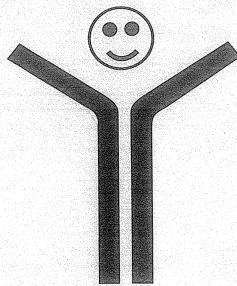


## Supporting People Needs



**In April  
we focus on  
Human  
Resources**

### IN THIS ISSUE

- Personnel Services .... pg 2.
- Attitude ..... pg 2.
- New Empl Profiles .... pg 3.
- The Best Part ..... pg 3.
- EAP in Action ..... pg 4.
- Benefitting You ..... pg 5.
- Corporate Relations.. pg 5.
- Projects Plus ..... pg 6.
- Goal Achieved ..... pg 6.
- Don Eger ..... pg 7.
- Milestones ..... pg 7.
- Zoro ..... pg 8.



*Mike Moon  
interviewed by Libby Marshall*

Human resources are people and when we talk of a Human Resources (HR) Department at Crown Int'l we refer to the functional areas of the company which support people needs, staffing, and training. The gradual development of the structure for a human resources department, as such, has been the result of careful planning during the past three years.

This planning requires Mike to wear many hats and be an Administrator with a capital "A". His "Corporate Services Manager" title includes managing everything from copy machine use to the distribution of Thanksgiving turkeys. Educational loans, wage rate administration, the Purchasing Department, Information Systems, Communications, and Transportation are all part of his responsibilities.

Organizing these areas to cope with growth and increasing employment, while building a human resources function brought us to the point of a

### NOTICE!!

To better serve Crown Int'l customers, two new 800 telephone numbers have been installed:

new Personnel Services Department in 1988. This department and related HR functions are the focus of this newsletter.

Personnel service was changed from focusing only on serving managers and supervisors to supporting all employees. The goals are to reduce turnover and better meet individual needs. Since the total human resource count reached 500 in July, 1989, needs become even more apparent. The vision is a well-trained, well-compensated workforce of employees carefully matched to their jobs. Personality profiles and various tests are being conducted with all new employees to achieve this.

Two major projects involved in HR management are in process for 1990. The Britton Wage and Salary Program was implemented for the office staff in January and is being expanded. Implementation for production areas was in 1989. Not only is this a competitive program in the labor market but it also establishes standards for measuring jobs and performance so compensation is fair and equitable.

Policies and Procedures are being revised and written to include corporate, divisional and departmental policies and regulatory items such as discrimination. Included are the purposes behind the policies, providing understanding of our corporate principles as they relate to policies. An updated employee handbook which summarizes policies will be a by-product.

According to the business plan the structure is in place for a new human resources manager to be hired in 1990. Experience in multi-divisional and international resource management is required to meet the needs Crown Int'l foresees. Further program development will deal with issues of employee assistance, child care, health benefits and governmental impact on employees. Mike says, "I feel good leaving it in the hands of someone else coming in. It's ready to go and I feel secure knowing we have the right people there. It's alive, well and growing."

•800-342-6139 calls Technical Service in Plant 4's Customer Service Department.

•800-535-6289 calls the Sales/Marketing Department directly for product information.

# Personnel Services

by Andrew Carpenter  
Personnel Services Manager

When I became manager of the new Personnel Services Department more than two years ago, Phyllis Gates was responsible for all personnel related functions. We appreciate Phyllis' many contributions. We are also grateful for the good leadership which Mike Moon has given us during these formative years. With their help we have made much progress. We developed new programs and improved existing ones. New programs include:

- Employee Conflict Resolution/  
Appeal Process Program
- Exit Interview Program
- Statistics on personnel data

We made significant contributions in the areas of:

- Improved recruiting and pre-employment screening
- Orientation of new employees
- Record keeping processes
- EEO regulation compliance

Due to our improved hiring and recruiting procedures and statistical tracking, we determined that we reduced the turnover rate from 25% in 1988 to 15% in 1989.

