on needs discovered in questioning
 - Uses features, advantages and benefits to link products back to your needs
 - Attempts to close the sale

FLOOR WALK

This checklist is to be completed on a daily basis to ensure that your practice looks inviting to your customers. Ensure that you have written down who the task has been delegated to, the date it needs to be done by and then tick it off once it is complete.

		Delegated To	Date
Was the signage on or displayed?	<input type="checkbox"/>		
Are all team members wearing name badges?	<input type="checkbox"/>		
Have the floors been vacuumed?	<input type="checkbox"/>		
Is the store free of dust?	<input type="checkbox"/>		
Are product prices clearly displayed?	<input type="checkbox"/>		
Are frames free of finger marks?	<input type="checkbox"/>		
Is the counter free of clutter?	<input type="checkbox"/>		
Are there no gaps in the frame displays?	<input type="checkbox"/>		
Is the store free of clutter?	<input type="checkbox"/>		
Are the windows clean and free of dirt on the ledges?	<input type="checkbox"/>		
Are all lights on and functioning?	<input type="checkbox"/>		
Is the current promotion displayed?	<input type="checkbox"/>		

OBSERVATION CHECKLIST

WEEK 9

Observation (Manager to observe staff member)	Complete (please sign)	Date
Check that the 'Floor Walk' checklist is signed daily and filled out correctly		
Staff member has successfully adjusted a customers frame that had been fitting incorrectly		
Staff member has successfully adjusted a pair of progressive spectacles for someone who had been having trouble seeing clearly due to incorrect adjustment		
Staff member helps to initiate / promote 3 way handover by approaching optometrist when they exit testing room to offer assistance		
Staff member has demonstrated the 5 Steps to a Sale and is confident in each of the 5 steps		
Staff member has completed Visual Merchandising Guidelines on ProLearn		

WEEK 10

TOPICS TO COVER:

Future training requirements

Study Guides

ProVision training brochure

ProVision training calendar


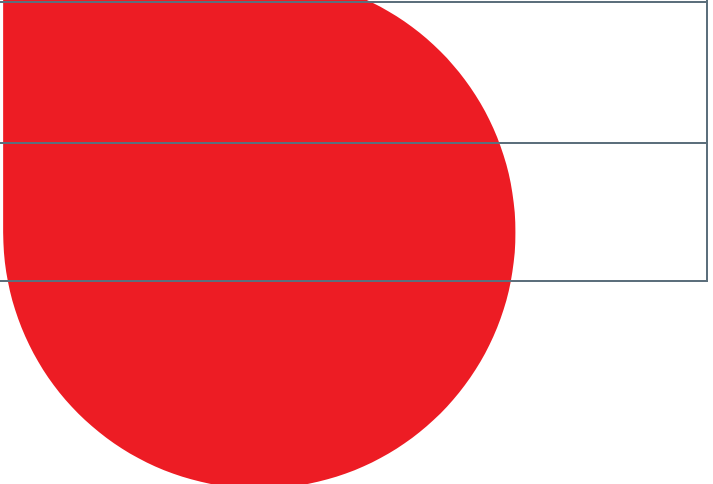
Your new employee has now officially finished the in-store and online component of the Induction Process. ProVision offers various courses that will add to and further develop the skills already learnt.

Sit down together and work out future training opportunities based on the needs of your new employee and the practice.

OBSERVATION CHECKLIST

WEEK 10

Observation (Manager to observe staff member)	Complete (please sign)	Date
Sit down with the staff member and allocate training dates with the staff member (Ensure staff member will stay for training outside of normal business hours)		

<p>EMPLOYEE NAME:</p>	
<p>POSITION:</p>	
<p>DATE OF COMMENCEMENT:</p> <p>INDUCTION COMPLETED BY:</p>	
<p>EMPLOYEE SIGNATURE:</p>	
<p>PRACTICE MANAGER'S SIGNATURE:</p>	

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Brooks, Clifford W. Essentials of Ophthalmic Lens Finishing, Missouri, Butterworth Heinemann 2003

Schramm, Katheryn. Dispensing Pediatric Eyewear, Woburn, Butterworth Heinemann 2000