

21. Staff Meetings And Building on Employee Relations

Critical to the 3R Formula

One activity that business owners tend to do, either too often or too seldom, is conduct staff meetings. Except for meetings held for training purposes, or to make special announcements, staff meetings held more than once a week are probably held too often. Frequency less than once every two weeks is too seldom. We suggest that you regularly conduct a staff meeting every week, preferably early Monday morning, prior to the start of the first workday of the week.

When we talk about frequency of staff meetings, we do not mean training meetings you may hold on a daily basis. Consider training as a separate activity for team members. We're talking about occasional meetings when the entire cleaning staff (and office and administrative staff, if applicable) are present in a meeting setting. This is the most efficient way of ensuring that all employees are on the same page on what's going on. It's a way of ensuring that everyone gets exactly the same information relative to the particular topic.

The Purpose of Weekly Staff Meetings

Regular weekly staff meetings should serve several purposes. They are all important and should be included in your weekly routine.

- ✓ Keeping employees informed of what's transpired in their company during the past week, including reviewing the past week's activities (number of clients, cleaning efficiency, staff departures, new hires, loss of clients, complaints, client compliments, etc.)
- ✓ Providing an overview of the past week's activities, like the week's performance, including special events, especially with respect to first-time or one-time clients.
- ✓ Formally welcome and introducing new employees to the entire staff: "Welcome aboard. Give them a warm welcome aboard."
- ✓ Announcing company promotions and presenting awards (*unless a special awards event is planned and held separately*).
- ✓ Discussing solutions to specific cleaning problems encountered during the past week.
- ✓ Conducting a review on various specific cleaning policies and procedures.
- ✓ Introducing new equipment, products and modified procedures as appropriate.
- ✓ Discussing/reviewing Company Safety and Illness Prevention Program.
- ✓ Encouraging employee feedback and suggestions.

As you can see, there is no shortage of important topics for discussion. You can no doubt add to the list. And just because a topic has been discussed once, that doesn't mean it can be shelved forever. Repetition is an important ingredient in memory-retention and in forming habits.

Meeting Preparation

Always take a few minutes to plan your meeting every week. Write down ideas throughout the week preceding the next meeting and make sure to have more than enough topics to discuss. In fact, you probably will have more thoughts than you will have time to cover in your weekly meeting. That's OK, that'll give you a head start on the following week's meeting.

Prepare a written meeting agenda and hand it to all staff members on Friday for Monday's meeting. This will give them the opportunity to review the topics over the weekend and prepare their thoughts on the subject(s) to be discussed. Their individual and collective input into your meetings will make them more interested, more informative and synergistic.

Try and limit most meetings to 15 or 20 minutes. Occasionally, certain subjects may require more time, particularly if they are complex.

Get your staff in a good mood for the upcoming week. Relate a humorous situation that happened over the week. Have one of the staff share something funny from their experience (even if not directly work-related).

There is a wide variety of topics to discuss with your entire staff. Doing so in weekly staff meetings is the most effective and efficient way of conveying this information. The habit of holding them every week, regardless of the size of your staff, is important. Small group meetings are effective, too.

Sample Agenda

AGENDA - WEEKLY STAFF MEETING

Monday, August 14
Company Office 7:45 AM

7:45 - 8:00 Review of last week and the current week's schedule.
Welcome new associate Glenna Miller.

8:00 - 8:15 Discussion on recent quality control issues. We're looking forward to some of your ideas on what we can do to resolve them.

8:00 - 8:15 Special Employee Award Presentation

8:05 Adjourn Meeting

AGENDA FOR WEEKLY STAFF MEETING

Monday, August 30, 2002

Company Office - 7:40 AM

7:40 Review of last week and the current week's schedule

7:45 Review the progress on Quality Control issues discussed in last week's meeting.

