

CROWN CRIER

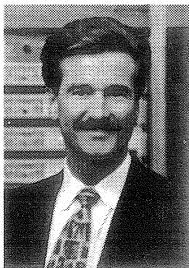
Since 1971

Crown International, Inc. Employee Newsletter

Oct./Nov. 1999

CEO'S MEMO

by Richard A. Newberry



Who is responsible for ensuring that you have the skills required to perform your job, or the skills required to reach the next level of promotion? You? Your supervisor? HR? While all of these players are involved in the process of employee development, YOU are ultimately responsible for ensuring that you have the requisite skills for your current and future job. Your supervisor is responsible for providing opportunities for skill development based on identified needs. HR then develops training opportunities to meet those needs.

One of my six key goals for 1999 is Crown University, intended for those employees who wish to take an active role in their development. As I shared with you in the April/May issue of the Crier, this goal is part of the overall desire and need to create an environment of learning, empowerment and accountability. To achieve my

commitment to develop excellence and serve people while delighting customers, we are putting together a system and process to develop and train our employees to be more effective in their roles at Crown. (Employees are customers too!)

What is "Crown University?" A good description is provided by Jeanne Meister, author of the book *Corporate Universities*: "The strategic umbrella for developing and educating employees, customers and suppliers in order to meet an organization's business needs." Randy Wilkins, who recently joined Crown as Training and Development Manager, further defines it as involving "the process of understanding the vision of the organization, and then developing education, training, and support systems that help change organizational behavior in such a way that it helps achieve the vision."

As I've noted before, the rate of technological change in highly technical businesses such as ours is so rapid that it is almost mind-boggling. Because of this change, knowledge has become the most valuable commodity with which any employee can merge his/her talents or experience. We expect employees to give constructive input on everything, from how to ensure the quality of raw

materials used to make products, to how to improve processes used to design, deliver and improve the product.

The skills needed by today's and tomorrow's employees include much more than the traditional physical skills used to produce the product. Employees need to have the ability to analyze situations, formulate specific focus questions, seek clarification, address and handle conflict constructively, work collaboratively, and so on. There is a need to increase the company-wide knowledge base so that, as an organization, we can be the best that we can be.

We, as a management team, are committed to being proactive and paying attention to the education and skill training needs of our workforce—from the time a potential employee walks in the door to the time our employees retire. Prudent organizations cannot rely on the education system in our country to enhance employee's skills. If we want to continually improve our business processes, it makes sense to make sure employees are well trained and have the highest skills to perform their jobs. Enhanced skills and education, coupled with the skills and job knowledge you already have, are the keys to take us into the future to be successful.

Crown University should help everyone understand the Global Business Processes of Crown International, and enhance the skills you have. Whether you are in the production area or in the office, we want you to have the tools to make good business decisions. You are the expert in your job, and we want you to have the confidence to know that your decisions fit with the philosophy, values, ethics and business processes of this organization. Over the next few months you will see and hear more about Crown University, and many of you will have the opportunity to give input on the education and skill needs of our organization.

I'm excited about the impact Crown University will have on our continued success. I trust you will catch the vision as we develop excellence together.

Important Announcement!

Reminder: Crown International will be closed during the 1999 Christmas and New Year holidays, and employees with two (2) or more weeks of accrued vacation will be required to use one week (5 days) of their vacation during this shutdown.

Employees required to provide customer service and machine maintenance or other duties that are absolutely required may be asked to work during this time.

The schedule for December 1999/January 2000 is as follows:

| | | | | | | |
|---------|-----------------------------|--|--|--|---------------------------------|---------|
| 19-Dec. | 20-Dec. | 21-Dec. | 22-Dec. Last Scheduled Work Day | 23-Dec. Floating Holiday 1999 | 24-Dec. Christmas Holiday | 25-Dec. |
| 26-Dec. | 27-Dec. Plant Closing | 28-Dec. Plant Closing | 29-Dec. Plant Closing | 30-Dec. Plant Closing | 31-Dec. New Year Holiday | 1-Jan. |
| 2-Jan. | 3-Jan. Plant Closing | 4-Jan. 1 st Scheduled Return to Work Day | 5-Jan. | 6-Jan. | 7-Jan. | 8-Jan. |



Farewell

by Richard Pede,
Human Resources Officer

It is with extreme emotions that I write this last article for the Crown Crier before my retirement. My adrenaline pumps hard as I think about the many challenges that lie before Crown in the Years 2000 and beyond. All of my 35 plus years in management have been filled with the strong desire to make things better, and I will miss those challenges. However, when I think about the opportunity to spend more time with Judi and our families and to do things at my leisure and desire, I know that it is best for me to move into a new chapter of my life.

