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## Operations

Visions Editors

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# Operations

## OPERATIONS

Question 1: Please define the word "success."

Answer: Success is difficult to define. Each event is a stepping stone toward another goal. At one time an activity or event will be successful and the next time it will not. It depends upon the circumstances. It is important to analyze why an activity was successful. This type of post mortem is essential to the improvement of an event the next time it is offered.

Question 2: Could you give a working definition for success.

Answer: It is the attainment of goals and objectives and the constant changing of programs to improve quality.

Question 3: What is one of the most important factors in success?

Answer: It is creativity and the ability to capitalize upon the opportunities as they are presented. Implicit in this statement is also an ability to not only recognize opportunities but to be able to provide some type of developmental activity to cause them to occur. An example of this type of ingenuity is the new mini-maid service. This is a service in which a crew of individuals specialize in household services. They bring in their crew of individuals and proceed to perform household tasks in a very effective and efficient manner. Job tasks are specialized. Within a few hours they have performed all household tasks and are on to the next job. The primary need for this service is the large number of families that have two working parents. This creates a need for a domestic convenient service. The lady saw this need and creatively found a way to fulfill it. There are many types of opportunities. Those individuals who are successful are the ones who have the ability to creatively solve problems through the offering of client services. There are more opportunities because of the inflationary condition of the economy that has caused instability and as a result, big businesses are in a quandry. There are more opportunities for small businesses to fill needs and to be very competitive with large

ones. During stable times there is less opportunity because big business has a more effective control and a monopoly. Creativity can be learned through observation and practice.

Question 4: What is creativity?

Answer: Creativity is the systematic generation of an idea. It is the translation of observations from one place to another and the ability to refine or modify it to work in new situations.

Question 5: One of the dimensions that seems to be important is a comparative analysis of business operations. Would you please comment.

Answer: You can only gain a perspective about many different operations by actually visiting individuals in their own settings and listening to the stories. Many times, at conferences the operation sounds like it is very successful, but once you visit the operation you are able to see the strengths and weaknesses in balance. Another important dimension in visitation is that you are meeting the people on their own terms and you are developing a rapport which enables you to explore cause and effects because you have quality time to spend with an individual. You are able to see relationships that the individual does not talk about when they make a presentation at a conference.

Question 6: What are some of the common factors among recreational activities that act as bonding factors to increase the popularity and involvement in program participation?

Answer: There are several common denominators but I will only talk about one or two to give you an example. The more denominators you have, the greater likelihood that your program will be a success. The first common denominator is food. This is at the very core of most recreational events. Eating out is one of the most popular recreational activities. At most events like sports, food is a central part of the experience. At many social gatherings food is the essential ingredient. The primary factor that makes food such a strong element is its social aspect because people do not like to eat alone. Offer free beer and pretzels and you will not have to worry about having a crowd. Another denominator is win or chance. If you add competition to an event, it adds an element of motivation for greater group participation. The other part of this factor, chance, is by adding door prizes or a lottery for money, etc. You increase the participation and again the motivation to be involved. This concept of chance is often used by businesses in the form of games or in cereal to attract children with toys. A third denominator is activated movement. An example of activated movement is that in many spectator events, especially football, the crowd is exhorted by cheerleaders to perform a movement called a "wave". This causes a greater air of enthusiasm and a feel of involvement in the activity or event. In fact, the purpose of cheerleaders and bands is to excite the

crowd through some kind of activated movement process. An example of this type of approach has been McDonald's or a corporation like Show Biz Pizza Place. They provide a playground for the children, entertainment or toys which attract the children, which in turn, attracts the parents. An example of a promotion by McDonalds Corporation was that they were serving hot lunch in a school and they sponsored a coloring contest and all of the drawings were displayed in the local McDonald's and a free french fry coupon was given for participation. Over 85% of the class went to have dinner at McDonald's. This is an example of the use of bonding factors.

Question 7: What are the most common factors that cause the failure of events?

