

Time to Adjust the Sails

“The pessimist complains about the wind. The optimist expects it to change. The leader adjusts the sails.” – John Maxwell

For business owners in the printing industry, these are challenging times. But remember, we’ve faced tough times before. Many of us weathered the Northridge earthquake in January 1994, 9-11, and the Great Recession of 2007 to 2009. We made the necessary adjustments to survive.

Take the Lead

At this time you need to understand that your employees also remember those financially uncertain times, too. During difficult times, your employees look to you for direction. It’s easy to lead when things are going right. The real test of leadership comes when times are tough.

The first step in dealing with a crisis and your company is to be open and honest with your employees. Some employers try to withhold information from employees thinking they’re protecting them, but people know when

leadership is not being forthright. This makes employees resentful and causes more problems than being straightforward about the situation.

Share with your employees the challenges the company is facing, then ask for their input. Remember if you ask for input, you need to respond to the input received. It doesn’t mean that you must agree or accept but it is important to respond...it is part of effective communication. By including your employees in the discussions, they can become part of the solution. And, if hard choices have to be made, they may not like the decisions, but they will understand because they were part of the process.

Create a Plan

There are some events or situations that are entirely out of your control. Don’t focus on those. Instead, take stock of what you have and determine how to best use that to your advantage. Sometimes an opportunity can be found amid a crisis.

Several PIASC members have looked

By Lou Caron



for ways to support industries that provide essential services to the nation. These members are printing packaging and shipping cartons for essential products. Other PIASC members are printing labels for food and hand sanitizers, including for the craft distillers and brewers that are now making hand sanitizer instead of liquor.

Here are some PIASC member companies that have followed the advice to “take stock of what you have and determine how to best use that to your advantage.”

- G2 Graphic Service, Inc. (PIASC

member since 1995) is now in production creating unique branded facemasks. They come with replaceable n95 filters.

- D’Andrea Visual Communications (PIASC member since 2015) has designed and created protective face shields.
- Graphic Trends, Inc. (PIASC member since 2002) is also producing face shields, as Personal Protective Equipment for the medical industry.

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HUMAN RESOURCES

Your Workforce Reductions Might Impact Your Qualified Retirement Plan

If you’ve been forced to reduce your workforce through furloughs or layoffs, here’s another thing you need to beware of: These workforce reductions might be “triggering events” that cause a “partial termination” to occur in your qualified retirement plan.

If this happens then all “affected employees” immediately become 100% vested in their accrued benefits (including employer contributions that would normally be subject to a different vesting schedule) or in the amounts credited to their plan accounts. “Affected employees” include anyone who left the company’s employment for any reason during the year or period in which the partial termination occurred, including those who left voluntarily.

In the past the IRS has found that a “partial termination” can happen if at least 20% of the employees participating in the plan are laid off or furloughed. However, whether or not furloughed employees should be included in the calculations can be tricky. Initially they would not be considered terminated. However, if they are not brought back to work within a reasonable period of time they would then be included in the count.

DOL Clarifies Some Common Questions about FFCRA Eligibility

The newly-enacted Families First Coronavirus Response Act (FFCRA) created new paid sick leave and emergency Family and Medical Leave Act (FMLA) leave benefits. But what happens if your worksite is closed, your workers are furloughed or you have to reduce some workers’ hours—do the new benefits apply in these situations? The Department of Labor (DOL) has now issued clarification regarding these questions.

Situation	Benefits Eligibility
Worksite was closed prior to April 1, 2020	<ul style="list-style-type: none"> • Employees are not eligible for FFCRA benefits. • Employees may be eligible for unemployment insurance benefits.
Worksite is closed on or after April 1, 2020 but before an employee begins a previously-requested leave	<ul style="list-style-type: none"> • Employees are not eligible for FFCRA benefits. • Employees may be eligible for unemployment insurance benefits.
Worksite is closed while an employee is on paid sick leave or extended FMLA leave	<ul style="list-style-type: none"> • Employer must pay the employee for the paid leave used before the worksite closes. • Employee is not eligible for further FFCRA benefits as of the date the worksite closes. • Employee may be eligible for unemployment insurance benefits as of the date the worksite closes.
Worksite remains open but employee is furloughed due to lack of available work	<ul style="list-style-type: none"> • Furloughed employee is not eligible for FFCRA benefits. • Furloughed employee may be eligible for unemployment insurance benefits.
Worksite remains open but employee’s scheduled work hours are reduced	<ul style="list-style-type: none"> • Employee is not eligible to use FFCRA benefits for the hours that they are no longer scheduled to work

