

Writing a Business Plan - One Step at a Time

A step-by-step system for new entrepreneurs.



Booklet 11 - Staff and Management

This last booklet will help you describe the people in your business. It is important to show that you and your staff will be able to successfully operate your business.

Worksheets

- 11-1 Staff & Management Summary
- 11-2 Job Descriptions & Qualifications
 - Management
 - Staff
- 11-3 Personal Development & Support
- 11-4 Workflow 1 & 2

11-1 John's Management & Staff Summary

Full-Time Part-time Seasonal

Management

<i>Owner/mechanic</i>	<i>1</i>		

Staff

<i>Helper</i>		<i>1</i>	
Total Jobs Created	<i>1</i>	<i>1</i>	

11-1 Management & Staff Summary

Full-Time Part-time Seasonal

Management

Staff

Total Jobs Created

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11-2 Johns's Job Descriptions & Qualifications

Complete one summary for each staff and management position within your business, starting with top management and ending with part-time/casual employees.

11-2a Position/Title	Is this position : <input type="checkbox"/> Management Position Filled By	How many?
	<u>Owner - John Smith</u>	<input type="checkbox"/> Full-time <u>1</u>
Manager/ Mechanic	or: <input type="checkbox"/> Staff Reporting To	<input type="checkbox"/> Part-time
		<input type="checkbox"/> Seasonal

Job Description:

Manager, Mechanic and any other duties as required.....

Wages, Salary, Drawings :

Year 1 - \$1000 per month wages

Year 2 & 3 - \$1000 per month plus up to \$1000 per month bonus if cash flow allows

Experience & Background - Resume attached Yes No Not Applicable

Include past experience, personality, training, and significant past accomplishments that show this person is able to do this job well. For positions to be filled, describe skills and experience required.

- Qualified journeyman mechanic, 18 years in auto repair
- 3 years experience as shop manager
- 2 years welding on-the-job training

Training Required? Yes No

If yes, provide details such as the type, time frame, method and cost.

- Bookkeeping class to understand the financial end of my business. Greenland College offers a class every fall for two evenings per week. Fees will be paid from miscellaneous expense.

Is it difficult to replace this person?

- If temporarily unable to work in business, I can hire a mechanic on piecework for \$17 per billable hour. Supply of mechanics in the cities is plentiful and my wife and I can supply a temporary employee with room and board.

11-2 Job Descriptions & Qualifications

Complete one summary for each staff and management position within your business, starting with top management and ending with part-time/casual employees.

11-2a Position/Title	Is this position : <input type="checkbox"/> Management Position Filled By	How many?
	or: <input type="checkbox"/> Staff Reporting To	<input type="checkbox"/> Full-time <input type="checkbox"/> Part-time <input type="checkbox"/> Seasonal

Job Description:

**Wages, Salary,
Drawings :**

Experience & Background - Resume attached Yes No Not Applicable

Include past experience, personality, training, and significant past accomplishments that show this person is able to do this job well. For positions to be filled, describe skills and experience required.

Training Required? Yes No

If yes, provide details such as the type, time frame, method and cost.

Is it difficult to replace this person?

11-2b
Position/Title

Mechanic's
Helper

Is this position:

Management Position Filled By

Or:

Staff Reporting To Owner / Operator

How many?

Full-time

Part-time 1

Seasonal 1

Job Description:

- Clean up shop, wash parts, order parts, answer phone, some basic mechanic duties
- Any other duties that he can be trained and qualified to do.

Compensation

\$6 per hour

(Wages, Salary, Drawings)

Experience & Background - Resume attached Yes No Not Applicable

- No previous experience necessary but should demonstrate mechanical aptitude and a willingness to learn.

Training Required? Yes No If yes, provide details.

- On the job training.

Availability of Replacements:

Yes - other young men in high school.

11-2b Position/Title	Is this position :	How many?
	<input type="checkbox"/> Management Position Filled By	<input type="checkbox"/> Full-time
	Or: <input type="checkbox"/> Staff Reporting To	<input type="checkbox"/> Part-time
		<input type="checkbox"/> Seasonal

Job Description:

**Wages, Salary,
Drawings :**

Experience & Background - Resume attached Yes No Not Applicable

Training Required? Yes No If yes, provide details.

Is it difficult to replace this person?

11-3 John's Personal Development and Support

Please list any professional or personal training or assistance you will be receiving.

