

PROFIT MOTIVE: YOUR COMPASS TO FINANCIAL SUCCESS

Do you have a staffing problem?

Consider carefully; your actions can cost you dearly in terms of time and money

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As a shop owner or manager, you have probably felt like you needed to hire additional staff to solve a problem or replace someone already working for you because they are not meeting your expectations. Shops face these decisions on a frequent basis.

But before you hire additional staff or begin making a staff change, ask yourself, "Do I really have a staffing problem?"

Whether you are making the choice to replace someone or to increase the size of the staff, there is an associated cost. You have the cost of advertising and the time required to interview and coach a new employee. Making the right staffing decisions can save thousands of dollars.

The business has changed

The needs of the business change frequently, and they need to if you want to remain competitive. But shop owners often tell me they need to get a new shop manager because the current one is not meeting their expectations. I try to find out two things: what are the expectations of the owner, and have those expectations been told to the current manager.

Here's an example. The manager was hired to write estimates and manage shop production. The owner is also expecting the manager to drive business, increase insurance DRPs and grow the fleet business to increase sales. As the business goals changed, so did the job. If the owner hasn't clearly set and communicated the new expectations, then it is very difficult

to hold the manager, or any other employee, accountable for meeting them. You also need to consider what time is available to perform these tasks, and if the current staff member needs additional training and coaching to be successful.

We are hiring

Another common problem today is finding qualified staff to fill open positions. When a shop owner tells me they are going to hire a new employee, I ask them to think about what they are trying to accomplish by adding staff. Have they done a list of essential functions that the person will need to perform? If not, it is likely they will not hire a person with the right set of skills for the position.

For example, if the shop needs a technician, look at what the tech is expected to do. Will the tech be doing structural repairs, bodywork or bumper replacements? This is critical to know, as the skills required are dramatically different for each.

Job analysis

Job analysis is a process to identify and determine the duties and requirements for each position. The analysis must be conducted on the position, not the person. The

purpose of job analysis is to establish and document the position for items such as the job being performed; responsibilities and duties; work environment; tools and equipment used; education, experience, skill, and certification; and compensation, among others.

Job description

Once you complete the job analysis, create the job description. These are used to ensure your applicants and employees understand their roles and what they need to do. Job descriptions also help attract the right candidates, describe the major areas of an employee's job and serve as a basis for outlining performance expectations, training and evaluation.

A job description should be practical, clear and accurate to effectively define your needs. Good job descriptions typically analyze the important facts about a job such as individual tasks involved; the methods used to complete the tasks; the purpose and responsibilities of the job; and qualifications needed for the job.

Jobs are subject to change for personal or business growth or due to the introduction of new technologies. A flexible job description encourages employees to grow within their position.

Job analysis worksheet

It is difficult to attract and retain quality staff today, and the wrong decisions can be very expensive. To help you make the right staffing choices, we have developed a job analysis form. Try it free for a limited time at www.ationlinetraining.com/abrn1411.

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