Crown International has changed dramatically in the 6-1/2 years that I have been here and will continue to change in the coming years. I am proud of the accomplishments that have been made in Crown and am particularly proud of the changes made in Human Resources, such as the two additional paid holidays, a more equitable compensation program, distribution of the Employee Handbook and Policies & Procedures Manual for more consistency in handling employee issues, a benefits program (including the 401(k) Plan) that is second-to-none in the Michiana Area while holding employee medical premiums to the lowest possible rates, skills training that has been offered to literally hundreds of staff, etc., etc., etc.

More importantly, I have worked with so many wonderful people and consider so many of you my friends. I assure you that I will miss each of you very much and genuinely appreciate and thank you for the support that you have given me. May God bless each of you richly. I will continue to pray for you and hope that you will occasionally remember the Pede family in your prayers.

Publisher's note: Pamm Janowiak and Russ Atkinson were the employees pictured in the "A Look Back..." feature published in the August/September Crown Crier!



SAFETY ON & OFF THE JOB: FROM WHERE I SIT...

by Mary Pat Matson, Information Services Manager

Note from Fred Higgenbottom, Audio General Manager: The Environmental, Health & Safety staff and I are sharing our space in this issue with Mary Pat Matson to help you in preparing for potential Y2K problems. One of the elements of this preparation is a "Family Disaster Plan," that will be published as Part 2 of this series in the December/January issue of the Crier. We will also update you in the next issue with enhanced security and disaster plans that

we are currently working on.

Y2K: WHAT YOU SHOULD KNOW (Part 1 of a 2 part series)

What is "Y2K" and why are people concerned?

The Year 2000 technology problem was created in the early days of computers, when memory in computers was scarce and expensive. Programmers took shortcuts whenever possible to save space. Instead of using a four-digit code for year dates, a two-digit entry was used. This practice persisted, long after the need for saving space was eliminated. The two-digit code also was used in embedded chips, which exist in many devices that control processes, functions, machines (like cars), building ventilation systems, elevators, and fire and security alarm systems, which are part of our everyday lives.

When the year 2000 comes, programs that have been coded with two-digit year codes will not distinguish between the years 2000 and 1900. If the program includes time-sensitive calculations or comparisons, results are unpredictable. No one knows what problems may occur, how widespread they may be, or how long they will last. The good news is that federal, state, and local governments; banks and other financial institutions; retail businesses, and every other group affected by this problem have been working to resolve it, and a great deal of progress has been made.

What kinds of things could happen as a result of Y2K problems?

Experts have focused attention on the following eight areas:

- Utilities and the national power grid
- International banking and finance
- Health care
- Transportation
- Telecommunications
- Pension and mutual funds
- Emergency planning
- General business

The potential effect of the Y2K technology problem on any of these areas is unknown, and the situation continues to change as federal, state, and local governments; industries; businesses; and organizations, as well as the general public, take actions to reduce the problem. Experts believe that there may be localized disruptions. For example, in some areas, electrical power may be unavailable for some time. Manufacturing and production industries may be disrupted. Roads may be closed or gridlocked if traffic signals are disrupted. Electronic credit card transactions may not be processed. Telephone systems may not work.

Because no one can be certain about the effects of the Y2K problem, the American Red Cross has developed the following checklist for you. These are some easy steps you can take to prepare for possible disruptions. All of these recommendations make good sense, regardless of the potential problem.

What you can do to be prepared for Y2

Checklist

___ Check with manufacturers of any essential computer-controlled electronic equipment in your home to see if that equipment may be affected. This includes fire and security alarm systems, programmable thermostats, appliances, consumer electronics, garage door openers, electronic locks, and any other electronic equipment in which an "embedded chip" may control its operation.

___ Stock disaster supplies to last several days to a week for yourself and those who live with you. This includes having nonperishable foods, stored water, and an ample supply of prescription and nonprescription medications that you regularly use. See the "Disaster Supplies Kit" section below for suggestions.

