

PLANNING AND MANAGING YOUR CAREER PATH

OUTLINE

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Seeking Employment

Self-Assessment: Identifying Assets and Liabilities

Marketing Your Skills

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KEY TERMS

Job application

Letter of application


Portfolio

Resume

LEARNING OUTCOMES

Mastery of the content in this chapter will enable the reader to:

- Determine career goals
- Identify personal assets and liabilities for a job
- Identify legal considerations in hiring
- Explain the use of pre-employment testing
- Describe new employee orientation
- Determine desirable characteristics for a job you may seek
- Determine methods of marketing your skills
- Identify personal priorities for a potential job
- Develop a philosophy for massage therapy
- Identify factors to consider in salary negotiations
- Identify potential areas of employment
- Prepare data for job applications and interviews
- Identify potential interview questions

 Guidelines for the Learning Activities and answers to the Workbook questions are located on Evolve at <http://evolve.elsevier.com/Fritz/business>.

LEARNING OUTCOMES—Cont'd

- List suggestions for a successful interview
- Prepare an interview follow-up letter
- Explain how to advance on the job
- List hints for success in a job on the massage team
- Describe how to terminate a job
- Determine if you have the personality and skills to be self-employed
- Develop a business plan

A review is in order. The key ideas are summarized for each of the previous 17 chapters in the following paragraphs.

Chapter 1, *The Business of Massage Therapy*, emphasizes that business is business. There are overlapping themes in service businesses. For example, work in a dental office provides an excellent model, because the profession has systematically built a service concept based on prevention and regular maintenance care. Much can be learned by looking at this and other models for health service professions, but there is also something unique about massage. The business of massage has its own interesting and challenging business concepts. Chapter 1 introduced the idea of federal resources for business development and support.

Chapter 2, *Being a Professional*, dealt with the big picture and the small details. Inspiration, intention, and intuition were linked to the business process. The ideas of perception and gestalt can be abstract, such as a pattern of belief, or can be concrete, such as developing a logo that demands attention. Various approaches were used to describe massage therapy professional behavior.

Chapter 3, *Focus on the Client*, explained that a service business is client focused. It is about relationships. Relationships among people are complex and challenging. Communication is an art and science.

Chapter 4, *Legal and Ethical Issues in the Massage Professional Practice*, highlighted the roles for law, legislation, and ethics in dealing with clients and coworkers. Practice acts that regulate various professionals, including massage therapists, in most jurisdictions are in place to protect the public from harm and, in theory, support competent care. Legal matters are fairly concrete, and although open to interpretation, legislation is quite specific about what is acceptable and what is not. Ethical behavior is about relationships with yourself, peers or coworkers, other professionals, and clients. The code of ethics is based on principles of behavior. It is much harder to isolate ethical from unethical behavior than it is to differentiate legal and illegal behaviors.

Chapter 5, *Technology in the Massage Practice*, described how the massage therapist offers balance in the low-tech delivery of massage. Massage is slow, rhythmic, and nurturing, and it focuses on outcomes. There is a softness to massage, but there also is a technologic side that demands improvement of skills to make routine jobs much easier and more efficient. It is necessary to be at least minimally

technologically competent. Advances are making it easier to incorporate the time-saving advantages that technology can offer in the business environment.

Chapter 6, *Massage Business Office Design*, described how ergonomics and aesthetic facility design soften the hardness of the high-tech business environment. Personality takes the lead in designing the office, but the clients' preferences also must be considered. If you love red walls with purple dots and sitting on a pillow on the floor, you can use this design to decorate your office, but you should expect that some potential clients may go elsewhere. However, it is likely that you will attract clients with similar preferences for red, purple, and pillows. Professional offices usually have a simple design because a generic plan is most comfortable for most people.

Chapter 7, *Documentation*, addressed record keeping. Many massage therapists neglect the entire process of creating and maintaining efficient and effective record keeping systems. Unfortunately, if business problems occur, these charts, contracts, receipts, and client files will be required to solve the problems. Regardless of personal feelings and skills, this is an area that requires diligence.

Chapter 8, *Storage of Business Records*, described the necessity of archiving records in a way that permits easy retrieval. After the paperwork is generated, it must be safely stored.

Chapter 9, *Written Communication*, described the fundamentals of writing messages and letters. Written communications are important in business, and technology is increasing the need for proficiency in writing clear messages. E-mail has replaced much snail mail, and text messaging has become a major way to communicate. To avoid miscommunication, shortcuts and abbreviations should be eschewed in favor of proper spelling, grammar, and punctuation.

Chapter 10, *Telecommunications*, continued the theme of communication. The telephone remains the single most important communication device in the business office. Modern phone systems are smart. They can do almost everything from e-mailing and text messaging to taking pictures and videos. Smartphones support the concept of a virtual office, which is excellent for a massage therapist who is a sole practitioner and must do it all.

Chapter 11, *Appointment Management Systems*, addressed the need to accurately schedule clients because massage professionals are not able to double-book or

dovetail clients. A cosmetologist, for example, can do several tasks within the same time frame by moving from one client to the next during the wait times for services. While the color sits on the hair of one client, another can be under the dryer, and the stylist can be cutting hair. Massage therapists cannot multitask; each client requires total attention. Because of this, managing the appointment schedule is critical.

Chapter 12, *Marketing the Massage Therapy Business*, focused on getting and retaining clients. Marketing is about determining the needs of potential clients and then communicating how your massage skills are of value to them. Marketing, including advertising, is about informing, educating, and delivering services to clients. This requires understanding of how people perceive their world and their place in it and what you can do to make their lives better.

A successful business requires retention, retention, retention. Regular clients on a regular schedule are the hallmark of success, especially for self-employed massage therapists. One way to boost retention is to keep in contact with the client between appointments and to use incentives and persuasive methods that are compassionate and ethical to keep the clients coming for appointments. Clients who receive massage every week at the same time usually fall into the habit and schedule around their massage appointments. The remaining clients with appointments every 2 weeks, once each month, or on a random or as-needed basis need reminders and encouragement, which requires a recall system. Clients with irregular massage appointments need reminder calls, mailed notes, or e-mails.

Chapter 13, *Inventory Systems and Supply Ordering*, addressed the basic inventory of a massage business office. Running out of disinfectant or fresh linens is not good business. An inventory system can prevent this from happening.

Chapter 14, *Insurance Reimbursement for Massage Therapy Services*, delved into the details of money and where your business is going to get it. Money is an emotional and logical issue. The reason for being in business is to make money. If making money does not interest you, perhaps you should consider volunteer service. Money in return for massage services can be obtained through various forms of insurance. This can be profitable but complicated. Cash for services rendered is the simplest way to do business, but as massage therapy branches out into medical environments, it will be necessary to understand the insurance reimbursement process. Often, you will work for health professionals such as a chiropractor or physician, and the professional's office will handle the insurance billing, but you still need to maintain records in a way that supports the reimbursement process.

Chapter 15, *Accounting Concepts*, described procedures for business accounting. Typically, you will use a specialist such as an accountant or bookkeeper to help with these obligations, but you need to know how accounting is done

to ensure a good job is done. Accounts receivable (money you get), accounts payable (money your give), and what is left (profit) are the basis of accounting. If you are employed, your wages are part of the accounts payable. If you are the business owner, the profit is your paycheck.

Chapter 16, *Managing Money*, described relationships with money. Abundance, enough, not enough, and balance are fundamental principles of success. We want our massage careers to be abundant. Money is one factor in that abundance. There are many more indicators of abundance, such as the pleasure in watching someone relax after a bad day or a new parent learning how to massage her baby or comforting the elderly with compassionate touch. It is difficult to place a monetary value on these types of abundance. In Maslow's hierarchy of needs, survival needs can be based on having barely enough for ourselves, let alone anyone else. We have to be successful to help others. We can best share and serve from a position high on the hierarchy's triangle. Individual success achieved through ethical business practices and skilled massage delivery is the vehicle for having more than enough, and it can give us the opportunity to share that abundance with others.

Money is transferred from one place to another by cash exchange, credit exchange, third parties, such as a bank, and checks or debits. Massage therapists must understand these transfer methods and which forms to use for paying bills and employees.

Chapter 17, *Maintaining a Safe Work Environment*, was about being safe. Feeling safe is a parasympathetic process. Massage professionals must feel safe enough to provide a gentle, relaxing, and healing environment. There are specific government regulations to ensure public safety. Like good health, safety comes from being proactive.

By the time you read this chapter, you are probably close to completing a formal educational program or course of study for therapeutic massage and you might have passed your certification examination or other credentialing examination. Your thoughts are turning to career development. This chapter emphasizes the tasks necessary to market your skills as an educated and credentialed massage therapist. You may feel nervous about the prospect of taking a credentialing examination, finding a job, or beginning a private practice in massage. However, cultivating positive attitudes and taking time to reflect on career goals can help you get on track. This is the time when you can reflect on all the skills you have acquired and allow intention, intuition, and inspiration to guide you toward success.

EMPLOYEE OR SELF-EMPLOYED

You have a major decision to make at the beginning of your massage therapy career. Will you begin as an employee or be self-employed? The following information may help you determine the best starting point.

How old are you? Those younger than 25 years may be well served by first seeking employment, gaining experience, and settling into the career track. After 2 or 3 years of experience, you will have a foundation to become a business owner.

How organized are you? If you struggle with details, paperwork, and much of the information provided in this textbook and do not want to be responsible for business operations, it is better to be employed.

How financially stable are you? Employment offers reliable income, whereas beginning a business requires money for startup costs and time to develop a client base.

What are your family obligations? Employment may provide a more structured work schedule. When self-employed, you can make your own schedule to some extent, but you will work more hours because you must provide massage sessions and all business operations.

How confident are you about your massage skills? It takes time for all the information learned in school to settle into confidence while giving a massage. It takes about 5000 massage sessions before the skills become natural. That is 3 to 5 years of giving massage full time, which is about how long it takes for most people in any career to be good at what they are doing. Employment may offer an environment in which clients' expectations will this development to occur. The same case can be made for self-employment. Whatever path you choose to achieve excellence, you must do lots of massage sessions.

As an experienced massage therapist and educator, I suggest employment for those just graduating. The second option is a secure position as an independent contractor. Why? Because it is a solid place to start to build experience and confidence. Starting your own business is a good option if you have access to a network of referrals, such as your uncle who manages a golf resort; you have been a nanny and know lots of nannies and families who would like to have massage in their homes; or your Grandma's exercise group wants to add massage to their wellness plan. However you choose to start your career, the most important thing is that you begin. To be a massage therapist, you must do massage.

In this chapter, various aspects of being an employee are described, followed by exploration of the process of starting your own business. Many of the activities, such as developing a resume, are just as important for those who are planning on being self-employed as for those seeking employment. Employees must understand, support, and respect the many business obligations of employers.

SEEKING EMPLOYMENT

When you apply for various positions, your prospective employers will assume that you have completed your studies and obtained your credentials as a certified or licensed massage therapist. If you are self-employed and starting your

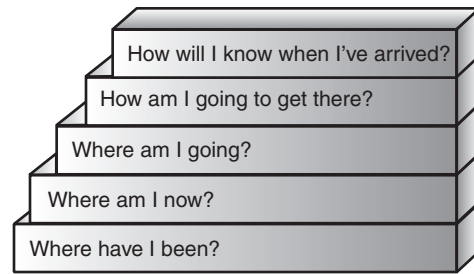


FIGURE 18-1. Job preparation ladder: questions to ask yourself when preparing for a job search. (From Finkbeiner BL, Finkbeiner CA: Practice Management for the Dental Team, ed 6, St. Louis, 2006, Mosby.)

own business, each client will have the same expectations. Employers and clients want certain skills in employees:

- Interpersonalsk ills
- Teamworks sk ills
- Verbal communication skills
- Critical thinking skills
- Technicalsk ills
- Computersk ills
- Written communications skills
- Leadershopsk ills

These skills can be learned and are therefore called hard skills. In addition to hard skills, you need to develop soft skills, such as value clarification, self-discipline, ethical behavior, positive attitudes, creativity, and anger and stress management. As you reflect on your hard and soft skills, you should analyze what they mean to your career path.

Before you venture into the job market as a massage therapist, you must identify your career goals. A career path is based on careful planning and preparation, but it can be altered by unexpected opportunities and luck. To begin preparation, you should ask yourself the series of questions shown in the job preparation ladder (Fig. 18-1). Prospective employers will put your resume on the top of the job application pile if you spend some time reflecting on each of these questions: Where have I been? Where am I now? Where am I going? How am I going to get there? How will I know when I have arrived? Before going to any job interviews, you should share your thoughts about these questions with peers or spend some time alone reflecting on them. Sharing and introspection can help you build confidence in your plans and goals for a career.

Where have I been? This question helps you to review your past and identify some of the reasons you arrived where you are now. It forms the foundation of your preparation ladder. Some individuals may find looking at the past depressing, whereas others may yearn for the comfort of the past. Regardless of the impact of your past,

reflection is worthwhile. Some personal information is confidential, and certain types of questions may not be asked during a job interview; however, it is wise to be prepared for questions about your past employment. For instance, if you have worked at several jobs in the past, you may be asked about your reasons for having changed jobs frequently. You should explain your job history honestly.

Where am I now? You need to reassure yourself about where you are in your career path. Where are you right now—completing a course of study in massage therapy, secure or insecure in a personal or family relationship, looking forward beginning your massage career soon, or waiting to begin your career sometime in the future? Knowing where you are at the present time enables you to continue on the career path.

Where am I going? This is a goal-oriented question that requires you to identify what you want to do. As you progress up the preparation ladder, you must stop to think about what you want in the near and the distant future. For some individuals, getting a job or beginning their business and gaining independence are their primary goals. For others, the job may be the means to a future goal. Obtaining a job now, gaining experience, and continuing with one's education may be several short-range goals that are needed to reach the ultimate goal, such as teaching or owning a massage clinic and spa. Regardless of your goals, you must realize that they may change; remaining flexible in your goals enables you to accept challenges along the way.

How am I going to get there? This question identifies the steps that must be taken to achieve your goals. For some, a job means independence or a sense of security and self-worth. For others who are pursuing additional education, a short-term job supports a return to school for advanced training in massage or cross-training in disciplines such as cosmetology or nursing.

How will I know when I have arrived? This is the top rung of the ladder. To answer this question, you must define what success means to you. For some people, the definition of success is always changing. Money, material goods, or a feeling of security and satisfaction can represent success. For others, the knowledge of service to others is the primary indicator of success. No one answer is correct for this question, and your response will likely be a combination of both ideas.

Taking time to prepare for your future career can influence a job interview. When an employer or office manager asks you to describe yourself, your background, and your career goals, you will be prepared. Simply saying, "Oh, I don't know. There isn't much to tell," indicates that you have not given your career much thought, and a potential employer may think you feel the same about employment (Box18- 1).

BOX 18-1 Preparing for the Future

If you watch future reports on television or read *Trend Letter*, *The Futurist* (The World Society publication), or current books (e.g., *The World is Flat: a Brief History of the Twenty-First Century* by Thomas L. Friedman), you will find comparable themes about the future. The following forecasts will affect massage therapy; it is possible to ask the "what if" questions with each:

- Knowledge will change dramatically, requiring that we all be dedicated learners.
- Knowledge will evolve from the intensity of the current information growth so that we will access content with meaning and applicability for our work.
- A power shift will occur toward health care because of the intensity of the developing knowledge and its use in making cost-effective decisions about care.
- The health care system must change to remain financially viable, and as employers limit health care coverage and genetics allow us to know more about how an individual would respond to treatment, a shift toward eliminating the current disparities is more likely to occur.
- The world will be seen increasingly as a continuum without borders that prevent trade and the exchange of inventions, including those related to health care.
- Technology will continue to revolutionize health care.
- Increasing diversity will result in more people who are older, more people moving to different parts of the country or the world, and a greater need for speaking two or three languages.
- People no longer will be satisfied with service; they will want an experience.
- There will be increased violence and, simultaneously, an increased expectation for civility.
- Stores will be very small or huge.
- Macromarketing (i.e., targeting masses) will be out; micro-marketing (i.e., targeting specific populations) will be in.
- Job security will be out; career options will be in.
- Competition will be out; cooperation will be in.
- Work will be sporadic.
- More people will be living with chronic diseases.
- More people will be overweight and consequently experience related diseases.
- Bioengineering will make possible interventions that currently do not exist.
- Emphasis on prevention will redirect care efforts.
- Work will be accomplished by teams.
- Everyone will need to be a leader.

Modified from Yoder-Wise PS: *Leading and Managing in Nursing*, ed 4, St. Louis, 2006, Mosby.

Self-Assessment: Identifying Assets and Liabilities

As you embark on your career path ask yourself what skills and characteristics you can bring to a client and to a prospective employer. Take time to write down your skills, strengths, and weaknesses with a prospective job in mind.

