

THE
MUNICIPAL
LIQUOR STORE

Volume 74, Number 3, 2015

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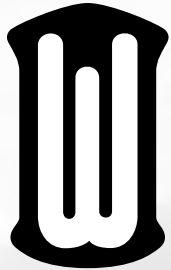


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ON THE COVER

Human Resources is a topic impacting every business, but specific examination of issues is often neglected.

For example, there is a strong trend toward part-time workers. However, managers often fail to examine the various characteristics of these individuals.

This issue contains information on part-time staff, training, employee task ideas and more.

DIRECTORS

GARY BUYSSE
(President)
Rogers Liquor
22350 South Diamond Lake Road
Rogers, MN 55374
763-428-0163
Rwas0163@embarqmail.com



MICHAEL FRIESEN
(Vice President)
Hawley Liquor
P.O. Box 69
Hawley, MN 56549
218-483-4747
hawleyliquorstore@arvig.net



CATHY PLETTA
(Sec./Treas.)
Kasson Liquor
30 West Main Street
Kasson, MN 55944
507-634-7618
liquorstore@cityofkasson.com



TOM AGNES
BC Liquor
5625A Xerxes Ave, North
Brooklyn Center, MN 55430
763-549-3710
tagnes@ecibrooklyn-center.mn.us



STEVE GRAUSAM
Edina Liquor
6755 York Ave. South
Edina, MN 55435
952-903-5732
SGrausam@EdinaMN.gov



BRENDA VISNOVEC
Lakeville Liquor
20195 Holyoke Ave.
Lakeville, MN 55044
952-985-4901
bvisnovec@ci.lakeville.mn.us



BRIDGITTE KONRAD
City of North Branch
P.O. Box 910
North Branch, MN 55056
651-674-8113
bridgittek@ci.north-branch.mn.us



KARISSA KURTH
PO Box 13
Buffalo Lake Liquor
Buffalo Lake, MN 55314
320-833-2321
buffalolakeliqors@centurylink.net



CANDICE WOODS
Liquor Hutch
245 Washington Ave. East
Hutchinson, MN 55350
320-587-2762
cwoods@ci.hutchinson.mn.us



JOHN JACOBI
Isanti Liquor
P.O.Box 428
Isanti, MN 55040
763-444-5063
jjacobi@cityofisanti.us



BILL LUDWIG
Paynesville Liquor
221 Washburne Avenue
Paynesville, MN 56326
320-250-3325
liquor@paynesvillemn.com



MMBA President's Message



GARY BUYSSE
President

What I've Learned

When Paul reminded me about my submission to the next magazine he suggested I delve into what I have learned during my career as a municipal liquor manager.

I was perplexed because I thought Paul operated under the assumption I had learned very little over these so many years and that most of the information I had absorbed was epidermal and sophomoric at best!

The following is a list of operational/philosophical ideas that have allowed me to retain consistent employment and growth throughout most of my "adult" life.

I'm sure that most of this won't be new to many of you, so bear with me.

I am still a work in progress.

- Never use age as a measuring stick to determine the value of some one's opinion. Old age is a measure of tenacity, not necessarily intelligence; however, a life lived in pursuit of knowledge demands respect. That said, two people I respect greatly are 34 and 28 respectively.
- Never assume that something you've delegated is being done. You'll eventually end up appearing very foolish.
- Choose your battles. Ultimately determining who is right and who is wrong is a fool's errand and the answer is usually opaque.
- Don't fully carpet a large liquor store on the same day as a software upgrade and root canal therapy.
- Management can include, but is not limited only to, stocking the beer cooler and bartending. Someone needs to plan what will ultimately happen next and how to get there.
- Sometimes for the good of the operation and continued employment, you need to do something you don't agree with. Some of it may be crazy as hell. Smile and document your concerns.
- The customer is not always right. Reference the previous bullet point.
- If you can't fulfill your daily job responsibilities because you hate your life, you need to change it. You only get one life, I'm aware of, and to waste it because you have no choice is terrifyingly tragic.
- Smile; even if it kills you. It will eventually make a marvelous difference. Plus, your staff will be paranoid.
- Your department may be the only revenue generator in your community. You have a really important job. Stop diminishing yourself, especially in the mirror. Conversely, make sure your hat still fits.
- Most of your staff wants more responsibility. Very few of us set out on life's path to become

invisible. Sometimes life just makes us feel that way, but that generally takes a while. Challenge your department. They'll rise to the occasion or quit.

