So You Want to be an Employer?

Inn at Occidental of Sonoma Wine Country



Bullard Partners



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www.bullardpartners.com

How not to murder your employees

Inn at Occidental of Sonoma Wine Country



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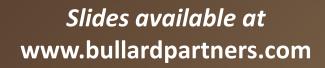


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Assumptions

- The need cannot be filled by hiring a company (e.g. landscaping service)
- This person will not be an independent contractor (e.g. innsitter)
- You have already decided to hire someone
- If a resident manager, he/she is an employee with "on-call" hours, each state has a different definition of if/how it is compensated





Generational Differences

Four generations in the workforce:

- Veterans before 1945
- Baby Boomers 1945-1964
- Generation X 1965-1980
 - Prefer informality and desire to seek work/life balance
 - Less respect for organizational hierarchy, fewer plan to stay with one company for the long term
- Nexters after 1980
 - More immediate gratification
 - Interested in frequent, smaller raises versus annual raise

Biggest issue – Conflict regarding acceptable work hours





Employee Requirements

If you have <u>ONE</u> or more employees you must be concerned with:

- Federal and State Payroll Withholding Regulations
- State Industrial Welfare Commission Orders (pay, OT, < 18, posters)
- Unemployment Insurance
- Workers' Compensation (classify properly)
- State Disability Insurance (unrelated to work)
- National/State Labor Relations Board
- Fair Labor Standards (minimum pay, OT, < 18)
- Occupational Safety and Health Administration (OSHA)
- Injury and Illness Prevention Program (California and ...)
- Family Temporary Disability Insurance Leave (California and ...)
- HIPAA, COBRA (CA), Veterans, Fair Credit, and more ...





Employee Requirements

If you have <u>FIVE</u> or more employees you must be concerned with:

- New Hire Reporting System submit new hire info (every state)
- Fair Employment and Housing (California) Discrimination, harassment, unpaid leave

If you have <u>FIFTEEN</u> or more employees you must be concerned with:

- Civil Rights
- Pregnancy Discrimination (and Disability in California)
- Drug-Free Workplace (only federal, state, DOT employees)
- Americans with Disabilities Act (ADA)





Employee Requirements

If you have <u>TWENTY</u> or more employees you must be concerned with:

- Age Discrimination (for those over 40 years of age)
- COBRA required by all employers

If you have <u>FIFTY</u> or more employees you must be concerned with:

- WARN Act notification of impending layoffs
- Family and Medical Leave Act
- Sexual Harassment Prevention Training
- Affirmative Action

This is by no means exhaustive, but provides a strong foundation





Job Application

- There are only certain questions you can ask
- Use a standard application, when possible, available online/office supply store
- "Trouble spots" to look for
 - Dates (or lack thereof) may show inability to keep a job
 - Titles make sure to look at responsibilities as titles can be inflated
 - Responsibilities do they match the title and industry
 - Experience question phrases such as "assist with", "had exposure to", etc.
 - Salary if provided, is there a progressive rise in pay
 - Grammar Does the applicant write well?
 - Education does it match the level of responsibility held
 - Overqualified Will they stay long-term? Willing to do all tasks assigned?





Compensation

- Determine pay period and pay day post it
- Overtime, typically responsible even if not pre-authorized
- Overtime, per week and/or per day
- Alternate work schedules
- Tax charts are available to do it yourself
- Have your bookkeeper or CPA/accountant calculate payroll
- Consider using a payroll service (e.g. PayChex, QuickBooks) will make tax payments on your behalf automatically





Paying an Employee

Payroll Tax	Employee Pays	Employer Pays
Federal Income Tax	X	
Social Security Tax	X	X
Medicare	X	X
Fed. Unemployment Ins.		X
State Income Tax	X	
State Disability Insurance	X	
State Unemployment Ins.		X
Workers' Compensation Ins.		X





Benefits

- Typically, the employer sets the benefits available
- Some states and even cities, may have minimum requirements
- Can include:
 - Health Insurance
 - Dental or Vision Coverage
 - Vacation Time
 - Sick Leave
- All employees are covered by Worker's Compensation for work related injuries and some illnesses





Employee Manuals & Posters

- Employee Manual
 - State B&B association
 - Local chamber
- Federal and State Posters (annual or more often)
 - Costco
 - Local Chamber
- Injury & Illness Prevention Plan
 - Insurance carrier









Posting an Ad

- Be clear in what the job requires
- Post a salary range that you are willing to pay, based on experience
- Some states will not allow posting of "English required/not required"
- Where to post?
 - Paper
 - **Craigslist.org**
 - Local online, e.g. www.WineCountyJobs.com
 - Local colleges
 - Word of Mouth, i.e. innkeepers and existing staff





Interviews

- Unless the candidate doesn't meet your minimal qualifications, you must interview him/her
- Develop a standard list of questions for each interview, don't deviate from this list
- Ensure questions are appropriate (www.management-advantage.com)

Acceptable	Subject	Not Acceptable
 If you are hired, can you show proof that you are over eighteen years old? If you are under eighteen years old, can you provide a work permit from your school? 	AGE	 How old are you? What is your birthday? When did you graduate from elementary or high school? Requirement for birth certificate or baptismal record before hiring. Advertisement using words like, "young," "girl," "boy," "college student," "retired person," etc.





