

Personnel Management: Help Wanted (Perfect Cashier)

By [Mark Horne](#)

- Super friendly (100% of the time)
- Non-smoking
- Non-drinking
- Anorexic
- Diabetic
- Senior citizen
- With no social life
- Wants lots of overtime
- And, must be totally honest

If you could employ this perfect cashier, everything in your business would be wonderful. You would have no shrink, no shortages, no customer complaints, accurate paperwork, and a C-Store operating like a finely tuned automobile. Unfortunately, recruitment, training, retention, motivation, and the management of your business may not be perfect. To build sales and profits in your business, you must improve in each of these areas.

As I travel the country consulting with retailers, the subject of employees always becomes a major issue. Concerns range from how to find, motivate, and retain good people.

In this series of articles, we will examine how Human Resource practices affect sales, profits, operations, and customer service.

In this, article, I will address the following:

- Do good employees make a difference?
- What is the real cost of turnover?
- Can turnover be reduced?
- How to create a working environment to reduce turnover.

Subsequent articles:

- Article 2-Recruitment and recruitment techniques
- Article 3-Training and employee development
- Article 4-Employee motivation
- Article 5-Employee retention
- Article 6-Evaluation and termination

Do good employees make a difference? Motherhood, apple pie, ice cream, and good employees all are synonymous. There is never an argument. The most obvious reason is customer service, however, shrink, which is one of the biggest problems in our industry, is also affected. Employees either cause shrink or can minimize it. Good employees minimize shrink by not stealing or grazing as well as being more proficient at vendor check-in and preventing shoplifting.

What is the real cost of turnover? The cost of turnover depends largely on what is included. In a recent retailer workshop, the following provides the group's calculation of what it costs to turnover a cashier.

Interviewers time	\$150
Advertising	\$100
Manager's orientation	\$100
Training * (Paid while working on a shift during On-The-Job)	\$200
Existing employee overtime	\$200
Wasted supplies, errors, correction time, ruined inventory, etc.	\$50
Uniform setup, name tags, start-up paper work	\$100
Miscellaneous	\$100
Total	\$1,000

In addition, there are the soft costs including customer's discomfort in having to get to know and train new employees. Your turnover costs may vary, but the principal is the same. Turnover is expensive. If you reduce turnover by 3 employees annually, this is a savings of \$3,000. The cost of manager turnover is extremely high.

Can turnover be reduced? Yes. The key is having a *zero turnover attitude*. An attitude of acceptance of turnover or an attitude of futility is the enemy. Before turnover can be reduced, you need to recognize that you may be the cause and hold the solutions to reduce turnover.

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