



STAFFING SPECIALIST

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From Our Milwaukee Office

All of Crown Services has thankfully weathered and is rebounding from the recent economic downturn. As the Milwaukee office has slowly extricated itself from this economic sinkhole, it is time to express our gratitude to all those who assisted us. No one begins to recover from a recession of this magnitude on their own. We all require the timely efforts of others.

We want to genuinely thank our "others." Without the steadfast loyalty of our customers who still required a portion of our services we could not have sustained the position we hold in the Milwaukee market. The many clients that have returned to us after finding it necessary to slash all their expenses along with our

new customers have all helped fuel our upturn.

We also received a tremendous boost from the local staff, headquarters, and the field associates, each of which made some very difficult sacrifices. Every team member pitched in without question or complaint. They sincerely understood what had to be done and why.

To everyone involved we say THANK YOU, THANK YOU, THANK YOU!

You truly are the force behind Crown Services.

Paul & Lisa

**10625 W. North Ave., Suite 102
Milwaukee, WI 53226**

Staffing And Cost Containment

Companies need staffing strategies that are *business-friendly* for both the long and short term. The main problem with most staffing strategies is that they work very well during the good times, but are ignored the moment business growth slows down.

How can you help to level the playing field? Make every effort to ensure that top management includes a workable staffing strategy in the company's master business plan. Here are some thoughts about strategic staff management during tight times:

- *Cut people last, not first.* Too often, company leaders look for a quick-fix to bolster the short-term bottom line. And, all too often, that means pay

cuts and workforce reduction.

- *Identify your "must keep" talent.* Every company has a core team of top talent that is needed through thick and thin. If you must make workforce reductions, fight tooth and nail to keep these people.

- *Focus on performance management.* Every company can benefit from a performance management plan with viable and reliable criteria. Invest the time it takes to develop measures and goals.

Unfortunately, many companies rely on time and tenure to determine who stays and who goes. There's no evidence that being around longer correlates with better performance. ❖

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PRESIDENT'S MESSAGE

Dear Valued Client,

We're pleased to send you our latest newsletter. It represents just part of our commitment to provide you with an extra measure of timely and useful information that will help to enhance your day-to-day management functions. As your human resources partner, our objective is to provide you with performance-oriented candidate referrals. In short, the best candidate matched to every opening so you can minimize your search time and maximize your new hire success ratio.

Sincerely,
R. W. Diana
CEO/President





Do Companies Grow Or Shrink To Success?

It's a perplexing notion that once again is being tested even as you read this. True, the fastest way for a company to cut-costs in the short term is by cutting payroll and people. Unfortunately, there is a significant flaw in this tactic which may not be immediately apparent to upper management, shareholders, or investment analysts.

No one knows better than you the huge investment required to build a talented workforce. But, because much of this investment is intangible, it does not appear as a line item on any quarterly balance sheet. Cutting people to save money in the short term means losing what may have cost millions to gain in the first place, not to mention the inevitable reduction in productivity and the almost certain erosion of morale for those employees who remain on staff.

Historical evidence suggests that companies cannot shrink to achieve long-term success. At best, downsizing only creates a short-term gain in earnings performance. The best performing companies in today's global economy recognize that economic conditions can turn on a dime, and use times of economic downturn to improve workplace performance, initiate plans for workforce development, and explore new reward solutions.

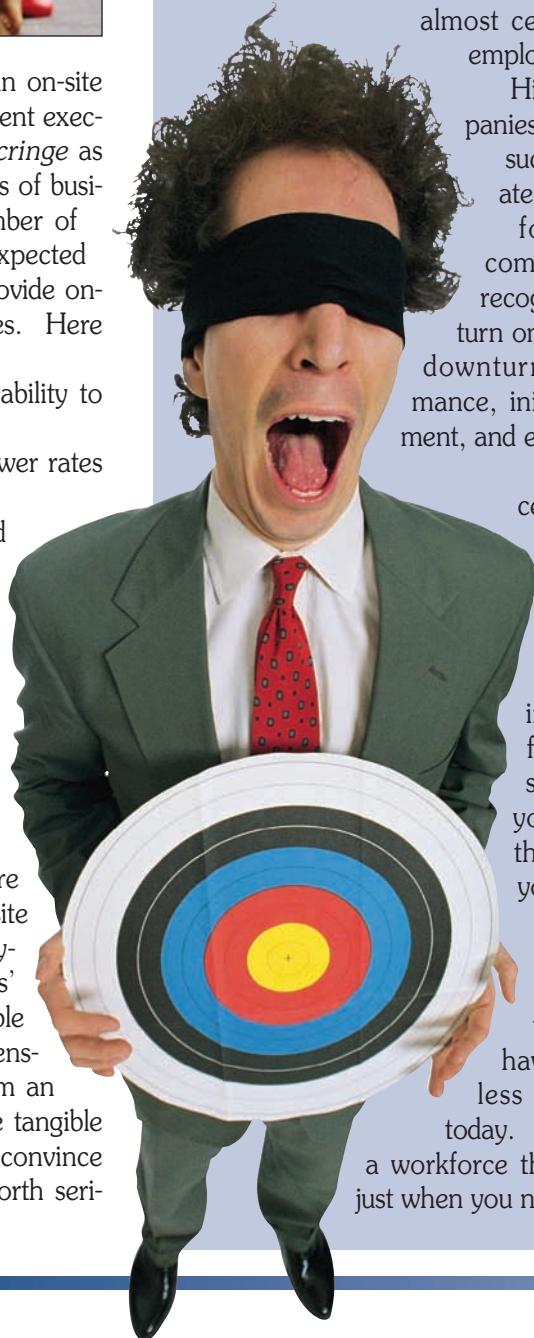
According to the experts, the few cents that pay-cuts and talent depletion will add to shareholders' returns in the short term can cost a firm millions when a company needs to rebuild its talent pool. If your company is considering slashing your workforce now to save a few dollars, you might want to consider how this plays directly into your competitors' hands. Now is the time to add the best talent to your workforce.