BOX 18-2 Desirable Characteristics for a Massage Therapist

- Promptness
- Initiative
- Dependability
- Creativity
- Flexibility
- Self-motivation
- Enthusiasm
- Honesty
- Sense of humor
- Good general health
- Willingness to accept change
- Goodli stener
- Willingness to work with a team
- Effective organizational skills
- Knowledge of automated equipment
- Use of proper language skills in verbal and written communications
- Attention odet ail

As you begin this exercise, you may find that you seem to concentrate on your weaknesses; this is not uncommon. Parents, teachers, and associates share criticism willingly, thinking it improves a person, but sincere praise may not be given as freely. Criticism may be so common that when praise is offered, it may be difficult to accept. Learn to accept praise, identify your positive characteristics, and develop your assets.

How do you begin? Identify your positive characteristics and your skills, and then identify your liabilities, but analyze how these weaknesses can be overcome. For instance, if you are prompt and seldom absent and you pay attention to details, you have characteristics that employers seek in an employee (Box 18-2). You may find it difficult to use a specific type of computer software, or you may have a problem remembering a specific massage method, but these skill deficiencies can be improved with experience. If a prospective employer asks about any weaknesses, you could explain that although you have had difficulty using a specific type of software used for client records, you would like to improve this skill and are willing to spend some extra time on your own to do so. This is a positive attitude that shows an interest in improving yourself, rather than an attitude of not caring.

Marketing Your Skills

A well-educated, experienced massage therapist with the appropriate credentials has valuable bargaining power for obtaining a job or potential client who requires these skills and provides adequate compensation. Stating that you are a graduate of a massage education program is a credible assertion; however, supporting this claim with valid data that demonstrates the positive effect you can have is likely to win

you the job or the client even though you are just beginning your career.

You need a caring, positive attitude about your professional abilities and should present yourself in a positive manner. It is your responsibility, however, to live up to the claims you make. Your skills, knowledge, investment in your education, and credentials are tools that can be used to achieve compensation similar to that of other allied health or business professionals with similar backgrounds and responsibilities. Most states require licensing to be able to practice massage. Obtaining licensing is a mandated requirement to be able to practice massage, but certification that is voluntary and measures skills beyond the minimum basic requirements is a valuable way to demonstrate to potential employers how dedicated you are to your massage career.

Career Priorities and Philosophy

Everyone dreams about the ideal job. However, many people are so excited to be given an interview that they take the first job offer without considering their goals, needs, and priorities. Before applying for a job or preparing for a job interview, decide what you need and want in a job and what your basic philosophy is about your career. Remember the power of intention.

Before seeking employment, you should determine your needs and clarify your life goals and a philosophy that is consistent with them. Unfortunately, it is common for newly graduated massage therapists to accept the first job offer with little consideration given to how his or her philosophy coincides with the philosophy of the prospective employer. Carefully evaluate yourself, and establish some realistic goals. Ask yourself the following questions: Are my professional, moral, and social values compatible with those of my prospective employer? What do I want to be doing in 5 years or in 10 years? How important are salary, hours, and location?

After you have written down your philosophy of life and enumerated your goals, remind yourself that these goals will change over time. You will reevaluate your philosophy as you gain confidence from your new experiences.

After you have reviewed the various factors involved in job selection, decide your top five priorities for a job, and then rate each job offer. A decision-making grid such as the one shown in Table 18-1 may be helpful for this purpose. The job offers are listed in the left vertical column, and the priorities are listed across the top. Starting on the left, the priorities are given a point value based on your personal needs. Each job is evaluated, and the points totaled. If a tie occurs, other characteristics can be added.

You may need to do more than one or two interviews to find the job that satisfies your goals, needs, and priorities. It can take a while to find the best fit, but remain steadfast in your job search.

TABLE 18-1 Job Decision-Making Grid

JOB OFFERS*	PRACTICE ENVIRONMENT (6) [†]	SALARY (5)	BENEFITS (4)	LOCATION (3)	CHALLENGE (2)	HOURS (1)	TOTAL (21)
Job offer no. 1							
Job offer no. 2							
Job offer no. 3							

*Instructions: Assess your priorities for each job offer by placing the point value you feel fits for each category. The totals in the last column will give you an idea about which job offer best fits your priorities.

[†]Maximum possible point values are given in parentheses.

Determining Your Worth

What is worth? There are many definitions, but the ones most appropriate to this discussion are the *total value of something* and *to be deserving of something*. The concept of worth in business often translates into a service such as massage therapy or a product such as a self-massage tool being exchanged for money. Many determine their worth by how much money they make. Understand that your worth—your value—is much larger than what can be measured by money.

Some factors can limit the amount of money that can be earned by doing massage. For example, you cannot do more than 25 to 30 1-hour massage sessions per week on an ongoing basis without harming yourself. If you are being paid based on the number of massage sessions performed, then there will be a cap on income. Income can be increased by doing such a good job that the employer will increase the amount paid per massage or increase the hourly wage. The amount earned doing massage is determined by what the client base is willing or able to pay. A client base with an annual income of more than \$100,000 is able to pay more for massage services than a client base with an average annual income of \$30,000. When you understand these economic limitations, you can appreciate that you may never get paid what you are worth if money is your only measure. Fortunately, there are other measures of worth, such as knowing that you have made someone's pain easier to tolerate or helping someone have the mobility and strength to be able to take care of themselves. Knowing that a person can better endure chemotherapy for cancer treatment when receiving a massage, watching a young mother and father bond with their infant by using massage, and calming someone who is grieving cannot be measured in money, but it is a large part of a massage therapist's worth. Money earned is important, but it is not the only compensation for massage therapy.

Although many elements may be considered important in deciding whether to accept a job offer, for most people, salary and benefits need to be primary factors in job selection. However, money should not be the only determining factor. Working just for the money will not support the inner path of service most massage therapists desire. There needs to be a balance.

You do deserve to make an income that reflects your responsibilities and the value you bring to the business. The difficulty often arises when an employer asks you during an interview what salary you expect. You need to prepare yourself for this question and not say, "Oh, I don't know. What have you paid your other massage therapists?" You need to have a firm understanding of the cost of living in your area, the comparable salaries for similar responsibilities and educational attainment, the local and national salary data available for reference, and what you are worth in terms of your skills and knowledge. The following discussion provides ideas for formulating a benefits and salary package that could reasonably be suggested to a prospective employer. Box 18-3 lists several benefits that are commonly offered to employees.

Salary is often a difficult subject to bring up, but it must be discussed openly before you accept a job. You need to know the beginning salary, how salary increases are obtained, and when salary increases are awarded. An employer must expect to pay a fair salary that is based on education, experience, credentials, and merit performance. The salary should be competitive with other professionals who have equal responsibilities, but it should be cost-effective so that the employer can afford to pay the amount offered.

The economic factors of massage therapy vary widely across the country, depending on the specific position, the responsibilities, and the geographic location. Massage therapists who have a formal education, management skills, and appropriate credentials may receive significantly higher salaries. The U.S. Government Bureau of Labor Statistics is a reliable source of salary information (Box 18-4).

When salaries are discussed, care must be taken to determine that all factors related to the salaries compared are the same. Some dollar value must be given to each of the benefits to determine the total salary and benefits package. Determine whether the job responsibilities are equitable. Education, experience, credentials, and performance evaluations are factored into the salary. Some value is placed on job environment. No skilled massage therapist should be making a salary that does not reflect an honest respect for the individual's productivity.

It is wise to ask for a contract or an employment agreement that verifies in writing the conditions of employment. These conditions may include the salary scale, an explanation



SELF-REFLECTION

With each employment possibility, ask yourself the following questions:

Do I possess the skills needed to be productive?

Have I proved I have done this job elsewhere? If so, how successful was I at this job, and what problems did I encounter? Did those problems help me develop new skills and insight, or will they likely be stumbling blocks again?

If I have not already done this job elsewhere, is there enough evidence to suggest I have the necessary skills and that I am very likely to succeed in this job?

Even if I possess the skills, am I sufficiently motivated, and do I have the energy level and self-confidence to do the job? What evidence is there to support this?

Will I be dedicated, conscientious, fair, hard working, determined, and give 100%, or will I be distracted, drop the ball, be absent or late frequently, or otherwise not measure up to employability standards?

Am I sufficiently interested in this type of job to be motivated to do a good job and make a contribution?

Will I stay long enough to make a contribution after the expense and time that is invested in training me for the position?

Will I fit in and be a team player? Is there evidence to support this?

Will I be a positive influence on coworkers, or will I gossip, hurt morale, or talk down about others or the company?

Will I fit in with the environment—attitudes, values, personality, and personal style?

Will I be easy or difficult to manage? Is there evidence to support this?

Will I follow and support organizational policies and procedures?

How will I take direction?

Will I support organizational changes?

Will I fit in with the existing style of management?

Is the salary range of this job compatible with my salary history?

Is what I want to earn reasonable based on the ranges of salaries (low to high) paid in the massage profession?

of the merit performance evaluation, and the required probationary period.

EMPLOYMENT OPPORTUNITIES

The massage therapist can choose from myriad opportunities for potential employment, ranging from a small solo practice to a medium-sized spa to a large multidisciplinary

BOX 18-3 Potential Job Benefits

- Dress allowance
- Retirement plan
- Health insurance
- Profit sharing
- Child care
- Membership in professional organizations
- Travel and expenses for professional meetings
- Special bonuses for holidays or production achievement

health care clinic. According to the Occupational Outlook Handbook, 2008-09 edition, from the U.S. Bureau of Labor and Statistics (<http://www.bls.gov/oco/ocos295.htm>), massage therapists work in an array of private and public settings, including private offices, spas, medical and physical therapy clinics, chiropractor's offices, hospitals, nursing homes, fitness centers, sports medicine facilities, airports, and shopping malls. They also travel to clients' homes or offices to provide a massage. It is not uncommon for full-time massage therapists to divide their time among several different settings, depending on the clients and locations scheduled.

Teaching massage is another career opportunity. Although you are not ready to teach immediately on graduation, teaching can be a future career goal. Numerous private massage schools, career schools, colleges, and universities have developed occupational educational programs that include massage therapy. Qualifications for teachers vary from state to state. The following are recommended qualifications that meet or exceed most state requirements:

- National certification by the National Certification Board for Therapeutic Massage and Bodywork or equivalent exam or licensure
- Completion of all legal requirements for practice in the jurisdiction
- Minimum of 2 years of professional experience, best defined by at least 2000 documented hours of professional massage experience; 5 years or 5000 hours is a better base of experience
- Professional affiliation with one of the professional organizations
- Teaching experience or active involvement in learning instructional strategies
- Ability to use and interpret the textbooks and present generic material (as opposed to teaching based only on personal style)
- Associate's or bachelor's degree in a related field

There are many more possibilities. Therapeutic massage is one of the careers paths that can be found in many environments. Unlike dental assistants, who must be employed with dentists, massage therapists are working in dental offices, gyms, and race tracks (horses and people); with midwives; for corporations; in wellness programs, at street fairs; with

BOX 18-4 U.S. Bureau of Labor Statistics Occupational Employment and Wages for May 2007

31-9011M Massage Therapists

Massage customers for hygienic or remedial purposes.

Employment estimate and mean wage estimates for this occupation:

Employment (1)	Employment RSE (3) (% Error)	Mean Hourly Wage	Mean Annual Wage (2)	Wage RSE (3) (% Error)	
45,920	3.2%	\$19.39	\$40,330	2.3%	
Percentile wage estimates for this occupation:					
Wages	10%	25%	50% (Median)	75%	90%
Hourly wage	\$7.69	\$11.18	\$16.76	\$24.74	\$34.06
Annual wage (2)	\$16,000	\$23,240	\$34,870	\$51,460	\$70,840

(1) Estimates for detailed occupations do not sum to the totals because the totals include occupations not shown separately. Estimates do not include self-employed workers.

(2) Annual wages have been calculated by multiplying the hourly mean wage by a “year-round, full-time” hours figure of 2080 hours; for those occupations in which there is not an hourly mean wage published, the annual wage has been directly calculated from the reported survey data.

(3) The relative standard error (RSE) is a measure of the reliability of a survey statistic. The smaller the relative standard error, the more precise the estimate.

From <http://www.bls.gov/oes/current/oes319011.htm> (accessed June 2009).

traveling musicians; and with athletes, babies, and veterans in rehabilitation.

**SELF-REFLECTION**

What do I want to do? What will it take to do it?

Experienced Massage Therapist needed for a busy clinical office. Must be nationally certified with qualifying school credentials. Able to work flexible hours, days, and be able to multi-task. Call (123) 456-7890 or mail resume to: Luke Fritz, 204 E Nepessing Rd, Lapeer, MI 48446.

FIGURE 18-2. Job advertisement for a clinical massage therapist.

Where do you begin to find employment opportunities? After surveying some of these potential areas of employment, where do you begin looking for the right job? Many prospects are available, and several different avenues may be used.

School Placement

The school placement office or faculty members often are notified of job opportunities in the area. Instructors frequently know employers who are interested in hiring new graduates, and they also know their students' qualifications and abilities. Most schools spend considerable time and effort obtaining information about potential job opportunities, and they take pride in placing their graduates.

Newspaper Advertisements

Local and out-of-area newspapers have classified sections of jobs available (Fig. 18-2). Advertisements in the classified section state the qualifications required and other details about the job. Many traditional newspapers now deliver the production line (Fig. 18-3).

In composing a letter of application and a resume to reply to an ad, remember that although first impressions are not

SPA Massage Therapist: Interested in a position in a SPA working with other SPA professionals? Our SPA is growing and needing to hire another massage therapist with at least 2 years of experience, state certification, and massage insurance. Forward your resume to: PO Box 204, Lapeer, MI 48446

FIGURE 18-3. Blind ad for a spa massage therapist.

necessarily the most accurate, they often are the most influential. A little more initiative is required of the applicant to construct a resume than to pick up the telephone and call for an interview. The letter of application and the resume give the prospective employer an opportunity to evaluate the applicant's keyboarding skills, communication skills, and neatness.

Employment Agencies

Free and private employment agencies are available. Most states provide an employment service, and applicants may register with this service without charge.

Private employment agencies, which are service enterprises, provide many good job opportunities but charge a

fee. Before registering with an employment agency, always check its reputation. This can be done locally or through the National Employment Association in Washington, DC. After selecting a reputable agency, the applicant should find out about testing and placement procedures.

Professional Organizations and Journals

Massage therapy professional organizations frequently maintain employment placement services. State and national professional journals usually have classified sections devoted to job offerings for massage therapists. Many of these jobs offer unique opportunities, possibly even relocation. State and local massage associations often allow new graduates to post their contact information in the association's newsletters or journals free of charge.

Internet and World Wide Web

The Internet is a group of computers connected all over the world that allows people to communicate with each other. For instance, on the Internet you can obtain information about companies that employ massage therapists worldwide.

Many Web sites are available (e.g., www.jobweb.com, www.monster.com, www.resumemachine.com, www.hotjobs.yahoo.com) that can provide information for your job search or allow you to post your resume. These links are annotated on the Evolve Web site (<http://evolve.elsevier.com/Fritz/business>).

Personal Networks

Networking is a process of identifying and establishing a group of acquaintances, friends, and relatives who can assist you in the job search process. This approach is one of the best strategies for finding a job. Some studies have shown that as many as 80% of jobs are obtained through some form of networking. Friends, relatives, business associates, local massage therapists, and schools offer myriad contacts that may lead to a job opportunity. If a friend is leaving a job and

knows you are interested in the same area of employment and are available for work, a good recommendation from your friend is always welcome.

How do you go about networking? If you have a part-time job or have had a clinical rotation in an office while a student, let the employer or other staff members know that you are ready for a full-time position. If these individuals know you are interested in a full-time job, they can talk with friends in the community about your skills and often can serve as an excellent reference for you. Contact your local Chamber of Commerce. The link is annotated on the Evolve Website (<http://evolve.elsevier.com/Fritz/Links>).

GETTING THE JOB

Several steps must be taken between the determination of your goals and choice of employment and the time you begin work. The steps include career preparation planning, searching for job information, writing the letter of application, creating a personal resume, preparing for the interview, completing a job application, participating in the interview, touring the facility and meeting the staff, and following up on the interview (Fig. 18-4).

Preparing a Letter of Application

The *letter of application*, or cover letter, has three basic goals: to arouse interest, to describe your abilities, and to request an interview. The letter of application should be kept to a single page, including the date and the closing signature. Every effort must be made to customize this letter and to express your philosophy, motivations, and character in a less formal format than the resume. This letter may be the most important business letter you ever write (Fig. 18-5A).