We are excited about these projects scheduled for 1990 which will enhance our ability to affect positive change:

- Revised employee handbook
- Improved automated employee data maintenance
- Improved performance review program
- Improved pre-employment drug screening program
- Improved orientation program
- Life-threatening illness policy



We are looking forward to a year full of challenge and hard work. I feel confident about our ability to serve the Crown family with a staff (Diane Bailey and Sue Stacy) which exhibits a positive attitude of service toward others. This

helps us respond effectively to the needs of the employees. We are thankful to have Beth Burch and Phyllis Gates located in the same area. We all work well as a team.

In addition to the administration of the Personnel Services office, I spend much time resolving employee conflicts and appeals, recruiting engineering, technical and managerial staff, and obtaining legal counsel for supervisors and managers in matters pertaining to employee conduct, disciplinary measures, documentation, hiring and recruitment practices.

One message I want to give Crown employees is that we are here for the specific purpose of serving their needs. We value the importance of each person. Concerns will be heard and acknowledged. Our doors are always open.



## Attitude of Service

by Diane Bailey  
Personnel Services Assistant

I am fortunate to have a manager who works with his staff's strengths and interests. When the department was formed, the first thing Andrew did was to assess our individual strengths.

Because I enjoy working with computers, that became my main job function. I maintain the employee database. It is my responsibility to key in all personnel information. With this data in the system I can generate many different types of reports for management.

The personal computer is used to support and assist Andrew with correspondence, meeting notes and other projects as well as creating and updating forms on the MacIntosh. Other assistance is involved in scheduling meetings, researching projects and handling telephone messages.

I also enjoy interacting with people, organizing solder schools, ordering and distributing name plates and occasionally taking part in the employee appeal process. Because our department is one of service, we are called upon to meet employee needs constantly. This means that often we have to support one another to insure that these needs are met. Sue Stacy and I are cross-trained on many projects so either of us can take over for the other at a moment's notice.

I believe this department's attitude of service is what makes the Personnel Department special. With the addition of Beth Burch and Phyllis Gates to our office, the department is able to better serve the needs of employees.

I feel very lucky to have a position I enjoy so much and to work with a group of people as special as the Human Resources team.



# New Employee Profiles



**DIANE LUTOMSKI** - Accounting - Flex-Force, Part Time (Birthday March 31). Crowe Chizek recommended Diane to assist with tax accounting. She lives in Mishawaka and has a five month old son. Walking and swimming keep her fit.



**STEVE L. STRYCKER** - Accounting - Flex-Force (June 2). Beth Burch recommended Crown Int'l to Steve, who is working toward a CPA certificate. He lives in Mishawaka and enjoys reading, swimming, playing tennis, watching sporting events and being with people. Steve belongs to the Indiana CPA Society.

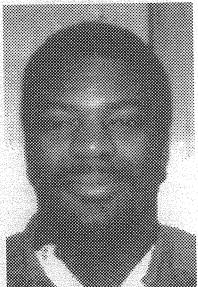


**JEFF BENJAMIN** - Customer Service Technical Representative (September 3). Answered our ad in the paper and came to us from South Bend. He likes playing with his children, music, cooking (and eating).



**CATHERINE KYLE** - Maintenance/Janitor (May 16). Catherine lives in Elkhart and heard about Crown Int'l from a friend. She enjoys cooking, softball and basketball. She wants to learn all she can about her job and the Lord.

**JUARD BARNES** - Paint Line - Flex-Force (April 19). Juard is pastor of the Macedonia Church of God In Christ. "My wife (Margaret, assistant accountant) works here and loves it, so I applied for Flex-Force." Juard serves on the Elkhart Mayor's Advisory Council and coaches freshman girls basketball at Memorial High School. He enjoys music and sports.



**ROBERT ZOOK** - Pilot (November 17). Robert is busy remodeling his home in Goshen. He likes to play basketball and water ski. His immediate goal is to continue to work with the youth at his church.



**CAROL GATES** - Production Line Assembler, Line 2 (October 1). Carol returned to Goshen and Crown after living and working here several years ago. Remodeling their farmhouse and landscaping are major goals. She enjoys knitting, latchhooking, baking and outdoors activities such as camping, fishing and boating. She and her family like sledding in the winter.