7:55 Next Monday is Labor Day. How many of our Monday clients have been able to get their work done on weekdays to avoid missing a week of cleaning? Most of them. **DON'T FORGET TO BUY OUR LABOR DAY COMPANY PICNIC!**

8:05 Adjourn meeting

AGENDA FOR WEEKLY STAFF MEETING

Monday, September 2, 2002

Company Office - 7:40 AM

7:40 **MONTHLY STAFF MEETING.** This meeting we will have at the Community Clinic to discuss and demonstrate some cleaning practices.

8:00 Presentation of **AWARD BONUSES** for the month of August.

8:25 Adjourn meeting.

MOTIVATING EMPLOYEES

We have all learned that when it comes to motivating employees, money doesn't get the job done. While it's true that insufficient income can be a demotivator, in surveys we conducted with what we refer to as "business employees" it was not at the top of the list of items that gave them satisfaction. – money actually came in 5th behind:

1. Friendly relationship with other team members
2. The support and encouragement they get from the business owner

3. The hours of work and the fact that it is Monday through Friday, with no nights or weekends
4. The respect they get from the business owner

The fact is that money is perceived to be a fair exchange for the "time" they provide and, as such, is not viewed as a reward. "If I put in my time, I'll get paid," is the general attitude toward monetary compensation.

In my more than four decades of experience in managing and motivating people, I've found that most of us tend to be motivated by rewards and awards related to specific goals or achievements rather than for money.

Did you ever see an actor get all emotional about getting a check for \$20 million for making a movie? Hardly, but that person is not recognized by his or her peers and given the respect that people would give for bucks and that same person breaks down in tears.

In the time it takes a professional basketball player to put on his uniform, he earns more money in that time than the cost of a World Series ring. But the sight of a bunch of brown men coming down, hugging each other and in many cases shedding tears when they win THE BIG ONE is another good example of how recognition can move people more than money alone.

WE ALL CRAVE RECOGNITION AND AWARD.

We need to acknowledge that we cannot motivate people to, first of all, want to do the job, and second, but also, we need to be a top dog on your professional team.

Here are a few techniques that were used over the years to keep people interested in their work, each with greatness and recognition – and to help them reach their full potential.

1. **Competing.** One way to get your employees to look forward to their meetings is to have some type of give-away for the team that wins. It could be a pair of movie tickets, a coupon for a fast-food restaurant, grocery store or department store vouchers, movie rental from Netflix, and periodically, some little gift or memento. These things add a sense of "fun" to the job and put employees in a good mood for the day.

2. **Another effective tool is holding a **Queen for a Day contest.**** This is a fun contest for a month or so, and based on various criteria that you determine such as number of cleanings accomplished, dollar volume generated, good attendance record, team efficiency, customer satisfaction/no complaint record...-- and so on, the team with the highest number of points wins Queen for a Day privileges, where they're picked up in a limo and treated to a great lunch or dinner. Believe me, when their neighbors see them being picked up in a big

stretch limo, that will be worth a million dollars in self-esteem to them. This also encourages team effort as opposed to just individual accomplishments.

3. **Employee or Team of the month awards:** Again based on performance or behavioral goals you want to achieve, you should hand out an award at the end of each month (engraved plaques or trophies are not expensive) and post a photograph of the winning individual or team in your office as EMPLOYEE OF THE MONTH or TEAM OF THE MONTH for all to see, and for the winner to take pride in.
4. **Weekend getaway or travel awards:** Many employees who work for you have never been to a deluxe hotel or on an exciting weekend vacation. I have found trips to be great motivators both during and following the contest period. While some employees would prefer cash to the cost of a vacation, the reality is that once the money is spent, it's forgotten and the vacation is gone forever.

Investing a little time and money on creating opportunities for recognition and reward for your employees is well worth the price tag and attitude of your staff. We all know the cost of neglecting employees in terms of poor quality work, low morale, and indifference to fellow employees. Poor morale can spread and can infect other people in your organization – it can even infect your customers.

WHEN AN EMPLOYEE BECOMES A COMPLAINER

The biggest asset your business has does not translate directly into a number on your balance sheet. Your major asset is not bricks and mortar or a warehouse full of stock inventory. You don't depend on machinery, robots, or high-tech equipment that take out your product. Your biggest asset is a well-trained, motivated, and dedicated employees.

