



Lloyd
Celebrating 35 Years



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TEMPORARY STAFFING
CONTRACTUAL ENGAGEMENTS
EXECUTIVE SEARCH
STRATEGIC STAFFING SOLUTIONS

**Human Resources
News & Views**

www.Lloydstaffing.com

Staffing Spotlight

FALL 2006

Dear Valued Client,

Traditionally, the HR role in many organizations has been to serve as the systematizing, policing arm of management. But, that's all changing. Today, you have to oversee the needs of your organization and match them to the ever changing regulatory and customer-centered pressures in the marketplace. Recruitment is just one of your many responsibilities—one we can help you accomplish with maximum results.

Sincerely,

Keith Banks, CSP, CTS
President

Know Your Rights Under The Emergency Powers Act

The likelihood that agents from the FBI, or some other law enforcement agency, may contact your company and request that confidential corporate information be made available for examination is not as far-fetched as it used to be.

They might request confidential information about a current employee, a former employee or your company's business dealings. Under normal circumstances, they will arrive with subpoenas and/or search warrants. Recently, however, particularly in emergencies, local, state and/or federal agents have arrived at business operations centers without notice and asked company executives to voluntarily surrender what would otherwise be considered confidential information.

In an effort to be cooperative, many human resource managers, and company executives, have volunteered information they were not legally required to. According to the legal experts, here are some guidelines on the proper way to respond to unannounced requests:

- Don't give out confidential information without first determining the legal rights of the investigators to ask for it. Many, wanting to cut corners, might claim *extreme circumstances* which might be an overstatement.
- Plan ahead. Designate a *point-person* in your organization, preferably an on-staff attorney, to handle requests for information from law enforcement agents. Having an attorney as your spokesperson would make any conversation with your employees privileged and subject to confidentiality rules. If your company doesn't have an on-staff attorney, you should bring in an outside lawyer.

While extraordinary times require extraordinary measures, it is equally important to protect your company's legal rights, and the rights of your employees. Your response to legal authorities should be cooperative, coordinated, carefully planned and consistent with accepted legal procedures. ❖

Nothing has changed the way business is conducted more than the Americans with Disabilities Act. This is especially true when you're conducting interviews with potential employees. Initial-stage interviewers must be particularly mindful of what questions they ask—and how they ask them—in order to avoid problems later.

For example, at the initial interview stage—unless the applicant has an obvious disability—it is inappropriate to ask if an applicant needs accommodation in order for him or her to perform the job. The legal way to conduct the interview is to describe fully the physical requirements of the position, and then ask the applicant if he or she can do the job. Applicants with an obvious disability can, legally, be asked if they will need accommodation, and to what extent.

It is legally correct to make certain that applicants understand that any job offer is contingent upon the results of a physical examination conducted by a physician of the company's choosing. They need to know that the employment offer may be withdrawn if



the physical examination reveals that he or she is not physically able to do the job. However, physical exams and their results may only focus on the information needed to know if the applicant can perform the job in an efficient and safe manner. Other details, not specifically related to job performance, cannot be used as grounds to withdraw the offer.

An interview conducted after the offer has been made is the appropriate time to ask questions about disabilities—and the nature and extent of any accommodation that will be required. Interviewers should avoid overreacting to or asking personal or “curiosity” based questions about any applicant's medical problems. ❖

Ask The Right Questions At The Right Time

E-Mail Is Legally Binding Correspondence

E-mail has become the quickest way to communicate. But, as many have discovered, the casual ease with which e-mail is created can lead to imprecise messages, remarks that are not appropriate or proposals that are vague. Some of these circumstances simply result in confusion, errors and embarrassment. Other times, poorly written and/or seemingly innocent remarks in e-mails have resulted in serious legal claims and litigation.