**SANDI WALTERS** - Sales and Marketing Secretary (July 14). Sandi lives in Nappanee. She enjoys music, creative writing, church activities, bowling and miniature golf. Sandi would like to work more with people, helping others.



## The Best Part

by Sue Stacy  
Personnel Services Facilitator



I feel very lucky to work in the Personnel Services Office. I enjoy working with all of the people in the HR Department and meeting all the new people who come into Crown Int'l. I feel this is the best part of my job. I work with production supervisors when they need to hire new employees. I review the applications we have and send those that qualify for particular Job Profiles to the supervisors. I set up interviews with the people selected from their applications.

I administer dexterity and color blindness tests and take interviewees on tours of Crown Int'l when they come in for interviews. After the supervisors decide who they want to hire, I usually call the applicants to offer them the positions and arrange their starting dates. Other applicants are informed by letters, either from our

department or the supervisors who handled the interviews.

On the day the new employees start work, I do the orientation and welcome them to Crown Int'l. I take ID photos and process badges for all new employees, as well as make replacement badges for current employees.

The other thing I really enjoy in my job is the opportunity to meet with new employees again in 30 days for the 30 day orientation. This includes talking with them about how the new job is going for them, description of all the benefits available to them, the Blood Bank program, payroll deductions, etc. I give them insurance booklets to read before 60 days of employment, at which time Beth Burch signs them up for insurance programs.



# EAP in Action

by Helen Blackwood

Employee Assistance Program/Wellness  
Coordinator

The Employee Assistance Program was officially established in September of 1989. Unofficially it was operating late in 1987. There were many programs started, such as:

- Cholesterol checks
- Blood pressure testing
- Brown bag lunches w/guest speakers
- Flu shots
- Red ribbon week
- Fitness week
- Apples for all employees
- Payroll check stuffers on health and fitness subjects
- Divorce Seminars
- Parenting classes

These resulted from concerns directed to Corporate Services from supervisors and employees. As questions came up Mike and I looked for answers, whether they be programs that might help everyone or finding the right counselors for some. One big concern is family finances. We have found an organization that can help and have developed a good working relationship with them. We created a payroll authorization form for employees to allow payroll deductions to be paid directly to the agency which then handles payments to creditors. We are the only company in the area with this arrangement, which has relieved several employees of their financial burdens.

Many hours of listening and discussing problems with employees, phone calls trying to find the right sources for help, shopping, negotiating and detailed planning have gone into each of these programs but the results are worth it. We succeeded in getting a volleyball net and basketball hoop installed for breaktime activity. Two exercise classes and TOPS (Taking Off Pounds Sensibly) groups meet weekly. We negotiated with the YMCA/YWCA to discount memberships purchased through the Crown Int'l EAP. Lastly, I look for articles to promote wellness which I post in strategic places and submit to the CROWN CRIER.

Thank you for your trust and support in helping me find solutions and giving me suggestions. Thank you, Clyde, supervisors and managers for providing opportunities.



**ANDREW BROWER** has joined Steve Thies, Roger Mertz and Dick Housley in the Communications Department, as a technician. He has been a technician on Line 1 for several years.

**ANGIE GROPP** is valuable to two departments these days. She responds to requests from dealers, reps and customers for product literature in the Marketing Department. For Information Systems she runs the nightly back-up for System 38.

**HELEN BLACKWOOD**, former Wellness and Employee Assistance Coordinator, transferred to the Techron Division April 3. She has accepted the position of Administrative Assistant to Division Manager Don Eger. "She has done a fine job in supporting Corporate Services and EAP/Wellness," according to Mike Moon, corporate services manager.

Vera Leinbach will act as interim administrative assistant to Mike and Phyllis Gates interim EAP/Wellness coordinator, so there will be no gap in employee and department support in these areas.



**TIM MATTESON** married Sue, March 10. They enjoyed a honeymoon on South Padre Island in Texas. Tim works on Line 2. Tim says, "Send cash only!", but we'll just say, "Best wishes!" instead, and award him a T-shirt.

