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The Positive Side Of Flex-Time



According to figures released by the U.S. Bureau of Labor Statistics, it's estimated that twenty-five percent of all U.S. workers have flexible-hour work-schedule agreements. Most of these are informal arrangements based on mutually agreed upon conditions.

Statistically, women are more likely to have flexible schedules than men. Employees in executive, managerial and sales occupations are more likely to have flexible schedules than other job categories. Companies which have flexible schedule agreements with their employees are also more likely to consider tele-commuting a viable extension of this working arrangement.

While informal arrangements are quite common, formalized flexible schedule policy statements are often not covered in the policy statements for most companies. There still remains a huge resistance by companies to formalize policies on flexible scheduling because

it involves a fundamental and cultural change in the organizational structure of the traditional workplace. For most, it is a negotiated arrangement arrived at on an individual basis—based on worker demand and employer need.

For example, it is not uncommon for a company to introduce on-premises child care, because it is recognized as a response to traditional family needs. On the other hand, a formal policy permitting eligible parents to come-early and/or stay-late so that they can leave work briefly to pick-up their children at school is far more difficult to administer.

A recent study of employer trends showed that over half offer flexible-hour work scheduling to at least a portion of their employees. According to most business analysts, this percentage will continue to increase in the future. ❖

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ISSUE I



STAFFING SPECIALIST

“Your Quarterly Guide To Personnel News Update”

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PRESIDENT’S MESSAGE

Dear Valued Client,

We’re pleased to present you with our latest newsletter. It represents just part of our ongoing commitment to provide you with an extra measure of timely, useful and, hopefully, entertaining information applicable to your day-to-day management functions. As your dedicated staffing partner, our recruitment and placement professionals have only one priority—helping you find the right people, with the right talents, at the right time. Please feel free to contact us for staffing advice and assistance whenever the need arises.

Sincerely,
R. W. Diana
CEO/President



Paradigm Shift – New Normal for Staffing

While some professions—like nursing and accounting—have workers who are commonly tapped by employers for limited stints, in recent years, organizations have begun recruiting interim help at the management level. Now as work-force demographics and economic conditions shift, more employers are warming up to the practice.

There is going to be a new middle man. There is going to be a rise in the practice of something called outsourcing for middle and upper level management. It's like a high end staffing agency. The high end staffing agency keeps a roster of talented people and sends them out on short term assignments as required. It is a practice that is spreading as companies keep just core staff.

Product and service development is moving from an employee based model toward a Hollywood style arrangement. Teams of individuals possessing required skills are assembled for a specific development project and then are disbanded when the project is complete. They effectively create a temporary company for a one-time project spreading out the risk and the costs. A \$15,000 three-month project is less risky than a \$65,000 per year fulltime employee (Salary plus benefits).

Many employers are finding the need to shift course given the changing economy, but they don't have the leadership they need to do so. In hard times, firms want managers who can make difficult decisions and not worry about relationships,

experts say. And that's why more employers are turning to temporary managers.

Many companies are wary of adding permanent head count and are hiring managers and technical people for something less than full time opportunities. Generally speaking, needy organizations may have, but not limited to, a pressing need for new a product launch, restructuring, or some other specific goal that needs to be achieved. A survey Crown Services completed in June of 2009 indicates that companies are looking to use an increasing number of temporary and or contract workers.

Fully immersed positions may be short or long term, depending on organizations needs as opposed to a consulting assignment. The attraction for organizations that have interim needs is they can in very short order—no more than a couple of weeks—bring in a senior manager who is overqualified for the assignment.

One of the advantages for a small or medium-size organization is that using an interim manager can provide access to senior management level individuals that may not be able to fit into a budget on a full-time basis.

Such interim managers can offer a perspective developed when they worked for various other companies for years.

Another advantage is that interim managers tend not to have close ties to employees and leaders in the company so it is easier for them to make difficult decisions such as when to cut



jobs. Similarly, they tend to avoid being part of political struggles or turf wars at an organization.

Venture capitalists have long kept managers on ice, ready for the next startup. Now, thanks to a volatile global economy and quick silver business trends, companies also need to tap talent on a flexible, real-time basis.

What most people don't realize is that with every mass layoff comes a quiet memo from the top: "Hiring freeze, effective immediately." No new employees, no new consultants, no new

bodies walking in the door. Period.

But this is precisely the wrong moment for hiring freezes. With a stroke of the pen, managers at struggling companies have effectively cut themselves off from fresh perspectives and new ideas, just when they need them most. Rather, this is a moment when companies should rethink and restructure critical management jobs, explicitly giving top priority to innovation and change.

Try some trade-ins at the top. If an organization lays off 30 percent of the workforce, then at least 30 percent of the man-

agers should be replaced with new managers. After all, does anyone believe that the same people who ran the organization into the ground are exactly the right people to turn things around?

Organizations should also scrap the part of the memo that forbids any interim personnel. A downturn is the perfect moment to bring in a few interim personnel in key positions. You can bring them in for fresh ideas, and then send them on when the work is done.

Employers who hesitate to add costly permanent jobs are increasingly looking for short-term talent—and plenty of highly qualified people are looking for work to tide them over until hiring picks up again (assuming that it will, someday).

Salaries for interim managers vary greatly, depending on the industry and the size of the company. Hourly fees can be all over the map and are dictated on a regional basis. People either work on a project basis, for a certain number of dollars per month, or for so many hours per month. This is different from salaried work.

When it comes to compensation, short-term jobs generally lack benefits like medical coverage and stock options. But they do commonly pay base salaries commensurate with their full-time counterparts, and many employers cover housing expenses for executives stationed far from home. In many



instances, benefits and medical coverage are optional and available at the employee's choosing.

Some managerial temps say securing a permanent job is their true goal and that short-term stints offer a way for them—and employers—to get a sense of fit. This allows employees to look at the culture of the company and see if they are interested in a long-time engagement. Some temporary jobs do convert into permanent positions.



WHENEVER YOU HAVE A WORKFORCE-SHORTFALL – CALL US!

Whatever the reasons, whenever you're faced with solving the problems caused by a workforce-shortfall we can help you fill-in the gaps and keep your company's work flow on schedule with our as needed temp staffing services.

Vacations, sick days, personal days, comp-time, FMLA leave, flex-time—these can all make the task of maintaining business as usual a nightmare. We can help. The available pool of competent, professional, experienced temps has never been stronger. We currently represent more individuals—with a greater variety of skills and experience—than ever before.

These highly-trained people represent the broadest spectrum of talents and aptitudes—from executives to production workers, techno-wizards to custodial help, and everything in-between. In addition to being able to provide you with talent that's ready to hit the ground running, many of our temps are in the process of transitioning from their last career position to their next. In view of the fact that we all know that the current slowdown in the marketplace isn't going to last forever, using temps to fill-in as needed also gives you an excellent opportunity to evaluate a possible future staff member. This can take a lot of the guesswork and training expense out of the staffing process when it comes time to upsize again.

We've found that companies, like yours, who take the temp-to-perm route have fewer person-to-position mismatches. You gain the ability to screen applicants without cost or obligation in a way that is a win-win arrangement for all of the parties involved.

So, whenever you're faced with a workforce-shortfall, call us. Our temp staffing services could prove to be one of the most valuable resources at your command. ❖