

CROWN CRITER

Since 1971

Crown International, Inc. Employee Newsletter

Oct./Nov. 1998

CEO's Memo...

My focus for this column will be our Mission Statement: What does it say and mean, what are we doing to implement it and, most importantly, is our performance measuring up to it—are we delighting our customers? We'll begin this month by printing the Mission Statement below to familiarize all of us with it.

CORPORATE MISSION STATEMENT

We, as Crown International, seek to

delight our customers with creative solutions in electronic products, systems and services through innovation, determination, agility and speed. We will pursue opportunities for global growth through product and technology development, strategic alliances and synergistic acquisitions.

We commit to uncompromising integrity, quality, responsiveness and continuous improvement in everything we do. We will

accomplish this in an environment of learning, empowerment and accountability.

We recognize the vital roles of our customers, employees, suppliers, stockholders, and the community in our success.

We, as Crown International, are guided by our corporate principles of honoring God, serving people, developing excellence, and growing profitably.

Richard A. Newberry



Survey Says...

Thank you again to all who participated in the employee survey. The information, comments, and suggestions you shared WILL be reviewed and WILL be used to improve our workplace.

The first step, workgroup facilitator training, has been accomplished. "Workgroup Facilitators" will meet with each department or workgroup to discuss the survey results specific to that department or workgroup. We'll explore the areas in which we're doing well, and those where we're not doing so well, and try to determine the hows and whys of that success, or why we're not as successful.

I encourage each of you to share your thoughts and feelings during these meetings—even if it seems a little uncomfortable with your supervisor present. She/he will usually be present to take notes of the meeting—what was said, not "who said what" and will be focusing on issues—NOT people.

The "secrets to success" learned in this process will then be shared across all departments to help us in our efforts to continuously improve our workplace, especially our communications.

Richard Pede, Human Resources Officer

Faithful Service

Name	Years of Service	Name	Years of Service
Mary Miller	30 years (June 12)	Vera Leinbach	10 years (October 3)
David Stuber	30 years (September 12)	Charles Brenneman	10 years (October 5)
Dale Kauffman	30 years (October 8)	Daniel Kreiser	10 years (November 1)
David Menges	25 years (February 19)	Rhonda Chapman	10 years (November 20)
Richard Putz	25 years (February 12)	Karen Guinther	10 years (November 22)
David Engstrom	25 years (August 6)	Diana Hiles	5 years (February 15)
Irma Shank	25 years (November 7)	Darlene Jenkins	5 years (February 22)
Tom Estep	20 years (May 15)	Richard Pede	5 years (March 1)
John Landa	20 years (July 19)	Tom Arata	5 years (March 8)
Diana Long	20 years (October 16)	Malinda Epson	5 years (March 29)
Brenda Roberts	15 years (July 18)	Mary-Alice Johnson	5 years (March 29)
Lisa Hartigan	15 years (July 26)	Chris Long	5 years (March 29)
James Crume	15 years (August 13)	Wilma Sanders	5 years (March 29)
Craig Hunter	15 years (August 22)	Kathy Smith	5 years (March 29)
Janice Rodgers	15 years (August 22)	Cal Donner	5 years (April 5)
Robert Malone	15 years (September 6)	Vince Manchow	5 years (April 26)
Mark Smith	15 years (September 19)	Susan Pickett	5 years (May 3)
Terry Ralston	15 years (October 17)	Joyce Brown	5 years (May 10)
Robert Giver	15 years (November 21)	Susan Van Orman	5 years (June 14)
Nina Myers	10 years (January 12)	Cheryl Housley	5 years (June 21)
Rhonda Jones	10 years (January 25)	Jerry Dillman	5 years (June 28)
Barb Settles	10 years (February 11)	Jane Gervais	5 years (June 28)
Jena Shimkus	10 years (February 15)	Marcia Behm	5 years (July 12)
Jim Murphy	10 years (March 4)	Sandra Kocher	5 years (July 12)
Peggy Scholfield	10 years (March 10)	Jill Crabb	5 years (August 8)
Patti Cobb	10 years (April 22)	Kevin Kopernagel	5 years (August 9)
Scott Potosky	10 years (May 31)	Lois Spragg	5 years (August 9)
Edward Revak	10 years (July 7)	Barbara Barbour	5 years (August 16)
Beryl Loomis	10 years (August 1)	Deborah Collins	5 years (August 23)
Kimberly Clingenpeel	10 years (August 13)	Tasha Berger	5 years (September 13)
Sue Tansey	10 years (August 22)	Darla Conrad	5 years (September 27)
Kyle Robinson	10 years (August 23)	Jeffrey Humerickhouse	5 years (October 11)
Pamela Schmucker	10 years (September 27)		

Developing Excellence

A decision has recently been made to pursue ISO Certification corporation-wide. What is ISO? Over several of the upcoming issues of the Crown Crier, we will be introducing this topic and other Quality related topics to you.