AROUSE INTEREST

In the opening, introduce yourself to the prospective employer and include a brief description of your personal qualifications. This opening essentially gives you the

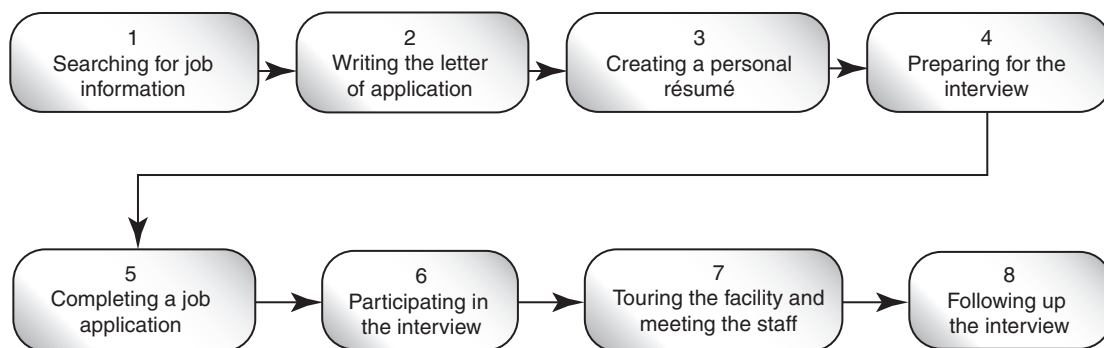


FIGURE 18-4. The career planning process. (From Finkbeiner BL, Finkbeiner CA: Practice Management for the Dental Team, ed 6, St. Louis, 2006, Mosby.)

opportunity to promote yourself. The letter should make the reader interested enough in your skills and abilities and to grant you an interview.

Example 1: “The position you have advertised in the Any Town News sounds challenging. My diploma in massage therapy and my credential as a national certified massage therapist have provided me the skills necessary to perform the job well.”

Example 2: “Your employment announcement posted on my school bulletin board calls for a massage therapist who is interested in applying the latest concepts in the spa industry. My education at School XYZ has provided me with these skills.”

Example 3: “Your employment announcement calls for a massage therapist who is interested in learning how to integrate massage into the chiropractic practice. My education at School XYZ for the past 2 years has provided me with these skills.”

In each of these cases, the applicant lets the prospective employer know that she or he is interested in the position and believes that she or he has the skills needed for the job. Notice that each paragraph is reader oriented.

DESCRIBE YOUR SKILLS AND ABILITIES

The second paragraph of the letter should describe your skills in more detail. It should also call attention to your enclosed resume, curriculum vitae, or data sheet (discussed in the next section).

Example: “In August of this year, I will graduate from School XYZ. I will have completed courses in therapeutic massage, including specialized training in spa services and hospice care. I completed 300 hours of clinical practice in the local community. I had taken courses in accounting, management, business communications, and computers before entering the Massage Therapy Program. While in school, I worked part time as a receptionist in a day spa that offer massage.”

This brief description includes an overview of basic skills. Further details about the skills and the dates of education and work experience are included in the attached resume.

REQUEST AN INTERVIEW

Because the purpose of a cover letter is to obtain an interview, you should ask for the interview directly.

Luke Fritz, MT, NCTMB
 2050 Leisure Lane, Lapeer, MI 48446
 (123) 456-7890 / leisurelymassage@hec.com

October 20, 20xx

Jana Larke
 222 Relaxation Drive
 Your Town, State 00000

Dear Ms Larke:

I am writing this letter in response to your need for an entry-level massage therapist. Given my excellent capabilities and training, I am confident you will find me an ideal candidate for this position. I would greatly appreciate your consideration. My resume is enclosed for your review.

I am trustworthy, competent, well-trained, and personable, and will dedicate myself to providing your clients with a quality massage experience. I also have advanced skills obtained from my clinical training. A graduate of the Health Enrichment School, I am currently working as a massage therapist at Sherri's Hair Salon in Lapeer. With my clinical education and relevant experience, I believe you will be very pleased with my performance.

I appreciate your time in reviewing my credentials and thank you in advance for your consideration. I look forward to speaking to you and setting up a time for an interview and demonstration of my skills. Please feel free to contact me anytime at (123) 456-7890.

Sincerely,

Luke Fritz, MT, NCTMB


A

FIGURE 18-5. A, Letter of application for an entry-level position as a massage therapist. © This letter template is posted on Evolve at <http://evolve.elsevier.com/Fritz/business>.

(Continued)

Quality Service
Customer Satisfaction
Welcoming and Friendly

☆☆☆☆☆



Luke Fritz, MT, NCTMB
2050 Leisure Lane, Lapeer, MI 48446
(123) 456-7890 / leisurelymassage@hec.com

Objective: To obtain a massage therapy position for an active massage practice that will enable me to use my skills and learn from others within the massage environment, while providing excellent patient care.

Professional Experience:

Sherri's Hair Salon, Lapeer, MI	Massage Therapist	June 2007 – Present
Perform chair massages on a diverse population focusing on neck and shoulder techniques. Conduct open therapeutic massages to promote and generate new business. Review calendars and schedule appointments for massage therapists and hair stylists according to availability.		
Provide massage services to clients using safe, appropriate, and effective massage techniques. Perform client health history and update before each session; ascertain precautions/contraindications for massage before each session. Explain procedures and applied techniques appropriate to client needs and preferences. Observe client reaction to massage and modify as necessary. Solicit feedback and respond accordingly. Document all sessions performed according to established guidelines.		
Other responsibilities include maintaining client confidentiality; maintaining sensitivity to age- and gender-related issues during all client interactions; reporting any unusual client interactions to supervisor immediately; scheduling and maintaining of appointments; assisting in collection of fees; consulting with appropriate treatment staff regarding treatment plans when necessary.		
Detroit Marathon, Detroit, MI	Massage Therapist	October 2007 and 2008
Perform chair massages on a diverse population focusing on neck and shoulder techniques. Provided warm-up and cool-down massage for athletes competing in the Detroit Marathon. Assessed the needs of each athlete individually and selected the appropriate treatment. Invited to be the "Official Massage Coordinator" for future Detroit Marathon events.		
Health Enrichment Center, Lapeer, MI	Student Massage Therapist	August 2006-June 2007
Performed chair massages, focusing on neck and shoulder techniques.		

Education: Health Enrichment Center, Massage Therapy Diploma, 720 Credit Hours, June 2007

Certification: National Certification Board for Therapeutic Massage and Bodywork

B

FIGURE 18-5, cont'd B, Personal resume to accompany the letter applying for an entry-level position as a massage therapist. ☹ This resume template is posted on Evolve at <http://evolve.elsevier.com/Fritz/business>.

Example: "Please give me an opportunity to discuss my qualifications with you. My telephone number is 616-999-2041."

Box 18-5 presents a list of action verbs that can be used to describe your activities. General guidelines for creating a cover letter are provided in Box 18-6. Figures 18-5 and 18-6 show letters of application submitted by two applicants with different backgrounds.

Contacting an Office by Telephone

If you have been informed of a job opening by an instructor or a friend, time may not allow you to write a letter of application; in such cases, a telephone call is required. This situation requires a different approach from writing a letter.

First, place a call to the office, and indicate to the individual receiving your call who you are and why you are calling. Second, explain how you learned about the position. Third, if the job is available, ask for an interview.

Whether you plan to send a letter of application or decide to contact the office by telephone, you must prepare a resume to enclose with the letter or to take with you to the interview.

Creating a Resume

A *resume*, personal data sheet, or personal history should be prepared to accompany the letter of application or to take with you to the interview. A resume is a marketing tool, and the product is you. The objective is to capture the attention

BOX 18-5 Action Verbs

Accomplish	Overcame
Achieve	Participate
Active in	Perfect
Assist	Perform
Attain	Persuade
Attend	Place
Brought about	Plan
Communicate	Prepare
Complete	Present
Conduct	Print
Contribute	Process
Cooperate	Produce
Coordinate	Program
Counsel	Propose
Create	Prove
Demonstrate	Provide
Design	Publicize
Generate	Realize
Form	Receive
Found	Recognize
Graduate	Recommend
Head	Recruit
Implement	Reevaluate
Improve	Refine
Increase	Regulate
Initiate	Represent
Install	Restore
Instruct	Review
Interview	Schedule
Kept	Secured
Lecture	Serve
Led	Setup
Maintain	Simplify
Manage	Sell
Mediate	Spearhead
Motivate	Staff
Observe	Streamline
Obtain	Substitute
Operate	Train
Order	Transform
Organize	Update
Originate	Validate

of the reader and maintain the person's interest. From the employer's point of view, the resume is a time saver because it gives a quick account of what you have done, what you can do, and what your goals are. A resume needs to be a brief, well-documented account of your qualifications. A simple resume is best suited for those who are entering the job market or who have limited work experience. Your objective is to be granted an interview; you therefore want to impress the reader with a resume that is a concise, positive presentation of your abilities and qualifications.

When preparing your resume, it is best to create the document in a word processing program on the computer

BOX 18-6 Guidelines for Writing a Letter of Application

1. Create a professional letterhead that includes vital data, including your full name, address, telephone numbers (i.e., home, cell, and fax), and your e-mail address if you have one.
2. Use standard business letter format.
3. Use personal stationery made of quality bond paper; do not use your current employer's stationery.
4. Make sure your spelling, grammar, punctuation, and capitalization are correct. If you are composing your letter on a computer, always use the spell checker.
5. Avoid opening with "My name is ____." Your name is on the letterhead and in the closing signature line.
6. Keep the letter short, usually three to four paragraphs. Put details in the resume.
7. Limit the letter to one page.
8. Address the letter to a specific person. Never address an application letter "To Whom It May Concern." Take time to find out the name of the employer. If it is not available, use "Dear Doctor" or, if the letter is going to a larger organization, "Dear Human Resources Manager."
9. Put the employer's needs first by making the letter "you" oriented; avoid "I" statements.
10. Send an original letter for each application. Do not send photocopies.
11. Do not copy a letter of application from a book. Make your letter representative of your personal characteristics.
12. Consider mailing your letter and resume in a large envelope so that it will stand out from the more commonly used no. 10 envelopes on the employer's desk.

From Finkbeiner BL, Finkbeiner CA: *Practice Management for the Dental Team*, ed 6, St. Louis, 2006, Mosby.

and then save it for future reference. Most software provides several optional templates that allow you to create a professional personal letterhead and a matching resume. You want to get the attention of the prospective employer when the person reads the letter, so take time to create an attractive, professional image through your stationery. After the letter has been completed, create several original copies. If this is not possible, try to obtain the finest quality copy possible from a commercial printer. You should keep a copy to take when going for an interview. Your resume should be designed with the following suggestions in mind:

- Put yourself in the position of your prospective employer. Try to determine the qualities the person may be seeking and emphasize these qualifications.
- Be as impressive as possible, but do not deviate from the truth. This is not the time to be shy and modest. You must tell the reader what you can do; no one else will do it for you.
- Review the material carefully to make sure you did not forget anything. An overlooked item may be just the one the employer is seeking.

Marsha Schaffer, MT, NCTMB

2050 Leisure Lane

Lapeer, MI 48446

(123) 456-7890 / leisurelymassage@hec.com

October 20, 20xx
 P O Box 2589
 Grand Rapids, MI 49502

To Whom It May Concern:

Please accept my resume in response to your position advertised in the *LA View News*. This position is of great interest to me because you are seeking someone with experience and your position is within a growing spa business.

You will find me a qualified candidate who has successfully completed several spa technique courses, including Healing and Sacred Stone Massage and Spa and the Massage Therapist. I am also certified by the National Board.

I am trustworthy, competent, well-trained, and personable. My skill set includes the ability to provide deep tissue massage. A highly motivated individual, I am also very interested in increasing my knowledge in the field. The next class that I intend to take is Hydrotherapy for Spa Techniques.

I look forward to hearing from you concerning your available position and hope to arrange an interview in the near future. You may reach me by calling in the evening at (123) 456-7890. Thank you for your time and your consideration.

Sincerely,

Marsha Schaffer

Enclosure

Phone: (123) 456-7890

A

FIGURE 18-6. A, Letter of application in response to a blind advertisement for a spa massage therapist. ☹ This letter template is posted on Evolve at <http://www.evolve.elsevier.com/Fritz/business>.

Box 18-7 presents some hints for writing a resume. Every resume should have certain types of information, including career objective, personal data, qualifications, experience, and education. Optional areas may include objectives, affiliations, and references. The arrangement of and headings for this information can vary, depending on the person's work experience, education, and goals. It is wise to select a standard format and emphasize sections in which you have the greatest assets. Regardless of the format selected, there are do's and don'ts for creating an effective resume (Box 18-8).

PERSONAL DATA

Personal data include the following:

- Full name
- Address
- Telephone number
- Fax number and e-mail address (if you have one)

CAREER OBJECTIVE

The career objective section lets the reader know about your current career goals.

Example: "Career Objective: A position as a massage therapist with opportunities to use my clinical, technical, and human relations skills within the wellness setting."

You may also list your long-term goals in the objective:

Example: "Career Objective: A position as a massage therapist in a pain management clinic, with long-range goals of developing and managing a massage therapy department."

EDUCATION

Be sure to include relevant information about your educational background. List all colleges and universities attended and the date you graduated (list most recent schools first).

Marsha Schaffer, MT, NCTMB
 2050 Leisure Lane, Lapeer, MI 48446
 (123) 456-7890 / leisurelymassage@hec.com

Objective	To obtain a massage therapist position in a spa business that will utilize my maturity, experience, and passion for the massage profession, as well as encourage and motivate continuing education.		
Experience	2007-present	Hillsdale Massage Clinic Massage Therapist	Hillsdale, MI
	2005-2007	Jordan Chiropractic Association Part-Time Massage Therapist	Grand Rapids, MI
	2004-2005	Road House Grill Dining Room Hostess	Grand Rapids, MI
Education	July 2006	Healing and Sacred Stone Massage Health Enrichment Center, Inc.	Lapeer, MI
	June 2006	Sports Massage Therapy Education Destinations, Sandy Fritz, Lecturer	Lapeer, MI
	2004-2005	Massage Therapy Program Health Enrichment Center, Inc.	Lapeer, MI
Credentials	NCTMB	National Certification Board	
	ABMP	Associated Bodywork and Massage Professionals	
	CPR	American Heart Association Certificate	
References	Provided upon request.		

B

FIGURE 18-6, cont'd B, Personal resume to accompany the letter applying for the spa massage therapist. © This resume template is posted on Evolve at <http://www.evolve.elsevier.com/Fritz/business>.

List diplomas or degrees, awards, scholarships, and special achievements. Courses that you took when completing the massage therapist program may be listed (e.g., science, fundamental massage procedures, advanced massage procedures, adaptive massage application for outcome-based treatment plans within a clinical practice, professional etiquette).

WORK EXPERIENCE

A chronologic resume begins with your most recent job and includes dates of employment, name and address of employer, position held, and a brief description of the job. Summer and part-time jobs may be lumped in a single category; however, if work experiences have been limited, you may want to list them separately. Box 18-9 describes the advantages and disadvantages of a chronologic resume.

If your work experience is more recent than your education, the work experience should be listed before your education. At this point in your career, work experience is of greater value to a prospective employer than your education.

OPTIONAL AREAS

If you have participated in school or community activities or received awards or honors, this information could be valuable to the prospective employer, and it should be included. Activities and hobbies are optional but can indicate that you are a well-rounded individual and get along well with others. List professional and other affiliations.

References are provided on request and not before the personal interview. Be prepared with the names, addresses, and telephone numbers of at least two people who are willing to verify your abilities and skills and one person who can provide a character reference. If your work experience has been limited, list instructors or clinical supervisors who can evaluate your abilities. Always obtain the individual's permission to use his or her name as a reference and be sure that person is willing to give you a good recommendation.

Do not give information on the resume that may be detrimental to you. Details can be given when you are

BOX 18-7 Hints for Preparing a Resume

- Use all of the layout, formatting, and finishing techniques available to you.
- Use headings that allow the reader to find information easily.
- Be succinct.
- Use a spell checker.
- Make the resume easy to read (e.g., print size, font styles, arrangement of information).
- Put your education and experience information in chronological order.
- Use sufficient white space to avoid a cluttered look.

interviewed. At the interview, be prepared to discuss your weaknesses honestly, confidently, and in a way that puts you in the best light. Figures 18-5B and 18-6B show how resumes were designed to accompany the letters in Figures 18-5A and 18-6A, respectively.

Completing the Job Application Form

The type of therapeutic massage position for which you are applying determines the detail and complexity of the application form. The *job application* form is a series of questions requesting comprehensive data about you and your past education, work, and professional experience. It often may require you to complete a narrative statement about yourself and give the reasons you are seeking a particular job. You may have the opportunity to complete the application form before arriving for the interview, or you may be asked to complete the form when you arrive. Figure 18-7 presents an example of an application used for private practice.