We can help you zero-in on the best candidates seeking employment today—those worth-their-weight-in-gold achievers who have been cut-loose by companies less insightful than yours. Call us today. We can help your company build a workforce that's ready to grow to greatness just when you need them. ❖

Mention the notion of establishing an on-site day care center to many upper management executives and you're likely to see a visible *cringe* as they envision little tykes roaming the halls of business. To the contrary, there are a number of sound business reasons—and some unexpected benefits—reported by employers who provide on-site day care services for their employees. Here are just a few:

- Employers report an increased ability to attract top talent.
- Employers report significantly lower rates of absenteeism.
- Employers report a marked improvement in employees' attitudes toward work.
- Employers report favorable public relations opportunities for the company.
- Employers report lower turnover rates.
- Employers report increased productivity.

In addition to these benefits, there are also some tax benefits to offering an on-site day care facility. Your company's payments to a day care center for employees' pre-school age children are tax deductible as ordinary and necessary business expenses. If your employees could benefit from an on-site childcare program, perhaps these tangible company benefits would be enough to convince upper management that it's a project worth serious consideration. ❖



Defuse Legitimate Discontent With Qualified Temps

Downsizing, mandatory overtime, cross-training core employees and more flexible work schedules are some of the most predictable ways companies cope with the need to meet productivity demands with fewer employees. Everything usually goes well for awhile. Then, the unmistakable signs of long-term wear and tear on employees begins to show.

The truth is, as grateful as many employees are that they are still employed after a company downsizes, eventually they will begin to feel the burden of double-duty and burnout. In turn, production decreases, morale plummets, and before you recognize it, some of your key core employees have given notice. The difficulty of finding qualified workers to replace them is probably one of the largest concerns in business and industry today. Keeping them in the first place should be an even more crucial concern.

Employing temporary workers to help minimize the effects of burnout can significantly reduce the likelihood of discontent and turnover among your core workers and key management personnel. Using temps can help to even-

out the burden on your permanent staff. And, temp employees represent the most cost-effective resource to help you meet the requirements for increased production on an as-needed basis.

From the vantage point of your core employees, it's a proven fact that they are far more likely to feel that your company management recognizes and understands their plight when temps are used to help even-out the workload. This not only helps core employees stay focused on their long-term career goals with your company, but also allows you to meet management's expectations for optimum performance and bottom-line cost containment.

Our temporary staffing group is service-driven. We can provide skilled workers as well as management and specialized-skill temporary employees, thereby minimizing payroll and administrative expenses from your department's budget. Whether your need is for clerical, administrative, technical or production line personnel, we can help you achieve a highly cost-effective, flexible response in these pressure-filled times. ❖



Is Praise More Valuable Than Cash?

Surprisingly, for many employees, the answer is "YES." Praise is perhaps the most powerful employee motivator. When you tell people what they are doing right, and show your appreciation, they are more likely to sustain their enthusiasm for the work at hand—and perform even better.

Praise works best when you: Tell people up front that you intend to let them know how they are doing. Praise people immediately. Tell them what they did right, and be specific about the details. Tell people how good you feel about what they did right, and how it has a positive

impact on the organization. Be sure to pause briefly to allow the employee to recognize and experience the good feelings of the moment. Encourage them to keep up the good work in a way that makes it clear you support their success and that they are valued and appreciated.

It may seem easy enough to follow these simple guidelines for employee praise, but you might be surprised by the number of supervisors and managers that just never get around to doing them. It's the effort that makes the praise so valuable to employee morale—and ultimately, your company's success in the long run. ❖