Answer: 1) poor marketing, 2) how to approach the market, 3) how much and what type of advertising, and 4) price. In addition to these base elements, the programming bonding factors may be missing. Failure is usually a result of marketing or content. The more of these bonding factors that you have the more likely your event will be successful. The program is an interaction between marketing/advertising and content. Both of these elements must be present for a program to be successful. There is always room for improvement in programs and you must always be looking for ways to improve them. Many people do not have this type of attitude. They always like to talk about their successes but they never like to think or tell you about their failure. There is a natural tendency to either cover up failures or try to alibi. People do not like to look back so they use the process to cover up their rationalization. Nothing is perfect, there are always good and bad points about every type of operation. Failure is a learning process. Any operation that has been successful has had to fail several times and build upon this failure as a learning process to achieve success. I have never had a very successful program. The word "successful" is not a very good concept. A better term is effective.

Question 8: It would seem that our society does not allow time for failure. How do you deal with this type of situation?

Answer: We must take advantage of every learning opportunity to always try to improve, and not alibi for failure.

Question 9: What are the important elements of business that are related to success in operations?

Answer: There are six primary dimensions for success of a corporation: 1) sound business management practices, 2) alert and creative sales techniques, 3) employee loyalty and cooperation, 4) investor trust and a profitable return for that trust, 5) good customer relations with satisfaction guaranteed, 6) high productivity and a quality product and services. This does not suggest that all these elements are not found

that a corporation is not successful, but it does say that corporations with these six elements are highly successful and competitive.

Question 10: What are the elements in an organization that are directly related to success?

Answer: Some chief executive officers have all the time and resources that are needed to develop a successful operation. They are situationally dependent. If their situation changes drastically, they will not be successful. Take that chief executive officer and put him/her in a new situation that has a different set of parameters and he/she may or may not be successful. An effective manager will be successful under any situation. This type manager is one who has an ability to develop talent and resources under any circumstance. He/she is a person who knows how to mix and match the talents and resources even on a limited basis to rise above this set of circumstances. This type of leadership is what makes an organization successful. Leadership ability is the most important factor. If a leader does not have strong potential in an area, he/she must surround himself/herself with the people to build upon his/her weaknesses. Many hire in their own image and do not surround themselves with individuals who compliment their talent. Often a Board of Directors is thought of as a group that might potentially interfere with operations. A Board of Directors should be a group of specialists who can help and compliment the leadership of the organization in an effective way. For example, if my strength is promotion, I would not want to have someone who has an advertising/promotion specialty on my board. If my weakness is finances and law, I would want to put someone on the Board who have these types of expertise.

Question 11: What is one of the most difficult aspects of working with an organization?

Answer: It is working with a group, especially a Board of Directors. They often make excuses for failure. Many types of Boards of Directors will contrive success, especially in making profit or money. I can think of one incident where a major event cut down on costs and increased their price to show that they made money. They called the event a success. Next year the people will not come back because of the quality of the event at an increased price. The situation is set up for them to lose money. Very often money and profits are often used as an indicator of success. It is only part of the story.

Question 12: What are the management styles utilized in most companies?

Answer: The management style most often used is authoritarian with the chief executive officer making most of the decisions. Sometimes the decisions are made by a small board. Some corporations have gone to a controlling executive group with two or three individuals. Where a board

is used or two or three persons in the chief executive position, the problem is one of conflict or friction. The management style used in most U.S. corporations is that of competition. Competition sometimes is the cause for friction between employees and management, among management staff, etc. This does not suggest that competition is not an important element as a management style but when it is carried to excess and not tempered with a humanistic philosophy it gets out of balance. Excess is when there is such a competitive atmosphere that the company's values take reference and the individual is not important and is considered to be disposable. If the individual reaches the top position in this type of corporation, someone is always on his/her heels and the company will eventually dispose of him/her. A cooperative management style is one that values intra- and inter-relationships and usually has a more humanistic philosophy. It can also be out of balance to the point that the individual is so important and the company outcomes are second. The key word is balance.

Question 13: What is the importance of the personnel department within a company?