Regardless of the job for which you are applying, you must keep several things in mind when completing the application form:

- If possible, try to obtain two forms, one to use as a working copy and the other to submit to the employer.
- Before entering data on the application form, read through the application thoroughly and avoid asking unnecessary questions. The application form often is used as the first employment test. It tests your ability to follow directions.
- The directions may indicate that the form can be typed or written. If you are required to complete the form in your own handwriting, it may be another test of neatness, and it gives the employer a sample of how well or poorly you write.
- Answer all the questions. If the question does not relate to you, write N/A (not applicable) or draw a line through the question. The employer then realizes you have read the question and have not overlooked it.

BOX 18-8 Creating an Effective Resume**DO**

- Emphasize your qualities and experience
- Substantiate your educational and experience qualifications to justify the abilities you claim
- Be clear and concise in your descriptions
- Choose a format that is easy to read
- Be consistent in using the format

DO NOT

- Include on the resume the date the resume was written
- Include a physical description of yourself (e.g., height, weight, age)
- Include race or religion
- Mention your health status
- Include salary information (unless specifically requested; then include it in the cover letter)
- Use abbreviations or acronyms that may not be understood

BOX 18-9 Advantages and Disadvantages of a Chronologic Resume**ADVANTAGES**

- Highlights titles and company names, which is advantageous when the names or titles are relevant or impressive
- Highlights consistent progress from one position to another
- Highlights length of time in each organization

DISADVANTAGES

- Readily shows gaps in the work history
- Shows frequent job changes
- Does not show the most impressive or relevant work experience first if it is not the most recent

- Be truthful when answering interview questions. Dates, names, and places need to be accurate. Make a list of your former addresses, schools, family names, and references to take along when going for the interview. It is better to have the information available even if it is not needed. Be sure that no discrepancies exist between your reported date of birth and your age. If you are residing at a temporary address, be sure to give a permanent address. Be particularly careful with spelling. A small pocket dictionary is a great item to take along as a handy reference.

**LEARNING ACTIVITY**

Obtain three different job applications. Request the forms from various business managers. Make sure to explain why you are asking for the forms. Then fill them out.

EMPLOYMENT APPLICATION				
All information listed on this application will be considered and handled as personal and confidential. Please write or print legibly.				
AN EQUAL OPPORTUNITY EMPLOYER				
This employer provides equal opportunity to all persons without regard to handicap, race, color, religion, sex, age, or national origin.				
Name:			Date of application:	
Address:	City:	State:	Zip:	
Home phone:	Cell phone:	Social security number:		
GENERAL INFORMATION				
Position applied for: _____				
Available to work <input type="checkbox"/> Full-time <input type="checkbox"/> Part-time <input type="checkbox"/> Temporary				
Date available to start work: _____				
Are you over 18 years of age <input type="checkbox"/> Yes <input type="checkbox"/> No Will transportation be a problem for you? <input type="checkbox"/> Yes <input type="checkbox"/> No				
If you are not a U.S. Citizen, do you have the right to work in the United States? <input type="checkbox"/> Yes <input type="checkbox"/> No				
Have you ever been convicted of a felony? <input type="checkbox"/> Yes <input type="checkbox"/> No				
(A conviction is not an automatic bar to employment. Each case will be considered on its own merits.)				
Does body odor bother you? <input type="checkbox"/> Yes <input type="checkbox"/> No				
EDUCATION				
	Name and address of school	Major/degree/ certification(s)	Number of years completed	Did you graduate?
High school				
Community college				
4 Year institution				
Vocational				
Other (specify)				
Describe specialized training, apprenticeship, skills, seminars, courses, extra-curricular activities				

FIGURE 18-7. Application form for employment.

(Continued)

The Interview

PREPARING FOR THE PERSONAL INTERVIEW

The day you receive a response from a prospective employer, you will be elated to know that someone is interested in your qualifications after reviewing the resume and now wishes to meet you in person. This elation is immediately followed by

a feeling of fear—fear of the unknown. You may or may not know anything about the prospective position, but you do know yourself. The following suggestions can be used to prepare for an interview.

Learn about the employer. After you have identified business to which you are interested in applying, spend time learning more about the office or clinic, its mission, and its

SKILLS					
Task	Circle One		Task	Circle One	
Keyboarding WPM	Yes	No	Stone Massage	Yes	No
Bookkeeping	Yes	No	Craniosacral Therapy	Yes	No
Computer Operations	Yes	No	Reflexology	Yes	No
Handling Group Insurance	Yes	No	Essential Oil Therapy	Yes	No
Have you used insurance software?	Yes	No	Pregnancy Massage	Yes	No
Other(s): Describe					

EMPLOYMENT RECORD
Beginning with your current employer, please list your work experience over the past 10 years.
You may include pertinent volunteer activities.

Name of Employer		Start Date	End Date
Address	Phone	Start Salary	End Salary
Job Title	Supervisor	Phone	
Duties			
Reason for Leaving			

Name of Employer		Start Date	End Date
Address	Phone	Start Salary	End Salary
Job Title	Supervisor	Phone	
Duties			
Reason for Leaving			

Name of Employer		Start Date	End Date
Address	Phone	Start Salary	End Salary
Job Title	Supervisor	Phone	
Duties			
Reason for Leaving			

FIGURE 18-7, cont'd

vision. Find out about its reputation and how it treats its employees. This can be done in several ways:

- Ask friends, relatives, and acquaintances what they know about this business.
- Check the office or clinic Web site if one is available.
- Search Web sites to identify professional memberships.

- If you are a student, consult with local professional contacts or school faculty.

For the interview, wear something that looks business-like. You may have a new outfit that you would like to wear but cannot decide whether it is the proper choice. If you question whether an outfit is right, do not wear it. Wash

REFERENCES		
Name	Address	Phone

EMERGENCY CONTACT		
Name	Relationship	
Address	Phone	Alt. Phone

DUTY PERFORMANCE

Are you able to perform the essential duties of the position for which you are applying, either with or without reasonable accommodations? Yes No

If yes, please indicate what type(s) of reasonable accommodations are needed:

In this course of making an employment decision, this employer makes it a practice to verify with previous employers information such as dates of employment, description of job duties, attendance records, reason for leaving, etc. If there are any employers you do not want us to contact, please indicate their names below and reasons why:

I understand that if I am employed and if any statement herein is not true, I may be released immediately, I will be paid only through the day of release, and this employer may cancel any rights to accrued benefits.

Date Signature

FIGURE 18-7, cont'd

your hair, and style it so that it feels comfortable and looks good on you. A light amount of makeup can be worn, but do not wear a perfume. Personal appearance is an important part of the interview, and it is prudent to follow the old adage: First appearances are lasting ones. You may know all the answers and have a lot of skill, but you must win the approval of the employer before you will have an opportunity to display your skills. Take your professional uniform, and be prepared to give a massage if requested. This is a common practice when interviewing for massage positions.

The day you receive the call for the interview, write down the time, place, and name of the interviewer. Prepare the materials to take with you to the interview. These should include a ballpoint pen, a pencil, an eraser, a small

spiral notebook, a pocket dictionary, and a copy of your school transcripts and your resume. In the notebook, list many of your outstanding characteristics that you wish to bring to the attention of the employer, a list of questions you hope to cover during the interview, and the names, addresses, and telephone numbers or e-mail addresses of your references.

It is common for a massage therapist to provide a sample massage session. This can occur at the time of the interview or be scheduled later. Be prepared by having your massage table, supplies, and uniform available. You do not want to say that you are not able to do the massage.

Depending on the type of job for which you are applying, you may want to take a *portfolio*, which is a compilation of

samples of your experience. If you are applying for a massage therapist position, a portfolio can include the following:

- Letters you have written, which show your writing style
- Copies of diplomas and certificates from education
- Pictures of you providing massage

Preparing a portfolio and presenting it during the job interview allows you to show what you can do rather than merely talk about it.

NAVIGATING THE PERSONAL INTERVIEW

Plan to arrive a few minutes early at the office. Your first contact may be with the office manager. The office manager plays an important role in the office, and it is important to be friendly and courteous to this person. You may want to introduce yourself by saying, “Good morning, I am Jennifer Ellis (use your own name!), and I have a 10:30 appointment for an interview with Ms. Randle.” The office manager will acknowledge you and may ask you to complete an application form similar to that shown in Figure 18-7. After the form is completed, the office manager may review your resume and application and will escort you to meet Ms. Randle. If you are not introduced, take the time to introduce yourself by saying, “Good morning, Ms. Randle, I am Jennifer Ellis.” At this point, you will be asked to be seated, and the interview will begin. Look directly at the interviewer, and respond to the questions clearly and distinctly; do not be evasive. An evasive answer leaves doubt in the interviewer’s mind.

The applicant should be responsive and answer in complete sentences. Box 18-10 provides suggestions about things to avoid during an interview. Box 18-11 provides a series of commonly asked interview questions.

After the series of questions, salary and job responsibilities are discussed. If the salary the employer offers you is lower than you are willing to accept, you may reply that you had hoped to start at a higher salary but that you are willing to accept an opportunity to demonstrate your ability and value to the practice. This undoubtedly will result in further discussion, and you should be prepared to give firm answers about what you will accept. You should inquire whether any benefits are included that can offset the lower salary.

After an interview that included many of the questions in Box 18-11, an applicant, Jennifer Ellis, was offered an acceptable salary, although it was lower than her initial request. She replied, “I feel I have the skills you need, and it is going to save you a great deal of time in not having to teach me about all the technical skills. I would be willing to start at the lower salary if you will explain to me what the total salary scale is and how I will be evaluated for salary raises. I would like the opportunity to advance by merit or production, because I am certain you will be pleased with my ability and production in your office.” Ms. Randle explained the numerous benefits and outlined the salary system to Jennifer. Salary is not the primary aspect of the job, but you must be

BOX 18-10 Missteps to Avoid in a Job Interview

- Being too aggressive
- Talking about salary and hours immediately
- Chewing gum
- Lacking enthusiasm
- Lacking a neat appearance
- Using little or no eye contact
- Appearing preoccupied
- Using poor grammar
- Being vague
- Wearing too much makeup
- Lacking curiosity

BOX 18-11 Commonly Asked Interview Questions

INITIAL QUESTIONS

- How did you learn about this position?
- Are you familiar with our office?
- Why are you interested in this practice?
- How would you describe yourself?
- Why do you think you are qualified for this position?

INTEREST IN THE JOB

- Are you currently employed? If so, does your current employer know you are seeking a new position?
- Why do you want to change jobs?
- What do you consider the ideal job for you?
- What are your long-range and short-range goals?

EDUCATION

- What formal education have you had?
- Why did you choose to study massage therapy?
- What was your academic average when you were in school?
- What do you consider your greatest strength? Your greatest weakness?

EXPERIENCE

- Have you ever been fired or asked to resign from a position?
- Why did you leave your previous job?
- Which duties performed in the past have you liked the best? The least? Why?
- Why should I hire you?
- What salary do you expect?

able to earn enough to support yourself and not eliminate some of the more enjoyable things in life. The benefits of a job often outweigh the basic salary, so do not overlook this aspect in your assessment of the offer.

OTHER FORMATS FOR INTERVIEWING

Some employers like to have team interviews, in which several members of the staff who will work with you participate in the interview. A team interview in a private practice setting involves three or four people. Although this type of interview may sound intimidating, it may not be. Pay attention to the individuals’ names as they are introduced so that you can later refer to them by name. Listen carefully, and answer questions succinctly, giving your attention to the individual

who asked the question. Make eye contact with all participants if the question or statement is meant for the group.

Working Interview

An employer may use the working interview format to assess an applicant. The employer will invite you for a day of work at the office, for which some form of compensation is prearranged. This is an opportunity to observe the office activity, and it can give you a sense of how well the office is organized.

Virtual Interview

Virtual interviews are not common in small massage practices, but some situations may warrant them. For example, if you are applying for a job in Torrance, California, at a large spa, and you live in Biltmore, New Jersey, it may be feasible to conduct a virtual interview. Rather than having you fly to California for the interview, the spa staff conducting the interview makes arrangements for you to go to a facility that has a teleconferencing center. This allows the interviewer from California to see you, and you can see the interviewer.

Careful planning must be done in advance of the virtual interview. Many people become nervous when they are going to be videotaped, but a virtual interview is a two-way system that allows you to communicate with the other person as if you were in the same room. You still greet the interviewer warmly and with a smile, just as you would in person. Sit in the chair provided, and avoid nervous habits. Try to forget that the camera is present, and concentrate on the interviewer and the questions. Avoid wearing black, gray, or white, because they do not come across well on camera. Avoid wearing jewelry that is distracting or that makes noise.

INTERVIEWING THE INTERVIEWER

During interviews, you are collecting information to help you decide which position to take. Practice integrating questions into a dialog so that the questions appear information based and conversational. Asking intelligent and relevant questions demonstrates that you are aware of the importance of understanding the position being sought. Consider asking employers the following questions:

- Please describe the duties of the job for me.
- What kinds of assignments may I expect the first 6 months on the job?
- Are salary adjustments geared to the cost of living or job performance?
- Does your company encourage further education?
- How often are performance reviews given?
- What services are in the development stage now?
- Do you have plans for expansion?
- What are your growth projections for next year?
- Have you cut your staff in the past 3 years?
- How do you feel about creativity and individuality?
- Do you offer flextime?

- Is your company environmentally conscious? In what ways?
- In what ways is a career with your company better than one with your competitors?
- Is this a new position, or am I replacing someone?
- What is the largest single problem facing your staff (department) now?
- May I talk with the last person who held this position?
- What is the usual promotional time frame?
- Does your company offer single or dual career-track programs?
- What do you like best about your job (company)?
- After the probation period is completed, how much authority will I have over decisions?
- Has there been much turnover in this job area?
- Do you fill positions from the outside or promote from within first?
- What qualities are you looking for in the candidate who fills this position?
- What skills are especially important for someone in this position?
- What characteristics do the achievers in this company seem to share?
- Is there a lot of team or project work?
- Will I have the opportunity to work on special projects?
- Where does this position fit into the organizational structure?
- How much travel is involved in this position?
- What is the next course of action? When should I expect to hear from you, or should I contact you?

CONCLUDING THE INTERVIEW

An interview is not a lengthy process, and it often is terminated with a tour of the office. Do not be overly flattering to the staff, but thank them for their time before you leave. You may not receive a job offer during the interview, because the employer may have other applicants to interview. However, you may inquire about when the employer anticipates arriving at a decision. Do not be discouraged if you do not get the job. Each interview is a learning experience, regardless of whether it produces a job offer.

FOLLOWING UP THE INTERVIEW

A follow-up letter (Fig. 18-8) should be written 1 or 2 days after the interview. This is an indication to the interviewer that you are interested in the position, and it may make you a priority applicant.

The follow-up letter does not have to be long. It restates your interest in the job and mentions some of the facts that interested you about the position.

Another type of follow-up may be necessary if you have not had a reply from the prospective employer. If the job is still available and you are interested, it is permissible to call the interviewer 1 or 2 days after the interview. A telephone call lets the interviewer know of your continued interest; however, too many telephone calls can be annoying.

