

A Paradigm Shift in Parking Enforcement



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Learning Objectives

- Experience and Overview
- Skill Set Requirement
- How We Manage
- Delivering Goodwill
- Training & Development
- Performance Indicators
- Evaluating Your Parking Enforcement Officers

Experience and Overview

- My job as Parking Enforcement Manager
 - Training
 - Policies and Procedures
 - Patrol Routes/Zones
 - Towing/Booting & Scofflaws
 - Adjudication Process
 - Performance Review

Skill Set Requirements

- Then:
 - An individual with tough skin
 - A tough minded employee that was not afraid of working on-street
 - Able to handle irate “violators”
 - Someone in a transitional career mode that likely aspired a role in public safety
 - Interpreting policies and procedures in “black and white”
 - Not necessarily an effective listener and/or communicator

Skill Set Requirements

- Now:
 - A “people person” that is articulate
 - Clear understanding that customer relations and customer service are part of the job
 - Able to handle irate “customers”
 - A career oriented individual
 - Able to be open minded and flexible while making decisions
 - A good listener and effective communicator

How We Manage

- Current Perception
 - Internal/External
 - Realities of politics in our business
 - Investment on curbing “Perception”
- Facebook, Twitter, Blogs, YouTube, etc.
- Not all about PARKING CITATION (is it?)
- Front line workforce
 - Sales & Marketing Force

How We Manage

- Why does the program exist?
 - Enforce parking regulations
 - Maintain efficiency in the parking inventory
 - Promote safety
 - Quality of Life
 - Traffic circulation
 - Revenue generation
- How do we communicate with our PEO's?

How We Manage

- Hire the right people for the job and manage the right people on the job
- Questions to consider when hiring and/or evaluating employees:
 - What “role” do you play as a member of the organization?
 - What views and/or perception do you have (if any) of the organization?
 - What is your understanding of public relations and is it part of your duties as a Parking Enforcement Officer?

How We Manage

- Communicate clear objectives and daily expectations of the duties and “role” of the PEO
 - Review the process in how the message is deliver
- What changes can be considered and/or discussed in how the “role” is performed
- Define the expectation of “team work” in your organization

Delivering Goodwill

- We propose to be “Ambassadors”
 - “Diplomat of the highest rank”
 - “An authorized messenger or representative”
 - “An unofficial representative: ambassadors of goodwill”

Delivering Goodwill

- Adopt a philosophy that identifies opportunities that impacts the program's "perception"
- Empower the "Ambassadors" with opportunities to positively influence negative perception
- Manage according to the "tag line"

Training & Development

- What tools can we provide for our Parking Enforcement Officers?
 - Effective training programs
 - Public relation specific
 - Communications, listening and problem solving
 - Problem solving and decision making

Performance Indicators

- Time management
 - Field Reports
- Citations reports
- Communications (Feedback)
- Dealing with difficult people
- Problem solving
 - Job related
- Coping with difficult customers

Evaluating the PEO

- Standard Operating Procedures
 - Significant tool for the parking enforcement program (consistent with the required paradigm shift and not in conflict)
 - Reduces and/or eliminates the guess work out of what to do and when to do it!
 - Clearly sets a standards for all to follow in their day-to-day operations

Evaluating Your Parking Enforcement Officers

- Establish Goals
 - Improve productivity
 - Properly defined and inclusive of all expectations
 - Expected levels of service
 - Established procedure to track, evaluate and respond to complaints that are generated by the organization
 - Employee morale
 - It is not all about the “money”

Evaluating Your Parking Enforcement Officers

- Implementation
 - Training specific to the goals and objectives of the overall parking initiative
 - Training specific to the professional development of the individual
 - Training that is repetitive and consistent

Evaluating Your Parking Enforcement Officers

- Expected Results
 - A highly trained workforce
 - Enthusiastic about their roles within the overall parking initiative
 - Acceptance of the role as “Ambassadors”
 - Performer that sees the role beyond the “parking citation”
 - Highly productive member of the team

To do list:

- Recognize the skill set required to do the job (role)
- Clear and effective communication process
- Look for opportunities to spend more “coachable” time with the PEO’s
- Understand “how we manage”
- Adopt policies and procedures that allow the PEO to make decisions
- Delivering Goodwill should be more than a “tag line”

Your Ideas & Comments