- Your bosses will respect you much more if they know what you do. Take time to educate your city council and administration. You'll eventually need them in your corner.
- Seek the advice of others; carefully. I wore the same brand of running shoes for years until someone who knows feet better than I changed my mind. My body doesn't hurt any more either. Yes, sometimes I am embarrassed by how wrong I can be, but generally learn more about myself when I fall. I should be much smarter due to that fact.
- Try one new thing each day. Work, play, etc.
- Most difficult situations can be simplified with listening, not talking; especially not yelling.
- They generally don't fall harder because they're bigger. Gravity is proportionally constant. It may also take longer for them to fall because the head may not know the feet are falling and vice versa. Just keep changing and adapting, they will fall.
- Absence does not make the heart grow fonder; especially at the Legislature! Diligence is the key, even if it hurts.
- Absence does not make the heart grow fonder; especially at the Legislature! Diligence is the key, even if it hurts.

BREWED THE HARD WAY



THIS BUD'S FOR YOU

Part-Time Employees

By David Brennen, University of St. Thomas

Why Do Companies Hire Part-Time Employees?

Uneven Demand

The need for workers varies:

- ▶ During the day
- ▶ Seasonally
- ▶ During the week

Reduce Costs

There is a lower investment in employees:

- ▶ Variable Cost vs. Fixed Cost
- ▶ Lower Pay
- ▶ Lower or No Benefits
- ▶ Greater Flexibility of Hour Worked
- ▶ Easier to Release or Fire

Different Types of Jobs That Need To Be Done

- ▶ Specialized
- ▶ Mundane
- ▶ Utility

Why Do Employees Need Part-Time Work?

Need For More Money

They Have A Specific Goal

- ▶ Large, Expensive Item or Investment
- ▶ Small or Extra Item or Service
- ▶ Medium Price Item or Service

Meet Living Expenses

- ▶ Full-Time Pay is Inadequate
- ▶ Unexpected or Unplanned Expenses
- ▶ Health Situation
- ▶ Death of Spouse / Partner
- ▶ Expenses Are Growing Faster Than Pay
- ▶ Accident
- ▶ Divorce
- ▶ Help children

Pay Down or Pay Off Debt

- ▶ Mortgage
- ▶ Revolving Credit
- ▶ Home Equity
- ▶ Credit Card

Need To Fill Free Time

- ▶ Empty Nester
- ▶ Nothing Else to Do
- ▶ Between Jobs
- ▶ Need to Get Out of the House
- ▶ Need to keep Busy
- ▶ Need to be with Other People

*IT IS A MANAGER'S JOB
TO ALIGN THE NEEDS OF THE ORGANIZATION
WITH THE NEEDS OF THE PART-TIME EMPLOYEE!!*

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15 Things Every Retailer Must Train Employees

By Bob Phibbs, The Retail Doctor

- When you see a customer, stop what you are doing, look up so you can meet their eyes and then approach them in a non-threatening way with a greeting like, “Good morning” or “Good afternoon.” If a customer is at the register waiting, take the initiative to see if you can ring them up.

- Listen to the customer to find out why, on this day, they came in to your store. Your time will go by more quickly, when you see every interaction as different.

- Say “we” not “them” or “they.” Otherwise you sound like an outsider. You are a part of our success. We will not survive in business without you.

- Be on time. There will be traffic. There will be parking off-site and having to wait for a shuttle. There’s still no excuse for being late for a shift.