The chronic complainer

Like a bad apple, a chronic complainer can infect other apples in the barrel. We're not talking about the person who occasionally has a bad day or is going through a temporary personal crisis that's taking its toll. We are talking about the individual who constantly complains about clients, fellow employees, management, scheduling, the workload, company policies, and just about everything else you can name. When this characteristic first appears it needs to be dealt with immediately because, if you ignore it, you're going to have problems with this individual's coworkers and clients.

Chronic complainers typically carry a chip on their shoulder and look to everyone and everyone else as an excuse to blame for their misery. Signs of this kind of behavior may have surfaced during your initial interview and background reference checks. If so, this further evidence should be your cue to terminate the relationship forthwith; it's unlikely that you're going to

change this individual's attitude. Failure to remove this employee can have serious negative consequences on staff morale and your business.

At the very least, you need to have a frank, private discussion with this employee. Address any concerns and have her suggest solutions (in most cases, the chronic complainer won't have any viable solutions for their complaints). Of course, if you hear a legitimate complaint that provides an opportunity to take corrective measures. It could be that the complainer is voicing what other employees have been thinking.

With respect to the last comment, the longer a complainer is allowed to remain employed, the greater the likelihood that the complainer may influence the individual's teammates. And if you don't nip it out like a rotten apple early, you may eventually have to face dealing with several negative employees and the prospect of firing and replacing all of them.

The chronically tardy

Employees who are frequently late for work can be a real pain. Like the chronic complainer, this practice has a negative impact on the morale of fellow team members. If the habit isn't nipped in the bud, other staff members will view it as an acceptable behavior.

One way to address this situation is to conduct a game of "attendance poker". To participate in the game, every weekday, each employee who arrives at work on time gets to draw one card from a deck of playing cards. At the end of the week, the employee who has showed up for work on time will be dealt a total of five cards. Employees who have less than five cards are ineligible for participation that week. The employee who has the best hand wins the attendance poker game that week. The prize is a cash bonus, which may range from \$10 to \$25 based on your budget.

Attendance poker can prove to be an effective tool in encouraging on time attendance as a means of rewarding employees who exhibit good attendance. It can also offset the negative impact created by latecomers. It is important to deal with and make an example of anyone who is unable to consistently show up late for work.

I have been out in the field at various owners' locations and have witnessed the turbulence caused by employees who show up late, or worse, not at all. I know how frustrating it is to take immediate corrective action when you have a tight schedule and feel you can't afford to take extreme measures on the spot. But I also know that if you don't bite the bullet early on that the situation will only get worse.

I know of many employers who will tolerate chronically late workers and employees who have excessive absences.

Dishonest behavior

Thorough screening and oversight prior to hiring will play a major role in minimizing the number of thefts reported by clients. However, continued vigilance is important if you are to maintain an excellent track record.

It's imperative that you not lower your guard and get sloppy in your hiring practices. This means faithfully conducting criminal background and reference checks on all new hires. Getting sloppy here can inject substantial liability into your business. If your new hire is from a state other than yours, it's wise to conduct a background check in the state of former residence since any wrong doing won't likely show up on your state file.

Remember that it is a good idea to advise employees that it is your policy to conduct random honesty checks. They may not have jewelry, prescriptions, jewelry or other valuables that have previously been left out of a client's home. Be sure to explain that you are not questioning their personal integrity but, rather, that you must have proof to test and satisfy clients and your insurance company.

Also advise employees that in the event of a theft report, it is your policy that you would not automatically assume the guilt of any individual team member. However, explain that you are obligated to advise the client to file a police report and that they may subsequently be served by the authorities and possibly have to take a lie detector test.

The potential for employee dishonesty isn't limited to theft from clients. You also need to advise your staff that theft of money or other items from the company by employees must be reported to the police. Employees must understand that helping themselves to company property, such as cleaning supplies, computer supplies or even little things like sundry bathroom items, can be reported. Asking clients to always pay by check will help your system.

Taking the above preventative measures can limit your exposure and liability. Any situation involving employee dishonesty should be dealt with immediately.

