

Human Resources Concepts

Roles of Human Resources

Hiring
Training
Managing / Developing

Hiring

Determining Initial Hiring Needs

- Setting Labor Budget
 - ~10% of Net Sales
 - Example: \$40,000 per week in Net Sales = \$8,000 for 2 week schedule
- Make a mock schedule using example names to see how many full time / part time people you need to fill out the schedule the way you want it to be
- Experience level required
 - High experience level = higher wage
 - Low experience level = lower wage + provide training
- Employing High School Kids
 - Age standards, time limits, etc.
 - GOOGLE: "<your state> child labor laws"
- Age limit to scan beer / tobacco / lottery or run equipment

Key Roles

- Store Manager
 - Their attitude / temperament sets the tone for the rest of the staff
 - Required skills include: communication, customer service, human resource hiring / training / management, process management, physical agility to move freely and lift 50 pounds
 - **Template: Mod8_1 Operations Overview (*Module 8 = Operations*)**
 - **Template: Mod5_2 Job Description Store Manager**
- Bookkeeper
 - Manage incoming invoices
 - Send out account statements
 - Pay manual bills
 - Watch cash flow levels compared to outstanding checks / debits / EFTs
 - Sales and Employment Tax filings
- Department Managers

- Important to have specific individuals looking after the immense detail included within each department
- Provides redundancy if your Store Manager is out of the store, Dept Managers can step up and help cover
- **Template: Mod5_3 Management Team Responsibilities**

Creating Job Descriptions

- **Templates: Mod5_2 Job Description Store Manager**
- **Templates: Mod5_4 Job Description Lunch Manager**
- **Templates: Mod5_5 Template Cross Functional Job Description**
- Most control in hiring phase
- Turnover is expensive because finding/training someone new takes time

Interview Process

- What are the steps that will hopefully lead you to confidently select the best possible fit?
- **Template: Mod 5_6 Interview Process for Lunch Manager**

Job Application

- Electronic: jotform
- Printed:
 - **Template: Mod5_7 Job Application**

HR Forms (completed prior to, or on orientation date):

- Employee Handbook consent
- Federal W-4 form
- State W-2 form
- I-9 form Citizenship and documentation (ID/DL, passport)
- 15 and under ppwk (if applicable)
- Emergency Contact form
- New Hire reported to state department of labor
- **Templates: Available in Module 4 Financial Concepts**

Training

New Hire Onboarding Process

- Clock in / out
- Dress policy

- Employee Safety
- Process for both time off requests and last minute
- Breaks and the break area
- Cell phone policy

Job Specific Training

- Need to know Services (e.g. hotcase ops, dry cleaning turnaround times, custom meat / cake order procedure, etc.)
- **Templates:**
 - **Mod5_8 Training Competency by Department**
 - **Mod5_9 Opening Training Matrix**

Cross-Training / Multi-functional positions

- Coverage during busy times / employee absences
- Easy support like knowing how to bag groceries, stock produce/beer, or slice deli meat & cheese

Free Food Safety Training by State Department of Ag

- Schedule with your inspector

Ongoing Training Comprehension

- Keep track of individual-level training on updates and changes as they arise
- **Template: Mod5_10 Training Log**

Managing

Workers Comp Insurance

- Refer to the Financial Matters Module in the Insurance Section
- Document any injuries ASAP after it happens including statements from any employees involved

Employee Benefits

- Holiday Gifts (ex: gift card or company apparel)
- Employee Discount (ex: turns on after 30 days)

Creating the Schedule

- Labor Budget Target ~10% of weekly revenue
- Option 1: You make the schedule
 - Collect each employees recurring weekly availability
 - Collect time off requests either by email or employees physically filling out a calendar with their requested time off
 - Issue the term's schedule at least a few days in advance
 - How should employees handle it if they cannot work their scheduled shift?
- Option 2: Employees self-schedule
 - Put out a blank schedule template a couple weeks before the term
 - Allow employees to sign up for the shifts they will work until the schedule is full
 - How should employees handle it if they cannot work their scheduled shift?

Performance Reviews

- 45 & 90 day review period to catch issues early on
- Annual Reviews
 - **Templates:**
 - **Mod5_11 Performance Review (all employees)**
 - **Mod5_12 Performance Review (Manager employees)**

Employee Development

- Getting to know individuals
- Strengths Finder
 - **Template: Mod5_13 Strengths Finder Report**
- Myers Briggs

Team Meetings

- Opportunity for teamwide bonding / exposure / getting on the same page
- Dept updates and other store changes to be aware of
- Deploy training to the entire team
- **Templates:**
 - **Mod5_14 Scavenger Hunt (Ice Breaker Team Activity)**
 - **Mod5_15 Round Robin Trainings**

Termination Security Checklist

- Complete ASAP upon an employee exiting the company
- Remove all possible access employee was granted during employment
 - Possible areas may include: building access keys/cards/fobs, bank account access, email account access, other logins/passwords that may be known to the individual, clock in system, employee discount system, etc.

- Collect company property like aprons, laptops, or any other equipment