Answer: A personnel department adds a humanistic perspective to an organization. The primary problem is that often times an employee at a personnel department is not viewed as having a major contribution to the company and is often looked down upon as a support service. There has been a cycle in which chief executive officers have been accountants, because they know the money aspect, engineers, because they know the technical aspects; and a most recent trend lawyers, because they understand the legal ramifications of decisions. Each of these phases are not really based upon a humanistic perspective as is a personnel department. One of the differences between the Japanese and the American style of management is that the Japanese are far more "people oriented."

Question 14: What are some indicators of an effective employee services program?

Answer: There are three important indicators: 1) a low turnover rate, 2) how many people want to obtain employment with that organization, and 3) how many people from an employee services program have moved into leadership management positions. If you really want to know if an employee services program is a good one or not, take a clip board with two or three questions and a tape recorder and go out and conduct a survey in a mall or some place where there would be a great number of people and a diversity of opinion and ask them what company they would like to work for and why. If you ask them if pay is more important, they will probably say no. Better benefits! No. Unions! No. Better supervisors! No. The response most often found will be that they have a neighbor who works for "X" company and they provide him/her with picnics, they were sick and the company sent flowers, they had a baby and there was a gift, etc. Another common response is that they just seem to be happier. Another interesting place to obtain such opinions is in a lobby where the salespeople congregate to sell the products and services. If

you take the same clipboard and tape recorder and ask question, "as you made your trips around the various companies", which has impressed you most and why." A common response is that the company seems to be very friendly in that when we go into the reception area we were greeted, directed, and escorted to the proper place and treated with a great amount of respect. When we had our appointment, we were offered coffee, and given an adequate amount of time to make our presentations, etc. When you bottom line this information and opinions from the public and the salespeople, it is the attention to details and the "people things" that are important. If you find a company with this type of program, they have a waiting list for employment and can be very selective.

Question 15: What percentage of employees should be served by an effective employee services program?

Answer: About 90% of employees should be served. An employee must come in contact at some point with elements under the domain of the employee service. Employee services programs, to reach these individuals must be comprehensive and include such components as food services, refreshments, restrooms, lounge, serve awards program, medical programs, reception areas, equipment purchases that effect the employee, employee sales and merchandising, discounts, flu shots, physicals, recognition programs, special events such as births and deaths, insurance, credit unions, savings and loans, newspapers, bulletin boards, parking lots, janitorial services, security for employees, counseling, profit sharing, suggestion system, evaluation of employees, and dependency counseling. The employee service director must be father, mother, and chaplain.

Question 16: What are some of the trends that will affect successful operations in the future?

Answer: Those factors that are currently affecting business institutions will impact in the future with the important element being innovation, change, and development of new technology. This puts much pressure on the R & D function of most organizations. Individuals in the future will have to be more observant, learn quickly and be more aggressive. Business and industry must become much more aggressive. Some industries will be phased out and others will be found to replace them, especially in the high tech and agriculture areas.

Question 17: Could you identify one of the most successful operations that you have seen?

Answer: Whirlpool in Clyde, Ohio. They provide a range of employee services that is very diverse for their employees. They handle all reception areas and tours of the plant. They have a 15 acre park with an olympic size swimming pool, ball diamonds, tennis courts, etc. They have nine active clubs, operate food services, have a daily newspaper, a P.A. system for direct announcements in the plant, a printing department.

