CROWN

Inspired Workforce Management®

Crown for Leisure

The specialist solution for optimising your workforce, enhancing your customers' experience, increasing your bottom line.

Managing the challenges of a dynamic workforce environment

You work in a dynamic and complex workforce environment. Different roles, rates and venues, along with rapidly-changing situations on the ground make workforce management in the Leisure sector a huge challenge. Effective deployment and management of the workforce can be the difference between success or failure.

Crown's workforce management solutions give you three critically important tools: speed, flexibility and visibility. Here is how Crown will directly help your business:

The right number of people with the right skills: Our systems capture the number of people you actually need - not what you've done before, not what you usually do, not what your best guess is. Not only that but it helps you to assign the right people with the right skills and the right qualifications to the right tasks.

Control of costs: By employing the right people at the right time in the right quantity, you strictly control your costs. You see the cost of your workforce 'live' rather than six weeks later through Payroll. You always know exactly where you are.

Safety and compliance: Different roles require different qualifications and skills. Crown ensures staff are correctly assigned, so you are not at risk of non-compliance or accusations of lacking due diligence.

Untangling workforce complexity: Workforce management in this sector is complex. Given the nature of the business, you can find yourself with 30, 40 or more sets of Ts &Cs, contracts, payment agreements and so on. Often companies end up paying people beyond contracted hours unnecessarily, or for shifts that were later cancelled, or at a higher rate than their role commands, and so on. It is impossible to keep up. Crown solves this. Everyone is paid right first time, every time.
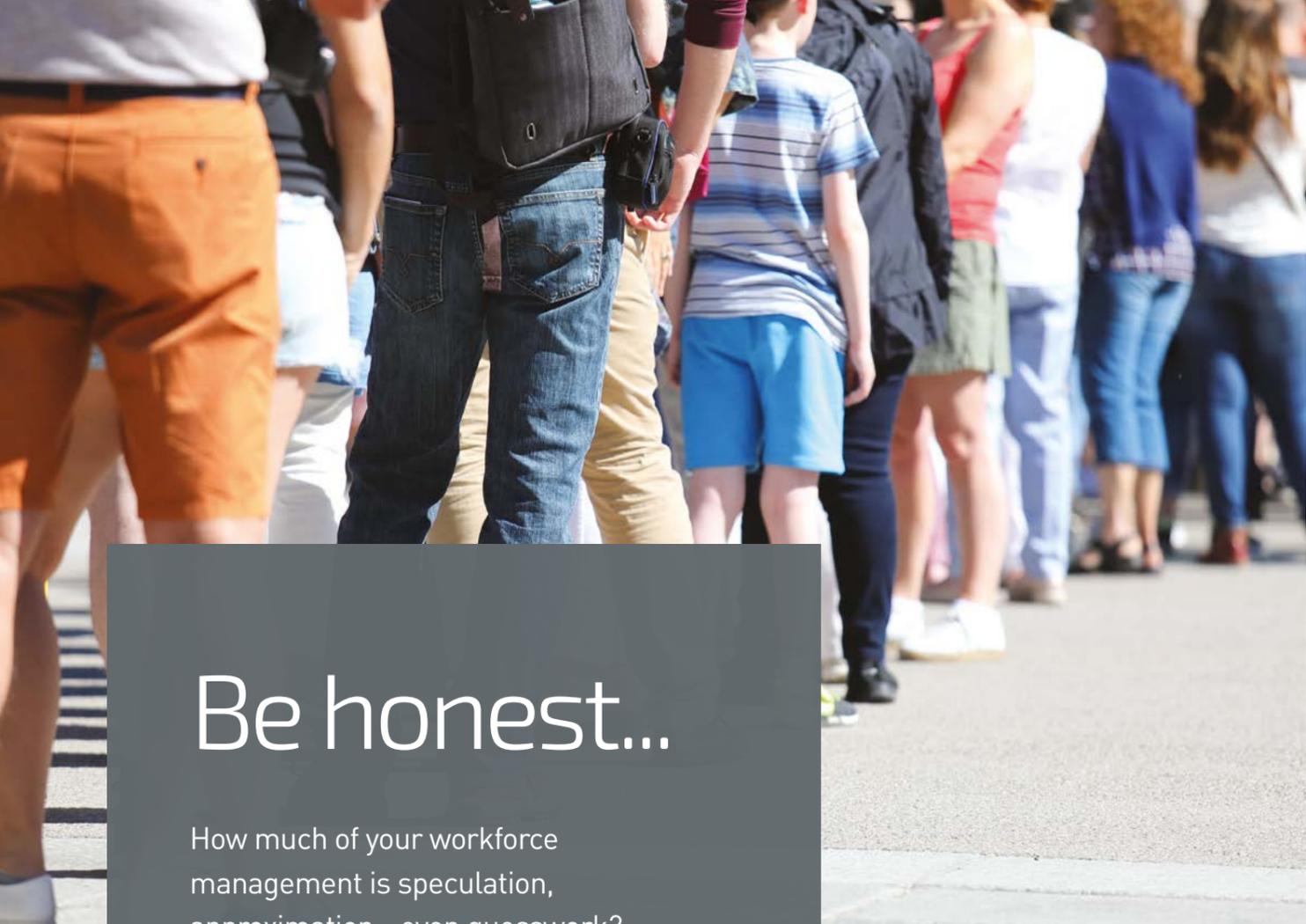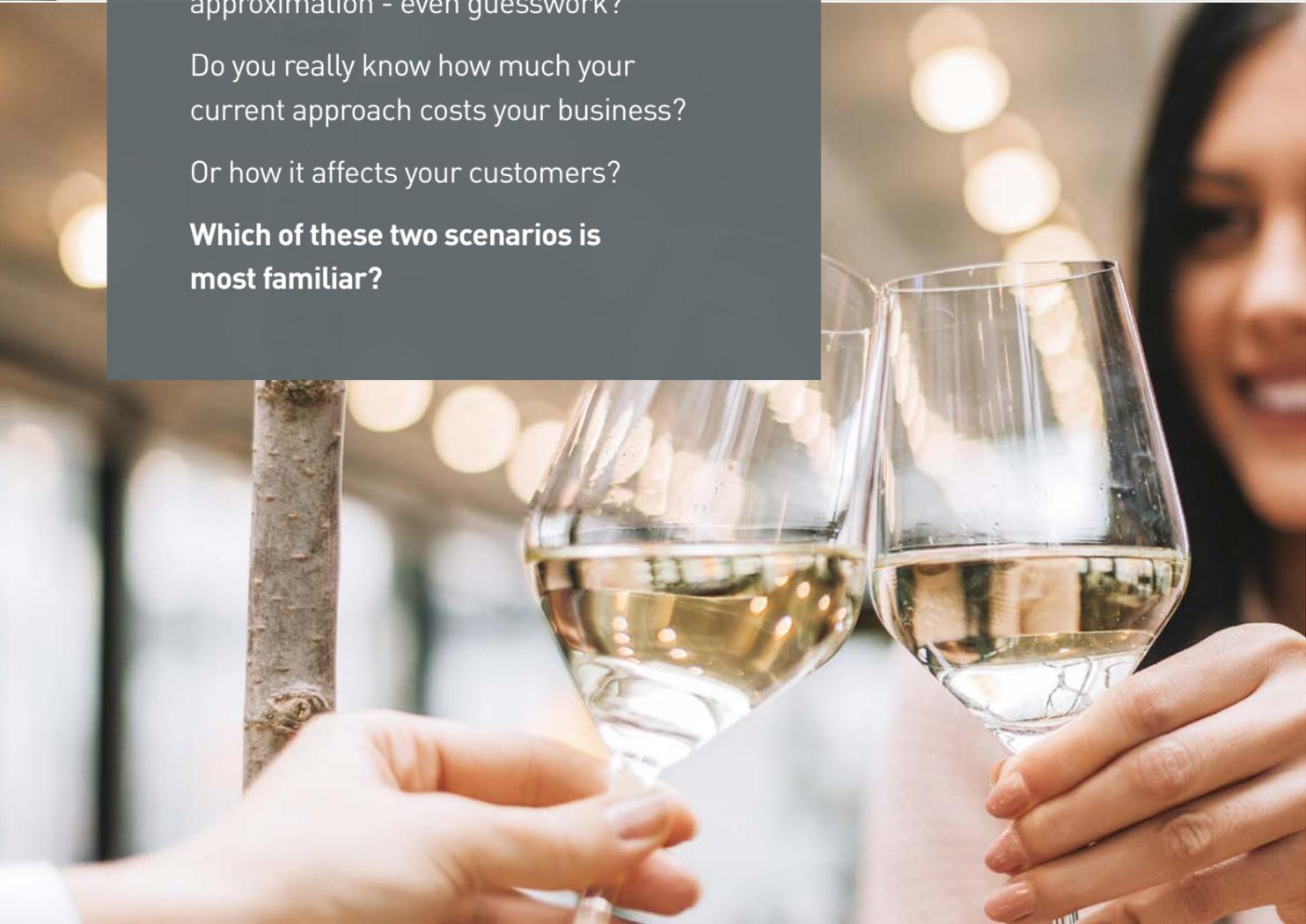
Be honest...