NAME	ADDRESS	PHONE#
ACCOUNTANT		
Hallpenny & Company	402-12th St., Timmons	555-5888
BOOKKEEPER		
Susan Smith	Box 357, Timmons	555-7654
	(My wife will do bookkeeping at no cost)	
BANKER		
Timmons Mybank Inc.	Box 40, Timmons	555-4354
CONSULTANT		
N/A		
LAWYER		
Crookaras & Co.	111 Main St. , Timmons	555-5000
INSURANCE COMPANY		
Insurance is Us	112 Main St., Timmons	555-6000

IDENTIFY ANY OTHER SUPPORT YOUR BUSINESS MAY BE RECEIVING:

N/A

IDENTIFY ANY FUTURE PERSONAL OR BUSINESS DEVELOPMENT INTENDED?

I intend to attend an annual conference on new diagnostic procedures sponsored by the Mechanic's Association.

11-3 Personal Development and Support

Please list any professional or personal training or assistance you will be receiving.

NAME	ADDRESS	PHONE#
ACCOUNTANT		
BOOKKEEPER		
BANKER		
CONSULTANT		
LAWYER		
INSURANCE COMPANY		

IDENTIFY ANY OTHER SUPPORT YOUR BUSINESS MAY BE RECEIVING:

IDENTIFY ANY FUTURE PERSONAL OR BUSINESS DEVELOPMENT INTENDED?

In order to get a clear picture of your business, it is sometimes very helpful to look at a your workflow. This chart may or may not be adaptable to your type of business. Feel free to change it to suit your needs. If you can't, don't worry. This exercise is optional. If you can, be grateful. It is a very valuable tool, both for you and your lender.

Try to be as realistic as possible. Talk to businesses that are similar to yours and find out how they use their time.

Average Time Per Customer/Job

Estimate the average time spent per customer or job. Some customers take a lot of your time, and some will take much less but you need to find an average. You can calculate this by listing each step involved in a typical sale and estimating the time involved for each step.

	Time Used	Billable
<i>Initial Contact (telephone, walk-in, etc)</i>	<i>15 min</i>	<i>-</i>
<i>Repair (Tear-down)</i>	<i>60 min</i>	<i>60 min</i>
<i>Ordering and receiving parts, customer contact</i>	<i>15 min</i>	<i>-</i>
<i>Repair(parts replacement and rebuild)</i>	<i>60 min</i>	<i>60 min</i>
<i>Billing, collecting payment</i>	<u><i>15 min</i></u>	<u><i>-</i></u>
Total	<i>2hrs 45min</i>	<i>2 hrs</i>

Average Sales Per Customer/Job

Estimate the income from this “average” customer or job. Service businesses will have income from service and materials, but retailers will only have income from sales.

<i>Labor (\$30 per hour X 2 hours)</i>	<i>\$60</i>
<i>Parts average equal to labor (\$60)</i>	<u><i>\$60</i></u>
Total	<i>\$120</i>

11- 4 Workflow Chart

Optional

Average Time Per Customer/Job

Estimate the average time spent per customer or job. Some customers take a lot of your time, and some will take much less but you need to find an average. You can calculate this by listing each step involved in a typical sale and estimating the time involved for each step.

	Time Used	Billable
Total		

Average Sales Per Customer/Job

Estimate the income from this “average” customer or job. Service businesses will have income from service and materials, but retailers will only have income from sales.

Total	

Hours Available Per Week (Staff & Management)		Hours per Week
Owner	8:00am - 6:00pm for 6 days peek	60
Employee	2 hours for five day + 1 8-hour day)	<u>18</u>
Total		78

Other Tasks

Estimate the time spent in your business on all the “Other Tasks”. This is very difficult because no one ever wants to admit how much time they spend on “Other Tasks”. Estimate higher than you expect. When you actually are running your business and you look back at this worksheet, you’ll understand why.

		Hours per Week
Coffee Breaks	Management 2 x 15 min x 6 days	3
	Staff 2 x 15 min plus down time	1
Lunch	1 hour per day x 6 days	6
Bookkeeping	Books, mail, etc. 30 min/day x 6 days	3
Pay bills	10 min per day	1
Clean - up	After each job, weekly, etc.	2
Non-billable customers	- 20 min per day x 6 days	2
Salesman/community/meetings	- 30 min x 2 days	1
Other / marketing	- 30 min x 4 days	<u>3</u>
Total		22

Glossary

adaptable - able to change

aptitude - natural ability

compensation - type of payment

initial contact - first meeting

optional - your choice to do it or not

personal training - training for you that can be used in many types of jobs

piecework - payment based on work completed

professional training - training for your type of business

qualifications - skills needed

resume - summary of a person's education, work history and skills

typical - usual, common

workflow - description or outline of how you use your workday