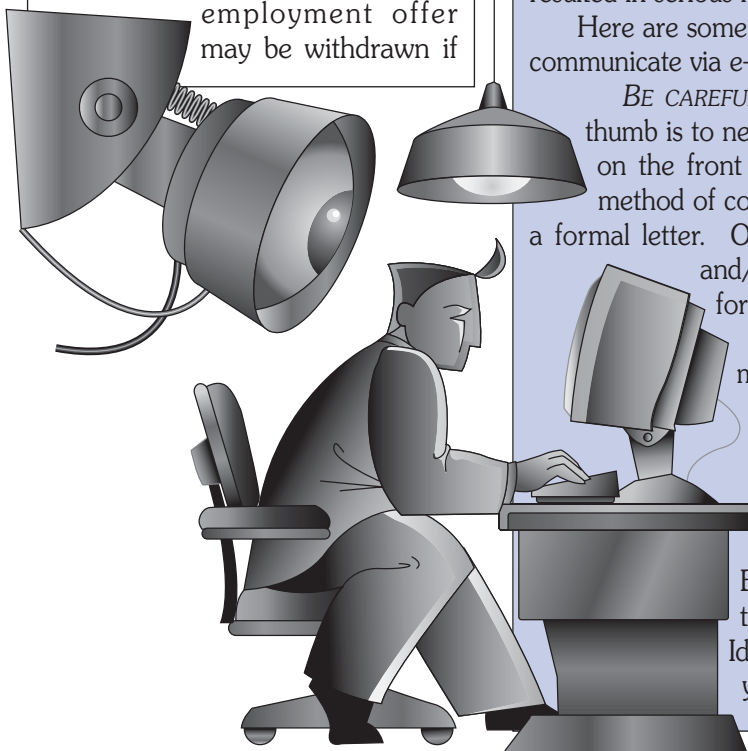
Here are some guidelines that the experts offer for those of us who regularly communicate via e-mail:

BE CAREFUL WHAT YOU WRITE IN AN E-MAIL MESSAGE. The best rule of thumb is to never put anything into an e-mail that you wouldn't want to see on the front page of your morning newspaper. E-mail is not a private method of communication. Also, e-mail is considered as legally binding as a formal letter. Off-color humor, slanderous remarks about other employees and/or business “promises” in e-mails are all admissible evidence for legal action.

BE CAREFUL THAT YOUR “TONE” IS APPROPRIATE. E-mail messages tend to be brief. Make certain your tone isn't too abrupt or too vague, especially when communicating with people you don't know personally.

READ IT ALOUD. Always read your own e-mail message aloud to yourself to check how it will sound to the receiver.

DON'T THINK OF YOUR EFFORTS AS “JUST E-MAIL.” Even if your message is only going to one person, it's a written communication that reflects on you and your work. Ideally, it will represent you as the consummate professional you really are. ❖



EMPLOYEE MORALE COMES FROM THE TOP DOWN



Here are a few things that you can do to help bolster morale during tough times.

- **Top-down attitude management.** Employees react to the attitudes they “read” in their leaders’ eyes. Choosing to project a positive attitude is as critical as choosing to communicate to every staff member that he or she can make a difference in the firm’s business success.
- **Bottom-up solutions.** Involve employees in brainstorming sessions for ideas and strategies for weathering tough times and improving productivity, cutting costs, increasing customer satisfaction, etc.
- **Make change a positive force.** Remember, the *status quo* is always safe and familiar. Involve employees in the process so they can understand the positive benefits change will bring about.
- **Management needs to be honest, visible and accessible.** People feel out of control without reliable information, so this is not the time to bluff or white-

wash the facts. Maintaining existing reward and incentive programs, or creating special ones, can also boost morale and provide some additional reassurance that things are going to be okay. ❖



STAY AHEAD OF DEADLINES

Aside from the standard planning required for any project, some often overlooked measures include:

1—Build-in flexibility. Establish deadline schedules that incorporate some leeway if required aspects aren’t completed on time. Otherwise, the “domino effect” will wipe out your entire schedule.

2—Enlist the support of the entire team needed to successfully complete the project at the outset. Giving everyone involved advanced notice of what’s coming and what’s expected of each team member creates a sense of importance for each.

3—Think “concurrently” not “sequentially.” Do as many tasks as possible at the same time to compress the project time frame. Leave non-essentials, such as routine documentation, to be done after the primary assignment is completed.

4—Be realistic in your priority assessment. Avoid representing every task as a “rush” job, especially if you need the support of other departments.

