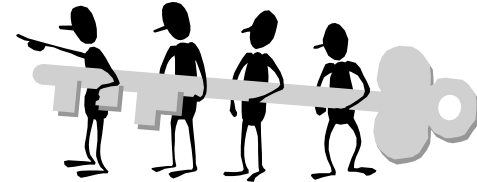




Make Non-Core Workers Part of the Team!



How much staff can a staffing firm staff, if the staffing firm can't find staff?

There is much in the news about the difficulties and high cost of recruitment and employee retention. No one is more aware of the issues than Suburban Staffing, Inc. Our recruiting efforts have more than tripled in an effort to meet the needs of our customers. On-line recruiting and an increase in job fairs means more staff hours for our company.

When we look at employee retention we first have to address training. The demand for a variety of the most current versions of software means we must be ready to respond very quickly to the necessary skills that are required by our customers. Our recent partnership with PRA Training Group gives us immediate response to the requests of our employees and customers. This training insures our confidence in the abilities of our field employees to work effectively for our customers. The added benefit to you is a convenient training facility staffed with state certified instructors. We welcome any customer who wishes to use this facility and its trainers.

The additional employee benefit package, which includes a total of up to 14 paid holidays and vacation days, a 401(k) plan with employer match and a variety of insurance is another tool to insure the commitment of our employees to our customers.

With the added costs of all of these efforts, we have found it necessary, after 32 years in business, to adjust our liquidation policy. We continue to screen and hire only the best applicants available for our customers. We thank you for your continued support and commitment to Suburban Staffing, Inc.

What can our customers do to help retain non-core workers?

1. Extend a formal welcome. Briefly explain whose job is being covered and the nature of that job. Introduce the non-core worker to the other department members.
2. Train the person whenever the expectations are to have

them perform as one of your staff. Give them the tools needed to work competently. Offer updated internal information such as phone lists, emergency numbers for in-house support and troubleshooters for office equipment should there be a problem. Provide a checklist of the daily tasks and current projects for reference.

3. Identify specific responsibilities and include all reference material necessary to complete projects.
4. Give the worker the benefit of names of company officials, customers, vendors, etc. with whom they will be working or supporting.
5. Often a person with a fresh perspective can offer ideas for streamlining a process or reducing error rates. This demonstrates a level of trust and respect for the employee's professional abilities.
6. With a tight labor market, good non-core workers are hard to come by. The courtesy of a "thank you and good bye" may come back to help you. We all like to feel appreciated, and it only takes a minute.

Why Can't That Position Stay Filled?

When placing a job order for an employment need within your company, several items should be considered. Obviously "skills needed" is the framework for locating the correct candidate for any position. However, it goes much deeper than just what type of work skills a person should have.

The Placement member taking the job order should be aware of the different types of personalities that make up that department's personnel, in addition to what type of person would be the best fit for that position. Personality conflicts are very common in the workplace, but it helps us to know ahead of time if there have been any problematic issues with previous workers.

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Casual Dress Creates

Dressing casual at work was supposed to make life easier. But confusion is rampant across corporate America. With summer upon us, it is a particularly important time to clearly **define** and **express** your company's "casual dress" code.

In your office, does casual mean taking off your suit jacket and tie? Or are T-shirts and shorts acceptable? Are employees welcome to show midriffs and bare legs?

Many companies have learned that everyone interprets "casual" differently. It's important to be specific and address all potential misunderstandings. Although it makes for a more fun and expressive workplace, it's important that it does not get out of control. If one person is allowed to "get away" with inappropriate attire, you can be sure everyone will start to assume that the policy is unenforced. Quickly, the whole policy is ignored.



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Professional Attire - Suits, dresses required. Men must wear ties; women must wear stockings.

Business Casual - Ditch the suit and tie! Wear respectable, clean, ironed clothing. Jeans and shirts without collars are unacceptable. Beach and gym clothing are out too! No sneakers or bare midriffs.

Casual - Jeans, sneakers, and shorts are fine. Beach and gym clothing, and baring the midriff are all still out!

Very Casual - Anything goes! Essentially come as you please! An undefined dress code.

Post your policy with pictures of the "ideal outfit." Be sure managers are informed of the policy and know that they must enforce it within their departments, and avoid embarrassing misunderstandings.

- Suzanne Santospago, CTS - Placement Manager

Telephone Etiquette...