First, what is ISO Certification? ISO is a set of standards addressing twenty common elements in running, primarily, a manufacturing business. Certification means a third party has audited your company and verified the standard requirements are being met. Some markets require certification, while others may not. Regardless of market requirements, the world recognizes ISO Certification as a commitment to quality and those achieving it as possessing a Quality Management System.

What do those three words mean? Quality-Management-System? What is Quality? Simply put, quality is performing a task per a standard consistently. Or put an-

other way, determining the right thing to do, doing it, and doing it the same way every time. Management is simply how one organizes to accomplish an objective. System implies a process with inputs going into it and outputs being generated by it. Therefore, ISO Certification ensures a company has documented and implemented its system of organization to accomplish its objectives through addressing the ISO requirements.

It has been said ISO is simply documenting what you do, doing what you say and then proving it. This is a fairly accurate assessment, except the 'what you do' must address the requirements. Others have said it is just a bureaucracy of paperwork. It does involve a system of documentation. It does require us to perform according to the procedures documenting our business. It does require us to record results of what we do as we comply with those procedures. However, its

usefulness will be what we, as Crown, make it.

In football terms, think of Crown as a group of football players. ISO is a means of writing a play book. The play book will enable all the players to understand and know the roles of each other. This will help us understand how we can each contribute to the success of the team. How effective will the team be? That depends on how well plays are written, the skill of the players, and how well the players work together. ISO doesn't address these elements...you and I do. So over the next few months, when you're asked to help in the ISO effort, or asked to complete new documentation, or in some cases, change how you do what you do, please give it your full support. Crown can be no more successful than each one of us individually.

Larry Kauffman, Corporate Quality Manager 

Safety On & Off the Job

Violence At Home & In The Workplace: Safety Tips For You And Your Family

According to the American Bar Association,

- 70 percent of domestic violence victims are employed;
- Over 70 percent of those victims report that the abusers harass them at work, either over the telephone or in person; and
- The perpetrators of domestic violence cause over 60 percent of the victims to be either late to, and/or absent from, work.

Nothing is more important to Crown International than the safety and security of its employees. Threats, threatening behavior, or acts of violence against employees, visitors, guests, or other individuals by anyone on company property will not be tolerated.

All company personnel are responsible for notifying the Human Resources Employee Relations Manager of any threats which they have witnessed, received, or have been told that another person has witnessed or received.

Remember that Crown policy requires all employees and visitors to wear identification badges to authorize their presence on Crown property. Crown's security system is

only as reliable as the least compliant person using it. Permitting unauthorized persons inside the facility puts everyone at risk. Disciplinary action up to, and including, termination of employment may be prescribed for violations of Crown's security policies and procedures.

The following material contains critical information and safety tips, recently released by the American Bar Association, in an effort to reach as many victims of domestic violence as possible through workplaces across the nation. If you would like additional copies of this material, please contact the Environmental, Health & Safety Dept. (Ext. 8111 or 8341).

MAKE YOURSELF SAFER AT WORK

- Keep a copy of your court order at work
- Give a picture of the abuser to security and friends at work
- Tell your supervisors - see if they can make it harder for the abuser to find you
- Don't go to lunch alone
- Ask a security guard to walk you to your car or to the bus
- If the abuser calls you at work, save voice mail and save e-mail
- Your employer may be able to help you find community resources

PROTECT YOURSELF OUTSIDE THE HOME

- Change your regular travel habits
- Try to get rides with different people
- Shop and bank in a different place
- Cancel any bank accounts or credit cards you shared; open new accounts at a different bank
- Keep your court order and emergency numbers with you at all times
- Keep a cell phone & program it to 911 (or other emergency number)
- If you think the abuser is following you, call the police immediately

PROTECT YOURSELF AT HOME

IF YOU ARE IN DANGER, CALL 911 or your local police emergency number. Whether or not you feel able to leave an abuser, there are things you can do to make yourself and your family safer:

- Learn where to get help; memorize emergency phone numbers
- Keep a phone in a room you can lock from the inside; if you can, get a cellular phone that you keep with you at all time
- If the abuser has moved out, change the locks on your door; get locks on the windows

- Plan an escape route out of your home; teach it to your children
- Think about where you would go if you need to escape
- Ask your neighbors to call the police if they see the abuser at your house; make a signal for them to call the police, for example, if the phone rings twice, a shade is pulled down or a light is on
- Pack a bag with important things you'd need if you had to leave quickly; put it in a safe place, or give it to a friend or relative you trust
- Include cash, car keys & important information such as: court papers, passport or birth certificates, medical records & medicines, immigration papers
- Get an unlisted phone number
- Block caller ID
- Use an answering machine; screen the calls
- Take a good self-defense course