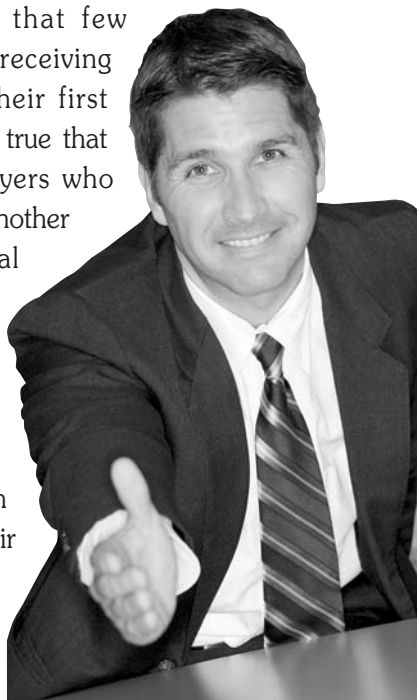
5—Delegate wisely. No one can do it all. When you’re handed a priority project, delegate as much as possible to trusted subordinates.

Coping with deadlines is never easy, but achieving your goals can be simplified if you follow some of these procedures to avoid commonplace bottlenecks of any priority project. ❖

LOYALTY IS ALIVE AND WELL

Many companies, like yours, are still built around a core of loyal, long-term people who provide veteran leadership and honed skills. They know how to get things done. Employee applicants today know it is definitely possible to build a career and flourish under one company’s banner for an extended length of time. And these same employees are more likely to learn and grow at one company, despite the shifting sands of restructuring, mergers and changing styles of work.

While it may be true that few employees see themselves receiving retirement watches from their first employer any more, it’s also true that both employees and employers who find a perfect match in one another do form mutually beneficial relationships that can last for many years. As much as possible, we try to recommend only those candidates that we believe have what it takes to be a perfect fit with your organization. When their long-term goals are in harmony with yours, everyone benefits. ❖



Lloyd® news



Temping Her Way to Broadway

Lloyd Staffing has named **Kathryn Cleveland** as its **Temporary Associate of the Year 2006**. Kathryn registered with Lloyd's NYC office last October (2005) and has handled more than 70 office assignments since coming onboard. She holds a Master of Arts in Theater from Michigan State University and moved to the Big Apple in her quest for stardom.

As Lloyd's 2006 winner, Kathryn has earned a \$100 American Express Gift Card and her Lloyd managers will be taking her to lunch at a trendy Manhattan restaurant. This designation also earned her an entry into the nationwide *Temporary Employee of the Year* contest sponsored by the American Staffing Association. At press time, the ASA had yet to name this year's recipient, but we are keeping our fingers crossed for her!

Recently engaged, Kathryn is saving for her wedding by temping by day with Lloyd, waitressing in the off-hours and, of course, consistently hitting the rounds of auditions en route to her big break. No matter where she gets cast, Kathryn and all of our temporary associates will always be stars with Lloyd. ■

Retained Search Director Named

In response to increasing demand for executive search by both the business community and Lloyd clients, Lloyd Staffing has named search industry professional, **Steve Speter**, as the division's Managing Director. Mr. Speter and his team exclusively perform retained search services crossing all areas of industry specialties, with particular expertise in placing C-level leadership (CEO, COO, CFO, CIO, etc.). For confidential inquiries, email: Sspeter@Lloydstaffing.com. ■

Wow!

In 2005, Lloyd Staffing put more than \$35,000,000 in salaries into the workforce through the successful hire of our candidate talent. That's a lot of placements! This year is not yet over. Let's see where 2006 takes us when it comes to identifying and referring successful candidates. ■



35 Years Old and Still Growing!

Lloyd
Celebrating 35 Years

Lloyd Staffing is celebrating 35 successful years of staffing. We have our valued clients to thank for helping us reach this important milestone. Back in 1971 when Merrill Banks, CEO, launched Lloyd, the world was a different place, but today, three decades and two generations of leadership later, Lloyd still offers the same commitment to service excellence as we did when we opened our doors. Sometimes the more things change, the more they remain the same.

Keith Banks, CSP, CTS, President
Merrill Banks, CSP, CEO, Founder
Jason Banks, CSP, CPC, Vice President

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