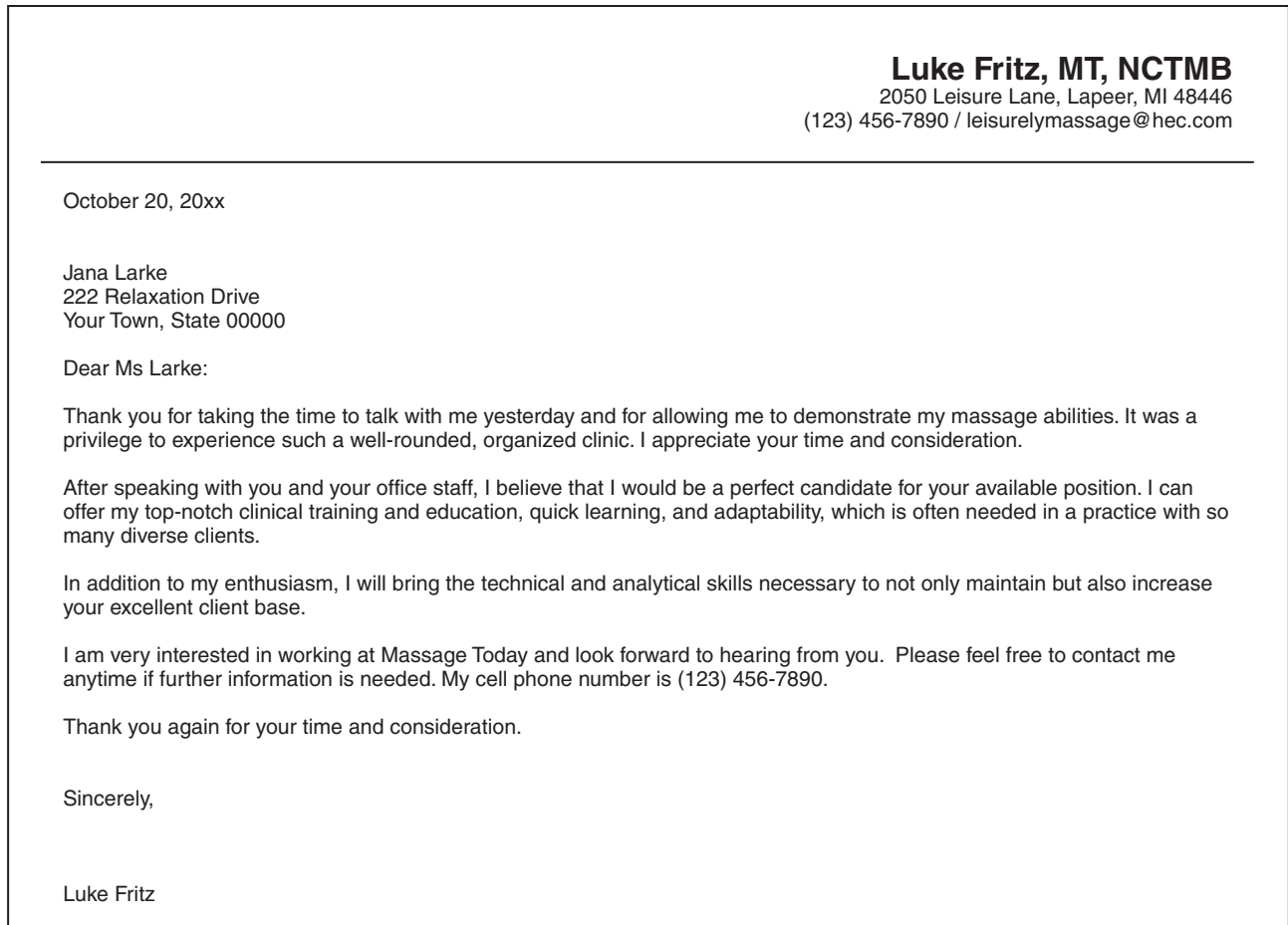


FIGURE 18-8. Follow-up letter. © This letter template is posted on Evolve at <http://www.evolve.elsevier.com/Fritz/business>.

If you decide later that you are not interested in the position, you should send a letter explaining your decision. This is thoughtful, and a time may come when you find yourself in a position to go back to this employer.

If you are called and offered the position and you accepted the offer, you should send a letter to formalize your acceptance (Fig. 18-9). Be sure to include your understanding of important details such as starting salary and start date.

KEEPING THE JOB

Regular self-evaluation is necessary to retain your position and clients. Client retention is a key to success. People often carefully evaluate themselves before they are hired but may become careless after working for a time.

Do not become negligent about evaluating yourself. You are constantly in the public eye and must maintain a good image in your employer's office. After you have obtained the position, you must maintain your skills and acquire new ones. You should promptly join a professional organization for massage therapists, which offer information about educational activities in relevant techniques.



SELF-REFLECTION

How do I behave when I am interviewed? Do I get nervous or defensive? Do I become shy and withdrawn, or am I comfortable? How would I feel if I had to interview someone? Do I act like an interrogator? Friend? Boss? Peer?



LEARNING ACTIVITY

Go to the local Chamber of Commerce, and ask if there are managers who would interview you for a nonspecific job. Do the same thing with some cooperative local business owners and managers. You can find these individuals at service organizations such as the Lions Club or Kiwanis. Practice interviewing or being interviewed by a fellow student or friend.

Professional Etiquette

Learning and remembering the names of your immediate associates should not be difficult. If the staff is large, learning the names of those not in your immediate department may be more difficult. Learn the names as quickly as possible.

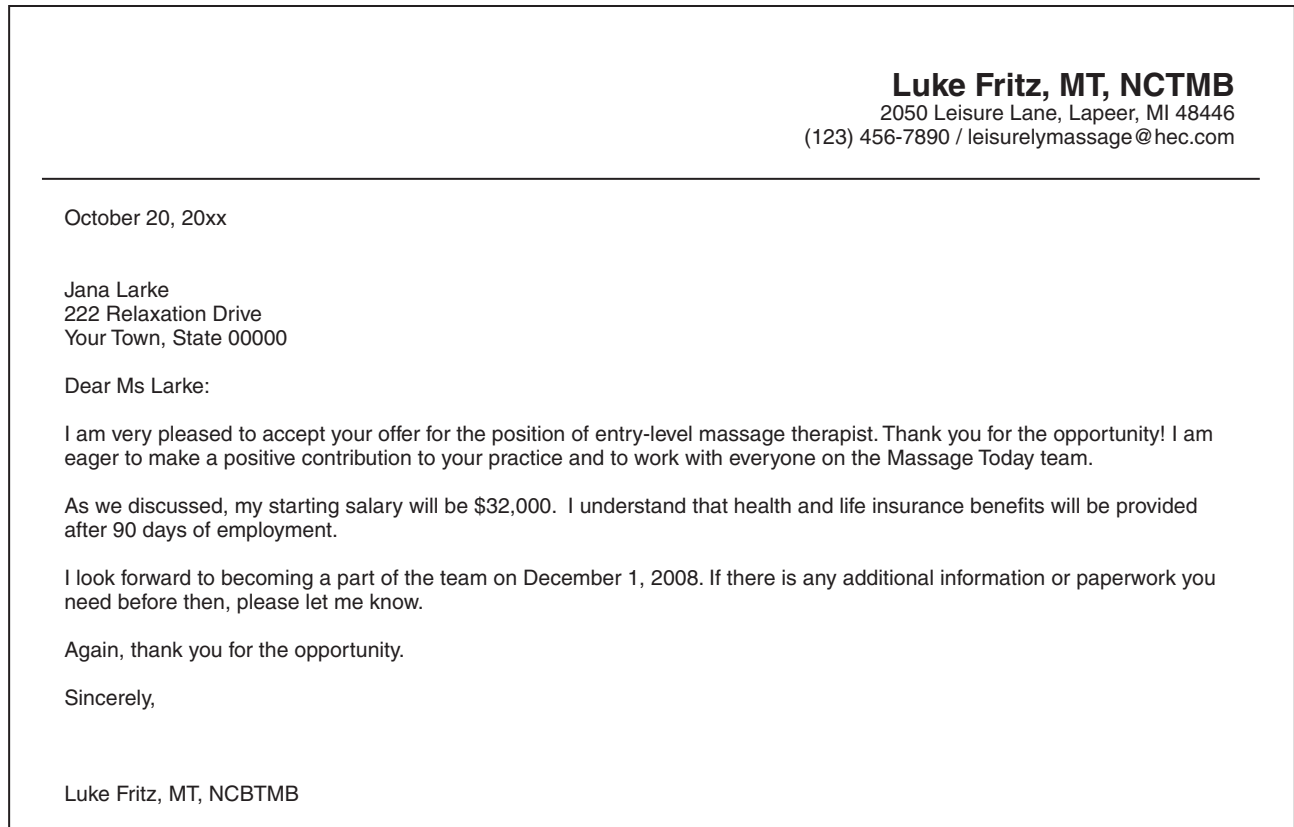


FIGURE 18-9. Acceptance letter. © This letter template is posted on Evolve at <http://www.evolve.elsevier.com/Fritz/business>.

It may be wise to maintain a list of names and the position of each employee until you are able to remember them.

Listen attentively. You will be eager to learn as much as possible about your new position as quickly as possible. Listen carefully to directions, and avoid talking persistently. If you relax and listen well, the questions you are eager to ask often will be answered. If not, do not hesitate to ask for clarification of a procedure.

Establish meaningful social friendships. Most employers do not object if employees develop personal friendships with other employees. However, many traps can develop in your first days on a new job. One of these is developing a close relationship with one or two people too quickly, which can cost you friendship with others at a later time. Office cliques frequently create rivalry. Although you must have a friendly attitude toward other employees in the office, you do not need to participate in all the social activities or interests the others have. However, you should avoid a superior attitude that can be interpreted as snobbish.

Use a notebook and calendar to record important activities and procedures. When you begin your new job, many unfamiliar rules and regulations and other information will be given to you. To avoid misunderstandings or neglecting important information, develop the “notebook habit” and write down each bit of information. It is surprising how many successful people use this system.

Observe office hours. In most cases, the office hours have been determined before your arrival. The efficiency of an office depends on your being prompt at all times. Your tardiness delays the work process for which you are responsible. You should ensure your means of transportation at all times. It is your responsibility to anticipate inclement weather and compensate for any potential delay. It is better to be 20 minutes early for work than 2 minutes late. The employer will not be interested in your excuses.

Use judgment in working overtime and taking breaks. Employees sometimes try to impress their employer by working extra hours or skipping lunch hours or breaks. However, you should avoid continual overtime and loss of lunch hours because it may cause friction with other employees. Your actions may be misinterpreted, and other employees may make life miserable for you. This does not mean you cannot use your discretion on days that are extra busy.

Do not flaunt your education and abilities. Nothing is more irritating than a new employee who constantly informs other employees of his or her exceptional abilities. It is better to prove your ability through your work than to tell everyone about your great potential. Your coworkers may have had many years of experience, and you may learn something from them if you give them a chance to help you. Offer to show others how to do some method they may comment on.

BOX 18-12 Hints for Success in a New Job

- Learn the names of staff members.
- Listen attentively.
- Establish meaningful social friendships.
- Use a notebook and calendar to record important activities and procedures.
- Use judgment in working overtime and taking breaks.
- Do not flaunt your education and abilities.
- Seek honest evaluations.
- Maintain office policies.
- Observe office hours.
- Be yourself.

Share your knowledge freely when asked, and ask others to teach you (Box 18-12).

Clean up after yourself. You should maintain high standards of sanitation in the massage area. However, that is not the only place you will be. Wipe down counters in the break area or restroom after using. Dispose of all refuse you create. Pick up clutter even if you did not generate it. Do not leave food in the refrigerator or break area. Hang your coat up. Empty full trash baskets and so forth. If we all left an area in better condition than when we entered it, just think how nice the environment would be. It takes less energy to clean up a mess than to complain about it.

Seek honest performance evaluations. Most employees want to learn about their performance. Before accepting the new job, you should have asked how and when your performance would be evaluated. As time passes, periodic reviews of your performance should be obtained from the employer, and you should have an opportunity to discuss the performance evaluation. Determine ways in which you are performing satisfactorily and areas that need improvement. Figure 18-10 shows an example of a performance evaluation form. Such forms are reviewed periodically with you to evaluate your day-to-day performance. It is wise to use this evaluation form first as a self-evaluation, before your employer completes it.

Maintain office policies. Most offices have established policies for grooming and uniform styles. You should carefully review the office policy and adhere to it. You should take home any other handbooks the office uses for its employees and read them carefully so that you will be well informed. If you do not understand a policy, ask for clarification to avoid making an embarrassing mistake.

Be yourself. As you make your first impression in the office, it is wise to be yourself. Temper this with context appropriate behavior. It may be okay to laugh loudly at a party but not in the office. You may admire characteristics in another person, but you cannot be that person. If you attempt to be someone else, you will destroy the finer parts of your character. Be yourself, and you will be a happier person.

Asking for a Raise

Pay increments may be discussed when you begin work, and you may find that raises are given after 6 months or 1 year of successful employment. To avoid any misunderstanding, determine how and when these raises can be obtained before accepting the job. Few employers would consider performing extensive treatment on patients before informing them of the anticipated fees. Similarly, you should not be working unless you are aware of your potential salary and anticipated promotions. It is wise to obtain written verification of employment conditions and responsibilities and a salary scale before beginning work. This can be accomplished in an office procedures manual (see Chapter 2). However, if pay increments have not been discussed and you have completed a year of employment, you might wonder when and how the subject can be raised.

Before approaching the employer about a raise, you should do a self-evaluation to determine that you are justified in making such a request. The questions listed in Box 18-13 can be considered in the evaluation. A salary conference should be a two-way discussion that allows you to identify your assets for the job and explain your performance success and that allows the employer to relate the performance to a monetary amount that will reward your performance and inspire increased productivity.

If you have given serious thought to the factors mentioned previously, and you feel you deserve a raise, how do you approach the employer? Select an opportunity when the work schedule allows enough time for a discussion of the subject. Do not wait until the end of the day, when the employer is tired and ready to leave the office. It also is not wise to start the day by asking for a raise, especially if the schedule is rather heavy.

Let the employer know why you believe you deserve a raise. If he or she asks why you should have one, be prepared to answer. For example, cite the rising cost of living, transportation costs, insurance, increased business production because of your efforts, or compensation for good performance.

Employees often do not assert themselves enough to make the employer aware that a raise should be given. If you become passive and content with a salary, naturally you will continue to be paid at this rate; however, if your professional skills are an asset and because of these skills the employer is realizing a profit, you should be given a raise. If the employer cannot raise your salary, consider the benefits as alternatives to a salary increase.

If you are unsuccessful in getting a raise, express your appreciation for the employer's understanding and consideration, and consider your alternatives. If you receive a raise, be sure to thank the responsible person.

Salary matters should be treated confidentially and are not discussed with other members of the team. Salary problems destroy positive attitudes and productivity and should be resolved as quickly as possible.

Performance Evaluation Form

Employee Name _____

Job Title _____

Supervisor _____

EVALUATION

4 Excellent performance that demonstrates consistent and important contributions that meet and frequently surpass expectations of the position.

3 Performs with a very acceptable degree of skill that demonstrates the expectations of the position.

2 Performance has not met satisfactory level. Makes mistakes but usually corrects errors after further instruction. Improved performance is needed to achieve defined expectations of this position.

1 Performance indicates deficiencies that seriously interfere with attainment of the defined expectations of the position.

	Evaluation			
	4	3	2	1
Attendance				
Adheres to scheduled work hours.	4	3	2	1
Uses leave appropriately.	4	3	2	1
Adjusts work schedule to office needs.	4	3	2	1
Job Knowledge				
Uses required job skills.	4	3	2	1
Updates skills periodically.	4	3	2	1
Demonstrates knowledge of procedures needed to perform the job.	4	3	2	1
Organizational Skills				
Prioritizes tasks.	4	3	2	1
Plans steps in advance to accomplish tasks.	4	3	2	1
Meets deadlines.	4	3	2	1
Work Quality				
Performs work accurately.	4	3	2	1
Demonstrates thoroughness and attention to detail.	4	3	2	1
Demonstrates neatness.	4	3	2	1
Human Relations/Communications				
Demonstrates a sense of humor.	4	3	2	1
Demonstrates good listening skills.	4	3	2	1
Maintains eye contact when speaking to another person.	4	3	2	1
Displays good manners and professional etiquette.	4	3	2	1
Conveys ideas effectively.	4	3	2	1
Responds to ideas conveyed by others.	4	3	2	1
Demonstrates sensitivity to diverse staff and patients.	4	3	2	1
Problem Solving Skills				
Remains calm in stressful situations.	4	3	2	1
Demonstrates ability to identify the problem.	4	3	2	1
Demonstrates ability to select the best solution.	4	3	2	1
Takes action to prevent future problems.	4	3	2	1
Does not require supervision to accomplish routine tasks.	4	3	2	1
Follows through on chosen solution.	4	3	2	1
Gives constructive criticism in a positive manner.	4	3	2	1
Responds to supervision in a positive manner.	4	3	2	1
Cooperation				
Respects responsibilities of others.	4	3	2	1
Provides assistance and guidance to others.	4	3	2	1
Accepts guidance from supervisor/employer.	4	3	2	1
Works as a team member.	4	3	2	1
Initiative				
Seeks work that needs to be done.	4	3	2	1
Seeks new methods and ideas to improve work.	4	3	2	1
Exhibits self-motivation to achieve team goals.	4	3	2	1
Integrity				
Respects other people and their property.	4	3	2	1
Maintains confidentiality.	4	3	2	1
Can be trusted with money that belongs to the office.	4	3	2	1
Refrains from gossip.	4	3	2	1
Is truthful regardless of potential consequences.	4	3	2	1
Supervisor/Employer Comments _____				
Employee Comments _____				
Employee's Signature _____		Date _____		
Supervisor/Employer Signature _____		Date _____		

FIGURE 18-10. Performance appraisal form. (From Finkbeiner BL, Finkbeiner CA: Practice Management for the Dental Team, ed 6, St. Louis, 2006, Mosby.)

BOX 18-13 Questions to Consider before Asking for a Raise

- Have I performed my duties well enough to deserve a raise?
- Have I improved or advanced my skills since beginning the job?
- Have I been cooperative with other members of the team?
- Have I continued to maintain good client management skills?
- Can I verify that my attendance and punctuality have been above average?
- Have I continually maintained professional ethics, safe practice, and quality standards?
- Can I verify that the practice's productivity has increased because of my performance?
- Do economic factors in the practice and in the economy warrant a raise?