How much of your workforce management is speculation, approximation - even guesswork?

Do you really know how much your current approach costs your business?

Or how it affects your customers?

Which of these two scenarios is most familiar?

Scenario 1

A popular theme park has around 1,000 staff at peak times, consisting of employees, casual contracts, zero-hours contracts and seasonal appointments. It is divided into six business units (eg rides, catering, zoo etc) and each business unit operates independently. Staff are employed by that unit only and each unit has its own ways of recruiting staff and managing its workforce.

This year, the company is approaching crisis point because staff costs are rising so rapidly, while customer experience is suffering. Looking into the problem, the company discovers that each business unit manager finds it almost impossible to match staff recruitment and rostering to the demands of each day, which not only change seasonally but also with school holidays, bank holidays, INSET days and weather. Managers end up paying for more staff than they need or don't have enough and it is customers who suffer with long waits in queues. Customers are quick to make their feelings known on social media and the company has had to take on extra staff to manage media relations and customer complaints.

No employees are allowed to move between business units, even if they possess the relevant transferable skills, so while one business unit may be overflowing with staff and another really struggling for numbers, there's nothing that can be done.

Managers can't keep track of shift patterns, lateness and absence so can't address these issues quickly and efficiently with employees. Good interviewees are turning jobs down because of the uncertainty over hours and the monotony of the jobs.

The lack of inter-departmental visibility in workforce management is leading to massive inefficiency, low morale and damaging guest experiences. Each business unit relies heavily on the knowledge of key individuals, leaving the company very vulnerable when those individuals are absent or leave.

The Board are concerned that this workforce management crisis is becoming business critical

Scenario 2

The theme park's Crown workforce management solution covers all business units and every member of staff. Workforce planning is company-wide and staff can now be deployed across any business unit so there is effective and compliant coverage of the whole park at all times. The rostering system takes into account skills and training, and will not assign anyone to a role for which they are not qualified - meaning that safety-critical areas such as rides will never have their safety compromised.

Previously each business unit would have to recruit to meet maximum demand, but this new flexibility creates access to a pool of multi-skilled employees who can be deployed in different areas of the park throughout the day in order to meet fluctuating demand.

Every member of staff has their time and attendance recorded, live, in the same system - and all the information is available instantly to managers. This hour-by-hour, day-by-day visibility allows constant monitoring of staffing levels and instant visibility of costs. It allows clearer planning for peaks and instant changes to be made in response to developments such as changing weather.

Information is now available to anyone who needs it, not stuck in the head of just one or two key individuals in each business unit.

With a much clearer workforce management system as well as the opportunity to work at units across the park, staff satisfaction rises dramatically and churn decreases. Absence and lateness is now spotted and followed up immediately, so both have reduced. Staff are motivated and managers empowered.

Customers have less time in queues, don't see staff sitting around with nothing to do and generally have a greatly improved experience. Social media is filled with positive reports, visitor numbers increase and the business can look forward with optimism.

Crown at a glance

- Crown does difficult well: we are renowned for solving complex workforce issues

- Crown is trusted by customers, who are loyal to us because of the service they receive

- Crown has been transforming businesses through workforce management for 30 years, with over 400,000 people using a Crown workforce management system every day.

- We pride ourselves on knowing our customers well, fostering excellent individual relationships and retaining outstanding agility to ensure we can always meet customers' needs.

- Crown's products and services are created with ease-of-use in mind but also to give maximum commercial advantage to our customers.

- Crown puts control and visibility at your fingertips.

- We operate with openness, honesty and transparency and a genuine commitment to partnership.

