

What is Organizational Trust (and How Do You Build It)?

“The secret to any high-performing team is trust.” This may seem like a no-brainer, but trust is easy to take for granted—especially organizational trust. No matter how great your business strategy, you won’t get far if your employees lack faith in the organization and its future. Especially now, as you adapt to COVID-19 and remote work, organizational trust is critical to navigating each day. In this article we’ll explore the underlying drivers of trust in the workplace.

What is organizational trust?

It’s easy to envision trust at the team level. You trust your employee to get this task done by this date. You can count on a manager to provide feedback, or a peer to help out with a deliverable. But organizational trust is broader, and arguably harder to define.

At its simplest, **organizational trust is the confidence of your workforce in the actions of your company.** While this may include confidence in managers or individual team members, it also extends to organizational factors like:



- The company’s mission
- Senior leadership’s vision
- The organization’s culture and values
- Workplace diversity, inclusion, and equality
- Ethics and fairness of processes

Not all characteristics of trust manifest with the same frequency. After all, you likely won’t question your trust in senior leadership as often as you evaluate your team’s ability to hit a deadline. But that doesn’t mean the former is any less important than the latter.

If anything, organizational trust means having confidence in both your short- and long-term future. After all, if an employee isn’t content with their manager or team, they may not last the year. But if they’re not confident in the organization itself, they likely won’t stick around, either. And they almost certainly won’t put in maximum effort while they’re there.

The more you can do to boost confidence in all aspects of the employee experience, the more tightly knit your organization will be.

Why is organizational trust important?

Picture a low-trust team: Team members lack confidence in one another. They don’t believe in their leaders, or even their company’s mission. It’s easy to imagine how this distrust could impact their own job satisfaction—and performance.

But you needn’t imagine; the importance of trust is backed by research. Studies have shown there’s a **positive relationship between organizational trust and organizational performance.** Employees who trust their co-workers and believe in senior leadership are more likely to outperform those who don’t.

Organizational trust has also been linked to reduced conflict and greater innovation. After all, when employees confide in others, rather than combat them, they’re more inclined to speak candidly. And this can be a huge boon to companies that reward risk-taking and quick decision-making.

As mentioned, though, COVID-19 has thrown a wrench into this equation.

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RISK MANAGEMENT

Watch Out for Zoom Phishing Emails!

As we’ve written about before, “phishing emails”—meaning legitimate-looking emails that trick the recipient into clicking on a dangerous link or providing confidential information—are a significant cybersecurity risk. Given the increase in the use of Zoom, it’s not surprising that Zoom phishing emails are on the rise.

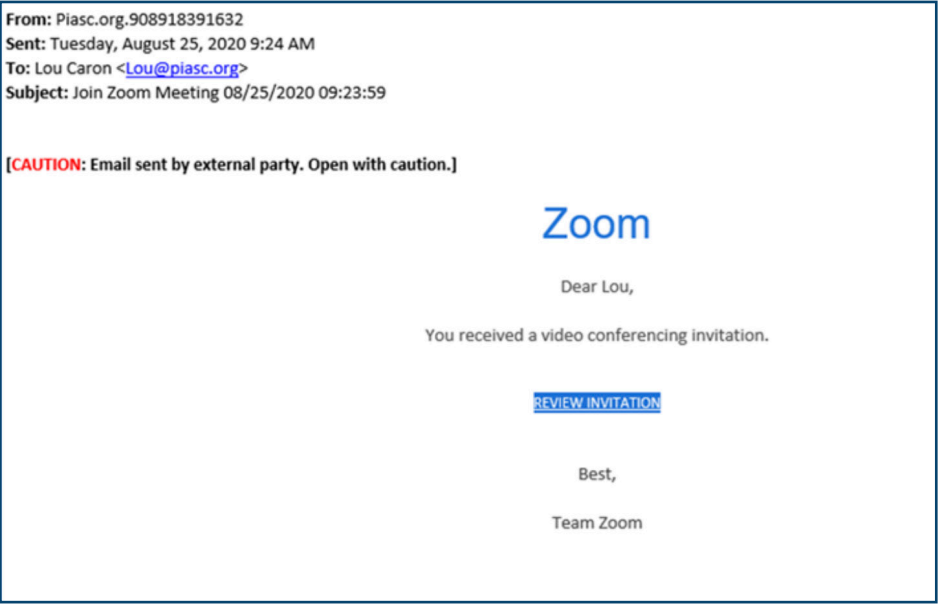
Before clicking on something that appears to be a Zoom link, always check the “from” line as well as the link itself. As Victor Hurtado, PIASC’s in-house IT expert, explains, “Legitimate emails will come from either **Zoom.US/** or **[personalized name].Zoom.US/**, such as **PIASC.Zoom.US/**”.

The following patterns are not legitimate:

[Personalized name]zoom.US
(this is missing the period between the personalized name and Zoom)

Zoom.[Personalized name].US
(this is in the wrong order—Zoom should not come before the personalized name)

Plus, watch out for otherwise legitimate-looking emails like the one below that Lou Caron received from “Piasc.org.908918391632”:



GOVERNMENT & LEGISLATIVE

Worker Classification: Get it Right or Face the Penalties



California has ramped up enforcement of AB 5’s classification rules for determining when a worker is an independent contractor versus an employee.