- Turn your phone to vibrate and put it away while on the floor. We’re not paying you to look in the palm of your hand, so use your phone on your time.

- Customers can be rude, angry and unreasonable. Don’t share your stories of how awful they were with other employees - and especially not to our customers. The people are crazy busy; keep your own attitude above the fray.

- We all have stress, family and personal concerns. We will all get along much better if there is no additional drama brought onto the sales floor. When you walk in the door, leave your problems at the door.

- Patrol the floor. If you see it, step over it or kick it - pick it up and dispose of it. That goes for anything

from a ripped price tag to a used diaper- yes, we get those now and then.

- It’s great to have friends, but please don’t have them visit you while you are working; you’re working.

- Since we spend a lot of time on scheduling, a manager has to approve any “switching” of days, times or breaks.

- We take theft seriously and will investigate and prosecute accordingly. We also conduct random checks of the trash.

- Just because you may not be able to afford some of our more expensive items, doesn’t mean our customers can’t. Your goal is to help us sell that merchandise.

- You are an important part of our business. We can’t do it without you.

- It’s never a sin to wear a grin. Remember to keep a sense of humor.

- If you don’t know the answer to a question posed by a customer, tell them you don’t know and that you’ll find someone who does.

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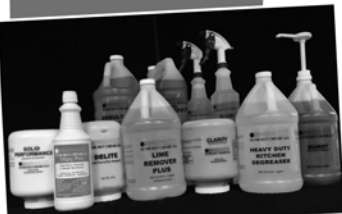
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Just Do It – Part One

Getting Employees to Do the Things You Want Them to Do

By MMBA Conference Presenter,
Tom Shay

You will probably remember the title of this article as being the slogan used by Nike for their commercials for several years. In addition to seeing it on television, you would have seen the slogan on much of the clothing that Nike produced. It is however, not where the slogan began. Think back to your childhood and remember what Mom always said, “You don’t need to know why. I am the Mom, and I said, just do it!”

While it may have worked for Mom, and it definitely made a lot of money for Nike, it will not work in your business as a motivational tool for your employees. Of course, if you have been in business for a number of years, you have already found this to be true. Perhaps, you would like to know why it does not work. And more importantly, perhaps you would like to know what does work.

From the many years this writer owned and managed a family business, I remember a piece of paper that was taped to the wall next to my desk. It was a small bit of information from a book by Ferdinand F. Fournies. The title of the book was, “Why employees don’t do what they are supposed to do, and what to do about it.”

All the paper had on it were the headings for each of the chapters of the book, but as I had read the book, that paper served as a reminder each time I spoke to an employee to discuss a job assignment. Again from my experiences, I was amazed at how simple each of Fournies points were, and how correct Fournies was.

In this column, and for the following column, we are going to discuss most of the ideas that Fournies shared. I invite you to take each of these articles, highlight the various points, and tape them to the wall next to your desk. I trust you will be impressed by how well these ideas can work for you.

Reason #1: They do not know why they should do it. Again, Mom’s reason does not work here. More importantly, if you take the attitude that people want to contribute to your business, you will most likely find that they want to do so. Explaining to an employee that accessories are put next to the key item to increase add on sales can lead to an employee becoming creative in building an attractive display. And if your employees are on an incentive pay program, everyone wins.

Reason #2: They do not know how to do it. Too often we tell an employee to greet every customer. And they do so with a, “Can I help you?” This is fine if you like being a mediocre business. But if you want to increase sales, and have knowledgeable employees, you need to have staff meetings where employees are educated as to how to better perform their jobs.

Reason #3: They do not know what they are supposed to do. Ever walk into a business and see employees standing around? Or worse yet, walk into the business and have to interrupt an employee who is sweeping the floor to ask them to wait on you? These are the two classic examples of employees who do not have simple and easy to follow job descriptions.

Your job description does not need to be three pages long. It can easily be a list of 5 to 10 items, with the number one item being the top priority item, and the last item having the least priority.