IN AN EMERGENCY

If you are at home & you are being threatened or attacked:

- Stay away from the kitchen (the abuser can find weapons, like knives, there)
- Stay away from bathrooms, closets or small spaces where the abuser can trap you
- Get to a room with a door or window to escape
- Get to a room with a phone to call for help; lock the abuser outside if you can
- Call 911 (or your local emergency number) right away for help; get the dispatcher's name
- Think about a neighbor or friend you can run to for help
- If a police officer comes, tell him/her what happened; get his/her name & badge number

- Get medical help if you are hurt
- Take pictures of bruises or injuries
- Call a domestic violence program or shelter (some are listed below); ask them to help you make a safety plan

HOW TO MAKE YOUR CHILDREN SAFER

- Teach them not to get in the middle of a fight, even if they want to help
- Teach them how to get to safety, to call 911, to give your address & phone number to the police
- Teach them who to call for help
- Tell them to stay out of the kitchen
- Give the principal at school or the daycare center a copy of your court order; tell them not to release your children to anyone without talking to you first; use a password so they can be sure it is you on the phone; give them a photo of the abuser
- Make sure the children know who to tell at school if they see the abuser
- Make sure that the school knows not to give your address or phone number to ANYONE

USING THE LAW TO HELP YOU

Protection or Restraining Orders:

- Ask your local domestic violence program who can help you get a civil protection order and who can help you with criminal prosecution
- Ask for help in finding a lawyer
- Ask that any visits the abuser is permitted are at very specific times so the police will know by reading the court order if the abuser is there at the wrong time
- Tell the judge if the abuser has harmed or threatened the children; ask that visits

be supervised; think about who could do that for you

- Get a certified copy of the court order
- Keep the court order with you at all times
- If you have to travel to another State for work or to get away from the abuser, take your protection order with you; it is valid everywhere

In most places, the judge can:

- Order the abuser to stay away from you or your children
- Order the abuser to leave your home
- Give you temporary custody of your children & order the abuser to pay you temporary child support
- Order the police to come to your home while the abuser picks up personal belongings
- Give you possession of the car, furniture and other belongings
- Order the abuser to go to a batterer's intervention program
- Order the abuser not to call you at work
- Order the abuser to give guns to the police

RESOURCES

National Domestic Violence Hotline: 1-800-799-SAFE; 1-800-787-3224 (TTY)

Elkhart Women's Resource Center: 295-6915

Elkhart Info/Helpline: 293-8671 (ask for a "Steps Toward Safety" volunteer)

Elkhart County Women's Shelter: 294-1811

Elkhart Victim's Assistance: 523-2237 (legal aid—particularly protective orders)

Elkhart/Goshen Support Groups (Programs for both adults and children—domestic violence, rape, substance abuse):

295-6915 (Elkhart); 533-2498 (Goshen)

Tim Bock, Environmental, Health & Safety Manager 

Upcoming Events

• Flu Shots

September 30, 1998, Plant 1 Assembly Area
11:00 a.m. - 1:00 p.m. & 2:30 p.m. - 3:30 p.m.
No charge for employees;
\$6.85 for adult dependents
Limited to those who sign up in advance

• Crown Christmas Musical

December 18, 1998, 6:00 p.m. - Elco Theatre

Introducing...The "new" Crown Crier!

A key concern expressed by many of you in the recent employee survey was the quality of our communications: If our products were built at this level of quality, we wouldn't be delighting very many customers. Among other methods that will be implemented to improve these communications, the Crown Crier is a good place to start.

To begin, we will be publishing the Crier on an every-other-month basis in an effort to keep you informed in a more timely manner. We will be using less photos to maximize the amount of information we can provide you. Regular fea-

tures will include discussions of the corporate mission statement and its application to our everyday work, updates on the progress being made in addressing concerns expressed in the employee survey, a General Manager's viewpoint of our direction and performance, the status of our quality efforts, safety on- and off-the-job, and market/product spotlights.

Please let us know what you think—we can't improve communications by guessing whether or not they are effective—we need your feedback. Comments can be placed in the Crown Crier boxes mounted on walls in each plant. 

From Where I Sit...

I shared some disappointing sales news with you during a recent Wednesday Assembly regarding the intent of a significant customer to discontinue planned orders for CE amplifiers. The reason (as we understand it) was a steep and unexpected down turn in their parent company's performance which placed their expansion plans on hold. My intent in sharing the unpleasant news with you was to be as candid and open with you as I possibly can. As a valuable member of the Crown team, you deserve nothing less than to hear such news directly from the top, rather than through the filters and distortions of the famous company "grapevine". Unless the sharing of significant news (both good and bad) regarding the business would be deemed illegal or would have a detrimental impact upon the business by its premature release, I am committed to keeping you well-informed.