___ As you would in preparation for a storm of any kind, have some extra cash or traveler's checks on hand in case electronic transactions involving ATM cards, credit cards, and the like cannot be processed. Plan to keep cash or traveler's checks in a safe place, and withdraw money from your bank in small amounts well in advance of 12/31/99.

___ As you would in preparation for a winter storm, keep your automobile gas tank above half full.

___ In case the power fails, plan to use alternative cooking devices in accordance with manufacturer's instructions. Don't use open flames or charcoal grills indoors.

___ Have extra blankets, coats, hats, and gloves to keep warm. Please do not plan to use gas-fueled appliances, like an oven, as an alternative heating source. The same goes for wood-burning or liquid-fueled heating devices that are not designed to be used in a residential structure. Camp stoves and heaters should only be used out of doors in a well-ventilated area. If you do purchase an alternative heating device, make sure it is approved for use indoors and is listed with the Underwriters Laboratories (UL).

___ Have plenty of flashlights and extra batteries on hand. Don't use candles for emergency lighting.

___ Examine your smoke alarms now. If you have smoke alarms that are hard-wired into your home's electrical system (most newer ones are), check to see if they have battery back-ups. Every fall, replace all batteries in all smoke alarms as a general fire safety precaution.

___ Be prepared to relocate to a shelter for warmth and protection during a prolonged power outage or if for any other reason local officials request or require that you leave your home. Listen to a battery-operated radio or television for information about where shelters will be available.

___ If you plan to use a portable generator, connect what you want to power directly to the generator; do not connect the generator to your home's electrical system.

Also, be sure to keep a generator in a well-ventilated area, either outside or in a garage, keeping the door open. Don't put a generator in your basement or anywhere inside your home.

Disaster Supplies Kit

Disasters happen anytime and anywhere. And when disaster strikes, you may not have much time to respond. A highway spill or hazardous material could mean evacuation. A winter storm could confine your family at home. An earthquake, flood, tornado, or any other disaster could cut water, electricity, and telephones-for days. After a disaster, local officials and relief workers will be on the scene, but they cannot reach everyone immediately. You could get help in hours, or it may take days. Would your family be prepared to cope with the emergency until help arrives?

Your family will cope best by preparing for disaster before it strikes. One way to prepare is by assembling a Disaster Supplies Kit. Once disaster hits, you won't have time to shop or search for supplies. But if you've gathered supplies in advance, your family can endure an evacuation or home confinement.

Prepare Your Kit

- Review the checklist below.
- Gather the supplies that are listed. You may need them if your family is confined at home.

There are six basics you should stock for your home: water, food, first aid supplies, clothing and bedding, tools and emergency supplies, and special items.

Possible Containers Include-

- A large, covered trash container,
- A camping backpack,
- A duffle bag.

Water

- Store water in plastic containers such as soft drink bottles. Avoid using containers that will decompose or break, such as milk cartons or glass bottles. A normally active person needs to drink at least two quarts of water each day. Hot environments and intense physical activity can double that amount. Children, nursing mothers, and ill people will need more.
- Store one gallon of water per person per day.
- Keep at least a three-day supply of water per person (two quarts for drinking, two quarts for each person in your household for food preparation/sanitation).

Food

- Store at least a three-day supply of non-perishable food. Select foods that require no refrigeration, preparation or cooking, and little or no water. If you must heat food, pack a can of sterno. Select food items that are compact and lightweight. Include a selection of ready-to-eat canned meats, fruits, and vegetables in your Disaster Supplies Kit.

First Aid Kit

Assemble a first aid kit for your home and one for each car. A first aid kit should include:

- Sterile adhesive bandages in assorted sizes
- Assorted sizes of safety pins
- Cleansing agent/soap
- Latex gloves (2 pairs)
- Sunscreen
- 2-inch sterile gauze pads (4-6)
- 4-inch sterile gauze pads (4-6)
- Triangular bandages (3)
- Non-prescription drugs
- 2-inch sterile roller bandages (3 rolls)
- 3-inch sterile roller bandages (3 rolls)
- Scissors.
- Tweezers
- Needle
- Moistened towelettes
- Antiseptic
- Thermometer
- Tongue blades (2)
- Tube of petroleum jelly or other lubricant

Non-Prescription Drugs

- Aspirin or nonaspirin pain reliever
- Anti-diarrhea medication
- Antacid (for stomach upset)
- Syrup of Ipecac (use to induce vomiting if advised by the Poison Control Center)
- Laxative
- Activated charcoal (use if advised by the Poison Control Center)