# Benefiting You

by Beth Burch  
Benefits Administrator



Benefits administration is a rapidly changing field. It involves a great deal of contact with employees throughout the company as well as professionals outside the company such as bankers, attorneys, accountants, and insurance agents. The variety that these two aspects of my job offers is the reason I enjoy it.

Benefits administration involves enrolling employees in the various benefits Crown Int'l offers, such as the 401K profit sharing plan and insurance plans. This gives me the opportunity to meet with each new employee to explain and "brag" about the company's commitment to value the employee by providing an excellent benefits package.

On a daily basis time is spent assisting employees with questions or concerns they have regarding the various benefits. I encourage employees to ask questions so that they better understand the company's benefits. My reward is seeing smiling faces leave my office because in some small way I have helped meet their needs.

For example, many employees do not realize that if they have an accident or illness that is related to their job that the company carries a separate policy referred to as Workers Compen-

sation. This policy is quite different from group health insurance. I am always delighted when a week or two goes by and I have no Workers Compensation claims because it means that Crown employees are working safely at their jobs.

My background in accounting is quite an asset in this job function. Keeping abreast of Internal Revenue Department rules and Department of Labor reporting requirements is a challenge. It is also fascinating to read about the various political views of our congressmen as they develop legislation effecting employee benefits.

While I have very little time for research, I enjoy the time I can spend learning about the latest benefit trends, looking for new variations and new benefit possibilities. The marketplace is full of ideas but the challenge lies in matching them with available resources and employees' needs.

Benefits administration cannot and does not operate alone. The Human Resources staff operates as a team working together to serve the great variety of needs of our "customers." This makes the job all the more enjoyable.

The most exciting aspect of my job is that the Lord asks that I have a servant's heart and this job provides a golden opportunity for me to exercise that aspect of my faith and I thank Crown Int'l for that opportunity.

## Empl Committee Up-Coming Events:

- APRIL 7 - EASTER EGG HUNT - 1:00 pm, Plant 2 receiving
- APRIL 9 - ROLLER SKATING PARTY - 6:00 until 8:00 pm United Skates of America, on Main St. in Mishawaka, just south of Day Road
- APRIL 21 - CHICAGO MUSEUM/CUBS TRIP - Leave 8:00am Cubs play Pittsburgh 7:05 pm.

DATES TO BE ANNOUNCED  
- BROOKFIELD ZOO TRIP & SPRING CARRY-IN

DAN STEINER, former Crown Int'l pilot, received a farewell gift certificate from the Employee Committee to Dandino's Supper Club.

PAMM JANOWIAK received a gift certificate from Sears in honor of the birth of her daughter, Kelsey, in January.

# Corporate Relations

by Beryl Moore

One of the most common questions I hear is, "What exactly is it that you do?" Basically my mission for Corporate Relations is to encourage everyone inside and outside the company to discover that Crown International is a wonderful place to work.

One of my big jobs is to coordinate the Value of the Person efforts. As most of you have probably figured out (it took me a little longer) this is a bigger project than I first supposed. Since no one else has done what we are trying to do, I spend a lot of time guessing, making changes, guessing again, and making more changes. I also coordinate the Special Olympics effort and the Corporate Planning Process.

Another part of my job is developing good relationships with government and private sector organizations in our community. One of my goals is to promote the fact that Crown Int'l is committed to local industries and civic organizations. For example, I attended the community meeting about the Elco Theater. I attempt to support more heavily organizations or groups with which employees are involved on a regular basis.

In my "spare time," I encourage communication, work with the CRIER, coordinate the yearly stockholders' meeting, see that Larry Green and Kay Branch have the support they need to serve the company, and any other projects that people seem to feel would "fit wonderfully under corporate relations."

The best part of my job is the people. The hardest part is trying to remember 500 names. Some days I even forget my own!



