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| **Make a business case**  Having employees is a substantial, but worthwhile, expense. In this section, consider the costs versus the benefits. |
| **The costs:**   * Wages * State payroll taxes * State unemployment taxes * Worker’s compensation insurance * Employee benefits   + Insurance?   + Paid time off?   + Meals/equipment?   **The benefits:**   * For example, increased revenue, higher productivity, expertise, etc. * As much as possible, quantify expected increased sales (number of additional memberships, % increase of retail products sold, etc.) |
| **Your core values**  What does your fitness business stand for? What qualities are most valuable to you in a team member? Document your core values here.  We’ve included a few examples below. Feel free to use some of these or add your own. Once you decide on your three to six values, write a sentence or two describing what this value means to you and your employees. |
| Community-driven  Respectful  Proactive  Committed to wellness  Humble  Helpful  Empathetic  Consciously evolving  Team-player  Creative  Innovative  Fun  Energetic |
| **Job descriptions and postings**  Each position, even if it’s only one person, should have a clearly defined job description and duties to ensure everyone’s needs are met.  Document your job descriptions here. We’ve included a template and some examples to get you started. |
| Short description:  Schedule requirements:  Compensation:  Detailed job expectations:  Ideal applicant description:  Next steps to apply:  ***Example front desk description and job posting: Yoga studio***  **(Short description)** We’re currently looking for yoga enthusiasts to work part-time at our front desk. This person will welcome students into the studio and will help set the tone for their experience.   **(Schedule requirements)** We’re looking to hire one to two people to work a minimum of 10 hours/week and a maximum of 30 hours/week with at least two shifts being during the week.   * Desk staff will work a fixed weekday schedule and alternate weekends * Desk staff will be required to work the days surrounding some of the major holidays * Candidates must be available to work at least two weekends per month: Saturdays & Sundays 10 AM - 1 PM * Candidates must be flexible and willing to work occasional workshops for an extra hour or two per month   **(Compensation)** $X/hour (to start), bonuses once a month, unlimited class membership, discounts on all workshops and retail.  **(Detailed job expectations)** The ideal candidate must be dependable, timely, diligent, self-motivated, confident, and great with people. Timeliness is key. Responsibilities include: signing in classes, selling packages and memberships, and taking quick and accurate payments. The job also entails:     * Light cleaning, including bamboo floor care, blanket folding, prop organizing, restroom upkeep, steam cleaning, sweeping leaves, etc. * Providing exceptional customer service * Managing inventory and selling both retail and classes (with incentives for doing so)   The job also entails using a computer, so technical proficiency is necessary. There will also be some light marketing work such as helping with fliers, signage in the studio, and social media pages.  **(Ideal applicant description)** The ideal applicant is a person who loves and lives yoga. They work well independently and are outgoing. They are customer-service oriented and are skilled at providing a high-quality experience for every person who comes into the studio. They’re skilled sales people, handle money and credit cards efficiently, and know how to connect with others. They are detail-oriented and are able to multitask without stress and strain.  The ideal applicant has 2+ years’ work experience in customer service and/or sales. Being aligned with our core values is a must <LINKTOCOREVALUES>.  (**Next steps to apply)** If you meet the above criteria, please contact us! To apply, send your one-page resume and a short email describing why you think you’d be a good fit for the job to the email provided. We’re only accepting applicants via email. |
| **Job application form**  Will you have a job application form? What do you need to include in your job application form? You can create this in Google Forms, Survey Monkey, or a similar free online service to help you simplify the application process.  Use this as a starting point and document each of your application fields here. |
| Name  Address  Phone  Email  How many hours per week are you willing to work?  What’s your schedule availability?  What’s your salary goal (circle)?   * Primary income? * Secondary income? * Pocket change? |
| **Interview questions**  A successful interview is much more than the questions asked and answered. Consider: Was the candidate timely? What was their body language like? How did they dress? These factors should have weight in your decision-making.  The following are potential questions to ask your candidates. Edit and make them your own, depending on the role and your business. |
| **Potential questions for all candidates:**   * Tell me about yourself. * Tell me what you know about our business. * Have you attended our classes? Which ones and what was your experience like? * What made you want to apply for this role? * Do you like working with people? * Tell me about your XXX history and experience. * How long would you like to work here? (Ideally more than a year) * Are you interested in workshops, subbing classes? * What is your preferred schedule? * When are you available to start? * Should you get hired here, are you interested in evolving into other roles?   **Potential questions for front desk staff:**   * Give me an example of a bad customer service experience in a former job; what happened and what you might do differently next time? * Give me an example of how you’re detail oriented and/or good at multitasking. * Role play: Here is our schedule and pricing. I’m going to pretend I’m a new student; what should I do? * In your opinion, why do customers come to our business? * A customer complains that a class was terrible, what would you do? * You are scheduled to leave at 2 PM, and your replacement doesn’t show up or a teacher no shows for a class. What would you do? * How many hours per week can you work? Can you work every other weekend, Saturday and Sunday? We organize the weekly schedule on a quarterly basis and the weekend schedule monthly.   **Potential questions for instructors/trainers:**   * Tell me about your teaching experience. Where did you get certified? How long have you been teaching? Where? Are you teaching anywhere currently? * Tell me what you like about teaching. * Tell me about your own workout regimen and fitness experience. * Give me an example of a bad teaching experience; what happened and what might you do differently next time? * Give me an example of how you deal with beginners. * Role play: I’m a beginner, and I’m nervous; what should I do? * A student complains to the studio that a class of yours was terrible; what do you do? * Give me an example of a great class, in your opinion. |