Tools and Supplies

- Mess kits, or paper cups, plates, and plastic utensils
- Emergency preparedness manual
- Battery-operated radio and extra batteries
- Flashlight and extra batteries
- Cash or traveler's checks, change
- Non-electric can opener, utility knife
- Fire extinguisher: small canister ABC type
- Tube tent
- Pliers
- Tape
- Compass
- Matches in a waterproof container
- Aluminum foil
- Plastic storage containers
- Signal flare
- Paper, pencil
- Needles, thread
- Medicine dropper
- Shut-off wrench, to turn off household gas and water
- Whistle
- Plastic sheeting
- Map of the area (for locating shelters)

Sanitation

- Toilet paper, towelettes
- Soap, liquid detergent
- Feminine supplies
- Personal hygiene items
- Plastic garbage bags, ties (for personal sanitation uses)
- Plastic bucket with tight lid
- Disinfectant
- Household chlorine bleach

Clothing and Bedding

- Include at least one complete change of clothing and footwear per person.
- Sturdy shoes or work boots
- Rain gear
- Blankets or sleeping bags
- Hat and gloves
- Thermal underwear
- Sunglasses

Special Items

- Remember family members with special requirements, such as infants and elderly or disabled persons

For Baby

- Formula
- Diapers
- Bottles
- Powdered milk
- Medications

For Adults

- Heart and high blood pressure medication
- Insulin
- Prescription drugs
- Denture needs
- Contact lenses and supplies
- Extra eye glasses

Entertainment

- Games and books

Important Family Documents

- Keep these records in a waterproof, portable container:
- Will, insurance policies, contracts deeds, stocks and bonds
- Passports, social security cards, immunization records
- Bank account numbers
- Credit card account numbers and companies
- Inventory of valuable household goods, important telephone numbers
- Family records (birth, marriage, death certificates)

Final Tips

- Store your kit in a convenient place known to all family members. Keep a smaller version of the Disaster Supplies Kit in the trunk of your car.
- Keep items in airtight plastic bags.
- Change your stored water supply every six months so it stays fresh.
- Replace your stored food every six months.
- Re-think your kit and family needs at least once a year.
- Replace batteries, update clothes, etc.
- Ask your physician or pharmacist about storing prescription medications.

Part 2 of this article, which will be published in the December/January issue, will provide further tips to help you in preparing for potential Y2K problems.

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Developing Excellence

by Larry Kauffman,
Corporate Quality Manager

How many of us have, at one time or another, tried to lose weight, or start or stop doing something that we believe is in our best interest? Hard to do, isn't it? As we enter the more serious implementation phases of our management system based on the ISO Standard, particular challenges lie in our path.

As an organization is made up of individuals, we, as individuals, are going to be required to make some changes. Some of the things we have been doing, even though we've been doing them for years, we are going to have to stop. Due to the requirements of the standard, and other sound management principles, we will be required to begin doing some things we aren't used to, or even comfortable, doing.

To borrow from our football analogy: We may have great blockers, full of energy and really psyched, but if the lineman decides to block left when the play goes right, and the running back gets pinned to the turf, all of that energy and psyche were wasted. Great teams are made of great individuals who are willing to sacrifice personal choices for the benefit of the team. Remember, this management system comprised of policies, procedures, work instructions, and record forms is a playbook. It is designed and written to help us work as a team, and win as a team. Because some of these changes may invade our "personal" comfort zone, it is important to understand why certain actions are required. As always, when in doubt, ASK! And if you do not understand at first, ASK AGAIN! If we are going to play like a team, we need to know the responsibilities of our positions, and how they contribute toward winning.

With a playbook we can learn how to play together, improve, and win. For us, winning means we have consistent processes that produce consistently high quality designs and product, which truly delight our customers. As a result, each

of us will feel a sense of accomplishment and satisfaction, knowing we did it together.

We are at a point in the journey where we all need to pull together, dig deep, and give it the extra effort that will be required for us to reach the next milestone—achieving certification of our management system. Our registration audit is scheduled for December, just before Christmas. Let's all work hard and give ourselves a Christmas present. It is within our grasp—we can do it!



