

Human Resource Management Unit

(Part of the Standard Question and Answer Business Plan)

SWOT Analysis

Strengths

- What skills are possessed by principals or founders?
- Do you or the other principals have successful backgrounds in attracting good staff?
- Do you or the other principals have success in developing and retaining good staff?
- Can your startup be sustained with low need for staffing?
- Are many functions performed by persons with common generic skills?
- Do you have adequate supervisory personnel?
- Are you proficient at delegating?

Weaknesses

- Are there safety and liability issues with your venture?
- Will you be able to attract suitable employees for a "tentative" startup?
- Will training be extensive or costly?
- Is there a high employee turnover rate in your industry?

Opportunities

- Is there an ample supply of suitable employee prospects?
- Is your concept perceived as an attractive employment opportunity?
- Is your community currently an "employer's market?"

Threats

- How will you maintain staff morale when business is slow?
- Will you be taking valuable employees from a competitor?
- Will you be subject to aggressive or adverse union actions?

Staffing

Monthly & Annual Forecasts

- What are your staffing requirements during startup and ongoing?
- Can you project these requirements over the next few years?

- What are your personnel needs now?
 - In the near future (3 years)?
 - In 5 years?
- What skills are required now?
 - In the near future (3 years)?
 - In 5 years?
- What job openings do you have now and later?
- Do you have job descriptions?

Compensation

Remuneration

- Will employees be full-time or part-time?
- Will you pay salaries or hourly wages?
- What are the salary ranges and how are they determined?
- What are the wage rates for each job class?
- Will you have some on salary and others on wages?
- How will salary increments be determined?
- What are the mandatory benefits?
- What fringe benefits will be offered?
- Have you calculated the cost of these fringe benefits?

Will you utilize overtime?

- What skills or functions will be contracted out?
- Will you base raises on seniority or upon merit?

Benefit Plans

- What benefit plans are required to be competitive?
- What benefit plans are required to appear a benevolent employer?

Vacations

- What vacation terms are required to be compliant with the law?
- What vacation terms are required to be competitive?
- What vacation terms are required to appear a benevolent employer?

Social opportunities

- What social activities will be afforded your employees?
- Will you have facilities for break and lunch periods?
- Will social needs be satisfied during the normal performance of duties?

Job security

- What assurances will your employees have for regular and continuing employment?
- Will there be temporary or permanent layoffs?
- Will there be fair and clear communications regarding staffing requirements?
- What is the status of job security in your industry?
- What is the general perception of job security in your industry?

Hiring

- Will all new employees be subject to the recruiting, selection, orientation and training cycle?
- Have you considered the high cost of ineffective hiring?
- Is your policy to hire-and-replace or hire-and-retain?

Recruiting

- What are your prime and secondary methods for attracting candidates?
- What are your media availabilities and preferences? Will you use print or electronic?
- Will you be networking with friends, acquaintances, associates or other?
- Are there appropriate recruiting agencies available?
- Will you use government referral facilities?
- Will your recruiting be an ongoing process or as needs arise?

Selection

- What methods will you use to determine the best candidates?
- Is there a standard application form?
- Do you request resumes?
- Will you have tests?
- Will you have a pre-screening process?
 - Is there a qualifying telephone interview before a personal visit?
- Will there be one or more interviews?
 - Who will conduct the interviews?
 - Do you or associates possess good interviewing skills?
 - Will the interviews proceed in stages?
- Will you check references and other background investigations?
- Is there a trial working period?

Orientation

- Is there a "first day" routine?
- Is there an ongoing schedule of orientation sessions and/or activities?
- Who conducts the orientation processes?

- Will there be follow-up exercises combined with training activities?
- Are your job descriptions comprehensive or heuristic?

Training

- What type of training is done?
 - Who does the training and testing?
 - When or what stages does training take place?
- Is there an on-the-job training program? How is this evaluated?
- Will the training and evaluations be recorded in confidential files?
- Will there be a training program for longer-term employees?
- Are there opportunities for external training and development?
- Will your company subsidize external courses?

Dismissals

- Do you have a progressive discipline procedure?
 - Has this been reviewed by your legal advisor?
 - Are your employers aware of this procedure?
- Is there a specific procedure for a planned dismissal?
- Do you have contingency plans for mass walkout or employee exodus?

Supervision

- Do you have a motivational program?
- What incentives do you have for maintaining a healthy morale?
 - Do your incentives include flex-time, employee of the month, rewards, or gifts?
- Have your supervisors been trained in supervisory skills?
- Are supervisors appointed upon merit or upon seniority?

- Are you or a staff person skilled at conflict resolution?
- Do you have programs for developing functional teams?
- Do you have programs for individual development?
- Are you or your staff skilled at performing employee evaluations?
- Are you or your staff skilled at delegating?
- Will your delegating be performed in word and deed?
- Do you have a policy for data and personal confidentiality?
- Do you have systems and procedures for protecting confidential matters?
- Do you have a quality control system?
- Do you have procedures for ensuring quality is maintained?

Legal Liability

- Have you studied and complied with Employment Practices regulations in your jurisdiction?
- Are you reasonably protected from termination lawsuits?

Employment Contracts

- Will each employee be granted a signed contract of engagement?
- Will the contract be comprehensive enough to satisfy all legal obligations of an employer?

Collective Bargaining

- Will you be required to deal with a collective bargaining unit?
- Will there be a strong industry influence to engage in collective bargaining?
- Will you have a person dedicated to collective bargaining issues?

Human Rights

- Do you have policies and procedures for protection from Human Rights infractions committed by any and all employees?

Need Help With Your Business Plan?

Whatever your situation or budget - let's discuss it!

For a FREE consultation with NO obligations, send a brief request to:

BPCoach@UncleMaxSays.com

or visit

<http://www.unclemaxsays.com/businessplancoaching/bpcoaching.php>