# Projects Plus

by Phyllis Gates  
Human Resources Project Coordinator

Being a member of the Human Resources team opens up many opportunities to serve. My assignments result from the need for research regarding a particular subject. I call companies or agencies for information, request brochures and/or samples, price quotes, etc. Sometimes I visit a source and sometimes vendors visit me here at Crown Int'l to inform us about their services or programs.

Because management wanted the best and most valid wage and salary program we could find, research was quite involved. I contacted several local companies of comparable size, asking about wage ranges, hire rate, merit programs and benefits. A nationally known source for position description and wage ranges, the Area Wage Survey (AWS), was studied, in addition to other wage survey programs.

We compared this data with Crown Int'l job descriptions and wage rates to help management evaluate the Britton Wage and Salary Program, which was implemented in January.

Child care research is in-progress. A survey was given to each employee requesting their input regarding child care. A team is now being organized to study the feasibility of implementing a Child Care Program.

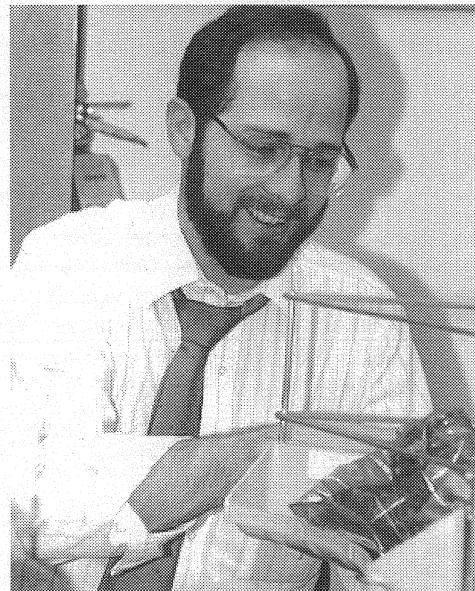
Currently I am researching retirement planning programs. I am searching for seminar sources and other sources of information.

The total compensation report, which can now be requested by each employee, is the result of studying benefits and listing all the items available to an employee which are often not recognized as compensation.

I reorganized the Seniority Recognition Program and now coordinate it, so that all employees are recognized as they become eligible. Purchasing frames, plaques and certificates and getting them inscribed and signed, arranging presentation dates and recognition luncheons and dinners is a time-consuming part of this project.

It has been rewarding to see the appreciation of our long-term employees.

These are a few of the projects I have worked on, which have been interesting and keep me open and willing to investigate other areas vital to employees.



## CRAIG REALLY CAN WORK!

A "You gotta' see this!" call came in March 13 about 2:30 pm. After sending some people from Modules home earlier, Craig Hunter, supervisor, discovered the remaining crew needed help to finish stuffing some modules. With tongue clenched between his teeth, Craig sat down and went at those boards, three at a time, until they made him stop. They said he did a pretty good job, once he settled down, and the picture shows he seems pleased with himself, too.

## A GOAL ACHIEVED!

SHEILA COOK, Manufacturing Secretary/Office Coordinator, and SUE KURTZ, Purchasing Secretary, achieved Administrative Assistant/Executive Secretary certification from I.U.S.B. in December, 1989. They began the certification program in September, 1987, taking one evening class each term. Courses include office management, business communications, professional development, speedwriting, English grammar brush-up and "Management and the Administrative Assistant."

It was helpful doing it together. "We encouraged each other," Sue told us. She recommends this program to other secretaries; "Go for it! It's worth it—a goal achieved!"



# Milestones

To recognize employees with 20 years or more of service with Crown Int'l.



better known as Dave. Dave believes that recognizing this, and being willing to change product lines as well as procedures and organization, has been significant to Crown Int'l's progress through the years. "We are doing better, but still need to do more and faster."

Dave was technical correspondent in the early '70's before he started sales and market forecasting with Clyde Moore. Writing service manuals, answering technical mail inquiries, doing final check and servicing amps were among his other responsibilities. It was also during this time that

Dave developed equipment and conducted amp clinics at dealer service centers.

