
THE HUMAN RESOURCES PLAN

The human resources plan describes your expected labour requirements over the next three years. The areas of responsibilities, training and experience requirements for each staff position, organizational 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 resources plan is often included as a subsection in the production portion of a business plan because of the close relationship between forecast production levels and staff required to meet those levels. But given the increasing importance of labour management, you may choose to highlight your labour management plan as a separate section.

Human resources management requires thinking about how you will recruit, screen, motivate, train and discipline the staff you work with. The British Columbia Ministry of Agriculture, Fisheries and Food provides a series of five publications called *B.C. Farm Employers' Handbook* and a series of Labour Management videos. Copies are available from the Farm Management Branch or your closest district office.

Employee Plan

In your employee plan, show the positions that exist or will be required in your operation and describe the job each employee is expected to do.

Note: If your business plan will be used to obtain 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 experience for the manager and skilled workers in your firm.

Organization Chart

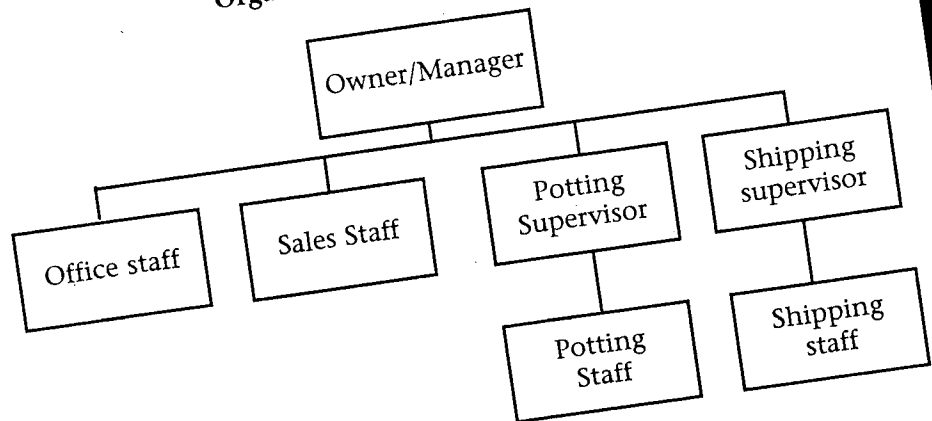
Once you have prepared your employee plan, complete an organization chart as well to illustrate how your staff members are organized and to whom they report. This is important for two reasons. Firstly, readers outside your firm will want to see evidence that you have thought through and organized the staff and management needs of your business. Secondly, your own employees will want to know how their firm is organized.

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 EXAMPLE

Job Title	Functions
Owner/Manager	Production and business management; supervising staff, repair and maintenance; upgrading and developing facilities
Office staff	Office receptionist duties; filing; bookkeeping; correspondence and recordkeeping
Sales staff	Responsible for all sales; regular visits to retail garden centres
Potting supervisor	Supervision of potting line, both equipment and staff
Potting staff - temporary	Potting of plant material; day-to-day operation of potting equipment
Shipping supervisor	Oversees all shipping operations; supervises shipping staff
Shipping staff	Transports potted plants from potting area and prepares for shipping to customers; ability to operate moving equipment such as tractors, wagons, front-end loaders

Organizational Chart Example



COMPENSATION AND BENEFITS

Another step in preparing your Human Resources Plan is to complete the compensation and benefits chart. There are a number of potential sources of information for items such as likely salary and wages levels. Statistics Canada produces a number of summary reports showing compensation by various groups. Or, local growers or government organizations (such as employment offices) may be able to help you estimate the various compensation levels for which you will need to plan. Bonuses paid to employees are often linked to the yield produced by the crop.

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

Labour and Training Goals

Successful recruiting, motivation and discipline procedures are keys to the growth and success of your 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 in the example.