

## Where Can I Find Quality Employees?

In a previous article on “Why Can’t I Find Quality Employees” (see [bit.ly/WS-09-12-22](https://bit.ly/WS-09-12-22)), we learned that COVID-19, population shifts and economic pressures had caused a change in what people want in life. Whether baby boomer, Gen X, millennial or Gen Z, there’s been a fundamental change in how Americans view work-life balance. This change helps us understand why it’s difficult to find quality employees. We concluded that people today are not looking for just a job. They are looking for a purpose. And our industry is where people can find that purpose.

This change in attitude toward employment does not mean Americans are looking to “save the world” to give their life a purpose. It means they’re looking to belong and be a part of something bigger than themselves. They want to be appreciated for their contributions. This “purpose” is the key to finding a quality employee.

**Help quality employees find you**  
One way to find quality employees is by



promoting your company to prospective employees. I know companies that have been approached by quality prospective employees due to the company’s reputation. Through a company’s online and offline marketing efforts, a prospect can determine the quality of the senior and the frontline staff and then decide to reach out and ask if the company is hiring.

Regular blog posts on LinkedIn by the senior staff will demonstrate thought leadership to a prospective employee. It’s

inspiring when a company leader shows expertise and passion for their industry. When a company’s leaders are eager to share their knowledge with others, it sends a positive message to potential employees. Blog posts discussing the company’s efforts toward sustainability or a post about new technology demonstrate a company’s efforts to innovate. LinkedIn and other social media sites should also promote your company’s accolades.

Has your company posted images or videos of your wins at the Print Excellence competition? Do you show off your award statues on social media? Are there pictures of your employees at the event cheering and being excited about the win?

Are your lunch meetings promoted online? I’ve seen images of an In-N-Out truck at a member company’s work site. I’ve also seen online videos of company picnics. Many member companies have monthly themed luncheons that are promoted through social media. Imagine a motivated employee stuck in a dead-end job scrolling through their Instagram, Facebook or LinkedIn feed and coming across images and videos of employees having a good time at work. Posts like this are advertisements for a company that is looking for a quality employee.

**Where to look for a quality employee**

Your current employees are a great place  
*Continued on back*

## HUMAN RESOURCES

## 3 HR Questions You’ve Been Meaning to Ask



**Can you discipline an employee for working for another employer during FMLA?**

Yes, in two circumstances. First, you can discipline the employee if their other job violates your outside employment (i.e., “moonlighting”) policy. Second, you can discipline an employee who obtained FMLA leave fraudulently.

If, however, you do not have a policy that specifically prohibits employees from working for other employers or if the employee’s work for the other employer is compatible with their health condition, then the fact that they are employed elsewhere during a leave is not cause for discipline. For instance, if the employee works a physically demanding job at Company A that they can’t perform because of a medical condition, they may still be able to work a desk job for Company B during leave.

The FMLA specifically allows employers to hold an employee on leave accountable to their uniformly-applied

moonlighting or outside employment policy. On the flip side, employers without such a policy can’t deny FMLA leave, including job protection and benefits continuation, to an employee just because they’re working elsewhere while on leave—unless you’ve got a case of FMLA fraud.

If you don’t have a moonlighting policy (or do but it’s not uniformly enforced), then the only other way to discipline an employee for working for another employer during their FMLA leave would be if their second job indicates that the employee lied to you about their serious health condition. For example, if the employee’s FMLA certification states that they need to be on bed rest to recover from surgery, and the employee is performing physical labor at the other place, you’ve got a case of FMLA fraud. Fire away! In grayer situations, however, proceed with caution.

The safest approach would be to require a recertification in light of the new information that casts doubt on

the employee’s stated reason for leave or continuing validity of their original certification. Disciplining an employee on FMLA leave without knowing all the facts can easily give rise to an FMLA interference claim.

**Can you cut a performance improvement plan short?**

What are your options if the employee’s performance issues have gotten substantially worse? When an employee is on a performance improvement plan (PIP), and their performance has not improved and has, in fact, gotten worse, it is perfectly reasonable to cut the timeframe of the PIP short and move forward with further disciplinary action, including termination. Unless it’s written to say otherwise—and it absolutely shouldn’t be—a PIP is not a guarantee of employment for the duration of the plan. It shouldn’t alter the at-will employment relationship.

Just be sure that you are following historical practices if you have had similar situations in the past. The most important thing is to remain consistent. Document—and tell the employee—the reason why the PIP was cut short, listing each policy violation or performance issue individually, in case you are asked to provide context at a later date.

**How do you count employees for federal employment discrimination law situations?**

Most of the federal employment discrimination laws kick in when an employer reaches a certain number of employees. How do you count that number?