COVID-19 & OSHA’s Injury/Illness Recordkeeping Rules

If someone in your workplace tests positive for COVID-19, do you have a legal obligation to report this to Cal/OSHA and record it on your Cal/OSHA Form 300 Log of Work-Related Injuries and Illnesses? The answer is, “it depends.”

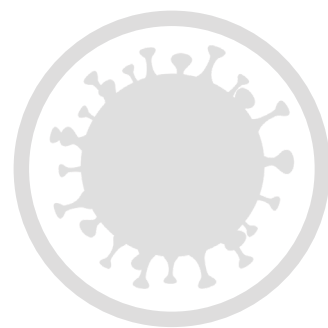
The Form 300 Log is for work-related injuries and illnesses. How are you supposed to know if an employee’s illness is work-related?

On April 10, 2020, OSHA released an Enforcement Memo (see <https://www.osha.gov/memos/2020-04-10/enforcement-guidance-recording-cases-coronavirus-disease-2019-covid-19>) clarifying this issue. Cal/OSHA is following all federal OSHA guidelines for tracking and reporting, so this guidance applies in California as well.

OSHA has recognized that in areas where there is ongoing community transmission, you may not be able to determine if a worker who contracted COVID-19 did so due to exposures at

work or exposures elsewhere. Therefore, OSHA has stated that you only have a duty to make work-relatedness determinations in situations where there is objective evidence that a COVID-19 case may be work related and this evidence is reasonably available to you. In these cases, if you determine that the illness is work-related then you must report and record it.*

**Note: This guideline does not apply to healthcare, emergency response or correctional institution employers.*



BUSINESS & MANAGEMENT

The Same Old Normal

The New Normal. The Next Normal. Nothing will ever be “normal” again. I don’t know about you, but I don’t think I’ve ever heard so much obsessing about the concept of “normalness” in my life!

Yes, the global pandemic has upended all of our lives and drastically changed seemingly everything. From the marketing perspective, once the economy starts to open up again, many organizations (including yours) may have to revise their marketing strategies, tactics and messaging. But even so, the basic principles of marketing are not going to change. The “same old normal” will still apply!

This means that you will still need to...

Understand your target audience – Who exactly are these people? What is important to them?

Focus on the benefits – The fact that all anyone cares about is “what’s in it for me?” is not going to change. You need to clearly communicate how your product or service will solve their problems, meet their needs or improve their lives.

Make an emotional connection – Your goal should be to present your offerings in such a way that prospective customers can start to envision and feel that they’re already enjoying the benefits that these things provide.

Build credibility and trust – If you do not come across as credible and trustworthy, no one is going to buy.

Anticipate and overcome objections – You can do this directly in your text or images, or indirectly by sharing third party endorsements, such as credentials and testimonials.

Have a clear call to action – What do you want people to do as a result of your marketing piece? Place an order, schedule a consultation, give you a call, fill out a form, watch a video, download a report, or what?

Track your results – You need to be able to tell which of your marketing efforts are working, and which are not.

Source: PIASC member Plumtree Marketing. www.PlumtreeMarketingInc.com

NATIONAL ASSOCIATION NEWS

The New National PRINTING United Alliance: What Does that Mean for PIASC Members?

Specialty Graphic Imaging Association (SGIA) and Printing Industries of America (PIA) which formally merged on May 1st, announced the name of the new merged organization:



Membership in PIASC also meant membership in PIA so the question is what does this mean for the local association, Printing Industries Association, Inc. of Southern California (PIASC), and its relationship with PRINTING United Alliance?

We have received phone calls from a few of our members with this question and how this new structure will work. First, PIASC is an independent organization and will continue to serve members just as it has been for many years. As such, PIASC through its Board of Directors sets its direction and determines the services that are provided to members. The national merger is still very fresh and transition questions abound. We are still working out the details and will update the membership as soon as possible.