Reason #4 & #5: They think your way will not work. They think their way is better. These two reasons are classic examples of an employee having a lack of confidence in their manager or owner. This lack of confidence comes from a communication problem which too often begins with an owner or manager who, in words or actions, is telling employees their way is right because they are the boss. Asking an employee, “What do you think?”, can be one of the best team building questions the boss could possibly utilize.

Reason #6: They think something else is more important. This goes back to the job description situation. In my seminar presentations, I tell the audience that I think I could visit their business and determine their best staff members within 30 minutes. The technique is to ask the manager and each of the staff members to provide a written list, in the sequence of priority, naming their most important assignment through their least important job assignment.

(Continued on page 13)

Customers buy because they are depressed, or because they are happy or maybe because they just want something different.

The most successful facility isn’t always the one with the best product.

It’s the place that makes customers feel good about doing business there.

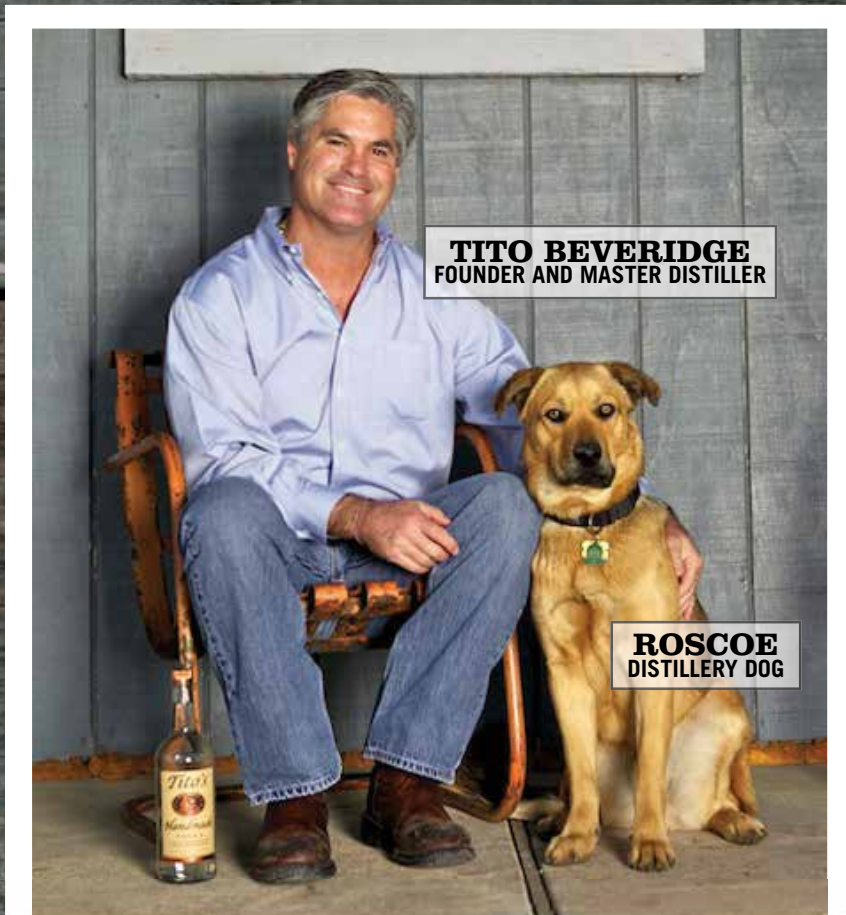
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JUST DO IT

(Continued from page 10)

When each of the staff members' list is compared with the list given by the manager, it will be easy to determine who the manager thinks is the best as the staff member's list will most closely match the list of the manager. Again, staff meetings being held to "resequence" the priority list, will solve the sixth reason.

Reason #7: There is no positive consequence for them for doing it.

Most businesses are paying employees an hourly rate. And when the job is done correctly, there may be little more than a "thank you" if even that. This is not to say with each completed task, you need to give a financial reward. But, giving recognition in front of

their fellow staff members and having semi-annual job reviews provide this positive reward for a job well done. In next month's list of reasons, we will discuss the reverse situation. As you will see, when the consequences are the same no matter what, the will to excel can quickly die.