JOB TERMINATION

Three things can occur where you are leaving an employment position. You can leave, you can be fired, or you can be laid off. If you leave, it is on your terms, and you should plan in advance. If you are fired, you should have known that your job performance was problematic because employers are required to inform the employee with a series of warnings and interventions. If you are laid off, there typically is some sort of downsizing of the business, usually due to lack of business. If you are an employee and are laid off due to no fault on your part, you are eligible for unemployment.

Resignation

Terminating a job can be an obstacle for some individuals, especially when the job change is from one massage practice to another in the same general locale. When you change jobs, make sure the change is to your advantage. Circumstances over which you have no control may be the reason for a change in jobs. However, a massage therapist who frequently changes jobs with inadequate notification or reason soon gains a poor professional reputation. Whatever the reason for terminating the job, do it ethically.

- Give the reason for leaving the job.
- Give sufficient notice, at least 2 weeks or longer if your job requires an extensive training period for a new massage therapist.
- Write a letter of resignation as a follow-up to your verbal resignation.
- Do not discuss the termination of your job with other members of the team until you are ready to inform the employer that you will be leaving. The grapevine is a poor method of informing.

- If you terminate a job where serious conflicts exist, it is best to leave these conflicts where they originated and not carry the feelings to another job. When beginning a new position, you should not make negative comments about a former employer. This is simply good ethics.
- Determine what is ethical for clients who wish to follow you to a different location. Discuss this topic openly with them.

According to the U.S. Department of Labor (<http://www.ctdol.state.ct.us/progsupt/unemplt/new-faqui.htm>), the general rule is that a person, who voluntarily leaves suitable work without good cause, attributable to the employer, is not eligible for benefits. For good cause to be attributable to the employer, it must relate to the wages, hours, or working conditions of the job. A change in conditions created by your employer or a breach of your employment agreement that is substantial and adversely affects you may be good cause to quit. If the job itself adversely affects your health or aggravates or worsens a medical condition, it may be good cause to quit.

Regardless of the cause, in most cases, a good cause attributable to the employer may be found only if you took reasonable steps to inform your employer of your dissatisfaction and sought to remedy the problem before you left. If you quit, it is your burden to prove that there was good cause for leaving. When applying for benefits after quitting a job, you will be scheduled to attend a predetermination hearing to establish whether you had good cause for leaving. Your employer will be notified of this hearing and will be invited to attend or to send a written statement.

Being Fired

There had to be a reason. It is important to evaluate what happened so that the employee–employer relationship failed. Be honest with yourself. What did you do or not do that created the problem? Learn from the experience, and be determined to not make the same mistakes again. According to the U.S. Department of Labor, if you are fired or suspended, you may be disqualified for benefits if the employer can prove one of the following:

- Willful misconduct in the course of your employment. The term *willful misconduct* means deliberate misconduct in willful disregard of the employer's interest or a single knowing violation of a reasonable and uniformly enforced rule or policy of the employer, when reasonably applied, provided such violation is not a result of the employee's incompetence. In the case of absence from work, an employee must be absent without notice or good cause on three separate instances within a 12-month period.
- Conduct that is a felony under the law and occurred in the course of your employment
- Larceny of property or service whose value exceeds \$25 in the course of your employment

- Participation in a strike that is illegal under law or regulations
- You were sentenced to a term of imprisonment of 30 days or longer and had begun serving that sentence.
- You were discharged or suspended because you were disqualified by law from performing the job for which you were hired as a result of a drug- or alcohol-testing program mandated by law.

If you are discharged, it is the employer's burden to prove that there was willful misconduct. When applying for benefits after being discharged or suspended from a job, you will be scheduled to attend a predetermination hearing to determine eligibility. Your employer will be notified of this hearing and will be invited to attend or to send in a written statement.



SELF-REFLECTION

Have I ever been fired or laid off? Did I quit a job? What do I remember about the experience? How did I react? What would I do if I was the employer and had to fire or lay off someone? If one of my employees were about to quit working for me, how would I want him or her to quit?

Being Laid Off

If you are laid off, it is likely because the business was not producing enough income to justify your salary. This is a difficult situation for the employee and employer. There are times when no matter how hard someone works and even when they are doing all the correct things to support a productive business, larger issues such as an economic downturn may occur.

Be supportive of the employer. If business improves, it is likely that you will be called back to work. There may even be some sort of contribution you can make to increase business, especially if you enjoy the people you work with and believe in the business. When employers have to lay off employees, they usually provide positive letters of recommendation and offer references for employees who get other jobs. If laid off, you are likely eligible for unemployment benefits.

According to the U.S. Department of Labor (<http://www.ctdol.state.ct.us/progsupt/unemplt/new-faqui.htm>), the basic eligibility requirements to qualify for unemployment are as follows:

- Be fully or partially unemployed.
- Be unemployed through no fault of your own (the law imposes disqualifications for certain types of separations from employment).
- Be physically and mentally able to work full time. Individuals who cannot work because of a physical or mental

BOX 18-14

U.S. Department of Labor Employment and Training Administration Basic Eligibility Requirements

You can receive benefits if you meet a series of legal eligibility requirements:

- You must be monetarily eligible.
- You must be totally or partially unemployed.
- You must have an approvable job separation; the law imposes a disqualification for certain types of separations.
- You must meet certain weekly legal requirements; weekly requirements include being physically and mentally able to work, being available for and seeking work, and filing your weekly claim for benefits on a timely basis.
- If you are identified as likely to exhaust unemployment benefits and are enrolled in the worker profiling and reemployment services program, you must fully participate in all assessment interviews, orientation, and referred reemployment services.

More information on this subject can be found at www.doleta.gov

impairment that is chronic or expected to be long term or permanent may qualify for benefits if they are available for suitable part-time work (Box 18-14).

- Be actively seeking work by making reasonable efforts to find employment each week.
- Participate in selected reemployment services if you are identified as a dislocated worker by the profiling system.
- File your weekly claims as directed.

STARTING AND MAINTAINING YOUR OWN BUSINESS

You should first ask yourself whether you have the skills and qualities required to become an entrepreneur and maintain the business structure. The answer requires some reflection and self-analysis. Use this checklist for self-evaluation:

Management: Confident, leading, planning, problem solving, target setting, reflective

Marketing: Understanding markets and people, winning customers and their confidence

Communication: Verbal and written using different media; networking and establishing relationships

Administration: Keeping accounts and organizing data

Creativity: Innovative in identifying new "original" business; adapting to new circumstances

Commercial skills: Financial awareness of grants, funding, accounts, and sources of competition

Self-motivation: Drive to succeed; tenacity and self-discipline

If you do not have all the skills, do not worry; they often develop as you are running a business or spend time working

for other or while you are taking classes. An even better approach is to combine all of these and add a mentor to the mix. The U.S. Small Business Administration (SBA) SCORE program can help you.

Have you thoroughly considered the risk? Not all new businesses succeed at first. Many have setbacks, but learn from these, and with support, you can eventually succeed. Henry Ford said, "Failure is the opportunity to begin again, more intelligently."

Are you aware that eventually other people may also have a say in your business venture? It is unlikely that you will succeed alone. Help, support, and professional skills will be required from many sources, not just family and friends. In your quest to nurture a secure business, advisers, bank managers, accountants, landlords, and clients will become involved. You may need to adapt and change direction with your business ideas after considering their differing advice and demands.

According to the SBA, there are two core questions prospective business owners need to ask themselves: What service or product does my business provide, and what needs does it fill? Who are the potential customers for my product or service, and why will they purchase it from me?

If you are considering starting a massage therapy business, you need to consider many points of general business practice. For an employee, it is enough to be a great massage therapist and team member. If you are the business owner and the massage therapist, you have to understand how to do everything. Those who have decided to pursue a career as employees need to realize that it is still important to understand what is involved in business operations to support the employer.

After you have generated your ideas and begin to identify a range of opportunities for your future enterprise, you need to evaluate the opportunity. Who will buy, where is the office located, how will the business be run, and will it be profitable?

EXPERT Outlook

Tucson Touch Therapies

3903 E. Pima Street


Tucson, AZ 85712

www.tucsonstouchtherapies.com

Owners: David K. Anderson, LMT, NCTMB and Sandra K. Anderson, BA, LMT, NCTMB

Tucson Touch Therapies is a ten-room treatment center located in central Tucson. We opened it in 2001 as a small, three-room office in a different location, and moved to our current location in 2004. Thirty practitioners, including ourselves, provide treatments and everyone is an independent contractor. Because of the many skills of all our practitioners, Tucson Touch Therapies offers fifteen different types of treatments, which we have divided into three categories: Integrated Massage Therapies (therapeutic massage, Neuromuscular Therapy, hot and cold stone treatments, and so forth), Asian Bodywork Therapies (shiatsu, Thai massage, and so forth) and Energy Therapies (Healing Touch, craniosacral therapy and Reiki).

Our treatment center is located in a 3,000 square foot space which, besides the ten treatment rooms, has a spacious reception area, a retail area with massage and bodywork products, art by local artists and gift items, a large break room for our practitioners, and two bathrooms. Each fully furnished treatment room is at least ten feet by twelve feet, with two rooms measuring ten feet by sixteen feet. We have a music CD library, two hydrocollators, and numerous props and bolsters available for practitioner use. Practitioners supply their own linens and lubricants, and each has a storage cabinet for their personal use.



Three part-time employees staff the reception desk. They answer the phone, schedule treatments, and perform other administrative duties that support Tucson Touch Therapies' day-to-day operations. As independent contractors, practitioners set their own schedules but they interact with the reception desk staff to ensure that client booking goes smoothly.

Tucson Touch Therapies offers practitioners a choice of three shift lengths: 8 hours, 5½ hours, and 3 hours. Practitioners must commit to at least one 8 hour shift or two 5½ hour shifts weekly. They pay rent for all the shifts they have committed to each month by the first day of the month. Practitioners are then paid directly by their clients unless the client pays by credit card or has a package with Tucson Touch Therapies. A package is a group of four discounted treatments that the client has paid for all at once. Credit card and package payments are disbursed to practitioners on a bimonthly basis.

The independent contractor business model works quite well for practitioners because they have the potential for earning more than they would as an employee. Once they've paid their monthly rent to Tucson Touch Therapies, they keep all treatment fees from their clients. On the other hand, we do not guarantee practitioners that they will be booked, and even if they are not booked, they are required to pay their rental fee.

Because of this, we let all prospective practitioners know that in order to be successful in our treatment center, they need to either have their own clientele they bring with them, or the drive and ambition to build one. Tucson Touch Therapies has a well-known name in the community and a reputation for excellent client care and skilled practitioners. We are

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located on a busy intersection and have prominent signage, and we have a large telephone book ad. Because of all of this, many prospective clients call wanting treatments, so those practitioners who have not yet established a clientele have the opportunity to do so with clients who do not request a specific practitioner. The blend of experienced and new practitioners works very well for us. Several practitioners who have joined us right out of school have done very well because they have been willing to work hard.

Tucson Touch Therapies has a very stable roster of practitioners. Practitioners do not leave very often, and many of our practitioners have been with us either since we opened in 2001 or moved and expanded in 2004. We also have a reputation for fair treatment of practitioners, resulting in a waiting list of those who want to work in our center. This is because they know they can preserve their independence but still have the advantages of a group practice. Practitioners benefit from each others' knowledge and experiences,

Like all businesses, we need to be cautious about who we let work at Tucson Touch Therapies. Not everyone is a good fit. Practitioners must be comfortable with not necessarily having a steady income, but one that can fluctuate at times. They need to be able to work without supervision, and they need to have excellent hands-on and communication skills. We require practitioners to have at least 1000 hours of education, either from their primary bodywork program or from a combination of their primary program and continuing education courses. They also need to be licensed and carry liability insurance.

When we decided to open Tucson Touch Therapies, we drew on our years of experience, both within the bodywork profession and in our previous careers. Sandy had worked for 10 years and David had worked for 7 years as professional bodywork practitioners at another Tucson treatment center where we were independent contractors, and both had built steady clientele. Sandy was also an instructor at the Desert Institute of the Healing Arts in Tucson where she ultimately taught for 12 years in topics such as anatomy and physiology and massage therapy and shiatsu theory and techniques. Prior to becoming a bodyworker in 1991, Sandy received a BA in biology from Ithaca College in Ithaca, NY and worked as a research lab technician and data analyst. David worked as a diesel mechanic, independent grain farmer, and parts salesman for tractor trailers.

What we brought with us into this profession is common sense, a willingness to work very hard, and passion for finally finding our life's work. We chose not to have investors to fund our startup because we did not want to be beholden to others. Instead, we funded it ourselves and formed an LLC to protect our private property. We were also able to save a lot of costs because we have the skills to design, build and decorate our infrastructure. For example, David built our reception desk, filing cabinet, and storage cabinets. Sandy sewed curtains, made

some of the artwork, and has written the text for the brochures and Web site.

We think that the reason Tucson Touch Therapies is successful is because we incorporate our personal philosophies into our business philosophies. For example, we chose the independent contractor business model because it is worthwhile for everyone involved, not just us. Both of us perform treatments as well as run the business so we know exactly what it is like to be practitioners.

We do not believe that a bodywork business "owns" the clients who come for treatments. Most people see practitioners they are comfortable with and from whom they receive effective treatments, and they will see them in whatever setting they are located. Therefore, if practitioners leave Tucson Touch Therapies, they can take their clientele with them. We believe this engenders a spirit of networking, not competition, which makes a healthier environment for bodywork.

We like working with friends and colleagues. In fact, when we decided to open Tucson Touch Therapies, we did not have to look much further than within our network to find practitioners to work with us. Because of Sandy's length of time teaching at the Desert Institute, she knows many graduates who are now professional practitioners in the area. Because of the time spent working at the previous treatment center, David and Sandy have gotten to know quite a few other practitioners as well. When we opened our office, many of these practitioners became quite interested in working with us and moved their clientele to Tucson Touch Therapies.

We have, of course, faced challenges. One of the drawbacks of the independent contractor business model is that cost-to-profit ratio is narrow because we rely on rental income from practitioners. If we were taking a percentage of each treatment, then our income would be higher. However, we have never wanted to be employers of bodywork practitioners because we see that business model as having more headaches than rewards. Instead, with our type of business model, because we've built a really good name in Tucson, we have stable month to month rental income and a brand name that will be sellable one day.

Because we cannot and choose not to treat our independent contractors like employees, we have had to learn how to filter comments, suggestions, and complaints from thirty people while honoring and respecting their feelings and opinions. This can be overwhelming at times. Just as an example, we recently decided to paint our reception area and retail space, and we chose three shades of green. Needless to say, we heard thirty different opinions about the colors.

We sincerely believe that that we have not made very many mistakes in our business. There have been some people that we regretted inviting to join Tucson Touch Therapies and had to ask to leave. Other than that, we have made good business decisions and are pleased with our success. We think it is

(Continued)

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because we have paid attention to details, observed what has worked and not worked in other businesses, and used what we have learned from our past experiences.

The words of advice we give anyone in the bodywork profession or thinking of entering the profession are:

- Be willing and able to work very hard, long hours. It will be worth it because nothing beats being your own boss.
- Be patient. Work at your business every day, but do not be discouraged if you do not always see immediate results.

Anything worthwhile usually takes time and effort to build.

- Use common sense. Most businesses fail because of lack of common sense. Plan your steps, and figure out the most cost-effective methods to achieve each one. For example, do not spend a lot of money you do not have on an interior decorator for your business; rely on your own good taste. Make sure you have the client base to support all your financial decisions.

The Business Plan**LEARNING ACTIVITY**

As you proceed through this section, make a list of what you would include in a business plan. Complete this activity regardless of whether you have decided to seek employment, because it will help you appreciate the responsibility of any business owner. At the end of the chapter, you will be asked to write an actual business plan.

The most important tool to assess the likelihood of new business success is the *business plan*, a summary of your business and the objectives and activities needed for it to succeed. A business plan is a written document that describes the future path of a business. A good business plan explains the business concept, summarizes the objectives of the business, identifies the resources (money and people) that will be needed by the business, describes how those resources will be obtained, and explains why the business will succeed. The Evolve Web site (<http://evolve.elsevier.com/Fritz/Links>) provides a sample business plan. The SBA links to and cooperates with the Canadian Business Resource Center in British Columbia, which has a step-by-step business planning tool for new businesses (Box 18-15).