According to the Equal Employment Opportunity Commission (EEOC), you should count every employee who has worked for your organization during at least 20 calendar weeks in the current or previous year. Those 20 weeks don’t have to be consecutive, and the individual could have worked full time or part time. This methodology can be applied for the federal laws which the EEOC enforces: the Americans with Disabilities Act (ADA), Title VII, the Pregnancy Disability Act, the Genetic Information Nondiscrimination Act and the Age Discrimination in Employment Act.

Some of those same protections also show up in state laws and may take effect at lower headcounts. For example, the California Fair Employment and Housing Act (FEHA) has protections similar to those in the ADA. The definition of a disability under FEHA, however, is even broader, and FEHA applies to any organization with five or more employees (compared with the ADA’s 15 or more employees). If you’re setting policy or assessing liability related to discrimination, it is important to check state and local laws as well as federal laws.

Source: [HR|BIZZ](https://hr.bizz)

## BUSINESS MANAGEMENT

## How GPS Fleet Tracking Can Benefit Your Business

If your business owns delivery trucks, you know that those trucks are both very expensive mobile assets and potentially huge liabilities. Chances are you have concerns. Are your drivers driving safely? Are they using your vehicles to do side jobs? Are they sitting in a bar while claiming to be stuck in traffic? What if the vehicle gets stolen?

“These are all very real, very common problems,” states Peter Frankudakis, owner of Easy Fleet GPS, “that can all be mitigated with GPS fleet tracking.”

**What is GPS fleet tracking?**

With GPS fleet tracking, GPS tracking devices are installed on your vehicles to provide detailed real-time data. You’ll be able to see where your vehicles are going, how they are being driven, where they are stopped, how long they have been stopped, and whether they are at a customer location or somewhere they should not be.

**What does GPS fleet tracking enable you to do?**

As Peter explains, GPS fleet tracking

offers many benefits. These include the ability to:

- **Monitor how your vehicles are being driven** – Be alerted to speeding, reckless driving, harsh acceleration, harsh braking and harsh cornering, and get regularly-updated driver safety scorecards. As Peter points out, “Drivers that know they’re being monitored will drive more safely.”
- **Monitor vehicle condition** – Keep tabs on the check engine light and engine diagnostics.
- **Exonerate driver & company in accidents** – The footage filmed by a safety camera can show exactly what happened. “The SafetyCam that our company offers,” Peter notes, “uses artificial intelligence to detect stop sign and stop light violations, tailgating and other types of reckless driving.”
- **Reduce insurance costs** – Many carriers recognize the impact that GPS fleet tracking has on driver behavior and adjust rates accordingly.
- **Prolong vehicle life** – Cars that are driven safely last longer. Your vehicle maintenance costs will most

likely go down, too.

- **Eliminate side jobs & unapproved breaks** – Know exactly where your vehicles are going. “I’m always surprised,” Peter says, “that so many of our clients catch their employees doing things they should not be doing while clocked in at work.”
- **Recover stolen vehicles** – If a vehicle is stolen, the afterhours, landmark and tow alerts can alert you to the problem. Then the GPS tracking will enable you to tell authorities exactly where the stolen vehicle is.

“For example,” Peter shares, “a few months ago one of our customers noticed that a truck that should have been parked was moving. He pulled out his phone and started tracking the truck on his app and saw that it was now parked behind a liquor store. He contacted the authorities and within 20 minutes of leaving that parking lot the stolen truck was recovered.”

Given all of these benefits, it’s no wonder many companies find that GPS fleet tracking quickly pays for itself.

## UPCOMING WEBINAR



**DATE:** October 18, 19 and 20, 2022  
**TIME:** 10:00 am - 11:30 am PT on October 18 and 19; 10:30 am to 12:45 pm PT on October 20

The Mailpiece Design Consultant (MDC) Certification virtual workshop provides certification in understanding and designing mail for automation. It is essential for mailers to get their mail accepted, receive U.S. Postal discounts, speed mail delivery for themselves and their customers and avoid USPS penalties.

The cost for the three-day program is \$135.00 per person. This includes the MSMA MDC online exam fee, the Study Guide/Review Questions and over five hours of Zoom-based instruction presented by Mailers Hub. The daily video presentations will be made available for any attendee requesting it.

The session on October 20 will also include a “Postal Update” presentation by Leo Raymond of Mailers Hub starting at noon PT.

Register at <https://bit.ly/MailDesign>.



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to start a search for a new employee. Often your employees have family members or friends looking for a job or who are fed up with the job they have. Sometimes an employee knows someone working two part-time jobs who would rather have one solid, well-paying career with a chance of advancement.