Faithful Service

| <u>Name</u> | <u>Year of Service</u> |
|-------------------|------------------------|
| Marcia Gall | 25 years(Oct.7) |
| Deborah Granger | 20 years(Nov. 6) |
| Yuriko Lavelle | 15 years(Oct. 3) |
| Dennis Pierce | 15 years(Oct.29) |
| Gregory Eby | 15 years(Nov.19) |
| Jolene Jennings | 5 years(Oct.3) |
| Ann Frantz | 5 years(Oct.4) |
| Sue Shields | 5 years(Oct.5) |
| Harvey Cunningham | 5 years(Oct.17) |
| Connie Kline | 5 years(Oct.31) |
| Mary Meade | 5 years(Oct.31) |

Benefits News

by Ann Frantz, Benefits Manager

Do you have a benefits question? Several resources are available to you:

Retirement/401k Plan

You can access your retirement account any time, any day by calling 1-888-550-9316. If you would like to speak to customer service, press 0 (Monday through Friday 8:30am-7:00pm).

Medical & Dental Plan

You can verify the status of your medical and dental benefits and confirm how a claim will be paid by calling 1-800-854-7309. If you would like to speak to customer service, press 0 (during normal working hours).

Cafeteria/Flexible Spending Plan

You can call 1-888-588-5880 (Monday through Friday 8:00a.m. and 4:30pm.central time), if you have a question regarding health care reimbursement or dependent care reimbursement.

The Benefits Department is also available to assist you. Please call Deb Sharp (8012) or Ann Frantz (8342).

Welcome!

Employees that have joined Crown since July 1999:

| <u>Modules</u> | <u>Broadcast Mfg.</u> |
|-------------------|--------------------------------|
| Marie Chupp | Elizabeth Stewart |
| Samuel McGuire | Shirley Fox |
| Eric Kramer | Debbie Graber |
| Glen Stoeckinger | Matthew Dermott |
| Jill Strickland | Tracy Brayton |
| Ellen Beal | Kathy Kellom |
| Barbara Brummett | Lora Alfstad |
| Darius Crockett | Sharon Woodard |
| Maggie Asbury | Valerie Layman |
| Joo Lovelace | Misty Callaway |
| Sandra Eppert | Jennifer Stewart |
| Sharon Kreighbaum | Medical/Industrial Mfg. |
| Galina Sanzhura | Teresita Alleshouse |
| Cindy Kosloski | Philip Willis |
| Lashanta Smith | Fabrication |
| Terrance Bradford | Lee Brekke |
| Denise Davis | Clyde Weirick |
| Line 2 | Frank Stout |
| Kimberly Slabaugh | Jim Brosius |
| Kristin Burkhardt | Chom Su Crume |
| Ellen Dozier | Richard Handley |
| Rosa Ramirez | Powdercoat |
| Kristi Johnson | Michael Kurtz, Jr. |
| Line 3 | Jeremiah Robinson |
| Terrie Prater | Screen Print |
| Stacy Martin | Charles Smith |
| Sue Alvizo | Stockroom |
| Line 4 | Kae Mason |
| Justine Bailey | Toya Sheppard |
| Amy North | Stefanie Feltz |
| Daryl Reid | Shipping |
| Line 5 | Brock Scutchfield |
| Susan Hochstetler | Inspection |
| Line 6 | Melissa Lawson |
| Jack Wilkinson | Audio Amplifier Eng. |
| Christina Heise | Richard Baughman |
| Nelya Novachenko | Broadcast |
| Line 9 | Engineering |
| Christopher Akers | Alvaro Medina |
| Khamphaeng | Medical/Industrial Eng. |
| Saengtavanh | Tom Beasley |
| Donna Ratliff | Audio Technical |
| Melissa Stauffer | Service Support |
| Angela Brownlee | Frank Walker, Jr. |
| Carlless Ebbeler | Audio Service |
| Angel Irons | David Stevens |
| Carla Olinger | Corporate Finance |
| Libbie Kaler | Andy Van Dyck |
| Line 10 | Human Resources |
| Jane Ferguson | Harry Tallman |
| Raquel Castro | Randy Wilkins |
| Douglas Schwind | Donna Frantz |
| Line 11 | Audio Administration |
| Adam Brinckman | Ed Glass |

Employee Committee Financial Report

| | |
|------------------------|-------------|
| Balance as of 9/10/99: | |
| Checking | \$617.47 |
| Savings | \$19,740.93 |
| Total | \$20,358.40 |

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

Honor God • Serve People • Develop Excellence • Grow Profitably