Interviews

Acceptable	Subject	Not Acceptable
 Have you ever been convicted of a crime that may be related to this job content or responsibilities? 	ARRESTS OR CONVICTIONS	Any question related to arrest record
 If you are hired, can you furnish proof of your right to work in this country? 	ANCESTRY, BIRTHPLACE OR NATIONAL ORIGIN	Where were you born?Where were your parents born?How did you learn your languages?Do you have relatives in any other country?
Almost no pre-employment inquiry is acceptable.	MARITAL STATUS OR PARENTAL STATUS	 Are you single, married, divorced, separated, etc? What are the names and ages of your spouse & children? Where does your spouse work? Are you planning to have more children?





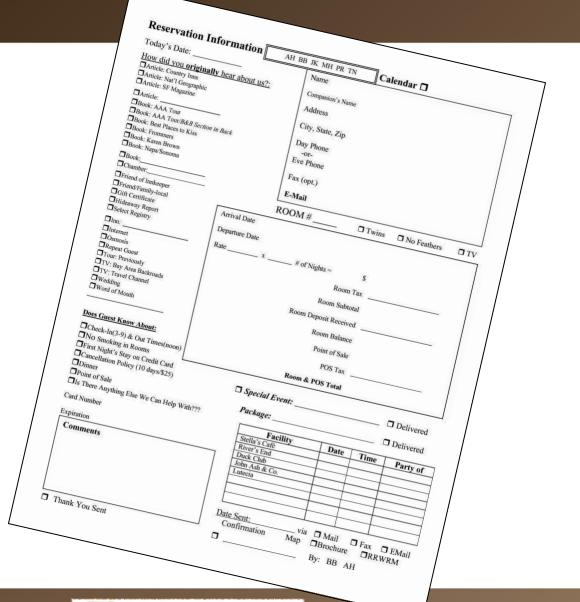
Acceptance/Training

- Complete W-4 (www.irs.gov/pub/irs-pdf/fw4.pdf)
- Complete I-9 (www.uscis.gov/files/form/i-9.pdf)
- Share job description, ask them to sign/accept it
- Establish a probationary period, to allow for termination if not right
- Orientation to timekeeping system
 - Explain break times (typically paid) and meal times (typically not paid)
- Orientation to job responsibilities
 - Never assume regarding expectations, roles, level of service
 - Shadowing another staff member
 - Strongly consider using checklists
- On-going training
 - Use job description as the template for an appraisal (e.g. 1-5 rating)
 - Spend a night at another B&B
 - Bring in outside experts





Training



Slides available at www.bullardpartners.com



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Training

JIVW: IICVIVUMY				
TV: Bay Area Backroads	Room Deposit Received			
□Wedding				
Word of Mouth	Room Balance			
	Point of	Sale		
Does Guest Know About:	POS Tax			
Check-In(3-9) & Out Times(noon)	DESCRIPTION IN THE STATE OF THE			
□No Smoking in Rooms	Room & POS T	otal		
First Night's Stay on Credit Card				
Cancellation Policy (10 days/\$25)	☐ Special Event:			Delivered
Dinner	- Promise and a			201110100
Point of Sale	Package:			
Is There Anything Else We Can Help With???	I meringer			Doniviou
	Facility	Date	Time	Party of
Card Number	Stella's Café			
Expiration	River's End			
expiración	Duck Club			
Comments	John Ash & Co.	Ĭ	(L)	
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Training

Initial Room Check Out In 1 2 3 4 5 6 7 8 9 10	Alarm
8 9 10	Candle/Match Fireplace Outside Towels 2 Robes Lights Alarm Candle/Match Fireplace Outside Towels 2 Robes Lights Alarm Candle/Match Fireplace Outside Towels 2 Robes Lights Alarm Candle/Match Fireplace Outside Towels 2 Robes Lights Alarm Candle/Match Fireplace Outside Towels 2 Robes Lights Alarm Candle/Match

You are the last eyes that see the room before the guests. You are taking responsibility that each room is

Here's the basics - you are looking for anything a guest would notice! Overall appearance when you walk in - all in place, cobwebs

- Chairs facing each other and cushions fluffed or turned over.
- Magazines in order, no strange publications.
- Postcards/clean comment card/lunch basket

- Bathroom: duckies, amenities right side up, towels, room spray facing front, TP folded, soap dish arranged, soap in shower. Closet: robes, sodas/waters. hangers look neat, pillows and blanket look tidy. Outside - deck chairs look arranged, no butts.



Slides available at www.bullardpartners.com

Discipline

During the course of employment, it is very likely that you will need to counsel an employee

- It is best to have a third person there to ensure there are no misunderstandings
- Discipline should be progressive, unless the offense is significant
 - Verbal
 - Written
 - Suspension
 - Termination
- It should be outlined in an employee manual with examples, where possible (e.g. stealing is grounds for immediate termination)





Exit/Exit Interview

More than likely, staff will leave before you do

- If they resign, ask for it in writing for documentation
 - You must provide the last check promptly (e.g. 72 hours in CA)
- If they are terminated, document the actions leading to it
 - You must provide the last check immediately (i.e. at time of termination)
- Attempt to complete an exit interview
 - Pre-printed list of questions or survey rankings in each area





Resources

- PAII
- State B&B Association (e.g. California has an Innkeeper's guide to the law)
- Local Chamber of Commerce
- State Labor Board
- IRS (just kidding)





Who is Bullard Partners?

We offer consulting services for innkeepers...

- Design and Renovation of Bed & Breakfast Inns
- Strategic Planning (what makes you unique and how to sell it)
- Customized Marketing Plans
- Recommendations on Existing Website and Marketing Efforts
- Project Management for Website Design and Development
- Operational Enhancements
- Obtaining a 4-Diamond Rating from AAA
- Manage Online Advertising Campaigns (e.g. Google, Yahoo, Bing)





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