

So You Want to be an Employer?

- Inn at Occidental of Sonoma Wine Country
- CABBI
- Bullard Partners

bill@bullardpartners.com

707-823-0350



Slides available at
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How not to murder your employees

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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

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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 ONE 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 ...

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Employee Requirements

If you have FIVE 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 FIFTEEN 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)

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Employee Requirements

If you have TWENTY 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 FIFTY 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

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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?

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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

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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

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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

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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



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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

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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
<ul style="list-style-type: none"> • 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? 	<p>AGE</p>	<ul style="list-style-type: none"> • 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
<ul style="list-style-type: none"> • Have you ever been convicted of a crime that may be related to this job content or responsibilities? 	<p>ARRESTS OR CONVICTIONS</p>	<ul style="list-style-type: none"> • Any question related to arrest record
<ul style="list-style-type: none"> • If you are hired, can you furnish proof of your right to work in this country? 	<p>ANCESTRY, BIRTHPLACE OR NATIONAL ORIGIN</p>	<ul style="list-style-type: none"> • Where were you born? • Where were your parents born? • How did you learn your languages? • Do you have relatives in any other country?
<ul style="list-style-type: none"> • Almost no pre-employment inquiry is acceptable. 	<p>MARITAL STATUS OR PARENTAL STATUS</p>	<ul style="list-style-type: none"> • 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

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Training

Reservation Information

Today's Date: _____

How did you originally hear about us?:

Article: Country Inns
 Article: Nat'l Geographic
 Article: SF Magazine
 Article: _____
 Book: AAA Tour
 Book: AAA Tour/B&B Section in Back
 Book: Best Places to Kiss
 Book: Frommers
 Book: Karen Brown
 Book: Napa/Sonoma
 Book: _____
 Chamber: _____
 Friend of Innkeeper
 Friend/Family-local
 Gift Certificate
 Hideaway Report
 Select Registry
 In: _____
 Internet
 Osmosis
 Repeat Guest
 Tour: Previously
 TV: Bay Area Backroads
 TV: Travel Channel
 Wedding
 Word of Mouth

Does Guest Know About:

Check-In(3-9) & Out Times(noon)
 No Smoking in Rooms
 First Night's Stay on Credit Card
 Cancellation Policy (10 days/\$25)
 Dinner
 Point of Sale
 Is There Anything Else We Can Help With???

Card Number _____
 Expiration _____

Comments

Thank You Sent

Calendar

AH BB JK MH PR TN

Name _____
 Companion's Name _____
 Address _____
 City, State, Zip _____
 Day Phone _____
 -or-
 Eve Phone _____
 Fax (opt.) _____
 E-Mail _____

ROOM # _____ Twins No Feathers TV

Arrival Date _____
 Departure Date _____
 Rate _____ x _____ # of Nights = \$ _____
 Room Tax _____
 Room Subtotal _____
 Room Deposit Received _____
 Room Balance _____
 Point of Sale _____
 POS Tax _____
 Room & POS Total _____

Special Event: _____ Delivered
 Delivered

Package: _____

Facility	Date	Time	Party of
Stella's Cafe			
River's End			
Duck Club			
John Ash & Co.			
Lutecia			

Date Sent: _____
 Confirmation _____ via Mail Fax EMail
 Map Brochure RRWRM
 By: BB AH

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<p><input type="checkbox"/> TV: Bay Area Backroads <input type="checkbox"/> TV: Travel Channel <input type="checkbox"/> Wedding <input type="checkbox"/> Word of Mouth</p> <hr/> <p><u>Does Guest Know About:</u></p> <p><input type="checkbox"/> Check-In(3-9) & Out Times(noon) <input type="checkbox"/> No Smoking in Rooms <input type="checkbox"/> First Night's Stay on Credit Card <input type="checkbox"/> Cancellation Policy (10 days/\$25) <input type="checkbox"/> Dinner <input type="checkbox"/> Point of Sale <input type="checkbox"/> Is There Anything Else We Can Help With???</p> <p>Card Number _____</p> <p>Expiration _____</p> <div style="border: 1px solid black; padding: 5px; min-height: 100px;"> <p>Comments</p> </div> <p><input type="checkbox"/> Thank You Sent</p>	<table style="width: 100%; border: 1px solid black;"> <tr> <td style="text-align: right;">Room Deposit Received</td> <td>_____</td> </tr> <tr> <td style="text-align: right;">Room Balance</td> <td>_____</td> </tr> <tr> <td style="text-align: right;">Point of Sale</td> <td>_____</td> </tr> <tr> <td style="text-align: right;">POS Tax</td> <td>_____</td> </tr> <tr> <td style="text-align: right;">Room & POS Total</td> <td>_____</td> </tr> </table> <p><input type="checkbox"/> Special Event: _____ <input type="checkbox"/> Delivered</p> <p>Package: _____ <input type="checkbox"/> Delivered</p> <table border="1" style="width: 100%; border-collapse: collapse; text-align: center;"> <thead> <tr> <th style="width: 40%;">Facility</th> <th style="width: 15%;">Date</th> <th style="width: 15%;">Time</th> <th style="width: 30%;">Party of</th> </tr> </thead> <tbody> <tr> <td>Stella's Café</td> <td></td> <td></td> <td></td> </tr> <tr> <td>River's End</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Duck Club</td> <td></td> <td></td> <td></td> </tr> <tr> <td>John Ash & Co.</td> <td></td> <td></td> <td></td> </tr> <tr> <td>Lutecia</td> <td></td> <td></td> <td></td> </tr> <tr> <td> </td> <td></td> <td></td> <td></td> </tr> <tr> <td> </td> <td></td> <td></td> <td></td> </tr> <tr> <td> </td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Date Sent: _____ via <input type="checkbox"/> Mail <input type="checkbox"/> Fax <input type="checkbox"/> EMail <input checked="" type="checkbox"/> Confirmation <input checked="" type="checkbox"/> Map <input type="checkbox"/> Brochure <input type="checkbox"/> RRWRM</p> <p><input type="checkbox"/> _____ By: BB AH</p>	Room Deposit Received	_____	Room Balance	_____	Point of Sale	_____	POS Tax	_____	Room & POS Total	_____	Facility	Date	Time	Party of	Stella's Café				River's End				Duck Club				John Ash & Co.				Lutecia															
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Training