Reason #8: They think they are doing it. How many times has a manager given someone an assignment, and then left them completely alone to perform the task? In many situations, a visit by the manager to review the job, even ten minutes into the effort, can provide the necessary corrective information to get the task completed ontime and correctly.

Imagine how discouraged the staff member would be as they are

announcing their completed task, only to hear the manager or owner say how wrong the entire effort is. It is that occasional checking in by the manager, and the "atta-boy" that can make a difference.

So far, we have covered eight reasons as to why employees do and don't do what they are supposed to do. And as Ed McMahon used to say in his comedy book review routine with Johnny Carson, "You would think with all that information, we have covered every possible situation that could occur with regard to employee management."

Not so, my friends and readers.. See your next issue, with the second half of "Just do it - why employees don't do what they are supposed to do, and what to do about it.

50 Ways to Be a Better Bartender

By bartender.com

1. Give everyone a fair shot.
2. If you haven't anything nice to say, don't say it.
3. Use the BEST premium products and you'll be the BEST.
4. Smile!
5. Be the solution to the problem, not part of the problem.
6. Don't drink and drive; don't let others.
7. Respect salesmen, you're one.
8. Don't take sides. You'll make two enemies.
9. Be NEAT.
10. Wear a clean shirt everyday.
11. Don't cheat or steal.
12. Serve.
13. Keep your hands and fingernails clean.
14. Use Mr., Sir, or Ms., when talking to strangers.
15. Don't be a part of a rumor.
16. Keep your space clean.
17. Don't waste.
18. Be on time.
19. Help others when they're busy. 20. Don't use the easy way. Use the right way.
21. Don't give up. Follow your dream.
22. If you open it, close it.
23. If you turn it on, turn it off.
24. If you unlock it, lock it up.
25. If you value it, take care of it.
26. If you can't fix it, call in someone who can.
27. If you borrow it, return it.
28. If you break it, admit it.
29. If you make a mess, clean it up.
30. If you move it, move it back.
31. If it belongs to someone else and you want to use it, get permission.
32. If you don't know how to operate it, leave it alone.
33. If it's none of your business, don't ask questions.
34. If it isn't broken, don't fix it.
35. If it will brighten someone's day—SAY IT!
36. Be patient with your coworkers.
37. Never put a glass in the ice bin.
38. Never become better than your customers.
39. Never touch the rim of the glass.
40. Create a house cocktail.
41. You're a bartender, no one says, "hey mixologist".
42. "Hey bar chef".
43. "Hey cocktailian".
44. "Hey Master Mixologist".
45. Foul language is not and never will be a sign of a good bartender.
46. Don't cheat with your drinks.
47. Use a scoop for ice, not hands.
48. Don't listen to what doesn't concern you.
49. The mission of a bartender is to cheer up, not to intoxicate.
50. Be proud you're a BARTENDER.

Bottom Line: Get Rid Of Rogue Employees!

By Jerry R. Wilson
151 Quick Ideas to Get New Customers

Not every person is cut out to help you gain new customers. You've been told before and you'll hear it again, "hire for attitude and train for aptitude."

The people in your business who meet and greet customers have to do it with a smile. Obtaining and maintaining new customers requires people with a pleasing, positive, and agreeable attitude. **Anyone without that mindset needs to leave your business!!!**

When an Illinois farm implement dealership confronted the fact their parts manager was a walking

encyclopedia for tractors, combines, and implement equipment, they also had to admit he was the most cantankerous guy east of the Rocky Mountains. He constantly aggravated fellow employees and drove away customers.

They had to debate between the value of his knowledge and his continual conflicts with customers.

They finally reached a decision and had to invite him to pursue other employment.

Immediately after this problem employee left, many prospects returned to the company and became customers.