The following components typically make up a business plan:

- Executive summary that summarizes key points of the business plan in one or two pages
- Overview, which introduces the reader to the business
- Company summary that describes the products and services
- Overview of the industry in which the business will compete
- Marketing strategy that summarizes the service or product, promotion, pricing, and distribution strategies of the business
- Description of the management and staff personnel
- Implementation plan, which includes a financial plan

BOX 18-15 Writing a Business Plan

A written guide to starting and running your business successfully is essential. The business plan can encourage loans, promote growth, and provide a map for you to follow. All of the following topics are explored at Strategic planning <http://www.sba.gov>.

- Learn to strategize for your business to succeed: Essential Elements of a Good Business Plan For Growing Companies
- Outlines how to write your plan: Writing The Business Plan
- Detailed, step-by-step explanation to help write your plan: Business Plan Workshop
- An online workshop to help start and improve your business plan: Using The Business Plan
- How to get the most out of your plan: Finding a Niche
- A small, steady corner of the market could be your success story: Business Planning FAQs
- Answers to the most popular business plan questions: A Business Plan: The Roadmap To Success
- The SBA's guide to developing a comprehensive business plan: Interactive Business Planner

This information is based on guidelines from the Small Business Administration Program Office (www.sba.gov).

A financial plan includes balance sheets, income statements, and cash flow statements. A balance sheet compares what your business owns with what it owes. A cash flow statement compares how much money will be coming in with how much you will be spending. An income statement compares your revenues with your expenses to see if you are going to make money.

Business plans can vary in length from a few pages to more than 100 pages. Although there are no rules, many sources recommend that business plans should be between 10 and 25 pages long. A business plan is a summary; you can always provide more information if asked, or you can attach more detailed background documents to your business plan. The Good Stuff from the Government section at the end of this chapter provides access to a template to help you complete a business plan.

Producing a business plan has certain benefits. The process of preparing a business plan will force you to think about

your business, research some options, recognize opportunities and risks, and test some of your expectations. It can help you identify the cash needs of your business, and a business plan can be used to obtain financing from banks and from investors. The plan can be used to tell employees, investors, and others about your plans and strategies, and it provides a benchmark against which to compare the progress and performance of your business.

It is a good idea for all businesses to prepare and regularly update their business plans. However, small businesses are most likely to prepare a business plan when they are just starting up or when a major change in their business is occurring—often when additional investment or a loan is needed.

When preparing a good business plan, consider who is going to read the plan and what do you want them to do, such as loan money, to help you decide how much emphasis to put on various sections of the business plan. A business plan is only as good as the research that went into producing it. You will have to research your industry, your potential customers, your potential competitors, and your potential sales and costs. Take your time. Show drafts of your business plan to others. It can be very useful to get feedback on your draft business plan from various people, including people associated with the business and others.

Write your own business plan. One common mistake made by entrepreneurs is to copy too much information from a sample business plan and change the names and some of the numbers. A good business plan should flow together like a good story, with the sections working together to demonstrate why the business will be successful. Most importantly, it must be your story.

Outline the key points, and review your outline to ensure that your sections are consistent with each other, that there is no duplication, and that all the key issues have been covered. Make sure your financial projections are realistic. A good financial plan indicates that you thoroughly understand your business.

Write the executive summary last. It can be the most important section of your business plan because people will read it first, and it may be the only section they read. A good executive summary should be short (two pages at most), should highlight what is important in your plan, and should get the reader excited about your business.

The Business Structure

What type of business do you want? There are so many possibilities in the massage therapy profession. Are you interested in having a small office location where only you work or finding shared space with another health professional? Do you want to take to the road with a massage-on-wheels program in a specially designed van or motor home in which the massage is provided? What about a home-based business or going to others' homes? Do you want to create

space for others to work or even invest in one of the new massage franchises? The possibilities are limitless. You also need to consider whether your business structure will be sole proprietor, corporation, independent contractor, or another form.

START-UP COSTS

Start-up costs are the initial expenses required to begin a business. In addition to these start-up costs, you should have a minimum cash reserve equal to the amount of money needed to cover basic business and personal living expenses for 6 months to 1 year. Many people begin a business without these cash reserves and do fine. Others give up the business venture because they do not have enough money to pay bills. This situation forces them to find other jobs. Keeping a cash reserve allows you to focus on developing your business with less financial worry.

In giving a massage, the student is taught to keep it simple and to go slowly. The same ideas apply to business. A person beginning a massage business does not need a suite of offices. For self-employed individuals, the least expensive way to do business is to develop an on-site massage business for private homes or offices and have the business office in the home.

Starting small, with the bare essentials, keeps start-up costs at about \$4000. A basic portable table should not cost more than \$500. Business cards and a simple brochure are needed, as are client-practitioner statements, policy and procedure booklets, receipt books, and client information forms. The total cost for these is about \$500. It is a good idea to have a separate telephone and answering system, which together cost about \$300. Membership in one of the professional organizations also provides liability insurance; the membership and insurance usually cost less than \$300. Linens and supplies should cost about \$300, and opening a bank account plus miscellaneous expenses takes about \$500. An expenditure of \$1000 for initial advertising is reasonable.

Renting a small office can push up the start-up cost to about \$6000. This includes the expenses detailed previously plus office costs, such as rent (about \$1000, because renting office space often requires payment of the first and last months' rent) and office furniture and utility hook-ups (another \$1000).

SELF-EMPLOYMENT

The self-employed massage professional typically becomes affiliated with an established business (e.g., a health club, chiropractor, full-service cosmetology business) by renting a room in that business establishment. Any agreement of this type must be written in contractual form and reviewed by an attorney.

A pitfall in this type of arrangement develops when the owner or manager of the business wants the massage practitioner to function as an employee but to be classified as

self-employed for payment and tax purposes. With this arrangement, the business owner does not have to pay matching payroll taxes or benefits. For true self-employment status, the professional essentially is renting space from the owner. The massage business is completely independent in the way business is conducted. The business owner cannot direct the massage practitioner regarding what hours to work, what kind of work to do, or what to wear.

The owner of the existing business can be paid in one of two ways. One arrangement is to pay the owner a percentage of every massage performed. This percentage varies from 10% to 50% (the average is 30%). With this arrangement, the business owner profits from every massage done and may be more likely to support your business with word-of-mouth advertising and referrals. The two businesses commonly advertise together.

Under the other type of agreement, the practitioner pays the owner a monthly rent. Rental fees depend on the business location and the area of the country. Most rooms in established businesses can be rented for \$200 to \$600 per month. One formula for figuring rent involves calculating the percentage of the total square footage of the space. For example, if the room you want to rent is 12 feet by 12 feet (144 square feet) and the business occupies 2000 square feet, room is about 7% of the total available space. The owner pays \$2800 per month for rent (\$14 per square foot); 7% of \$2800 is \$196. The business owner needs to make some money to apply the business principle of making a reasonable profit. A 50% return is normal; 50% of \$196 is \$98. The rent for the space would be \$196 plus \$98, or \$294 per month.

The better choice at first may be to pay a percentage for each massage. If the practitioner has a slow week or gives very few massages, he or she is not obligated to pay a monthly bill. As the business builds, the practitioner commonly ends up paying more per month with a percentage agreement than with a flat fee. If a mutually beneficial relationship is desired, a compromise can be negotiated, such as an upper limit cap on monthly rent. This is the type of information that must be included in a written legal agreement, or contract.

THE TARGET MARKET

In developing a business, it is important to know the market. Many opportunities are open for the massage business, ranging from the service approaches of stress reduction massage to the allied health opportunities of working in clinical settings. The future for massage is bright. Research has provided the long-awaited verification of the benefits of massage. Educational standards continue to improve, and the profession is becoming standardized and formalized. These developments should achieve a broader acceptance of therapeutic massage and bodywork methods. As a result, more people will consider using massage as part of a health maintenance program.

Massage probably will assume a larger role in corporate stress reduction programs. Athletes will use the services of

a massage practitioner more often. Pain control clinics will see its value. Both elderly and young persons can benefit from the nurturing touch of the massage therapist. Opportunities for the development of the massage business will be even greater after people understand the benefits of massage, and the need for consistently well-trained practitioners will increase.

There is no typical massage business. Successful massage professionals can be found practicing in many different formats. Massage professionals may be full-time employees of a chiropractor or may work part time out of their homes. A business can be developed entirely at one location or in three or four locations. A massage therapist may work one day at a local manufacturing business for the employees and the next day may do on-site visits for local business people. The third day may be spent teaching a self-help massage class for the local community education program. On the fourth day, the therapist may see clients at a full-service cosmetology establishment in the morning and, in the evening, provide on-site massage for a local support group dealing with stress.

With all the available possibilities, it is wise to narrow the focus to one, two, or three specific markets to keep advertising and promotional activities manageable. Answering the following questions begins the process of narrowing and developing a target market for a therapeutic massage business:

- Where do you plan to work?
- What potential client groups or populations are available within a half-hour drive of the location?
- What type of massage or bodywork do you enjoy giving?
- What group or type of people do you want to help most?
- How are you going to reach those potential clients?
- When do you want to be available to do massage?

By the fifth year of business, the practitioner usually has established a solid focus, a narrow target market, and a consistent clientele.

MARKETING

Marketing encompasses the advertising and other promotional activities required to sell a product or service (see Chapter 12). Advertising is a necessity when starting a new business, and many forms of advertising are very costly. For massage, some types of advertising work better than others.

It is not enough to have a great service at a great price that meets a true need. For your new business to be a success, you need to let people know about the business. Here are some approaches to do just that:

Business cards: A quality business card is essential. Hand them out wherever you go. Be sure to include a logo, what your business does, and contact information.

Web site: Every business today needs a professional-looking and well-designed Web site. You want client and others

to be able to learn about your business and just what products and services you have to offer. The professional organizations serving the massage industry offer help in creating Web sites.

Postcard marketing: Nothing beats postcard marketing for cost and readability. Use postcards as an effective way to generate sales leads, promote special offers or coupons, drive traffic to your Web site, or introduce new products or services.

Hold a grand opening: A well-thought-out and successfully executed grand opening can greatly assist with your ultimate goal: matching your business's products and services to the people in your community who would most need and benefit from them and increasing your profits along the way.

Join groups: Become a part of your local business and civic community. Join your local Chamber of Commerce and a service organization like the Kiwanis or Lions Club. Attend meetings and become involved in your community.

Public speaking: Identify opportunities to educate the public about massage. Speak at service organizations, social clubs, support groups, and schools, and spread the word about your massage business.

Press releases: You have a new business with a great innovative concept. Get the word out, and your customers will come. Send out a well-written press release detailing your new business and what makes it special. The media is always looking for stories on hot new businesses and trends; why not let it be about yours?

Judicious advertising: Budget an affordable amount for advertising. This may include advertising in the Yellow Pages, local newspapers, business directories, and similar places on the Internet. Do not overspend on these forms of advertising.

Most clients are found through a direct meeting, an educational program, networking, and word of mouth. Word of mouth is the best advertising. Meeting people and talking with them is far more effective than placing an ad in a newspaper. Having satisfied clients who tell other potential clients about you is even better. In the beginning, the massage practitioner must talk with many people to develop a client base. Building a business takes time. It is important not to become discouraged, because if you want to succeed, quitting is not an option.

The massage practitioner should persist in handing out business cards and brochures and giving demonstrations until the clients are found. Placing an ad and then sitting in an office waiting for clients to call does not work. Success comes by arranging to speak at service clubs and churches in the area or by volunteering to work at races and local events. Businesses may want to offer a stress management class. Local school districts often have adult education classes, and short classes that teach simple massage routines are

popular. Charitable organizations often have auctions, which are wonderful opportunities to give away gift certificates for massage. The Evolve Web site (<http://evolve.elsevier.com/Fritz/business>) presents an interactive activity for creating a business card.

Being visible in the community helps to generate business. A regular base clientele of about 100 is sufficient to support a thriving therapeutic massage business. Some clients will have weekly standing appointments, others biweekly appointments, and the rest will visit monthly or occasionally. It may be necessary to talk to 2000 people to find 100 clients.

The main marketing obstacles for personal service wellness massage are convincing the public that regular massage is beneficial to a lifestyle program that focuses on managing stress and striving for wellness and helping would-be clients justify the fees for massage. A wellness massage business is built on clients who receive therapeutic massage regularly. Clients who get a massage on a weekly, bimonthly, or monthly basis are the mainstay of a personal service massage business. A successful business of this type depends on quality; consistent, personal attention to the client; and affordable fees. Clients who are happy with the work are the best source of word-of-mouth advertising.

The Brochure

The brochure is the primary tool for educating the public and potential clients about the services offered. It should give specific information about the following (and a template for your use is provided on Evolve):

Nature of the services offered: The brochure should explain clearly that therapeutic massage is a general health service. It should state that no specific treatment of any kind is given for preexisting physical or mental problems. It also should make clear that all specific problems of a medical, structural, psychological, or dietary nature will be referred to the appropriate licensed professional. Written permission and supervision by the medical professional or other licensed health professional will be required for the massage practitioner to work with any conditions that fall within that specific scope of practice.

Description of the services offered: The brochure should give a simple explanation of the process of a massage. It should include a full description of the types of services offered and the procedures followed in rendering those services. It should explain that the client may remain dressed and will always be properly draped. It should clearly state that the client may stop the session at any time and may choose not to have any area of the body touched or to have any particular technique used.

Qualifications of the practitioner: The massage professional's credentials, documenting his or her education, training, and experience, should be outlined in a manner that allows potential clients to verify the practitioner's competence. A valid organization that issues the credentials, such

as a school or continuing education provider, must have a record of the practitioner having completed the course.

Client's financial and time investment: The brochure must provide a realistic statement of costs and fees. It should emphasize that the effects of massage are temporary and that massage is best used as a maintenance system. The brochure should state that the massage practitioner could teach self-help to the client if requested. It also should make clear that the best results from massage are maintained when treatment is given on a weekly or biweekly basis and that therapeutic massage, when used only occasionally, provides only temporary effects.

Client's role in health care: The brochure should address the importance of the client's responsibility for his or her personal health care. It is important that the client realize that the massage practitioner is a facilitator in the wellness process.

The Evolve Web site (<http://evolve.elsevier.com/Fritz/business>) provides various brochures and a brochure-writing activity.

The Media

Local newspapers often run stories about new and unusual businesses. A word of caution about newspapers: The massage professional should write the story to avoid embarrassing mistakes. Including a black and white photograph of the professional giving a massage is a great idea. It is also beneficial to provide the writer with copies of other good news stories about therapeutic massage.

Media advertising (i.e., newspaper, radio, and television) is very expensive and not the best idea initially. The clientele developed most likely will be located within a 30-mile radius of the business location. Direct mailing to a specific area is more effective than newspaper advertising. Web sites and Internet advertising are rapidly expanding the concept of advertising.

Before advertising in the Yellow Pages of the telephone book, which is expensive, the massage professional must be sure that the business location will not change for at least a year. The advertisement will be locked in for a year after the phone book has been distributed, and the contract must be paid even if the business moves. The trend for the phone book to be delivered electronically will provide more flexibility for changes.

A much more cost-effective method is to use media advertising the way automotive companies do: A group of massage professionals in the area can advertise together. When the cost is split, newspaper, radio, Internet, and television advertising becomes affordable. Whenever a cooperative venture such as group advertising is formed, the professionals involved must get the agreement in writing with the help of an attorney. Never make oral contracts or agreements. When you develop any written material or advertising, make

sure you provide potential clients with the answers to these basic questions:

- Who?(y ou)
- What? (therapeutic massage)
- Where? (address and phone number)
- When? (appointment times)
- How? (phone, e-mail, or Web page)

This information also should be provided on your business card. The card should be simple and direct and should not list all your credentials. It is convenient to put the information about the next appointment date on the back of the card.

MANAGEMENT

Management consists of all the activities required to maintain a business, particularly record keeping, and financial disbursement. The KISS principle (keep it simple and specific) is an excellent concept to help organize the details of business practices. A business operation can be set up in many ways. A business consultant and an attorney usually are the best advisers. The simplest business arrangement, the sole proprietorship, is detailed in this textbook. The steps in setting up this arrangement are as follows:

1. Obtain all necessary licenses.
2. Choose a business location.
3. Determine the legal structure of the business.
4. Register the name of the business.
5. Register for tax purposes.
6. Arrange for insurance.
7. Open business banking accounts.
8. Set up investments.
9. Keep records.
10. Develop a client-practitioner agreement and policy statement.

Obtaining Licenses

Massage professionals usually deal with two types of licenses: professional and business. A professional license shows that you have achieved the skills to practice your profession. It may be issued by the state or by a local governmental body and may be required for all who practice massage. For a massage practice, difficulties occasionally arise with local licensing if state licensing is not in place. If this problem is encountered, it is important to organize a group of massage professionals and other supporters in the local community and work to change any local control that does not support massage as a profession.