They operate all comfort areas such as the restroom and lounges. Employees select their own equipment and office decor. Employee services operate an extensive community relation program that puts appliances in schools, volunteer organizations, etc. When the community is finished with the appliances they are sold through their company store to their employees. They offer a wide variety of ticket sales to such events as Cedar Point and Kings Island. They also have travel and tours to local and worldwide points of interest. They operate service programs like the blood drive. The employee services program is comprehensive and complete. A union tried to obtain a vote in the plant among employees. The employee services department helped them set up their voting places. When the tabulations were completed, only about 1% of the employees had voted to have the union. A company that does not have the appropriate employee services program and the proper attitude is one who deserves to have a union. The union plays a very important role in those organizations that do not provide for the employees. The role of a well organized employee services program is to create a family atmosphere. The title that may more appropriately fit an employee services program is "industrial family." The closer the family the better off you are. There must be a concerted effort by one member of the family to help another. There must be no secrets. If there was an accident in the family, you would not keep it from other family members. So, if there is a problem in the factory or the organization, you try to let this be known through the best means possible because you know that the other members will understand. The attitude held among some organizations is that upper management has all the knowledge and they are the fountain from which all answers spring. Some supervisors even foster this type of program in which the employee must come and ask them information, so it will build up their prestige and image. A good indicator of the attitude of management is the number of suggestions that they accept from the workers. In the Japanese system, the average employee suggestions used is 5-6 out of 10 made and in U.S. corporations it is 1-2.

Question 18: What is a good suggestion system?

Answer: It is one that does not restrict suggestions, place limitations, such as only those suggestions that will increase production 10 or 15%, and accept opinions about management attitudes, etc. The very basis of a good suggestion system is that it is open and all recommendations will be taken seriously and studied for their potential uses. The second factor that is very important in the successful operation of the suggestion system is that review of any materials must be fair and equal and related to positive action, if worthy. A suggestion system can work if vigorously controlled by top management. Some of the reasons why a suggestion system does not work is that the supervisors may be shown up by the subordinates or at least this is the assumption. Another reason is the committee looking at the suggestions are not knowledgeable. The third reason is that often the research department does not like ideas coming from the operation side because it makes them look bad.

Question 19: What is the impact of a suggestion system upon the

employee?

Answer: It is one that does not restrict suggestions, place limitations, such as only those suggestions that will increase production 10 or 15%, and accept opinions about management attitudes, etc. The very basis of a good suggestion system is that it is open and all recommendations will be taken seriously and studied for their potential uses. The second factor that is very important in the successful operation of the suggestion system is that review of any materials must be fair and equal and related to positive action, if worthy. A suggestion system can work if vigorously controlled by top management. Some of the reasons why a suggestion system does not work is that the supervisors may be shown up by the subordinates or at least this is the assumption. Another reason is the committee looking at the suggestions are not knowledgeable. The third reason is that often the research department does not like ideas coming from the operation side because it makes them look bad.

Question 20: I am going to give you the name of some companies and would you please react to them telling me about their employee services program and some of their operation problems. The primary purpose of this is to acquaint us with some of the types of problems that exist in companies today.

Answer:

Company 1 Has an excellent employee services program and is probably one of the better companies to work for in the United States because they are very employee oriented in their attitude. Their primary problem has been that this corporation is so large they have not been competitive. They must learn to compete. They have been very complacent and must become very aggressive in their research and marketing to remain competitive.

Company 2 The employee services program is sports and does not truly provide the total range of employee services. Their employees are very dedicated and loyal to the company because the company makes an effort to be concerned and involved. This company has a very aggressive research department. It will remain viable because it has placed many new competitive products that have been a success on the market.

Company 3 Their employee services program is mixed. The primary problem with it is that they do not know why they have a program. In terms of operation, the primary problem is perspective. They have not diversified as their competitors have.

Company 4 They have an employee services program primarily based upon health and fitness. They are fair and honest with their employees and their employees reciprocate with good productivity. This corporation is a success because of its high powered sales and marketing operations.

Company 5 - They do not have an employee services program but provide an effective public relations program. The community relations program is

all show. They have an effective product because of their attention to quality and detail of production.

Company 6 Their primary emphasis in the employee program is a give-away. Much money is spent on programming that the employees do not appreciate. Anything that is given away is not valued so the employees do not respect the efforts of the corporation. The employee services program is primarily a public relations effort. There is a gap between what they say and what they do and it will eventually catch up with them.

Company 7 They provide recreation programs very similar to your municipal park and recreation. It is a company that provides the community with facilities and programs. They are very social, socially responsible, and very community oriented. They have a top quality product but are not investing in their operation. Soon they will no longer be modern and able to compete with the production of foreign competition.