Over-rated and Over-qualified

Before you ever promote an employee's status in your organization, be absolutely certain that you're making the right move. For example, we're talking about moving an individual up to team leader or bringing someone from the street to help you in the office. Once you move somebody up the ladder, if the move does not work out it is virtually impossible to place the person in her old job without major morale issues. This is even more complicated if the promotion means that the job will pay less money. If you find yourself in this situation, as difficult as it may be, my recommendation is that you create a new position into which the person can be moved laterally, or (b) fire the bullet and terminate the employee immediately. The only way this might work out is if the employee herself suggests she would rather have her old job back because she prefers not to have the responsibilities that come with the new position.

Remedial warnings and dismissal

Most first infractions, except those which may endanger people or property, will not warrant immediate dismissal. When infractions occur, however, you do need to have a serious discussion with the individual and issue a warning that subsequent behavior involving the same area may result in immediate termination. Be sure to diffuse the tensions which such discussions are likely to raise by remaining calm yourself and assuring the employee that it is the "behavior" that you are criticizing, not the person.

When you've determined that you are going to terminate an employee, I have found over the past four decades that it is best to terminate the employee immediately. It is far less expensive to give a terminated employee some form of severance pay than to have a terminated employee around after she's learned she is being terminated. An angry, vindictive employee can do irreparable damage to your organization.

Keep records of infractions

You should always keep written records of formal reviews and any negative infractions. Review company policies and procedures. The more evidence you document, the stronger your position is if an employee should accuse you of terminating them on a fabricated or unfair reason.

You should be aware of federal and state laws regarding employment practices. In any event, it is important to have employees who are assets, not liabilities.

Managing

At 10 AM, all team members are gathering in the make-ready area, getting their equipment, supplies and loading their vehicles in preparation for a busy schedule. You're at your desk looking over each team's schedule, getting ready to distribute the paperwork and send them to their clients' houses. Then it begins.....

All of a sudden you hear a huge commotion out in the parking lot. You see two employees who are yelling at each other and the language is punctuated with vulgarities beneath the dignity of even the crudest truck driver. On looking out the window you realize it is two of your employees who are engaging in this fight. One is at the top of their lungs. It's one of your team leaders and one of the team members, who has long been an instigator of dissent among the team.

CRISIS 1

Just as you're about to intervene in what looks to be an all-out fight, the phone rings and you grab it. It's one of your employees calling in "sick" again...the fifth time in the last three weeks. You can tell by the

sound of her voice that she's suffering the effects of over indulgence from the night before...again. Not exactly an unpreventable illness. Anxious to break up the continuing melee outside, you hang up and head for the

CRISIS 2

The phone rings again and you pick it up. It's one of your clients this time. She is extremely unhappy. Her team was there yesterday and she has a laundry list of complaints. While she's ranting and raving, line 1 rings. Two employees are standing right beside the desk where another team member is but neither one picks it up. You attempt to excuse yourself from the angry heated client but, by the time she stops raving long enough to acknowledge your request, line 2 has stopped ringing.

CRISIS 3

As you look up from your desk you see a distraught team member who had been involved in the disturbance. She looks on as the team members. She promptly and in no uncertain terms tells you to get it! She can't deal with this employee anymore. She's walking out TODAY. Before you can respond the team member storms up to your desk, gets into the face of her team member, and the raving and ranting starts all over again.

CRISIS 4

Just at that moment, your new hire walks through the door for her first day's orientation.

CRISIS 5

With all the commotion going on at your phone and notice line 1 is flashing. The new hire is high on the client's list.

CRISIS 6

...and it's never over. As the business day draws to a close, you know that this scenario is not far-fetched. These types of crises take place at cleaning companies and other types of businesses on a daily basis. Over the years I have personally witnessed crisis situations at cleaning companies around the country, both cleaning companies and clients. It's not a pretty sight. And when you're dealing with these situations, whether with employees or clients, it's up to YOU – the manager to avoid turning crisis conditions into complete chaos and disaster. These situations can be further exacerbated by letting your own emotions take over and slide into a fit of rage.