To refresh your memory, under AB 5 a worker is considered an employee under the California Wage Orders unless the employer proves that all three of the following are true:

- The person is **free from the control and direction** of the hiring entity in connection with the performance of the work, both under the contract for the performance of such work and in fact;
- The person performs work that is **outside the usual course of the hiring entity’s business**; and
- The person is **customarily engaged in an independently established trade, occupation or business** of the same nature as that involved in the work performed.

On June 29, 2020, Governor Newsom signed a budget that includes \$21.68 million to enforce AB 5. This money is to be used to enable agencies to “train employees on the employment determination test and to conduct more hearings, investigations, and litigation related to AB 5.”

Misclassification can be very expensive

The costs of not conforming to AB 5 can include:

- Penalties assessed for wage order violations
- Civil penalties of \$5,000 to \$25,00 per violation for willful misclassification
- Risks related to failing to comply with your obligations under the Unemployment Insurance Code: under-paying your taxes, being required to pay the employees’ share of payroll taxes, and incurring penalties and interest on both.

The bottom line is that misclassification can be a nightmare. If you have not yet reviewed your policies to ensure that you are in conformity with the law, do so now.

HUMAN RESOURCES

Political Expression in the Workplace: Practical Tips for Employers

America’s political divisions seem to be deepening. And, what’s troubling for employers is that our polarized political climate appears to be affecting employee productivity significantly, according to research by Gartner. According to a nationwide survey in February, 47% of employees reported that debate surrounding the 2020 elections is impacting their ability to get work done. About 33% of the employees surveyed said they now spend more time getting political news while at work. Perhaps more worrisome, 36% of those surveyed said it has led them to avoid talking to or working with a co-worker because of his or her political views.

So, how can employers attempt to keep political polarization from seeping into the workplace? Here are some tips to help achieve that goal:

- **Establish office policies and hold training sessions** on showing respect to co-workers, but don’t focus specifically on politics or social movements, which can have the effect of fueling conflict. Companies should strive for inclusiveness with respect to all employees.
- **Ensure that dress code policies** prohibit employees from displaying political buttons, logos and other political speech in a uniform and non-discriminatory manner (including prohibiting items displaying support for a political party or cause).
- **Adopt and enforce non-discriminatory rules** prohibiting non-work-related political activities in the workplace. However, be mindful of political activities with a sufficient connection to employment-related issues that may be protected by the National Labor Relations Act or applicable state laws. The line is often difficult to discern and close calls should be investigated before action is taken. Non-supervisory employees do have the right to engage in “protected, concerted activity” under the National Labor Relations Act, which allows them to take action such as:
 - o Talking with co-workers about wages, benefits, or other working conditions;
 - o Participating in a concerted refusal to work in unsafe conditions; and
 - o Joining with co-workers to talk directly to management, a government agency, or the media about problems in the workplace.
- **Create, implement and enforce uniform non-solicitation policies** during working times, and in working areas.
- **Limit use of company equipment and resources**, including work computers, photocopiers, email, and bulletin boards for non-work-related purposes.

- **Reiterate the company’s zero tolerance policy** for discrimination, harassment or retaliation in the workplace. Inform employees that while they are entitled to their beliefs, and are entitled to discuss them privately with others, they are not entitled to discriminate against or harass co-workers.

Source: Caroline B. Burnett, Lara Grines and Jeffrey Sturgeon, Baker McKenzie, www.BakerMcKenzie.com

Face Mask Do’s & Don’ts Posters Now Available

Need a colorful poster to remind your team about the proper way to wear their face masks? Download one of PIASC’s new “Do’s and Don’ts of Mask Wearing” posters. Three versions are available:

- Horizontal poster
- Vertical poster (with the ability for you to add your logo and add additional guidelines)
- Vertical poster (with the ability for you to add additional guidelines)

To download, login to the Members Only section at www.PIASC.org, and jump to the “COVID-19 UPDATES” section.



FEATURE ARTICLE

Continued from front

Many companies were forced to adapt their strategy while going entirely remote. Amid such change and uncertainty, most people have less confidence in their company’s strategy now than they did before the pandemic.

Now more than ever, business success hinges on organizational trust. Sure, you may have a strong post-COVID plan, but what good is it if your people don’t buy into it? Only by building trust at all levels of the organization can you truly embrace and adapt to change.

How to build organizational trust

When looking to build trust, one of the first steps is to assess your organizational culture. Does your company foster a culture of trust, honesty and inclusion? If not, look for ways to encourage behaviors and reward actions that help accomplish this goal.

Your company values are a great vehicle for this. By defining the values every employee should strive to uphold, you create clear guidelines for the work to be done. This helps eliminate uncertainty—while creating a strong sense of purpose.