That's my stance on communications. What else am I committed to? As many of you have discovered in hallway discussions with me, my number one business priority is a safe work place and a safety program that helps assure our physical safety as employees. Number one! This priority may surprise you, but in my mind it is far more important than delighting external customers. However, having said that, I also believe that together we can accomplish both critical objectives without compromising either. That's the challenge delivered to our management team and the results of our collective efforts and resulting performance as a team are jointly reviewed on a regular basis.

As I think about it, during the perfor-

mance of our day to day jobs we are all at times both suppliers and customers for each other. As just mentioned, I'm firmly committed to management that seeks to delight all customers, both external and internal. This commitment is regardless of whether internal and external customers are from the Audio, Medical, Industrial, Broadcast, or Satellite communications segments of Crown. Optimum company growth and our collective ROA bonuses are both based upon the combined success of ALL these product segments.

Although as a team we've suffered some serious business setbacks this year, I am convinced that by achieving greater levels of business agility we will maximize our chances for future personal and financial success. Business agility is directly proportional to aggregate lead-times for both; (a) the manufacturing of our current products as well as (b) the time to market for new products. I will explore that subject more fully with you in a future communication.

It is my fervent belief that the only constant in the Universe is GOD and the only constant in life is the phenomenon known as change. Our dependence upon HIM and our ability to adapt to change are the true secrets to real success. I am still excited and optimistic about our future. We have a great team here, with a Brand Equity provided by the Crown name that is simply the envy of our competition.

"Coming together is a beginning; keeping together is progress; WORKING TOGETHER IS SUCCESS" (Henry Ford)

Fred Higgenbottom, Audio General Manager 

Welcome Aboard!

Employees that have joined Crown since January 1, 1998:

Modules	
Appleton, Linda Y	Powder Coat
Chang, May L	Bontrager, Ken A
Chanthavong, Thim	Flores, Delores
Cornwell, Tamikia D	Hauger, Lori M
Defreese, Lorna A	Kinsey, Arlene K
Firkins, Michele S	Manges, Peggy C
Hatler, Polly A	Walls, Angela R
Hinton, Patricia A	Fabrication
Hurst, Linda D	Baron, Tamra D
Kaufman, Lori A	Copeland, Ivy L
Lester, Diana L	Lengerich, Susan M
Mcguire, Robin L	Miller, Kevin L
Null, Virginia L	Overmyer, Barbara C
Pack, Kathy J	Manufacturing
Parrish, Stacy L	Engineering
Sergio, Antonio M	Roman, Eugen
Sohar, Nathaniel J	Audio Engineering
Stokely, Melissa M	Plunkett, William A
Suggs, Anita C	Techron Engineering
Thompson, Janice L	Gegner, Joel P
Valencia, Gabriel F	Holtz, Andrew Bailey
Wegner, Ruth A	Utley, Daniel E
Windbigler, Lynn A	Audio Sales & Marketing
Yoder, Jacquelyn H	Robbins, Wesley S
Line 2	Wisler, Joseph
Bailey, Valarie L	Dupax, Steven C
Hammond, John M	Audio Administration
Larkin, Lakisha N	Dunafin, Kathy L
North, Melissa M	Higgenbottom, Fred W
Sengsommaly, Phinhno	SNC
Twiford, Burnitta M	Cook, Debra J
Yoder, Ross G	Burton, Patrick J
Line 3	Hall III, Jeptha R
Oliphan, Francisca G	Jaworski, Donald L
Spratt, Jenny L	Lindquist, Phillip D
Stevens, Trena M	Wisler, Wendy C
Line 9	Corporate Finance
Baron, Jennifer J	Abrams, Patricia A
Freel, Cynthia J	Wigent, Miriam
Gwinn, Vikki L	Corporate Information Systems
Hacker, Amy E	Hack, Dan
Marshall, Jacob H	Wiese, Brandon M
Perry, Ryan J	Corporate Purchasing
Politowicz, Jeryl L	Paczkowski, Denice C
Line 10	
Hebb, Sonja M	
Stewart, Elizabeth A	
Yoder, Connie J	
Industrial Manufacturing	
Perry, Tammy L	
Broadcast Manufacturing	
Ramer, Barbara E	

1999 United Way Campaign Please give your fair share!

The Crown Crier is a communication medium published by the Human Resources Department to promote the Company's mission and guiding principles, share management information about the company, and celebrate significant employee accomplishments and events.



Innovation Determination Agility Speed

1718 West Mishawaka Road, Elkhart, IN

Employee Committee Financial Report

Balance as of 8/31/98:

Checking	\$1,583.14
Savings	\$6,045.24
Total	\$7,628.38