He then served as product line manager for amplifiers until 1979, when he switched to forecasting and market research full time. Along with



**PAM FOTHERGILL** writes the following to us from second shift:

Congratulations go to **PAM PETERSON** who had a baby boy March 15, weighing 8 lbs, 9 oz. and measuring 21 inches long. Love and prayers to both Mom and baby.

forecasting, he coordinated advertising and public relations for five years, supervising the public relations manager, technical publications supervisor, and literature room operations.

Although Dave has a degree in Electrical Engineering from Princeton, it was during work on a Master of Divinity degree program at Grace Seminary in Winona Lake that he became acquainted with Crown. He worked on a summer project with HCJB in Ecuador which resulted in his coming to Crown part time doing the final check-out and service on early DCA300 amps, plus SA30-30, D60, and D75.

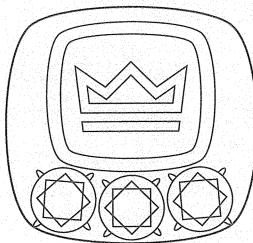
Change is also evident in hair styles and looking through old CRIERs one finds many different images. We see Dave here in several moods from happy to pensive. We have enjoyed all of these moods in his assembly presentations and in his many columns written for "On the Other Hand", his column in the CRIER. His family

provides lots of subject material, from Jeffrey (5), Ashlee (10), Jeremy (14) to Bobby (16), for his speaking and writing. 



Welcome back to **SHARON WESTLAKE** who came through aorta valve surgery with flying colors. Sharon was gone from January 15 until March 5. We are glad you are back, Sharon.

**KEITH SCHOOLMAN** is now Night Shift Technician Coordinator. Keith began his new duties in February of this year and is doing a fine job.



*The Award Pin*

The gold award pin is awarded to those with at least ten years of seniority. Jewels range from two emeralds and one 6pt diamond for 10 years to three 12 pt diamonds for thirty-five years.

## The Hiring of Don Eger

by Beryl Moore

In his last semester at Valparaiso Tech, Don Eger was told by his cousin Walt, "While you wait to get into IBM, try getting a job with Mr. Moore. Clarence was still eating breakfast when Don and Walt stopped by on Saturday but Clarence gave Walt the keys to the plant and told him to give Don a tour. Afterwards Clarence and Walt sat and talked about ham radio, ignoring Don.

About an hour later Clarence suddenly stopped,

looked squarely at Don and asked, "Do you know the Lord?" Don said, "Yes." Then Clarence continued his previous conversation with Walt. That was the end of Don's interview with Clarence.

Later that day he interviewed with Max and was offered a job. Don came to Crown Int'l thinking he would go to IBM in six months. That was 25 years ago. 