In this age of technology, with voicemail, email and faxing, we often lose sight of the importance of actual voice contact. Phone skills can go a long way in building relationships with co-workers, clients and vendors.

The following tips can help to build and reinforce these alliances:

- Use your name when answering the phone. The caller should not have to ask if they've reached the person they intended to.
- Don't be too busy to be pleasant. The caller

may not be aware of your deadlines, so being busy never gives anyone the right to be rude.



- Avoid "emotional leakage." Don't get mad at the caller because you're frustrated with someone or something else.
- Return all calls in a timely manner. The courtesy of a return phone call is very much appreciated. Not returning a call is simply rude **AND** bad business!

- Sally Domenico, Personnel Counselor

Improving the

Selecting the wrong person for a job is a **c o s t l y** experience.

Think about it - there's the cost of advertising, resume reviewing, interviewing, loss of productivity in the department, training the new and the previous hire, low team morale, the slowdown effect on other departments, and last, but not least, the length of the learning curve associated with bringing the new hire up to speed. The answer to the big question, how does one make better choices, can be found in **behavioral** interviewing.

BEHAVIORAL INTERVIEWING - IS IT FOR YOU?

The concept behind behavioral interviewing is that a person's past work behavior can be used to predict their future work behavior. By focusing your questions on the actions and attitudes a person took in prior positions, you can get the insight you need to fill a

position with the right hire the first time around!



HOW TO GET STARTED

- 1) Define the requirements of the position with a job description. What competencies are critical success factors for the job? Let's assume that these skills would be in customer service, budget management, and the ability to adapt, particularly in a cross-functional environment.
- 2) Design behavioral questions tied to the competencies.

- If **strong customer service** is a key competency, you might ask the prospective employee to define customer service and describe when he/she had to handle an irate customer. What was the outcome? In retrospect, could anything have been done differently?

You may want to find out

about what steps your candidate took to increase customer satisfaction. How might they incorporate what they learned into a mission statement for superior customer service?

- If **managing a budget** is critical you might want to ask the prospective employee to describe the steps they took to save money on a project. What factors did he/she consider as they were cutting costs? How did he/she motivate the team toward the goal? What did the candidate learn from the project?

- If being **cross-functional** is critical, especially in a small company or department, you might ask about a time when a critical project was due and the unit was short staffed.

"By focusing your questions on the actions and attitudes a person took in prior positions, you can get the insight you need to fill a

Introducing...



...a new member to the Placement Team! We ask you to join us in welcoming Sharon Gaudreau to Suburban Staffing, Inc. Sharon comes to us with several years experience working as a Human Resources Manager for a large retail chain. She started working with Suburban as a temporary employee proving herself to be a highly skilled and dependable worker. Due to Suburban's expansion, a position became available within the Placement department, and Sharon was hired on!



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Reminder!
The students are home
for the summer!

Suburban Staffing, Inc.

The On-Site Vendor Program...Multiple Benefits for your Company

Suburban Staffing's On-Site Vendor Program is a boundless and innovative opportunity for your company to meet its needs and to grow utilizing temporary staffing. When Suburban Staffing places a Staffing Supervisor at your operations site, you have superior services available.

Experienced in employee relations and the staffing process, the on-site Supervisor presents first-hand knowledge of the client's operations. Whether your needs are short or long-term, requiring administrative, technical or scientific support, the on-site Supervisor can do the recruiting for you, effectively reducing time and cost.

The on-site Supervisor reviews job descriptions and determines the profile or characteristics required of the temporary staff person. With numerous professional resources available, the pool of qualified candidates is assembled expeditiously. Candidates' resumes are

reviewed promptly and interviews are scheduled at the client's convenience.

The on-site Supervisor provides direct supervision to the temporary staff, thus, eliminating the confusion of just who the employer is. For example, temporary staff will look to their on-site Supervisor to manage employee relation issues and payroll matters. Your company's key employees are able to maintain their focus on their primary duties to your company.

The on-site Supervisor engages in a partnership with the client and/or its Human Resources department. This relationship enables Suburban Staffing to maintain an ongoing understanding of your company's procedures, expectations and future needs. This inevitably has an effect on your return on investment.

If your company has sixty or more contractors or temporary employees (non-core) on site at any one time and would like to discuss the multiple benefits of the On-Site Vendor Program, we will be pleased to meet with