It seems he had alienated a great number of people over the years, and they had begun to avoid this dealership. However, once he was gone, things changed and business soon picked up.

BOTTOM LINE: A good manager evaluates the people who are helping him or her to achieve his or her goals. If you have people who are not willing to help obtain and maintain new customers, you need to evaluate whether they should stay in your business.

The only thing worse than allowing a rogue employee to destroy your attempts to get new customers is paying him or her to do it!!!

Bartender/Clerk Interview Questions

Recently an MMBA member asked for some bartender / clerk interview questions.

Here are some ideas:

- Describe your customer service experience.
- What would you do to make a good impression on a customer?
- Because each day presents new challenges and priorities, if you are asked to quickly handle another job task, how does it affect your mood?
- How did you fill the slow time in your last job?
- Give an example of when you did something without being asked? Can you give me another example?
- How would you handle a spoiled customer?
- How have you responded in the past when you found another employee stealing?
- Think about the last time a manager critiqued your work. How did you respond?
- Describe a recent problem you had with one of your manager's decisions. Listen to response then ask how did you handle it?
- How much income per month are you looking to make working here?
- What is the minimum amount of monthly earnings you would be happy with?
- Can you work any shift?
- Can you work weekends?
- How late each evening can you work?
- How will you get to and from work? Is this transportation reliable?
- What do you feel is an acceptable amount of days to be absent from work in a calendar year?
- If selected, what do you expect from this job?

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Employees: #1 Asset & #1 Liability

By Tom Anges
Brooklyn Center Liquor

Several years ago at a MMBA conference while examining things that effected our operations, we did a "liabilities and assets" list. Surprisingly employees came up #1 on both sides - essentially saying they do our organizations the greatest benefit and the greatest harm. How could this be?

One thing I have found over the years of working with employees is that you must have a balance between the freedom and control given to staff. If we ran an organization with no control and total freedom for all employees you can imagine how that would turn out.

However on the flip side, if we have too tight of controls and we set a policy for every imaginable situation, we lose the ability for our staff to be creative and think outside strict policy guidelines.

When it comes to what setting a policy ask yourself this question, "Is that something I deal with from the staff in general, or is this something that just one has an issue with?" Deal with individual problems individually, and deal with group problems with policy. Also make sure when you set policies and procedures you act as leader in taking their hand and leading them through what they may consider a maze. Don't push them through.

In addition, allow employees enough room to fail at something. If they do fail, don't take it away from them, use it as a teachable moment and give it back to them until they find the reasons to do it the right way.

Remember the manager with the "Mirror and Window." When things are going well, the good manager looks out the window at his staff and the bad

manager looks in the mirror at himself. When things are going badly the good manager looks in the mirror at himself and the bad manager looks out the window at his employees.

Why aren't your employees working?

1. *Do they know why they should do it?*
2. *Do they know how to do it?*
3. *Do they know what they are supposed to do?*
4. *Are they confident your way will work for them?*
5. *Have you asked any questions about how they think it should be done?*
6. *Do they understand the importance and timeliness?*
7. *Is there a reward for doing it?*
8. *Is there a penalty for poor performance?*
9. *Does this person have the skills to do this work?*
10. *Are you asking them to do this task because you cannot do the task?*
11. *Are there enough time and the necessary tools to complete the task?*
12. *Do you check on the progress of the task, or wait until the staff member tells you they are done?*

A while back we offered a book called "Whale Done" in our MMBA magazine that spoke about positive affirmations with staff. This book examined how they would train killer whales to do these incredible tricks and put on the huge shows that drew in hundreds of spectators.

How did they do that? Simple they put them in a tank with a pole, they swim around, when a whale went above the pole the trainers rewarded them, when they went below the pole they did nothing.

When gruff business manager and family man Wes Kingsley visited SeaWorld, he marveled at the ability of the trainers to get these huge killer whales, among the most feared predators in the ocean, to perform amazing acrobatic leaps and dives.

Later, talking to the chief trainer, he learned their techniques of building trust, accentuating the positive, and redirecting negative behavior -- all of which make these extraordinary performances possible.