Companies are just like people, they go through a life cycle and they grow old and die, if not revitalized through innovative thinking, either in sales and marketing or R & D. It takes both a good R & D department to develop a top quality product and a good sales and marketing approach to have a successful operation. The competition in the past has not been as severe as it will be in the future. Each market is becoming more competitive as the United States no longer has the monopoly on products and services. The primary competition will come from external sources, the auto industry and others that have been complacent in the development of new ideas and a competitive edge and have found themselves in a bad situation. We must be more aggressive. Aggressiveness, in this case, is the achievement of goals and objectives and improvement. The type of aggressiveness that currently exists in business institutions is one of competing with one another to see who is best. This type of activity only leads to dissention and is very dysfunctional to the organization.

Question 21: How does the employee program work as a training tool to improve job skills and help the individual advance?

Answer: First, the employee services director knows, sees, has closer relationships, and is a better friend to most employees than anyone else in management. The employee services director should keep records and evaluation cards on each individual. At the end of a program cycle, the director may sit down and write a letter to the employee's boss and his boss' boss. Some of the statements that may appear on a card are: "John Doe/1984-85 was baseball captain. He is an excellent organizer, understands the budgeting process, is an excellent promoter, and manages people well, etc. He is an individual who would make an excellent supervisor." If the employee services director can write these types of comments for about 15% of the people per year over a ten year period he/she will have processed information on most of the employees. It is a slow but effective process.

Each activity should be run as a business. It will have to be promoted, have a budget, etc. The activities should parallel the business

processes used within the company. For example, in purchasing equipment, supplies, etc., forms should be developed that are similar to the company's and the processes used should be similar to those found within the company. Using this type of process, the individual learns the business processes utilized by the organization and may improve his/her skills in such areas as salesmanship, business ethics, communication, organization, etc. Skills learned through this type of program may even be better because it reflects use of these skills in a non-paid setting. For example, an individual learns to organize and motivate people to work in a non-paid setting. This ability will be transferred to the work setting in terms of supervisory responsibilities. Anyone can become a supervisor and manage people when pay is involved. But the person who achieves this in a voluntary setting has a very special ability and contribution because he/she would have learned to not only supervise, but how to motivate people to accomplish a task. They have learned this skill as a result of a leisure interest and the by-product is increased skill that has been learned in a non-forced setting. This type of program is a vocational school within industry. These same types of skills can also be learned through the individual working in other leisure organizations such as being a leader of scouting and bowling league president. Leisure is the vehicle of learning.

Question 22: How does the Japanese model of training compare to the one outlined through an employee services/personnel department as proposed?

Answer: The Japanese style of management is more a course in knowing yourself and learning development. One of developing an austerity to itself and the department of an desire to succeed. It may be characterized as something very similar to a Dale Carnegie course with an emphasis upon directing oneself to understanding base relationships with others. The employee service model proposed is one that is quite different than it appears in most American and Japanese companies. There are about ten corporations that currently utilize such a system. The primary difference between those that use this type model and those that do not is that these companies without naming them, have been in the foreground and will continue to be in the future because its most valued asset is its human capital. Other companies have come and gone but they are the ones that have sustained themselves through the years and all types of adverse conditions.

Question 23: If there are only ten companies that have adopted an effective employee services model, why are others not moving toward this model when they have observed its effectiveness?

Answer: Most of the decisions in the business community are made in the short run and the impacts of such a program cannot be seen except in terms of long run. Most of the decisions made in Japan are based upon long run outcomes, not quarterly profits. It takes a tremendous amount of time and investment to cultivate the type of outcomes that we are talking about.

Question 24: How do you get an organization to adopt employee services or another type of training model?

Answer: The proposed employee services model of training is not one that should be copied but one that must be individualized, based upon the cultural style of the organization. It does not depend upon content as much as it does on understanding the processes that people and the leisure patterns utilize to benefit a particular company. It is also important to recognize that one of the most effective ways of implementing these types of processes in industry is to incorporate it into its base training program within colleges and universities. Most employee services programs are not found in the college of business but are found at other locations in the university structure. What is even more ironic is that many colleges and universities have some of the worst employee services programs. The other two institutions that have very poor programs are hospitals and the hospitality industry. This is primarily due to the fact that there is a caste system and natural barriers established between different employee types. As a result, there is often a high turn-over rate.

