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# The Human Resources Plan

The human resources plan describes your expected staff requirements over the next two years. The areas of responsibilities, training and experience requirements for each staff position, organization chart as well as compensation and benefits should be summarized. Also, review the labour management programs that you plan to initiate and the goals you wish to achieve. The human resource plan is often included as a subsection in the production portion of a business plan. But, given the increasing importance of labour management you may choose to highlight your labour management plan as a separate section as we have in this example.

Human resource management requires thinking about how you will recruit, screen, motivate, train and discipline the staff you work with. The British Columbia Ministry of Agriculture and Fisheries provides a publication called *Farm Labour Management in B.C.* Copies are available from the Farm Management Branch or your closest district office.

## 1. Employee Plan

As the form opposite shows, S&B Flowers is planning to have five fulltime staff members as well as casual part-time labour.

Note: if your business plan will be used to obtain outside financing, you should include resumes for the managers. An outside lender will base his or her decision on the management skills and experience available. The resumes should show the name, education and business experience in detail for the managers and skilled workers in your firm.

## 2. Organization Chart

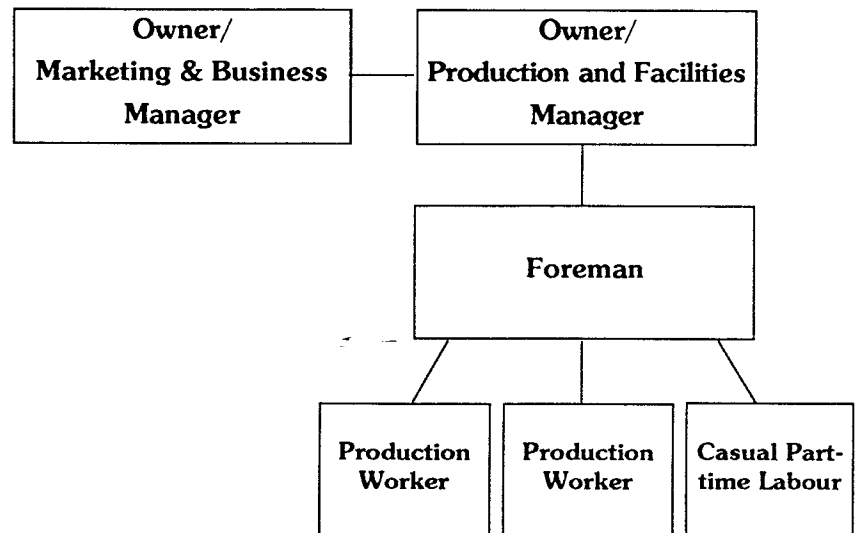
Once you have prepared your employee plan, complete an organization chart as well to illustrate how your staff members are organized and to whom they report. This is important for two reasons. First, readers outside your firm will want to see evidence that you have thought through and organized the staff and management needs of your business. Second, your own employees will want to know how their firm is organized. The form opposite shows S&B Flowers' organization chart.

If major organizational changes are required because of changes in your operation during the period covered by the plan, these should be noted.

**Employee Plan  
(Year 1 - 3)  
Example**

<b>Job Title</b>	<b>Functions</b>
Owner/marketing and business manager	company management, sales management, promotion and market development, bookkeeping, cost accounting, billing, coordinating and developing business plan
Owner/production and facilities manager	company management, production management, supervising workers, worker training, scheduling and coordinating repairs and maintenance, upgrading and developing facilities
Foreman	supervision of cultural and harvest practices; shipping and handling; general maintenance
Production workers (2)	cultural and harvest practices e.g. pruning, transplanting, harvesting, watering
Casual part-time labour	harvesting, pruning, transplanting

**Organization Chart  
Example**



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### **3. Compensation and Benefits**

The final step in preparing your Human Resources Plan is to complete the compensation and benefits chart. The sample on the opposite page shows the S&B Flowers example. There are a number of potential sources of information for items such as likely salary and wage levels. Statistics Canada produces a number of summary reports showing compensation by various groups. Or, local employers or government organizations (such as local employment offices) may be able to help you estimate the various compensation levels for which you will need to plan.

If you anticipate changes in wages and compensation during the period covered by the plan these should be noted.

### **4. Labour and Training Goals**

Successful recruiting, hiring, training, motivation and discipline procedures are key to the growth and success of a business. Your labour plan should show how you plan to promote and maintain good labour relations, strong morale, and high quality, high output per worker.

Your labour targets and planned programs can be summarized on a form similar to the one for S&B Flowers.

**Compensation  
and Benefits  
(Year 1-3)  
Example**

<b>Position</b>	<b>Salary and Benefits</b>
Owner/marketing and business manager	50% profit share (\$15,000 cash draw)
Owner/production and facilities manager	50% profit share (\$15,000 cash draw)
Foreman	\$22,000 (including bonus)
Production workers	\$38,000 (2 @ \$19,000)
Casual part-time workers	\$7.50/hr (Total: \$10,000)

**Labour and  
Training Goals  
Example**

<b>Target</b>	<b>Barrier</b>	<b>Planned Response</b>	<b>Measurement</b>
Employee safety - an accident-free workplace	Knowledge; working conditions	Training; employee manual; awareness and supervision	100 accident - free days
High productivity	Work habits, knowledge, attitude, experience	Attention to employee concerns; regular performance reviews; training opportunities; job design; staff hiring management style	210 roses/m <sup>2</sup> ; 28 bunches Freesia; 36 bunches Alstroemeria
Low staff turnover ratio	Demand for skilled workers by other firms	Attention to employee concerns; regular performance reviews; staff hiring and training opportunities;	Tenure > 2 years