



Mini guide:
*How to introduce
structure to HR in 5 steps
without adding new hires*



Practical tips for business owners and HR professionals who want to bring more order to their company



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Introduction

👋 Hey you, the one leading people - whether you're a business owner, director, entrepreneur, or an HR professional doing it all on your own!

I know very well that as a business grows, so do the challenges - and people are often the biggest one.

When HR isn't structured, or is only just taking shape, the same familiar problems start appearing:

- A great candidate accepts another offer before you even manage to react
- New hires take too long to get up to speed
- Employees lack clear responsibilities
- Every departure creates operational chaos
- Days are spent putting out fires instead of growing the business...



That's the moment you realize
HR has become your bottleneck...
... and it can no longer stay "in the background."



That's why I created this guide:
to show you how, in just 5 simple steps, you can set up a basic HR
structure yourself,
see the difference right away, and fix what's holding you back —
without extra investment or new hires.

Step 1: Clear Roles and Responsibilities

In smaller companies, the rule often goes “everyone does everything” or even worse, “no one really knows who does what.”

In practice, that means no one is truly accountable.

The result? Incomplete tasks, duplicated (and often hidden) costs, and frustration all around.

How to establish clear roles:

- **List all key activities that are performed regularly**
- **Assign a main person responsible for each activity**
- **Define a backup person who steps in during absences**
- **Set a deadline where applicable**

Example from the hospitality/retail business:

Activity	Main person	Backup person	Note
Ordering beverages	Bar Manager	Senior Waiter XY	Every Tuesday by 10 a.m.
Creating shift schedules	Location Manager	HR	Posted in the WhatsApp group every Friday
Onboarding new employees	Location Manager	Senior Waiter AB	Day 1 + first week of employment
Inventory control in the store	Warehouse Administrator	Accounting Administrator	Twice a week (report by 12 p.m.)



Action box:

In 30 minutes, create a responsibility map for the 3 key positions in your company and share it with the team.

Step 2: Core HR Processes

Without defined processes, everything comes down to improvisation.

A new employee doesn't have access to the system because someone forgot to create their login, feedback is reduced to passing comments, and the return of company equipment is chased for weeks after someone leaves.

Three processes form the foundation of HR: Onboarding, Performance Check-In, and Offboarding. Here are some example activities:

Onboarding (Day 1):

- Welcoming and introducing the team and work environment
- Setting up IT access
- Introductory conversation about the company culture

Performance check-in (15 min, quarterly):

- What went great?
- Biggest challenge?
- How can I help?
- Focus for the next 3 months?

Offboarding (Last working day):

- Asset return record
- Deactivation of all system access
- Exit interview
- Company-wide communication



Action box:

Within one week, implement three basic processes: an onboarding checklist, three feedback questions, and an offboarding checklist.

Step 3: Essential Templates

Instead of writing documents from scratch every time, templates you create once give you a sense of order and clarity.

In HR, the essential templates you can't do without are Job Descriptions, which clearly state who is responsible for what, and Performance Evaluations, which help you decide whether the collaboration is on track or not.

✓ Mini Job Description

Shift Manager

- Purpose: to ensure smooth daily operations and high-quality service
- Tasks: staff coordination, staff training, preparing shift schedules, inventory control, and overseeing all hygiene standards



✓ Performance Evaluation

Shift Manager

- Work Performance Criteria:
 - Guest satisfaction rating: minimum 4.2, maximum one complaint per week, 100% compliance with scheduled working hours
- Behavioral Criteria:
 - Offers help to colleagues during peak hours, communicates respectfully, handles guest complaints calmly

Action box:

Within one week, create these two basic templates for key positions and agree with managers that everyone will use the same versions.

Step 4: Four Key Metrics



Without defined numbers, everything is based on impressions – and impressions can be misleading.

Only when you track concrete indicators can you see the real situation and make decisions based on facts, not feelings.

Four basic HR KPIs are more than enough to start with – they give you a clear overview of where your weakest points are and what brings the most value.

KPI	How to calculate	Our goal
Turnover Rate	Number of employee departures during a given period divided by the number of employees at the beginning of that period	13% yearly
Time to Fill	Number of days between the job posting date and the candidate's hiring date	40 calendar days
Absence Rate	Number of absence days divided by the total number of working days during the period	2% yearly
Average Length of Service (in our company)	Total length of service of all employees divided by the total number of employees (in our company)	5 years

Action box:

Over the next 7 days, set up a spreadsheet and start tracking these 4 KPIs on a monthly basis.

Step 5: Digitalizing the Small Things

You don't need expensive software to start digitalizing your HR. Begin with what you already have at hand – it can be simple forms or spreadsheets that instantly save time. Even your existing communication tool, with a few adjustments, can replace manual tasks and significantly shorten processes. Here are a few examples:

☀️ **Excel or Google Forms**

Instead of having new employees send their personal details by email and manually retyping them, create a Google Form that automatically collects all the information into one Excel/Sheets table.

That way, you instantly have an organized database, no extra typing needed.

☀️ **Slack channel**

Create a dedicated Slack channel for onboarding new employees, with all documents, checklists, and instructions pinned at the top.

This way, the new team member doesn't have to chase information through emails, and the manager can easily track whether everything has been completed.

☀️ **Collaboration (Google Drive / SharePoint)**

Set up a shared folder with templates (e.g., Job Descriptions, Checklists, Performance Evaluations).

This way, everyone always uses the latest version of each document, no duplicate files and no wasted time searching for "the right and final file."

Action box:

Over the next three days, review the tools you already use every day and add one new feature to each.



About the Author

Welcome! My name is Andrea Čerina, founder of HR & BIZ Studio.

When HR gets out of control, I'm the one who brings structure back in. I don't offer theories, instead I create concrete processes and models that save time and close operational gaps.

I bring over 20 years of experience in HR and business operations - from corporations like Microsoft to Croatian startups and International scale-ups.

I believe HR can, and should, be clear, fast, and truly supportive.



If you'd like to speed up or expand the implementation of these steps — and avoid the common mistakes along the way, feel free to reach out.

Thank you!

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