

尊重產生忠誠——

尊重、善待你的員工

你將獲得意外的回報與收獲

我在我的旅程中注意到停車場設施員工的態度因地點而不同。我曾試著了解為什麼相同的人在某個地點有「高昂」態度，而在另一地點卻造成一種「高姿態」。

在實質長年跋涉於我們美麗土地上的各個汽車停車場後，我有個理論。工作條件造成一切的差異。在首府都市的一家停車庫房中，我向業主建議讓我們重建員工辦公室。員工在出口亭旁邊工作，它比正常的要大些，但對於經理、會計幕僚及收費員／顧客關係人員，實在不夠大。

我們把辦公室大小加倍，買了新傢俱，重建廁所、及提供一些咖啡和瓶裝礦泉水。態度上的改變是立即的。

員工認為業主在乎他們，而因此他們也會更在乎他們的工作。我知道這看來很明顯，但讓我們面對它吧：員工室有時是個排在後面的念頭。作業員可能或不會要求更好的

環境，但在多數案例中，資材經理視此為他們寧可不必花費的一項開銷。

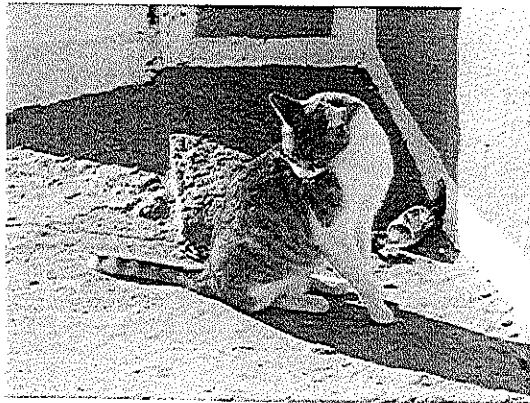
「低階」員工需要他們所能得到的一切支持與福利。較好的工作條件、較好的制服、最好的雨具

，若是他們需要的話、一流的配備這些事都意味著更好更在乎的員工。

還有個附帶好處。我認為它們也讓員工更誠實。他們並非一開始就是不誠實的員工。然而，每一天他們都曝露於比他們賺兩個月還要多的金錢之前，而且是現金。每一天他們都開始理解到如果有些現金意外流入他們的口袋，沒有人會知道。

然後他們走進一間有破舊辦公桌和椅子的辦公室裡來計算他們的收入，還有飢餓餐檯堆滿吃了一半的披薩盒、沾污的咖啡杯和塑膠匙。餐檯先供坐著用餐，同時聽著別人在播「Dad and Dave」或「Blue Hills」。他們在一間寒冷、狹窄、擁擠的辦公室裡，牆上的油漆脫落，天花板破洞以及整個地方一團亂。

他們的態度：「似乎沒人在乎這地方，為什麼我要在乎金錢？」。或：「視我如糞土則我將報復」。而且坦白說，你很難不同意他們。



花個幾千元買新傢俱、一個清潔安全的環境、及一些油漆你員工的能回收的不僅止善意。它能回收實在的現金。看看擁有最低薪水員工之最為成功的組織：

麥當勞是個好例子。

那裡大多數的員工都在乎、快樂並享受他們

的工作。他們的工作環境是第一流的。

它不止於員工辦公室，收票亭如何讓它們乾淨、舒適且在良好狀況？你是否提供時髦、專業及合身的員工制服、它們是新的或交接下來的？若他們需要在潮濕處工作，員工有沒有好的鞋和靴子？何不供應靴子給需要它們的人？

這裡有另一個構想：在某些地點，我建議與其8小時一個班次，不如讓員工工作四個10小時班次。它經常較容易排程，而員工喜愛它。他們每週能休三天，而如果我們做的對，他們能連續休假。我曾見過員工爭取這些班次。

噢，在你重新裝潢時，讓員工對顏色、傢俱的選擇、窗戶處理等等發表意見。它將變成「他們的」辦公室，不是他們工作之「你的」辦公室。若你讓他們參與流程，你會見到他們對設備及傢俱會更珍惜和注意。

我們別忘了空曠車位。員工是否有盥洗設施可用？依法他們應該有。我知道在某些地方，他們為此目的而被迫要使用速食店面的廁所。員工經常被迫和當地企業做「交易」來用他們的廁所。

如果都沒問題還好，但假如這些企業前來要求給其員工與顧客之優先和廉價的停車時。你是否想過這個問

題，可能造成公司的損失，而你是否真的知道你的員工做些什麼以求在外生存？

我知道若我沒有設施能讓我使用，我可能找別的方法來彌補我的所得，相對的會造成公司的損失。所以如果能用點心仔細分析我想蓋的那所新的廁所突然看起來就沒那麼貴了。而且誰知道，你的老主顧可能也欣賞它。我喜歡用「減輕員工不滿意度」這個詞。

在任何時候你能花一點錢並提供更好的工作場所，你就幫忙造成一個更好的員工、一個更好的組織及更好的生意。簡單的說：如果你尊重你的員工，你會受到尊敬和忠誠的獎勵。

轉載自www.parkingworld.com



Respect Engenders Loyalty

I HAVE NOTICED IN MY TRAVELS THAT THE attitude of parking facility staff changes from location to location.

I have tried to get a sense of why the same people in one location have "up" attitudes and at another location effect an "attitude."

After literally years of waddling around car parks across our fair land, I have a theory. Working conditions make all the difference. In one garage in a capital city, I suggested to the owner that we rebuild the staff office. The staff had been working out of the exit booth, which was larger than normal, but certainly not big enough for the manager, accountant staff and cashier/customer relations personnel.