In the meantime, please feel free to contact Director of Member Services, Kristy Villanueva (323.728.9500, Ext. 215) or myself (323.728.9500, Ext. 274) with your questions.

PRINTING United Alliance Board of Directors

The new PRINTING United Alliance board of directors reflects combined leadership from the previous SGIA and PIA boards of directors, and includes the following industry executives: Chairman of the Board Scott Crosby, Transcontinental Holland & Crosby; First Vice Chair Paul Cousineau, Dow Jones and Company, Inc.; Second Vice Chair Christopher Bernat, Vapor Apparel/Source Substrates LLC; Third Vice Chair Michael Marcian, Corporate Communications Group; Treasurer Dean DeMarco, IDL Worldwide; Secretary Brooke Hamilton, NPI; Immediate Past Chair Thomas Cooper III, WestRock; Chair of Chairmen’s Advisory Council Edward Cook, Jr., ECI Screen Print Inc.; Associate Vice Chair Scott Schinlever, Gerber Technology; and Ex Officio Ford Bowers, President and CEO, PRINTING United Alliance.

Directors-at-large include: Brian Adam, Olympus Group; Nick Buettner, American Cut and Sew; Roger Chamberlain, The Cincinnati Insurance Company; Kristen Danson, MitoGraphics Inc.; Chris Feryn, Premier Press; Kevin Gazdag, KG Graphics Décor; Bryan Hall, Graphic Visual Solutions; Lane Hickey-Wiggins, Douglass Screen Printers Inc. dba DPRINT; Brian Hite, Image Options; Michael Magerl, Trabon Group; Brent Moncrief,

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FEATURE ARTICLE

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Communicate

During a crisis, it's important to continually communicate with employees, vendors, suppliers and the public. Is your shop open? How have you communicated that fact to the world? You should be using emails, social media like LinkedIn, etc. and Zoom conferencing with employees and clients.

I know about the work of G2, D'Andrea and Graphic Trends because I saw their posts on LinkedIn. What have you posted on LinkedIn lately?

PaperSpecs founder Sabine Lenz works with many top-notch designers who believe that printers have closed up their shops. "So to help designers find printers, we're compiling an easy-to-consult list of those who are currently doing business," said Sabine in a LinkedIn post. Last time I checked, out of the over 200 printing companies listed, only nine Southern California printers were on her list!

In addition to promoting your products, you can spread some good cheer. Phil Kelley, President and CEO at Salem One in North Carolina, shared a post from his company on LinkedIn. Salem One is supporting local restaurants while providing an excellent lunch for their staff. In this post, they're "supporting our wonderful national client, Outback Steakhouse!"

Thoro Packaging/Autajon Group (PIASC member since 1993) touts the benefits of paper packaging over plastic packaging using the hashtags #clean #packaging and #paperpackaging. They

are also posting pictures of their workers wearing protective masks.

Through their Facebook posts, Westamerica Communications (PIASC member since 1979) is promoting the fact that "Because of our unique customer mix and the provision of essential communication, print and mailing services, we're available to those serving critical infrastructure departments." This post, in turn, was picked up and promoted by their local Chamber of Commerce. The Chamber post included a link to Westamerica's website and their phone number.

In another Facebook post, Westamerica is promoting its "Be Kind. Be Strong. Be Healthy" program. Their goal is to fill their community with positive vibes. They're doing this by providing free art files so people can make their own signs for yards or windows. And, individuals and companies can purchase a custom sign for a small fee.

Keith Mottram, President and CEO of Adcraft Labels, invited his LinkedIn followers to enjoy Some Good News, a YouTube channel hosted by John Krassinski, whom some of you will remember from the TV series "The Office." The YouTube show features "good news" and is very uplifting.

In addition to alerting his LinkedIn followers, Mottram used email to encourage his employees "to take time, on the clock, to watch the video." He did this because he's looking to help his employees maintain both their physical and emotional wellbeing.