# Zoro was Here

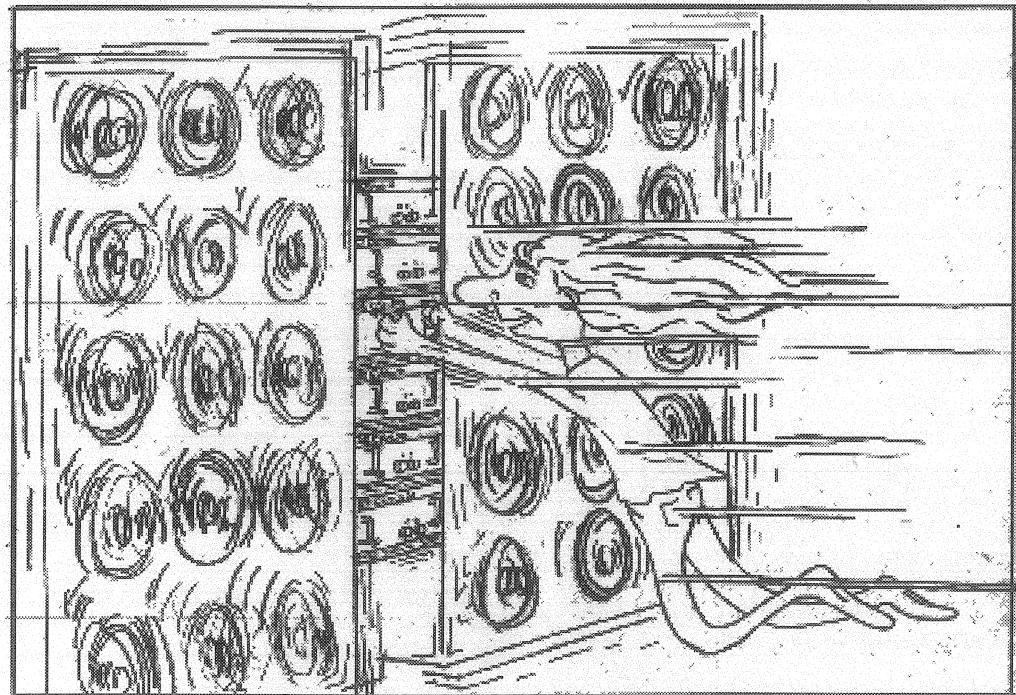
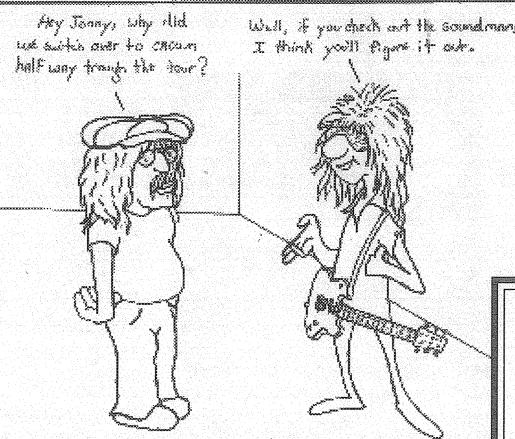
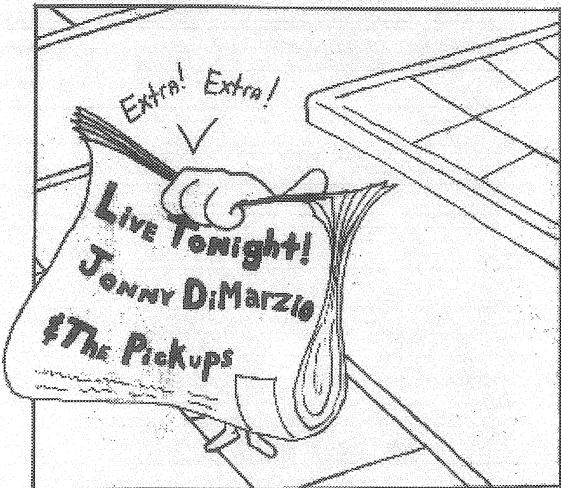
Now we know how his equipment got here. DOUG SNEDDON, DEAN SNYDER, KEVIN GRING, CURT MILLER, SABRINA GALL and GERRY ROACH were responsible. February 11 they drove a van to The Palace in Auburn Hills, Michigan, to pick up Zoro's drum set and Kenny's keyboard after a concert. The equipment was to be used for the scheduled recording session at Barclay's house in Elkhart which resulted in a compact disc recorded with the SASS microphone.

The group became fans for the Kenny Kravitz and Tom Petty concert at The Palace. They got to go backstage and talk with the musicians. In the photo are (left to right) Kenny, Kevin, Doug, Zoro, Gerry. Curt and Dean are standing behind them. Sabrina was the photographer.



## Sound Story

by Tom Hornblower



### CROWN CRIER

The Crown Crier is the monthly newsletter for Crown International employees. Its purpose is to be informative, inspirational and entertaining.

Your involvement is highly prized. Please contact a CC Reporter with any material you would like to see in future issues.

**Publisher:** Beryl Moore  
**Editor:** Libby Marshall  
**Staff:**

Dave McLaughlin  
Bruce Bartlett  
David Harris  
Ron Ray  
Alan Wigent  
Cilla Meachem

**Reporters:**  
Sabrina Gall  
Angie Gropp  
Art Rowe  
Pam Fothergill

**Photographer:**  
Dennis Badke

Copyright © 1990 by  
Crown International, Inc.