The reason the colleges and universities are a good source for change is that it is difficult for a subordinate in an organization to educate his superiors. The change process must be institutionalized. There is a natural resentment to this type of process. It can be done but the employee has to be subtle in the methods used. Another possible choice of source of change is the consultant process. But this type of information cannot be supplied consistently but has been effectively utilized in some cases.

Question 25: What is the cost benefit ratio of this type of training program compared to others? What are the benefits?

Answer: A tremendous number of dollars are spent in sending executives to universities or to workshops. Many companies have their own training centers in which they conduct their own programs. Where the program is the result of internal or external sources, most of the training is a sit-down type of lecture process. When the trainee returns to the job, there is usually no chance to practice what he/she has learned, so within a two or three month period, he/she has reverted back to the same management style as used. The advantage of an employee services program is that it offers the individual an opportunity to practice what he/she learns much quicker because he/she is motivated through his/her own leisure interests. The employee services program has both direct and indirect benefits. The direct benefit is the training aspect and the indirect benefits are such elements as improvement of absenteeism and worker satisfaction. I do not want to minimize the impact of the indirect benefits but many programs are set up on the basis of these indirect factors, when in fact the most important contributions to the company are the direct ones. A program can be justified on these direct benefits alone. Most employee services programs are supported entirely or partly by the employees themselves.

Question 26: What is the cost of an effective employee services program?

Answer: In an effectively run operation, the cost to the company is one of staffing and personnel. The other costs are either based upon association fees or are a direct result of buyer-seller relations. In some cases, the company wishes to make a contribution but it is not necessarily because additional measures of support can be found for the program as well as facilities. Additional revenue may be generated through food service programs, vending machines, etc. The way of raising dollars depends upon the creativity of the organization involved. The primary element that makes an operation successful is that the employee services staff can add to the effective income as a benefit to the employees.

Question 27: Could you give an example of an employee benefit and how it works?

Answer: At one point in our company's history we had started a store as a benefit. This store was run by employee services and the products that the employees made were offered at wholesale. The store became so successful that the sales department took control and immediately raised prices so that the employees only obtained a 10% discount. The store was then opened to the public at a 5% discount. The public and the employees were mixed with one another. Local merchants were upset because their profits were being undercut by the company selling direct. Merchants did not mind when the company sold to their employees but they did when it was opened to the public. This is a case in which the employees lost a benefit and the company increased their profits. It was a loss of potential. Another example was when I visited a major auto manufacturer to do a program evaluation and the first visit I made was to the parking lot to see how many of the employees owned a car they helped make. The question was asked at the end of the day what I felt about their employee services program and my first comment was that they did not have many employees who drive their make of cars. I told him that the employees must not think very much of their company or product because they did not buy a car they helped to make. They should know. I would see that every employee had a car or could afford a car that they made. This is a good form of advertisement.

Question 28: Would you give an example of how the program can be managed psychologically?

Answer: One of the best examples that I can give is a tour through a travel agency. A tour guide is a special person. The guide gets to know everyone within the first few minutes and how to relate to them. He/she usually finds someone to joke with throughout the whole trip. As a trip progresses the tour guide has an ability to relate to the needs of each

person. With one of the tours that we took to Europe, we did all the trip planning and programming and yet at Christmas, everyone on the tour sent the guide a Christmas card and gift. This shows that the trip was well managed.

Question 29: Could you give an idea of one psychological factor like ego and how it works in an employee services program.