Initial	Room #	Check Out	Check In							
	1			<input type="checkbox"/> Alarm	<input type="checkbox"/> Lights	<input type="checkbox"/> Towels	<input type="checkbox"/> 2 Robes			
	2			<input type="checkbox"/> Towels	<input type="checkbox"/> 2 Robes	<input type="checkbox"/> Alarm	<input type="checkbox"/> Lights		<input type="checkbox"/> Outside	<input type="checkbox"/> Hot Tub
	3			<input type="checkbox"/> 2 Robes	<input type="checkbox"/> Alarm	<input type="checkbox"/> Towels	<input type="checkbox"/> Lights			<input type="checkbox"/> Fireplace
	4			<input type="checkbox"/> Alarm	<input type="checkbox"/> Towels	<input type="checkbox"/> Lights	<input type="checkbox"/> 2 Robes			<input type="checkbox"/> Ivory Water
	5			<input type="checkbox"/> Lights	<input type="checkbox"/> 2 Robes	<input type="checkbox"/> Towels	<input type="checkbox"/> Alarm			<input type="checkbox"/> Candle/Match
	6			<input type="checkbox"/> Towels	<input type="checkbox"/> Lights	<input type="checkbox"/> Alarm	<input type="checkbox"/> 2 Robes			
	7			<input type="checkbox"/> 2 Robes	<input type="checkbox"/> Towels	<input type="checkbox"/> Alarm	<input type="checkbox"/> Lights			<input type="checkbox"/> Candle/Match
	8			<input type="checkbox"/> Lights	<input type="checkbox"/> Alarm	<input type="checkbox"/> Towels	<input type="checkbox"/> 2 Robes	<input type="checkbox"/> Lights	<input type="checkbox"/> Alarm	<input type="checkbox"/> Candle/Match
	9			<input type="checkbox"/> Fireplace	<input type="checkbox"/> Outside	<input type="checkbox"/> Towels	<input type="checkbox"/> 2 Robes	<input type="checkbox"/> Lights	<input type="checkbox"/> Alarm	<input type="checkbox"/> Candle/Match
	10			<input type="checkbox"/> Fireplace	<input type="checkbox"/> Outside	<input type="checkbox"/> Towels	<input type="checkbox"/> 2 Robes	<input type="checkbox"/> Lights	<input type="checkbox"/> Alarm	<input type="checkbox"/> Candle/Match
	11			<input type="checkbox"/> Fireplace	<input type="checkbox"/> Outside	<input type="checkbox"/> Towels	<input type="checkbox"/> 2 Robes	<input type="checkbox"/> Lights	<input type="checkbox"/> Alarm	<input type="checkbox"/> Candle/Match
	12			<input type="checkbox"/> Fireplace	<input type="checkbox"/> Outside	<input type="checkbox"/> Towels	<input type="checkbox"/> 2 Robes	<input type="checkbox"/> Lights	<input type="checkbox"/> Alarm	<input type="checkbox"/> Candle/Match
	14			<input type="checkbox"/> Fireplace	<input type="checkbox"/> Outside	<input type="checkbox"/> Towels	<input type="checkbox"/> 2 Robes	<input type="checkbox"/> Lights	<input type="checkbox"/> Alarm	<input type="checkbox"/> Candle/Match
	15			<input type="checkbox"/> Fireplace	<input type="checkbox"/> Outside	<input type="checkbox"/> Towels	<input type="checkbox"/> 2 Robes	<input type="checkbox"/> Lights	<input type="checkbox"/> Alarm	<input type="checkbox"/> Candle/Match
	16			<input type="checkbox"/> Fireplace	<input type="checkbox"/> Outside	<input type="checkbox"/> Towels	<input type="checkbox"/> 2 Robes	<input type="checkbox"/> Lights	<input type="checkbox"/> Alarm	<input type="checkbox"/> Candle/Match
	17			<input type="checkbox"/> Fireplace	<input type="checkbox"/> Outside	<input type="checkbox"/> Towels	<input type="checkbox"/> 2 Robes	<input type="checkbox"/> Lights	<input type="checkbox"/> Alarm	
	SC			<input type="checkbox"/> Fireplace	<input type="checkbox"/> Outside	<input type="checkbox"/> Towels	<input type="checkbox"/> All Kitchen	<input type="checkbox"/> Lights	<input type="checkbox"/> Alarm	

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

Here's the basics – you are looking for anything a guest would notice!

- Overall appearance when you walk in – all in place, cobwebs
- Check under bed and in drawers
- Chairs facing each other and cushions fluffed or turned over.
- Magazines in order, no strange publications.
- Postcards/clean comment card/lunch basket
- Outside – deck chairs look arranged, no butts.
- Closet: robes, sodas/waters, hangers look neat, pillows and blanket look tidy.
- Bathroom: duckies, amenities right side up, towels, room spray facing front, TP folded, soap dish arranged, soap in shower.

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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

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Resources

- PAIL
- 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)

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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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