Inspired Workforce Management

Crown's workforce management transforms your whole business. It gives staff across the business tools to do their job better, with better information, more precision and great agility.

Below we look at just one example of how this might work in practice across an organisation.

John, the **General Manager**, had just finished his rota planning for next month. It was always a nightmare but after last week's disaster, he had spent extra time on it. Not only was it hard keeping on top of who should be doing what, plus holidays, budgets etc but his team also had a nasty habit of changing their minds, having emergencies and sometimes just not turning up at all.

HR had just informed him that Louise's lifeguarding certification had run out - and she was rostered for the pool that day. No-one else was available so he'd had to close the pool.

Customers were fuming at not being allowed to swim in an empty pool, several threatened to cancel their membership and reception staff ended the day in tears. Swimming lessons were cancelled and the teachers were asking if they'd still be paid. John's Regional Director was furious, not least because it was her job to tell the Financial Director why revenues were so drastically down that day. HR told John he should have all this information to hand. John's Operations Director asked for an urgent meeting.

One customer emailed the Chief Executive, who then sent a flurry of angry emails around the company, trying to find out who was at fault. Many customers took to social media to express their disgust, and soon many thousands had commented on the centre's incompetence. Takings dropped for weeks to come.

It could have all been so different for everyone...

If John's company was using Crown Workforce Management, the system would have handled all holidays, costs, budgets, duties, responsibilities and certifications.

All staff know what they are doing well in advance but can also check their shifts and duties on their phones any time. If they want a holiday, they request it via their phones, John approves it and it goes straight on the rota automatically. John doesn't go over budget because it would be flagged up on the rota screen. Compliance is also watertight because John simply cannot rota someone if they don't have the required skills.

John can concentrate on running a great leisure centre, building team spirit in his happy staff and making sure his customers are having a brilliant time.

But it wouldn't be just General Manager John whose job was transformed...

The Regional Director can see John's rota at all times; she is reassured by this visibility and clarity, knowing there are no nasty surprises in terms of performance or budget. Her staff performance reviews are enhanced by having all the relevant information immediately to hand.

The Operations Director has the same visibility and can be confident in the Centre's workforce delivering good customer service without constantly running into crises. Deployment of staff becomes an exact science that sees the right people in the right place with the right skills at the right time.

The HR team enjoys a much lower staff churn and far fewer grievances, so are able to recruit with time on their side, allowing them to choose only the best staff. They aren't troubled by General Managers asking for qualification and certification information because the Managers have it all in front of them at the touch of a button. Employee wellbeing and motivation increase and absence reduces.

The Payroll department breathes a sigh of relief as the Crown system simplifies their task enormously and they no longer have to try and work out who did what, in what role and at what rate, if it was overtime, which contract they were on, if they turned up and so on. Payment is now right first time, every time and works like clockwork.