AN UNCOMMON SENSE OF PREVENTION

The best way to deal with crisis situations is to avoid them in the first place. A simplistic notion? Not at all. While you can't prevent all crises, you can take steps to minimize the incidence of crisis.

Proper Pre-employment Screening: I have found over the years that very often the employee selection process is "if she has a pulse and is breathing, hire her." In our House Cleaning Biz 101© course we teach an extensive pre-employment screening process that involves five

1. Telephone screen;
2. Application screen;
3. Personal interview screen;
4. Employment and personal reference checks; and
5. Criminal history and driving record checks.

Space does not permit an extensive discussion of each step. However, during this process a number of behavioral and situational questions will reveal the potential fit between the candidate and the job. Properly, when done thoroughly and correctly, can help you identify such

- How the person is likely to interact with coworkers
- How well the applicant responds to authority
- How the applicant might respond under pressure
- The person's willingness and ability to follow instructions
- Whether the person generally has a sunny or dark disposition;
- The individual's ability to succeed in requiring routine, repetitive work such as the requirements of the job of house cleaning; and
- Other behavioral tendencies that can help serve as either a "green flag" or a "red flag" during the selection process.

For example, previous interviews may have revealed that the team member who had a tendency to interfere with the team leader would be a problem employee and not hired her in the first place.

A telephone reference check would have likely revealed a poor attendance record for the worker who called in sick five times in three weeks and who wouldn't have brought her on staff.

Establish Ground Rules: There should be an orientation day for every new employee. Naturally, orientation day should include handing out training materials, getting the new hire to sign and return company forms, and letting the new hire watch training media such as videos or CDs. However, a large portion of this time must be spent on reviewing company policies and procedures. If you have a company Policies and Procedures handbook (and you really should have your policies and procedures in writing), it's important to go over it with your new employee to make sure she understands and acknowledges each item.

This is the time to emphasize the importance of attendance and your policies regarding sick days, time off, vacations, etc. Be sure to stress that tardiness affects other team members, clients, the company and the employee. Habitual tardiness will result in termination of employment. The same should hold true for unacceptable absences from work. The more you enforce your policies. Failing to do so sets a bad example for the entire team. You have found that firing an otherwise outstanding employee for chronic tardiness or poor attendance can send a strong message to the rest of your workers.

Equally important is discussing how you expect to deal with conflicts with coworkers to be handled. This is true for all employees but especially so for team leaders. A grouchy team leader who does not support her team in situations with her team members is a recipe for discontented workers and high turnover.

Delegate: If you think about it, the team leader who is at the top of this article would have been much better able to control if she had not had to simultaneously deal with each person personally.

If the owner had an assistant, the assistant would have taken the call from the worker who called "out" and would have been able to tackle the situation between the team leader and her team member before it got more out of hand.

If the owner had delegated someone else to grab the phone when the irate client called, the team leader would have been in a position to concentrate on settling the aforementioned dispute without interruption. And the client would not have had to worry about anything on hold.

Use common sense: You imagine what would be going through the new hire's mind. How was she to deal with all this chaos? As if she wasn't already apprehensive about starting her new job. Any enthusiasm she may have had to come to work on her first day would surely crumble the instant she saw the chaos. What kind of people are these? What kind of work is this?

In this case, the team leader is at fault for having the new hire come in during a crisis. It's not fair to expect a new hire to be able to handle a crisis. It's really impossible to devote full time and attention to your new employee during the activity taking place while teams are gathering and preparing to handle their assignments. The scheduled start time for the new staff member's orientation day should be set for a time when all the teams are together to meet.

WHAT YOU ARE FACED WITH CRISES

Many crises can be avoided. But in the real world, when you're dealing with people, none of whom are perfect, there will be times you may feel as though the ten plagues of Egypt have descended upon you. It simply goes

with the territory when you're a business owner dealing with employees and customers.

