**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