Of course, culture change takes time. As you build trust from the top down, also look to build it from the bottom up. In remote times, that means providing leaders with ample resources to support their teams, including:

- Tips for working remotely
- Remote team-building activities
- Remote personal development tools
- Guidelines to avoid micromanaging

Perhaps most importantly, you’ll want to help managers develop their emotional intelligence. When face-to-face interaction is so limited, it’s easy to manage all employees identically. But not all employees enjoy being managed the same way!

In the 2020 Report: The Impact of Behavioral Drives in a Remote Workplace, we surveyed 220 professionals on how they perceive remote work. **The results revealed a clear relationship between certain personality types and remote work preferences.**

Tailoring one’s leadership style to account for different behavioral needs is key to trust building. By showing up for your employees, your employees will show up for you. Not only will this manifest in increased employee engagement, but also greater confidence. Trust can’t be bought—only earned. And this takes time. But the better you understand the role of trust in your organization, the easier it becomes to make meaningful changes.

Remember that trust isn’t the sole responsibility of HR. It takes action at all levels, from senior leaders down to individual contributors, to foster a culture of trust, honesty and inclusion.

Source: Marty Ramseck, Talent Optimization Advisor, PI Midlantic, www.pimidlantic.com

Upcoming Events

The Printers Fair is Going Virtual!



As much as everyone loves the annual in-person Printers Fair, the Printing Museum must prioritize the health and safety of its visitors, vendors and volunteers. So for this year, the Los Angeles Printers Fair at the Printing Museum will be held virtually.

The good news: Instead of just being a two-day event, the **2020 VIRTUAL LOS ANGELES PRINTERS FAIR will take place for the entire month of November!**

Here’s what to expect:

- A dedicated website with an online marketplace
- Daily social media features and posts
- Special sales promotions, such as “Black Ink Friday” after Thanksgiving
- A downloadable show Guide
- Sales of various levels of Keepsake Packages

- At-home activities and tutorials, such as how to make paper or bind a book
- Video museum demonstrations and tours
- Weekly raffles
- On-site Surplus Type & Press Sales in the Printing Museum’s parking lot
- A drive-in printing-themed movie night in the Museum parking lot
- And much more!

The daily emails will start Saturday, November 1. To opt in, visit <http://bit.ly/2020printersfair>.

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CLASSIFIEDS

NICE SPACE FOR RENT AT STEEP DISCOUNT San Fernando Valley commercial printer has 3,080 square feet to rent: 630 square feet of office space + 2,450 square feet of production/warehouse space, with two ground-level loading doors. Includes free use of beautiful conference room and lunch area. \$3,200 per month. Call Geoff, Clear Print (818) 709-1220 or email Geoff@Clearprint.com.

FOR SALE: TEC LIGHTING UV COATER A TruCoat 21’ UV Coater with options. This Tec Lighting TruCoat 21" Auto Feed UV Coater is an offline high-speed production coater that offers a high production auto feeder with a 22" (56cm) deep pile sheet capacity. Fit for even the most demanding printers, this UV Coater is equipped with the ability to easily apply gloss, satin or matte coatings on any printed sheet at a rate of 4800 sheets per hour. In Chino. Contact Reine Dabuet reine@rabbitlitho.com.

EQUIPMENT FOR SALE: ACCEPTING ALL OFFERS Company currently relocating and downsizing. All items must be picked up, Lake Forest, CA. Contact Steve B. at 949.215.9060.

TruCoat 21” UV Coater with options
UV / IR CONVEYOR SYSTEM

Quantity	Mfr	Type	Model #	Serial #	Purchase Date
1	ITEK	PLATEMAKER	615S	201700A001	2000
1	NUARC	26-1K MERURY EX-POSURE SYSTEM	26-1K8LC	8LC D93-017	1998
1	RYOBI		3200MCD	5970	1999
1	RYOBI		3200CD	11493	2004
1	STAN-DARD	SUCTION ROTARY NUMBERER	SRM9X	061978XHAM	2000
1	O&M	PRO-FOLD	1117-FM	2337633	2013

Want to place a classified ad? Contact Wendy Ferruz, 323.728.9500, Ext. 262, wendy@piasc.org

MEMBER NEWS

New “Member News” Coming Soon

Starting in October we’ll be adding a new section to our Native.news print publication: Member News. This is your opportunity to share very brief announcements about your company’s milestones, awards, new product launches, retirements, etc.

Sample format:

- **Kaplan Press** is excited to celebrate their 20th year in business providing wholesale lithography services in Los Angeles. www.KaplanPress.com
- **Coss Creative** is honored to be the recipient of the Super Impressive Award, 2020. www.CossCreative.com/award

To participate, please email your *one-sentence announcement* to Wendy Ferruz at Wendy@piasc.org.

PIASC Events Calendar

AUG SEPT

15-30

Annual Letterpress Wayzgoose & Surplus Sale
Ends September 30!
The International Printing Museum
<https://www.printmuseum.org>

NOV

1-30

Los Angeles Printers Fair
Online
<https://www.printmuseum.org>

OCT NOV

26-12

PRINTING United
October 26 - November 12, 2020
Online (Details Forthcoming)
<https://www.printingunited.com>

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