Here's one idea you should consider. Take some quiet time and think about various employee situations you've had and consider other possible crises you could conceivably encounter. Write them down. Then, without the outcome you would hope to achieve by resolving the issue, write it down. Now think of alternate ways of achieving that objective and write it down. I doubt very much that "blowing your own top" would be on your list as a way to resolve a dispute between coworkers (or resolve any other bad situation either).

As you most likely did with your telephone and how you dealt with potential clients, rehearse the various scenarios. Your mind will think in the same light as a lawyer preparing for a trial. Every move they could do is preplanned; even their fabricated outbursts are planned. You can't impress a jury and intimidate a witness. Rest assured that any lawyer's motto is "if it doesn't fit, you must acquit" line in the O.J. Simpson trial (that's a spontaneous aphorism).

Above all, stay calm during a crisis. The old adage "a calm head prevails" is very, very true. If you prepare ahead of time for potential situations, it will be far easier to do this. Remember, you know by your facial expression and body language that you're angry. You don't want to let them know that you're a raving lunatic. There's a difference between speaking calmly versus breaking into an angry cry!

A long, long time ago, someone once said, "If you want to earn \$10K a year, you're going to have a lot of challenges. If you want to earn \$100K a year, you're going to have a lot of challenges." A lot of people out there think they're going to get rich and make money. They're earning. But they're not prepared to accept a lot of responsibility and challenges that come with it. They have the opportunity to prove they're worth that desired income.

In my book, in my book of mine, *Think and Grow Rich*, "With every sacrifice is the seed of an equivalent or greater benefit." It might not help you, but I'll raise it and keep it on your desk as a reminder when you're faced with future crises.

HOW TO GROOM AND COMPENSATE AN ASSISTANT MANAGER WITH BREAKING THE BANK!

Like every small business owner, you are forced to wear many hats. You are the marketing manager, the operations manager, the financial manager and the human resource manager. You perform some of these duties with greater ease and comfort than others. While your business is small you need to meet the challenges of each of these roles. But you must also know when its time to delegate responsibilities to someone else in order to grow to the next step.

First of all, you need to have a clear vision of where you want your business to be. Six months from now; one year from now; three years from now; five years from now. The answer depends on what level of income and lifestyle you're looking to achieve. If you want your business to produce \$125,000 pretax profit, you know you're going to have to set a goal of reaching around \$625,000 in annual revenues (assuming a bottom line profit of 20% before owner's salary). If your average cleaning ticket is \$85, for example, this would translate to 734 cleanings per week over 52 weeks.

We know from experience most owners can manage a business without any administrative assistance up to at least 100 cleanings per week. If your average is \$85 per cleaning, this would translate to about \$2,550/week in revenues (about \$133,000 annual revenue). After this benchmark is reached it starts to make sense to look for someone else to whom you can delegate some of the management responsibilities – at least on a part time basis.

An Affordable Formula

An operation generating \$10,000 a month in volume cannot afford to support a full-time assistant manager. But there is a way you can afford to begin grooming for future growth. Below you will find a table illustrating Number of Cleanings per Week and sample Over Ride Compensation. If you have someone in your organization that you feel has the potential to advance beyond the status of house cleaner, this is a great presentation that you can use to illustrate a great opportunity for an owner.

You can quickly see that the compensation table shows that the plan does not provide sufficient income to support a full-time assistant in your business (assuming an average of at least 80 to 100 cleanings per week or more in volume). However, it does provide an excellent way to attract a qualified cleaning person on your staff to supplement your cleaning wages.

If you have a team leader, for example, who is currently earning \$15,000 a year, she could immediately earn a 50% increase in wages even at 100 cleanings per week. If she proves a valuable resource and helps you grow the business to 120 cleanings per week, she would earn \$22,500 a year without earning a dime from actually cleaning homes (other than on a supervisory basis). At 150 cleanings per week average, your team leader would earn \$39,000 a year without ever cleaning a home herself. You would not want to create a bad incentive for the right individual.

The key to making this formula work without supplementing the compensation schedule is to keep the person on a team until the over ride can provide a decent wage all on its own. However, if you feel you

need more of the person's time to help you administer the business, you may choose to modify the program.