Kingsley took a hard look at his own often accusatory management style and recognized how some of his shortcomings as a manager, spouse, and father actually diminish trust and damage relationships. He began to see the difference between "GOTcha" (catching people doing things wrong) and "Whale Done!" (catching people doing things right).

In *Whale Done!*, Ken Blanchard shows how to make accentuating the positive and redirecting the negative the best tools to increase productivity, instead of creating situations that demoralize people. These techniques are remarkably easy to master and can be applied equally well at home, allowing readers to become better parents and more committed spouses in their happier and more successful personal lives. Remember to try to find that balance between freedom and control. Plus, know that your employees are volunteers and they choose to work there as you do. Don't ever treat them like they are forced to work there.

I hope these ideas help you with developing and building a stronger staff that can rally around the needs of the organization.

Refusing Service – The Pink Elephant

By BarOwnerTips.com

Refusing service is like the pink elephant in the room - we all know it's a necessary part of operating a bar, but nobody likes to do it. And for most bartenders, it's their least favorite part of the job.

But like most things that we don't like to do, we don't like to talk about it either...and unfortunately for lots of bartenders and managers, that leaves them not knowing how to refuse service or what to say when they cut a customer off.

Below we'll go over exactly what you can say to refuse service to a customer who's intoxicated or getting there quick.

1. When a customer is getting close to intoxication, first offer food and water.

What to say: "Leslie, you need to get something into your stomach. I'm concerned about what you've had to drink so far and you need something to absorb it. Let me get you an order of chicken wings and fries."

2. Let the customer know when it's their last drink. Instead of cutting a customer off when they want another drink, let them know that after this one drink, you can't serve them anymore.

What to say: "Joe, enjoy this one, I don't think I can serve you another."

or

"Here you are Barbara. Drink slowly because this is the last one I can serve you safely."

3. Enlist the customer's friends - It might be easier to have one of the

customer's friends explain to them why they can't and shouldn't have any more alcohol.

4. And if you must cut a customer off, be firm and come from a place of concern for the customer.

What to say: "I'm sorry Jim, we can't serve you anymore. Can I call a taxi for you?"

or

"By my judgment you've had too much to drink Sal, so I cannot legally serve you another. Can I call a taxi for you?"

If the customer tries to argue or engage you in a conversation about why they can't have another drink, repeat that you can't serve them and ask if you can call a taxi. Do not let the customer bring you into a conversation or argument, just stay calm and repeat that line to anything they have to say.

While the customer is still in your bar, offer them food and a non-alcohol beverage.

Whenever you or your staff are going to cut a customer off, make sure you have backup. Staff should let the manager know and all other servers & bartenders should be made aware (so they don't serve the customer either.)

***Many ideas
grow better when
transplanted into
another mind
than in the one
where they
sprang up***



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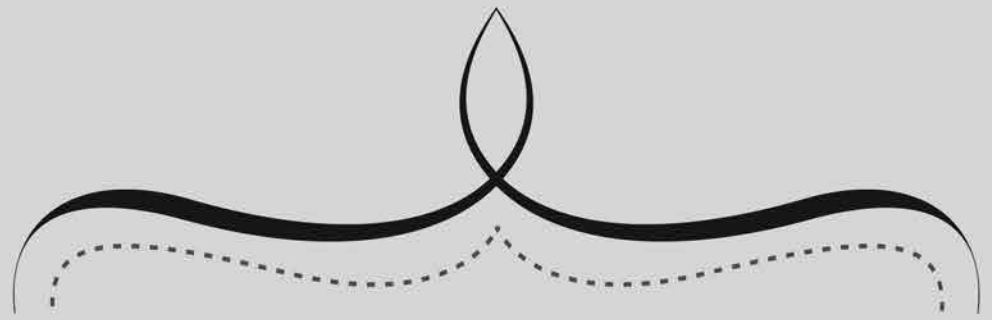
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