At the Adcraft Labels offices and plant,

employees are required to use masks, wear gloves and practice social distancing for protection. In his email message to his team, Mottram mentioned that now more than ever, empathy and understanding at work, at home and with our family and friends is essential. He said, "Every one of us has a different internal dialog, fear and uncertainty for different reasons."

Mottram's point is echoed in an article from the Center for Creative Leadership. Under Point 3 of How to Lead Through a Crisis, the author urges employers to "Remember that everyone observing or living through a crisis views it through a unique lens. For example, a paramedic will understand only that a hospital is overloaded; a hospital administrator will only know that the generator isn't working. Keep in mind that no one will have a complete, accurate picture of what's going on."

We all are experiencing major uncertainty with the Coronavirus, our government and scientific leaders shutting down the country, and the extreme public health orders in place. We all observe and react to this crisis in our own way.

With all this uncertainty, business owners must provide clarity and reassurance through strong leadership. Right now, many people are feeling helpless. A powerful way to overcome this feeling is to create a plan and to figure out your options. Action provides hope. Action is empowering. And, to quote Joan Baez, "Action is the antidote to despair."

NATIONAL NEWS

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FUJIFILM; Joseph Olivo, Perfect Communications; Edward Pidcock, Chillybears; Heather Poulin, Ricoh USA; Timothy Saur, Durst Imaging Technology US LLC; Elaine Scrima, GSP Companies; Michael Wagner, Butler Technologies Inc.; and Joseph Lyman, President, Great Lakes Graphics Association, serving as representative for affiliates (such as PIASC).

You may note that Paul Cousineau from Dow Jones and Company, Inc. was installed as the Chair of PIA in the fall. In Paul's current position, he will ascend to the Chairman of the Board in September. Further, Mike Marcian, Corporate Communications Group, former officer on the PIA Board is in line to become chairman of the board in three years. Brian Hite, Image Options, has served on the SGIA board and will continue serving on the PRINTING United Alliance board. Image Options has been a member of SGIA and PIASC.

Under the new national board structure, the country is divided into 5 regions each with a representative on the Board. The West Region is represented by Chris Feryn, Premier Press (Portland, Oregon).

As noted, the merger is in its infancy and there is much to be done to implement the transition. It will take some time to workout the kinks and address the myriad of items that no one could have identified during the planning stages. We thank you in advance for your patience.

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Upcoming Events



WEBINARS: CI Ready!

Virtual Conference Event | June 15-19, 2020 | 11:00 a.m. to noon Pacific Time, Daily

Get Continuous Improvement Ready!

Every company should be looking for practical ways to reduce operational costs, speed throughput and boost customer experience and satisfaction. Printing Industries of America's CI Ready! virtual conference event features five sessions presented over five days that will focus on helping printing and converting companies achieve operational excellence by using the concepts of Lean thinking and other management systems.

CI Ready! is ideal for executives and managers who play a vital role in seeking operational excellence and want to make a difference in their organizations. Get ideas and real-life examples that you can use to cut costs, reduce waste, improve performance and inspire change—get CI Ready! and register today! <https://bit.ly/ci-ready-20>

Members: \$99

Non-Members: \$149



PRINTING United Expo

Atlanta, Georgia. October 21-23, 2020

PRINTING United Alliance produces the PRINTING United Expo and Conference, the three most important days in printing. This year, PRINTING United takes place in Atlanta on October 21-23, 2020. This expansive display of printing technologies and supplies, education, programming and services are showcased to the industry at large, and represents all market segments together under one roof.

For more information, visit PRINTINGUnited.com

PIASC Events Calendar

JUN

15-19

WEBINARS: CI Ready!

June 15-19, 2020

11:00 am - 12:00 pm daily

Contact: Sam Shea, 412. 259.1747, shea@printing.org

OCT

21-23

PRINTING United Expo

October 21-23, 2020

Atlanta, GA

Information: www.PRINTINGUnited.com

SEPT

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SAVE THE DATE! 22nd Annual

Orange County Paper & Substrate Show

Andre's Conscious Cuisine

Irvine, CA

Contact: Maribel Campos, Ext. 210, maribel@piasc.org

For full list of workshops and virtual classes, please visit www.piasc.org/events