For example, if you train your assistant to sell new clients you may wish to pay a commission over and above the cleaning over. You can add an additional amount into your first-time cleaning – say \$25 – which could represent an additional \$50 or more per week on their pay check.

If you feel it's necessary, you could also supplement the base pay by adding a fixed weekly amount – say, \$100 – to the person's compensation. The important thing to consider is that the person is a way to work the individual into an administrative staff position that it results in a win-win situation for both you and the individual person.

Incentive to Grow the Business

When you pay an assistant a straight salary, what is the incentive for her to help you grow the business? A fixed salary can be a disincentive. If you're paying someone, say, \$400 a week, the person may think, "Hey, if there's no business that week, I have to do more work. I get paid \$400 whether the business does 10 cleanings a week or 150 cleanings per week." This can be a disincentive to work hard. Financial motivation for them to work hard to help you get your business to that 150 cleanings per week objective.

Regardless of how you compensate your assistant, be sure to include that number in your "heard" price when pricing your jobs. And if you're not yet ready to bring on an assistant, this should still be included in the contract when calculating your clients' cleaning price to account for late payments when you are ready to do so.

TABLE ON NEXT PAGE

Building on Employee Relations

Cleanings Per Week	Assistant Over Ride	Cleanings Per Week	Assistant Over Ride	Cleanings Per Week	Assistant Over Ride	Cleanings Per Week	Assistant Over Ride
31	\$ 155.00	61	\$ 305.00	91	\$ 455.00	121	
32	\$ 160.00	62	\$ 310.00	92	\$ 460.00	122	\$ 615.00
33	\$ 165.00	63	\$ 315.00	93	\$ 465.00	123	\$ 620.00
34	\$ 170.00	64	\$ 320.00	94	\$ 470.00	124	\$ 625.00
35	\$ 175.00	65	\$ 325.00	95	\$ 475.00	125	\$ 630.00
36	\$ 180.00	66	\$ 330.00	96	\$ 480.00	126	\$ 635.00
37	\$ 185.00	67	\$ 335.00	97	\$ 485.00	127	\$ 640.00
38	\$ 190.00	68	\$ 340.00	98	\$ 490.00	128	\$ 645.00
39	\$ 195.00	69	\$ 345.00	99	\$ 495.00	129	\$ 650.00
40	\$ 200.00	70	\$ 350.00	100	\$ 500.00	130	\$ 655.00
41	\$ 205.00	71	\$ 355.00	101	\$ 505.00	131	\$ 660.00
42	\$ 210.00	72	\$ 360.00	102	\$ 510.00	132	\$ 665.00
43	\$ 215.00	73	\$ 365.00	103	\$ 515.00	133	\$ 670.00
44	\$ 220.00	74	\$ 370.00	104	\$ 520.00	134	\$ 675.00
45	\$ 225.00	75	\$ 375.00	105	\$ 525.00	135	\$ 680.00
46	\$ 230.00	76	\$ 380.00	106	\$ 530.00	136	\$ 685.00
47	\$ 235.00	77	\$ 385.00	107	\$ 535.00	137	\$ 690.00
48	\$ 240.00	78	\$ 390.00	108	\$ 540.00	138	\$ 695.00
49	\$ 245.00	79	\$ 395.00	109	\$ 545.00	139	\$ 700.00
50	\$ 250.00	80	\$ 400.00	110	\$ 550.00	140	\$ 705.00
51	\$ 255.00	81	\$ 405.00	111	\$ 555.00	141	\$ 710.00
52	\$ 260.00	82	\$ 410.00	112	\$ 560.00	142	\$ 715.00
53	\$ 265.00	83	\$ 415.00	113	\$ 565.00	143	\$ 720.00
54	\$ 270.00	84	\$ 420.00	114	\$ 570.00	144	\$ 725.00
55	\$ 275.00	85	\$ 425.00	115	\$ 575.00	145	\$ 730.00
56	\$ 280.00	86	\$ 430.00	116	\$ 580.00	146	\$ 735.00
57	\$ 285.00	87	\$ 435.00	117	\$ 585.00	147	\$ 740.00
58	\$ 290.00	88	\$ 440.00	118	\$ 590.00	148	\$ 745.00
59	\$ 295.00	89	\$ 445.00	119	\$ 595.00	149	\$ 750.00
60	\$ 300.00	90	\$ 450.00	120	\$ 600.00	150	\$ 755.00

Building on Employee Relations

To build on your success in recruiting activities, your thorough Five-S process, your extended Initial Orientation Period, your organized In-Service Training Program, and your effective Training and Performance Review, you are on your way to building a successful housecleaning company.