| **References**  Use this template to request references from your candidates. Prioritize professional references to confirm his/her/their work habits, customer service skills, and overall experience. |
| Professional reference:  Name:  Title:  Company name:  Phone number:  Email address:  May we contact this reference?  Professional reference:  Name:  Title:  Company name:  Phone number:  Email address:  May we contact this reference?  Professional reference:  Name:  Title:  Company name:  Phone number:  Email address:  May we contact this reference? |
| **Offer letter**  A written offer letter formally confirms the specifics of employment and ensures the candidate agrees to all terms. Use this template as a loose structure for your offer letter. |
| Job description:  Job title:  Starting date of employment:  Pay specifics:  Benefits information:  Acknowledgment of terms and policies (your employee handbook, if applicable):  Statement of at-will employment:  Acknowledgement of offer:  ***Example offer letter: Fitness class instructor***  Congratulations! We are thrilled to offer you a position as a group fitness instructor at Fitness Connection. Your experience and personality are a perfect fit.  As an instructor, you’ll be responsible for creating and teaching innovative classes, motivating and supporting clients, setting up and tearing down classes, greeting and engaging with clients, selling retail and classes when necessary, and communicating clearly and effectively with front desk and managerial staff.  As discussed, your starting date will be (DATE), and you will teach eight classes per week on a rotating schedule on Tuesdays, Thursdays, and Sundays. You’ll fill in on Saturdays, on occasion.  Your pay rate will start at $25 per class, and you will be paid bi-monthly. Direct deposit is available.    As an employee, you will receive unlimited classes and 30% off all retail products and apparel. You will also accrue paid sick time at one hour per 30 hours worked.  If you choose to accept this job offer, please sign this letter and return it at your earliest convenience.  With your signature, you’re acknowledging our core values. You also recognize that your employment with Fitness Connection is at-will. This means your employment is subject to termination by you or Fitness Connection, with or without cause, with or without notice, at any time. |
| **Documents and legal requirements**  You’ve hired an employee. Use this section to list everything you need your employees to sign and/or provide. That way, nothing will get missed.  **Important:** Use this section as a starting point. **Always consult with your lawyer to confirm all necessary documentation.** |
| Forms for *all* new candidates:   * Signed offer letter * Signed contract and employee handbook/policies   If considered an employee:   * W-4 * I-9 documentation     If considered an independent contractor:   * W-9 * Copies of insurance * Business license |
| **Training process**  Document the steps you will take to properly onboard a member of your team. Adjust and add to as needed. |
| * Receive signed forms/legal documents * Review job description and responsibilities * Review and reiterate employee policies * Introduce other team-members * Tour of the facility, including where additional equipment/cleaning products/merchandise backstock is stored * Set up MINDBODY logins and require completion of [MINDBODY Certification](https://mindbody.exceedlms.com/student/catalog) * Review clock-in and payroll procedures * Review of schedule/work hours * Provide keys (if applicable) |
| **Operations manual**  Your operations manual is a living, breathing document that outlines the day-to-day, business processes and policies employees need to know. Document them here. |
| * What are your opening procedures? Closing procedures? * How do you handle customer complaints/issues? * What is your [sales process](https://business.mindbody.io/education/guide/fitness-business-guide-perfecting-your-sales-process)? * What safety policies do you have in place? * What should happen in the case of an emergency? Do you have any specific procedures in place? * If you’re a MINDBODY customer, download a copy of our [Front Desk Handbook](https://content.mindbodyonline.com/sites/default/files/aBrandon/MINDBODY_StaffHandbook_Front_Desk.pdf) or include a link (if your operations manual is digital) for a robust menu of software how-tos. |
| **Employee policies/handbook**  Your employee policies/handbook includes information related to employee hours, payroll, benefits, and more. Document your employee-specific policies here. |
| * What are your hours of operation? * When and how should employees communicate with other members of your team? * What is your payroll schedule? * Do you have a promotion policy? If so, what is it? * What is your dress code? * How will you handle breaks? What happens if employees are late? How many tardies until they are on performance review and/or terminated? * What happens if employees are sick? * Are instructors/stylists/practitioners responsible for managing substitutions? What is the process to find a replacement if need be? * What kind of benefits will you provide (discounts, free classes and services, etc.)? * What are your sales expectations? Do employees get rewarded for reaching their goals? Are there consequences if they do not? * What are your policies regarding cell phone use? * What do you expect with respect to social media? |
| **Termination checklist**  As soon as an employee gives you notice, you should initiate the following tasks to help make turnover as simple as possible. Customize this checklist to your needs. |
| * Schedule last check deposit * Confirm keys, changing of alarm codes * Delete logins and access to everything * Schedule and conduct exit interview * Post job * Confirm training new hire, if applicable |
| **Exit interview questions**  Good exit interview questions will help you learn what you may want to correct for your business moving forward. There are no right or wrong answers; this is your employee’s opportunity to give their honest feedback. Add/edit the following to fit your needs. |
| * What’s the address you’d like your W-4 to go to at the end of the year? * Why are you leaving your job? * What did you like best about your job? * What did you like least about your job? * Do you have any recommendations for us? * Would you work for us again? * Would you recommend us to prospective employees? * Do you have any questions or additional comments?   During the exit interview, you’ll also want to be clear about what they can expect moving forward. For example:   * Your paycheck will be processed today and should deposit into your account about three days after your last shift. * Your access to MINDBODY and any other files and systems will be deactivated as of your last shift. * Your class pass and discounts will be deactivated as of your last shift, BUT we will put a 5-pack on your account as a thank-you for your employment and dedication to our studio with a one-year expiration. You will get an auto email confirming the dates. * If you are interested in rehire, contact the owner directly and keep an eye on our website and/or newsletter for hiring announcements. |

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