If a state licenses massage practitioners, the professional usually must show proof of a certain level of education and pass some sort of licensing test. The best way to find out about licensing in any state is to contact the Department of Licensing and Regulation in the state capital. The licensing department for massage usually is in the Occupational License Department. This agency can provide the necessary

information. Most states now license massage therapists or are in the process of developing licensure. The Evolve Web site (<http://evolve.elsevier.com/Fritz/Links>) provides a list of states that license massage therapists.

A business license, which is obtained from the local government, allows that governmental body to regulate the type and location of business operations. If a profession is licensed, the professional may need to show a copy of the professional license to obtain a business license. Any required forms should be filled out carefully.

Choosing a Business Location

When deciding where to locate your business, remember that each community has specific zoning regulations. These regulations protect the investment of those who own property. Without zoning, someone could put a junkyard next to a home. A massage business requires general office or commercial zoning. Because of difficulties with local ordinance control of massage establishments, some restrictions may apply to locations for a massage business. To obtain this information, the practitioner should visit local government offices and ask to see the zoning ordinances.

A permit or business license may be needed. The business owner should develop a good working relationship with government officials. These officials usually have a sincere concern for their communities, and the massage professional must respect this. Occasionally, these officials need to be educated about therapeutic massage. As with a massage, go slowly and be gentle and understanding.

Difficulty with massage parlor ordinances has diminished substantially over the past 5 years, but the problem still exists. Growing public awareness about therapeutic massage eventually should resolve this problem.

Home-Based Business

Working at home is not new, but more and more people are trying it. The home is being called the new workplace. Home-based businesses (HBBs) have begun to gain credibility, longevity, stability, and financial success. People often have personal reasons for choosing to begin a business in their home.

HBBs vary from part-time to full-time employment. For some owners, the business provides the sole household income, whereas for others, the business provides money for extras. Some HBBs are operated by an individual, others are a family venture, and some employ people other than family members. The possibilities for an HBB are as limitless as the owner's creativity. Various types of HBBs include manufacturing, service, consulting, mail order, and sales. Massage therapy lends itself to an HBB.

Because laws vary by city or county, knowing what is legal for your locale will help to prevent problems and allow you to adapt your business accordingly. You should contact your local government or zoning office or consult with lawyers, insurance agents, and accountants, who will be able to advise you.



SELF-REFLECTION

Will I be an effective business owner? How have I determined the answer to this question? If I answered yes, what are my strengths, challenges, and weaknesses as a business owner? If I answered no, what aspects of self-employment do I not want to deal with? Have I changed my mind about how to develop my massage career after completing this textbook? What changed?

There are many pros and cons for having a business in your home. You must be able to operate a business in your home legally. You may have unlimited ideas and plans for your business, but what you can do is controlled by laws. Because your business occurs in your home, local regulations may limit activities that can affect the residential character and quality of your neighborhood. For example, you may not be able to manufacture certain products, may have to install specialized equipment or modify facilities, may be limited in the use of employees, or may be restricted on other issues, such as parking, signs, or noise. Examples of laws or regulations that may limit your HBB include zoning, restrictive covenants in your deed, homeowners' association covenants, and local ordinances. Your homeowner's insurance will likely be affected, and you need to consider issues such as liability.

After the legal concerns are addressed, other factors may be considered:

- What will the business demand from the home space?
- What does the family need from the space in the home?
- How can you develop a management plan for household space use that best accommodates your family and your business?
- How is having your business in your home affecting your family?
- Do you have a plan for integrating family and business spaces?

The work environment is important to the success of any business. For the HBB, the work environment is unique because it is also a home. The use of space in the home changes when an HBB is begun. By definition, an HBB introduces a business activity into residential space, your home. The needs of the business and the needs of the family members are different, and conflict can result. This conflict threatens the success of the business and family harmony.

The primary cause of conflict is the lack of a clean division of space for business use. Effective management of the home space is needed to reduce conflict. Specific examples of conflict include clutter from the business in family space, lack of adequate space for both business and

family activities, need to move business activities to accommodate family activities, increased household work due to the business, and business clients' lack of respect for the home space.

In a typical situation, beginning an HBB involves bringing a business into what was previously considered family space. By definition, an HBB takes up space in the home, and before the business starts, the home is seen as family space. After the business starts, family space must be given up to the business. The family and the HBB must be integrated into the same structure. Because of this, a plan for integrating a business into the home space includes an evaluation by each family member of when and where it is acceptable for the business to intrude on family space.

There are other issues in changing the perceptions of space and access in the home. The use of a space is changed by the presence of the business. For example, a dining room may double as a space for consulting with a client, or the kitchen may be shared at lunchtime. The activities that can take place in a home are altered by the presence of a business. For example, TV watching may be banned during business hours due to noise. Control of space used by a business may eliminate space formerly used by the family; for instance, a guest room may become an office. The question of maintenance arises when areas are used by the family and the business. Who is responsible for the upkeep of common areas such as the entry and stairs?

The perception of the workplace is important. A home is normally a private place, and a business is public. Outsiders see the HBB as a business, a public space, whereas the family may still perceive the business as home space and regard outsiders as showing a lack of respect. How would your family react?

An HBB is not for everyone. For many people, it will provide a supplemental income source for retirement or

extra income for the family. Only 46% of HBB and micro-business owners surveyed cited that making lots of money was a motivation for starting their own business. Seventy-eight percent of business owners stated that having more control over their lives was an important reason, and 90% said they would go into business again. Even though you may not get rich from such an endeavor, it may be worth the effort to see if your idea can be successful. Entrepreneurs may not see a profit right away; it depends on the type of business.

Several facets should be considered when starting an HBB. Determine if there will be a market for your products or services and whether such an endeavor is possible. This is crucial before a large amount of money is spent. The business may not be feasible. Too many businesses fail because people do not test their market plan and manage the business properly.

Operating an HBB has several advantages:

- Can start as a part-time business
- More flexible lifestyle and more integrated with the family
- Lower start-up and operating costs
- Cost-savings on child and adult care
- No commuting
- Flexible work hours
- Satisfaction of being own boss
- Increased tax benefits and write-offs
- Outlet for creative or unique talents
- Employment of family members by the business

Operating an HBB also has disadvantages:

- Space may be cramped, limiting growth potential and family use.
- Personal and family lifestyle patterns may be disturbed.
- Business and family privacy may be disrupted.
- Long work hours and time away from family
- Lack of fringe benefits
- Lack of informal social contacts or opportunities to network
- Stress due to inability to balance family and business needs
- Family members, friends, and neighbors may demand more of you when you are home all day.
- Business activities may cause problems with neighbors.
- Discipline is required to establish steady work patterns and manage home responsibilities.

SELF-REFLECTION

Consider the space in your home for your business. What are the positive aspects of being in business at home? What are the negative aspects or disadvantages? It is important to take a realistic look at both aspects. List your thoughts below.

ADVANTAGES OF A HOME BUSINESS	DISADVANTAGES OF A HOME BUSINESS

DETERMINING THE LEGAL STRUCTURE OF THE BUSINESS

A sole proprietorship (one-owner business) is the simplest way to set up a business. Partnerships and corporations are complicated business structures, and the need for them should be discussed with an attorney.

Registering the Name of the Business

Registering the name of your business is known as obtaining a DBA (i.e., doing business as). When choosing a business name, the public's interpretation must be considered. One person chose BODY-WORKS and received calls about automotive body repair. The fee to register the name of your business is about \$20, and it usually is done at the county clerk's office. The clerk will check to see whether anyone else in the county is using the name and then issue the DBA. This document may be needed to open a business checking account.

Registering for Tax Purposes

Federal, state, and local taxes must be paid. A sales tax identification number may be needed. Information about federal taxes can be provided by the Internal Revenue Service (IRS) at 1-800-829-1040. State tax information can be obtained from the Department of the Treasury in any state. Information about local taxes can be obtained from the county and local government offices. The IRS has many publications and counseling services that can explain the payment of business taxes. The business owner is strongly urged to seek the advice of a business attorney or certified public accountant regarding tax requirements.

One third of the gross income of a business usually is needed to cover various taxes. This money must be set aside every month and left untouched. One of the biggest problems new business owners have is nonpayment of taxes because the tax money was spent on overhead expenses. The best protection is to pay the government first, because the penalties are high and tax laws are difficult. A professional tax preparer can help with the management of your taxes.

ARRANGING FOR INSURANCE

All massage therapists need professional liability insurance, often called malpractice insurance. The term *malpractice* refers to professional negligence or malfeasance. Negligence is an unintentional wrong. A negligent person fails to act in a reasonable and careful manner and consequently causes harm. Malfeasance is causing deliberate harm. Clients expect a certain level of professional education, standards of practice, and responsibility for conduct. Unfortunately, in our highly litigious climate, the best protection against a lawsuit is insurance. Insurance reduces the risk of having a liability claim filed against you personally. To advertise this, however, only invites a lawsuit. Accurate, comprehensive records are the next best protection; anything that seems even slightly important must be documented.

The best place to obtain liability insurance is through the professional organizations. Those that have been in existence for many years are the Associated Bodywork and Massage Professionals (ABMP) and the American Massage Therapy Association (AMTA). The addresses and phone numbers of these organizations can be found on the Evolve Web site (<http://evolve.elsevier.com/Fritz/business>). Other

professional organizations for massage and bodywork professionals have been established, and careful investigation of their insurance plans is recommended. The insurance costs usually are part of the dues structure of these organizations, an arrangement that makes insurance available at a reasonable cost. Obtaining insurance from private companies is very expensive.

Premise liability insurance is needed; this is often called "trip and fall" insurance. It can be obtained through professional organizations or from a local insurance agent. Because home business offices are not covered under a homeowner's policy, additional coverage in the form of a business rider is needed. The insurance agent also can discuss fire and damage insurance for equipment.

The more complicated a business, the more comprehensive the insurance coverage must be. Sale of products requires product liability insurance. Independent contractor liability insurance protects the contractor against third-party claims from hired independent contractors. The insurance agent and the insurance representative of the professional organization can provide additional information.

OPENING BUSINESS BANKING ACCOUNTS

A business account can be opened at a local bank. The DBA usually is required to use a business name. All income from the business is deposited in the business account, which serves as a record of gross income. All expenses are paid from this checking account, which provides a record of business deductions. What is left over is the net income.

If the massage professional is disciplined enough to pay off a charge card every month, a business credit card is a good idea. The monthly statement provides a record of business expenses.

Taxes are paid quarterly on the net income. A wise professional will contact a good bookkeeper or accountant to help set up the payment schedule for taxes.

After all business expenses and taxes have been covered, the massage professional may write himself or herself a paycheck, called a draw check. This money should be deposited in a personal account, and personal expenses can be paid from this account. Personal and business money must not be mixed.

SETTING UP INVESTMENTS

All massage professionals, whether self-employed or employed by others, should set up an individual retirement plan. After taxes are paid, 10% of income could be invested in a long-term growth investment. A local bank or insurance company may have access to stable mutual funds. Individual retirement accounts (IRAs) also are available. Some employers offer investment plans. Money can be invested in compound interest-bearing accounts in many ways. This takes discipline, but we inevitably get older, and planning for that time is important.

KEEPING RECORDS

Record keeping likely seems like an overdiscussed topic at this point. However, much of the nuts and bolts of business involves record keeping. All business receipts must be saved and filed. Copies of all important documents should be stored in a location other than that of the originals. Everything must be dated, and no oral contracts should be made. Information should be organized monthly on a spreadsheet so that when it is time for the tax preparer to do the business and personal taxes, everything can be verified. This so-called paper trail is very important for a properly run business, and it must be established.

Comprehensive client files must be kept in order. Payment records are also kept in the paper or electronic client files. Note whether payment was made by cash, credit card, or check; if a check is used, note the check number. If cash is paid, note the receipt number. If a monthly billing system is used, post the date the bill was sent and the date the check was received, along with the check number. Any credit card information should be taken and recorded. Records must be kept current. If you must use professional liability insurance or if you are billed by a client's insurance company, the first thing the company will request is the client's records.

Anyone who wants to manage his or her own business is advised to take some classes in small business management at a community college or to attend workshops offered by the local Chamber of Commerce. For the self-employed, the need to keep accurate records is unavoidable. Many commercial record-keeping systems are available. A wise course is to choose one and use it consistently. All massage professionals, whether employees or self-employed, must keep accurate, comprehensive client files. The success of your professional life depends on it. The current trend toward electronic data storage and various types of user-friendly software supports this process.

There are many pros and cons to being self-employed and of owning and operating a business. It can become even more complex if you have employees. One of the first areas discussed in this textbook is the application of intention, intuition, and inspiration. Even with the best business plan, it is the intention to be self-employed, the intuition to make important decisions, and inspiration to proceed with ideas regardless of risks that will support your success.



LEARNING ACTIVITY

Using your outline and the knowledge gained from this text, write a comprehensive business plan. You can use one of the templates identified in the Good Stuff from the Government segment.



SELF-REFLECTION

Review all the self-reflection questions, starting in Chapter 1. Ask yourself the same questions again. What has changed?

- I am the same in what ways?
- Why do I understand others better?
- Why am I more organized?
- Why am I more aware of the nature of business function?
- In what ways am I different?
- What subjects do I need to learn more about?
- How will I be more successful in my career?
- What is my dream for my career?
- What is my plan to reach my dream?
- What motivates me to be successful?
- What am I still nervous about?
- Who will help me?
- What is my vision for my future?
- What is my source of motivation for persistence in attaining my goals?
- What is my source of inspiration?
- What does my intuition tell me my plan is?
- What is my intention for being a massage therapist?
- What is my path of service?
- What is my greatest strength?
- What is the most important thing I have to give?
- What am I most thankful for?
- What is the basis of my hope, faith, and energy for success?
- Why am I confident?



Good Stuff from the Government

BUSINESS PLAN TEMPLATE

Consult the Small Business Association’s business plan template (<http://web.sba.gov/busplantemplate/GenRpt.cfm>). Here are five important tips before you start:

1. The business plan should tell a compelling story about your business, explaining who, what, when, where, how, and why.
2. Your plan should be focused and clear. It is not about the number of pages or style of the cover.
3. The plan should define specific business objectives and goals with general parameters to guide the organization.
4. Writing a business plan should force logic and discipline into a business.
5. A good business plan is a living document. It should be updated regularly.

This template is designed to help you build a business plan. Review and complete each section of the template. At the end of the program, you will be able to generate and save a formatted business plan, which can later be further modified or presented as a final product. Completing this plan is a first step to building a successful business. There is also a free online course called How to Prepare a Business Plan (<http://web.sba.gov/sbtn/registration/index.cfm?courseid=27>).

SUMMARY

Massage therapy is a fantastic, rewarding career with many opportunities for success. Unlike many professions that have a narrow career path because of restricted environments (e.g., veterinary assistant, medical assistant, cosmetologist),

massage is found in many environments. Massage therapists also have the option of having our own small business. Although there are many career options, the ultimate determinant for your success is your commitment to professional and business skills, your massage therapy skills and expertise, and your professional focus on serving your clients.

Your career journey begins. This textbook, your instructors, peers, mentors, and good stuff from the government can offer ongoing support. Intention, intuition, and inspiration will serve you well if you spend the time to pay attention. Be deliberate and persistent. Do not be fearful, but it is okay to be realistic. Be optimistic, not pessimistic. Work hard and smart. Be committed and joyful. You will grow and mature as your career progresses.

Be kind to yourself, and be kind to others. Focus on the big picture, but also attend to the details. Massage is considered valuable because it is low tech, but maybe our ability to touch in a compassionate and effective way to meet the needs of our clients is the most sophisticated application of all.

Row, row, row your boat gently down the stream. Merrily, merrily, merrily, merrily, life is but a dream. Row steadily and with focus on your career path. While you are doing so, learn to make the flow work for you instead of fighting against it. Make compassion your goal, enjoy yourself, and remember that your life is the manifestation of your dream. Gofor it!

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Workbook

1. Write your career philosophy in which you describe who you are, where you are going, and what you hope to accomplish. This philosophy should include your goals for life, your basic values, and your strengths and weaknesses.

2. List six reasons for potential employment and explain briefly the benefits of each.

- Choose one of the advertisements in Figure 18-2 or 18-3. Respond to the advertisement by writing a letter of application for the position. Prepare a resume to accompany the letter.
- Make a copy of the letter and the resume for your personal files. Assume that you have been interviewed for the position mentioned in question 3, and write an appropriate follow-up letter.
- List five of your assets that would attract the favorable attention of a future employer.

- Give five ways an application form may attract unfavorable attention. List 10 questions that you may be asked during an interview.

- Complete the application form in Figure 18-7.
- Form your personal use, review the performance evaluation form in Figure 18-10.
- With two people assuming the roles of interviewer and applicant, answer the questions in Box 18-9. Discuss six suggestions for success on the job.

- Discuss the procedures for the following: asking for a raise and terminating a job.

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