Answer: Ego is a very powerful dimension that has an important influence upon an employee services program, as well as plant operation. It is an element that operates all the way from the president to those individuals involved in maintenance. Some will suggest that a president has more ego and it has to be fed more often than a maintenance person but this is not true. The primary purpose of an employee services program is to build up the individual no matter what his station in a company. Many times an individual name appears in a plant publication. It is the only time that he/she might see his/her name in print. If you have pictures in a plant publication, employees often want 20 or 30 extra copies to send to their family and friends. An interesting phenomenon about ego is the difference between how one perceives himself/herself and how others perceive him/her. Ego may be something that helps energize and initiate events. It is bad if it gets in the way of allowing certain events to occur or change. In positions like the presidency of a country or public offices, ego is a very important part of seeking those types of positions.

Question 30: What stands out in your mind as one of the most important outcomes from an employee services program?

Answer: It helps reduce friction. Often times when you meet a chief executive officer he/she often wish to be addressed by title so as to keep those lines of demarcation between management and employees very clear. One day I met the president of our company, he greeted me and indicated that his name was Bill and mine was Mel and it should be kept that way. And as I thought about the impact of that philosophy it pervaded the company. It is this type of philosophy that has most impressed me throughout the years.

Question 31: What is the most important factor in a company to achieving the best type of outcome?

Answer: There must be an open and cooperative attitude among the employees and management for a system to be effective. An effective employee services program enhances what is there. The base of any company or organization is good business practices. If there are poor business practices, employee services cannot be the element that causes bottom line profits to increase. The reverse of this is also true as good business practices alone cannot achieve the maximum profit potential. Only the maximum profit potential is achieved through an

effective employee services program. There is a symbiotic relationship between good business practices and an effective employee services program. If the chief executive officer does not have a good attitude and tries to legislate outcomes from the top, an effective employee services program will never be able to sell the employees no matter how much money is put into a program. Often what you see is that top management wishes to impose their ideas on the employees. An example of this is when a chief executive officer jogs or plays tennis and the employee services program reflects a single purpose program in which the wishes or desires of the chief executive officer are translated into an employee services program. If you wish to make points with the chief executive officer you learn to jog or play tennis and approach him or her on this basis. In this particular case, the organizational outcomes far outweigh the individual outcomes and the proportion is out of balance. One of the important elements that you seek in a good program is diversity. It is difficult to have an employee services program but impossible if the raw elements of cooperation and openness are not there among management and employees.

Question 32: How does an employee services program impact the consumer?

Answer: An employee services program directly impacts on the consumer through the employees. The employees are the ones who directly interface with the public in terms of their neighbors as well as through the development of top quality product that carries the name of the employer. If employees are treated well, this treatment will be passed through to the customer in many direct and indirect ways. The organization basically has a philosophy and it is through the employees that this philosophy is transmitted to the consumer. The important dimension is image. The chief executive officer knows the image that is most important for his/her product and he/she should develop the proper atmosphere that allows this image to develop and be transmitted through the employees. It is the best way to project an image because the employees are going to directly and indirectly impact upon the consumer as they have been treated. Many chief executive officers do not allow such images to develop but try to impose their image upon the corporation. It works something like an epidemic in that the feelings start with management and slowly work through their organization to their employees and their sales staff project a certain image that is reflected to the customer and this either creates or hinders sales. The product with a good image is eight times easier to sell.

Question 33: Is it good business to be a social responsible organization?

Answer: It is good business. The primary emphasis that it will provide is one of image and this is very important to selling the product. The best way to develop a good image is not through public relations efforts alone but to provide a good employee services program because one employee talks to another. These employees will talk to their neighbors and will get out the message about the kind of company that you are. A

good public relations and employee services program should complement one another.

Question 34: What is the base relationship among community/public relations and employee services?

Answer: The base relationship is that community/public relations is the external contact with the company that primarily deals with the subject of image. Employee services is the internal dimension of the organization that deals with image of the company. In essence, it would be better if these two were combined into one function and put under the control of employee services to better coordinate operations.

Question 35: Is there a conflict between community/public relations and employee services?

Answer: Often employee services . gets incorporated into the community/public relations program and is viewed not as a non-productive entity but a necessity. It is used in community/public relations as a carrot to obtain a new sewer line, rezoning, etc., or in employee relations as appeasement.