To build on your process, you have implemented a compensation plan to attract and keep employees who will act as your lieutenants, your Team Leaders who will help you train and manage your employees.

You're building teams and team spirit. You're keeping your employees informed and involved through weekly staff meetings. And the way you have gone about all this will help you source the labor pool you need, attract better employees, and maintain longer tenure from those employees. It's the 3Rs Human Resource System — AND WHAT YOU WITH IT.

After coming this far through your Employee Development management course, and hopefully having begun implementing its themes,

you can see that Managing the 3Rs is a science. It is a System which, if followed and used religiously, can help your business grow and prosper. But a very important element in the whole process is YOU and your employee relations practices.

Everything we've discussed in this course has to do with managing a resource and building on that resource through good human resource management practices. But to be successful, it will take more than the expertise we've talked about. It will take skillful leadership to manage that valuable resource.

As the owner and commander-in-chief of your business, your employees will look to you to set an example of the way you want them to look up to — and more importantly, to want to work for. Sometimes they sometimes come to you with problems, both professional and personal. They will have their moments of joy and their moments of sorrow. They will have spouse or child problems. They will have their good days and unfortunately, their bad days, too.

To be a good human resource manager takes more than the scientific skills we've been discussing. It takes skills in empathy and understanding. It takes patience. Lots of patience. It will require a major amount of patience, understanding and empathy that you can't find in a textbook in order for you to survive the challenges of managing these human resources.

There will be times when you will become angry — times when Judge Lance Ito of the O.J. Simpson trial would advise you to step back and "take three deep breaths before reacting to your anger. Remember that as good advice before your anger causes you to say or do something you'll later regret.

There is a big difference between the impact of "cool, firm and fair" and that of "hot, firm and fair" relative to the effect they have on an employee. As the boss or the manager, you really can't afford the luxury of taking your anger out on an employee.

By your own warranted, let them know you're displeased. Not doing so is not chastising in a rage. But do it calmly and collectively and constructively.

The responsibility of running a business is serious. But don't take yourself too seriously to the point where employees feel uncomfortable around you. Try to be "light" when they show up in the morning. Even if there is a serious problem you're going to need to discuss, you don't have to be like Captain Legree, standing there ready and waiting with a whip to crack over them when they arrive for work.

If they're having a problem, offer your help. If it's a training problem, don't lay blame on them, lay it on the inadequacy of their training. Making people feel bad doesn't solve problems, it only exacerbates them.

If it is a job-performance problem, don't just *tell* them "what" to do, *show* them "how" to do it.

If they're having a personal problem, hear them out. Be their shoulder to lean on. Sometimes they may ask for advice you're not qualified to give, and shouldn't give (about their home life, for example, or legal matters). When that happens, hear them out and direct them to where to get the proper counseling.

Treat all your employees fairly, equally and with respect. Avoid obvious favoritism or manage with a double standard. The Golden Rule says, "Do unto others as you would have them do unto you." The Platinum Rule says, "Do unto others as they would have done unto you."

People want to be treated "the way *they* want to be treated," which isn't necessarily the same as the way you would want to be treated. Avoid any actions or activities which may be offensive to your employees, particularly when it comes to anything that might be considered a sexual harassment. Even putting your arm around the shoulder of your employees may be taken the wrong way.

To be sure, there will be many times that you will be tempted. Managing people is not easy. It is a big responsibility that lays squarely on your shoulders. How well you manage the responsibility will determine the success of your employees, your job, and your small business in business.