We doubled the size of the office, bought new furniture, installed central heating and air conditioning, re-did the restrooms, and provided a bit of coffee and bottled water. The change in attitude was immediate.

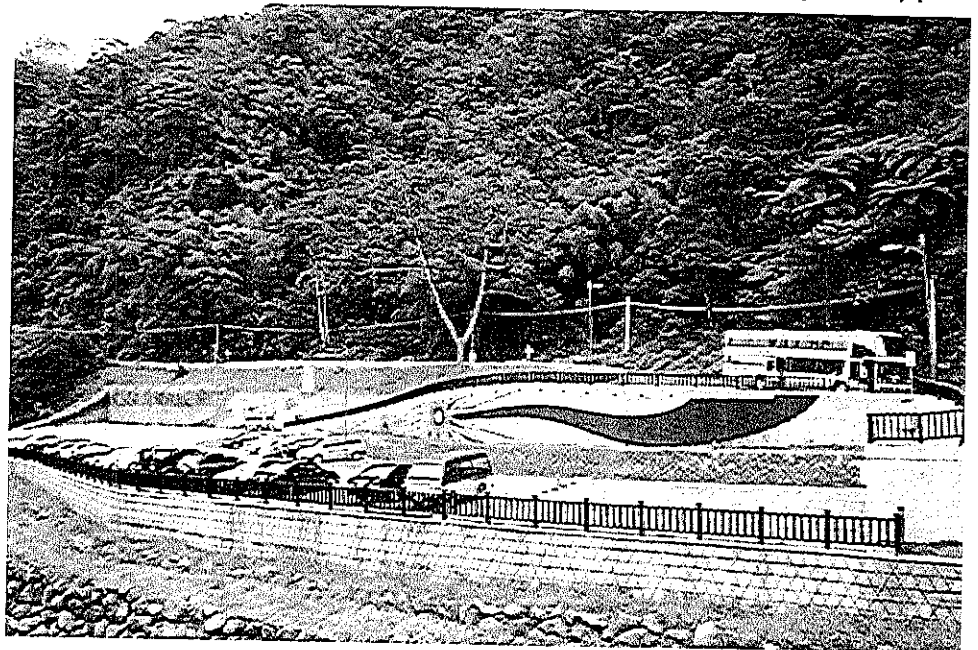
The staff thought that the owners cared about them, and therefore they would care more about their jobs. I know this seems obvious, but let's face it: The staffroom is sometimes an afterthought. The operator may or may not ask for better surroundings, but in most cases, the asset manager sees this as an expense they would rather not fund.

"Lower end" employees need all the support and benefits they can get. Better working conditions, better uniforms, top-of-the-

line rain gear if they need it, first-level equipment- these things all mean better and more caring employees.

There is an ancillary benefit. I think they also make employees more honest. They don't start out as dishonest employees. However, every day they are exposed to more money than they make in two months, and it's in cash. Each day they begin to understand that if some of that cash accidentally slipped into their pockets, no one would ever know.

Then they come in to count their till in an office with broken desks and chairs, dirty tables covered with boxes of half-eaten pizza, stained coffee cups and plastic spoons. The tables were first sat at to eat a meal while listening to listen to "Dad and Dave" or "Blue Hills". They are in a cold, cramped, crowded office where the paint is peeling off the walls, the ceiling is chipped



and the place is a mess.

Their attitude: "No one seems to care about the place, why should I care about the money?" Or: "Treat me like dirt and I'll return the favor". And frankly, it's hard to

disagree with them.

Spending a few thousand on new furniture, a clean, secure environment, and some paint can return more than just goodwill with your employees. It can return cold hard cash. Look at the most successful organizations with low-paid employees: McDonalds is a good example. Most of the staff there are caring, happy and enjoy their jobs.

Their working environment is top of the line.

It doesn't stop with the staff office. What about the booths are they clean, comfortable and in good nick? Do you supply your staff with uniforms are they smart, professional and do they fit; are they new or hand-me-downs? Do the staff have good shoes or boots if they are required to work in the wet? Why not supply boots to those who need them?

Here's another idea: In some locations, I suggest that rather than five 8-hour shifts, the employees work four 10-hour shifts. It's often easier to schedule, and the employees love it. They get three days off a week, and if we do it right, they get them in a row. I've seen staff fight for these shifts.

Oh, and when you do redecorate, let the employees have a say in colours, selection of furniture, window treatments and the like. It will become "their" office, not "your" office where they work. You will see a lot more care and attention being given to the property if you involve them in the process.

Let's not forget the open-air lots. Do the

staff have access to toilet facilities? By law they should have. I know some places where they are forced to use local fast-food outlets for this purpose. Often the staff are forced to make "deals" with local businesses to use their restrooms.

'They don't start out as dishonest employees.'

That's all well and good, except when the business now comes over and wants priority and lower-priced parking for its employees and customers. Have you thought about this issue, and do you really know what your staff does to survive out there?

I know that if I had no facilities available to me, I might look to other ways to supplement my income. That new restroom suddenly doesn't look so expensive. And who knows, your patrons might appreciate it, too. I like to use the term "mitigate employee dissatisfaction".

Any time you can spend a bit of money and provide a better workplace, you have helped to make a better employee, a better organization and a better business. To put it simply: If you respect your staff, you will be rewarded with respect and loyalty.

Pee Wee