Whatever your role, **Crown is on your side**
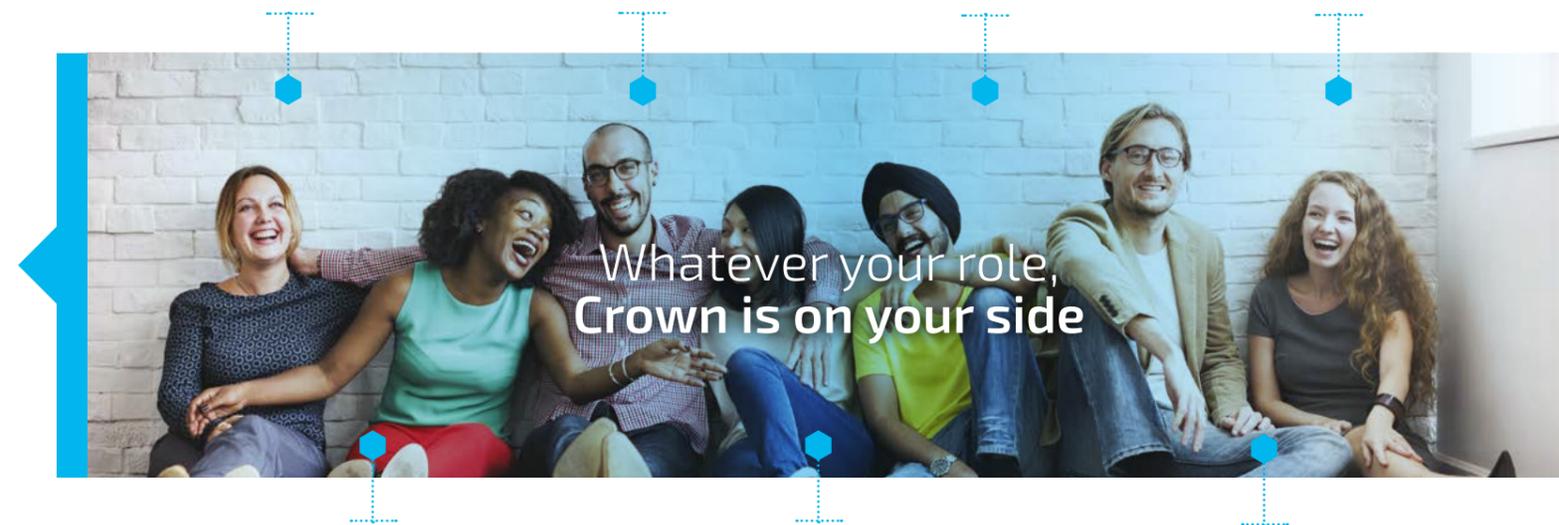
The Financial Director doesn't have to keep checking in with John and all the other General Managers because she can see it all in front of her whenever she needs to. Taking up-to-the-minute information to the Board is now simple and unerringly accurate, and using the big data available from the system gives her an unprecedented overview of statistical and financial patterns in the company. She can see the effect on the bottom line of a happier workforce, reduced absenteeism, reduced overtime and agency costs, as well as increased payroll accuracy and dramatically reduced administration costs across the company.

The Chief Executive no longer has his busy working day interrupted by unwelcome and unexpected problems, and is free to think creatively and strategically about the business rather than firefighting the latest problem and being in the firing line on social media. The detail provided by the big data from Crown is invaluable in helping him form his strategy for the coming years.

The IT department stop tearing their hair out as numerous managers seek different IT solutions to the workforce management conundrum. Instead, the team works with Crown to introduce the system and ensure it integrates with all other existing business and finance applications. Crown deals with technical issues as part of the service. The RoI easily covered the subscription costs to Crown, as well as in-house IT costs.

ATG

ATG was founded in 1992 and has become the world's number one live-theatre company today. ATG operates over 50 venues in the UK, US and Germany (theatre, music and cinemas), as well as operating ticketing platforms and producing shows. In the UK, ATG works with producers to fill its 30 UK venues with over 10,000 performances every year. It issues more than 11 million tickets annually and runs the UK's biggest theatre-ticketing website.

Before ATG began working with Crown, all rosters were done on an Excel spreadsheet and payroll was also paper-based. Tamsin McDowell, HR Systems Partner at ATG, explains:

"Venues were functioning fine but as a central, head office resource, we had no access to any of the time and attendance information so had no oversight of what staff were doing in the venues and the associated costs. In addition, payroll had become very time-consuming. We needed something more effective and more efficient, and that allowed us oversight of all sites so we could measure and compare sites to establish best practice and address any issues efficiently. The added advantage was that we would be able to give show producers more accurate venue costs ahead of time."

ATG and Crown worked together as a very close team to roll out the system first to a pilot venue then more widely once teething issues were resolved. ATG ensured each venue had someone there who fully understood the system, had seen it rolled out elsewhere and could answer all questions from staff.

Peter Fry was one of those unlucky people who used to spend six hours every Monday inputting the timesheets. Though the company has continued to grow, this process now takes just two hours. He adds:

"The system can easily cope with the very complex staffing that can sometimes take place - for example, we might have people in London working at two or three venues in a day and doing different jobs in each. Now we can know exactly where they are and what they are doing. This not only improves our oversight but ensures staff get paid accurately and promptly when working away from their 'home' venue.

"The system proactively picks up on any anomalies regarding payment so we can address it, and it copes with the range of salaried permanent and temporary, full and part time, casual and zero-hours staff all working variable hours."

ATG have also found that the system clarifies the chain of accountability too, aiding transparency regarding management and the fulfilment of roles.

Tamsin concludes:

"You do have to invest some time at the start but it's worth doing because once you're set up, you're flying.

"Crown have been heavily involved all the way through. They have a caring attitude to their customers as well as a high level of technical expertise and a healthy attitude to questions, always being willing to learn themselves too."

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