Passionate employees can also become “brand ambassadors” for your company. Prospective employees are more likely to listen to someone who is currently working for a company than a job-promoting ad. Employers can provide opportunities for employees to represent the company at various events and earn special rewards. For example, does your company sponsor a local little league or school sports team? Sponsorship of local youth programs helps support young people and shows parents and relatives of the children that your company cares

about people. You never know when someone is looking for a career change.

When creating an employee referral program, rewards should be part of the program. A reward can range from a gift card to a popular lunch spot to a small bonus.

Local colleges and universities are also great places to find potential employees. Go beyond just advertising open job positions at local schools. These institutions have special career centers where students seek a career path. This will take some effort on your part. As we all know, the printing industry is not seen as an industry with great jobs and career advancement. Developing a relationship with the department head of the career center can go a long way to finding quality employees. The director of the department may have various names, but their main job is to

provide career advice to students. If you educate the director, they will educate the students.

In addition to reaching out to career centers, also attend campus career fairs and offer to speak about your company in relevant classes or club meetings. This may be an opportunity for your employee “brand ambassadors” to promote your company.

It is important to understand that while most colleges and universities do not have a printing program, many schools have strong business, fine art or marketing programs with students looking to find a focus for their skills.

Understand changes in the interview process

In today’s employment environment, you’re not just interviewing a potential employee; they’re interviewing you. A quality potential employee has prepared an updated resume, practiced how to respond to open-ended questions and is dressed for the job they want. What have you done to prepare your company for the interview?

When preparing your company for an interview, consider why a person would leave a current job to work for you. A 2021 Pew Research Center survey found that people choose to leave a company because of low pay, no opportunities for advancement and feeling disrespected. So, attracting a quality employee will take more than money. In fact, according to the survey, pay is only part of the

equation.

During the interview, make the path to advancement clear to the prospect. Will the path require training or education? Will the company pay or help pay for any advanced education? What is the time frame for advancement? Will a sales rep in a different field receive training to sell in the printing industry? Can a CSR move into a sales position? Can a shipping and receiving clerk get training to work in a press operator position? Answers to these questions will show the prospective employee that your company provides career advancement, not just a job.

Finding entry-level employees

I’m sure many of you have heard of Dave Ramsey, the personal financial advisor, radio show host, author and businessman. Dave tells a story about giving back. In his story, he challenges people to make a difference in a person’s life. He encourages his listeners who have completed his “7 Baby Steps” to go to a Waffle House on Thanksgiving Day, walk in and have a cup of coffee. Then, before they leave, Dave tells them to put three one-hundred-dollar bills under the cup and walk out. He explains that the act of giving will do as much for the giver as the receiver.

Continue reading at <https://bit.ly/PIASC-Employee>

Source: Lou Caron, PIASC President/CEO

CONTACT US

Address:  
5800 S. Eastern Avenue, Suite 400  
Los Angeles, CA 90040  
P.O. Box 910936  
Los Angeles, CA 90091  
Phone: 323.728.9500  
[www.piasc.org](http://www.piasc.org)

**Key Contacts**  
Lou Caron, President  
Ext. 274, [lou@piasc.org](mailto:lou@piasc.org)  
Dennis Bernstein, Commercial Insurance  
Ext. 222, [dennis@piascins.com](mailto:dennis@piascins.com)  
Cathy Skoglund, Southwestern States  
Member Services  
Ext. 221, [cathy@piasc.org](mailto:cathy@piasc.org)  
Tammy Weatherly, Northwest States  
Member Services  
Ext. 206, [tammy@piasc.org](mailto:tammy@piasc.org)  
Rodney Bolton, Human Resources  
Ext 218, [piasc@hrbizz.com](mailto:piasc@hrbizz.com)

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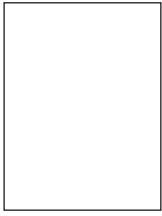
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Want to place a classified ad? Contact Kristy Villanueva at 323.728.9500, Ext. 215, [Kristy@piasc.org](mailto:Kristy@piasc.org).



PIASC  
5800 S. Eastern Ave., # 400  
Los Angeles, CA 90040

PIASCNative.news

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PIASC Events Calendar

OCT 18-20

Mail Design Certification  
Tuesday-Thursday, October 18-20  
Online Webinar  
<https://bit.ly/MailDesign>

OCT 22-23

LA Printers Fair  
Saturday-Sunday, October 22-23  
Carson, CA  
[www.printmuseum.org/los-angeles-printers-fair](http://www.printmuseum.org/los-angeles-printers-fair)

OCT 19-21

PRINTING United Expo  
Wednesday-Friday, October 19-21  
Las Vegas, NV  
<https://www.printingunited.com/>

NOV 15

Wage + Benefits Webinar  
Tuesday, November 15  
9:30 am - 11:00 am PT  
<https://bit.ly/WageandBenefits>

For full list of events, please visit [www.piasc.org/events](http://www.piasc.org/events)