

When Not to Worry About Turnover

Most HR professionals would agree that turnover is a source of stress. Losing an employee can feel like losing an investment, and replacing that person has its own costs—advertising, onboarding, training and coverage to name a few. But we also know that turnover is a manageable cost of doing business, and sometimes even welcome. In short, turnover is a metric to take seriously, but also realistically.

Let's examine a few potentially stressful situations related to turnover and explore whether they're really something you should be worried about.

Potential stressor: Your turnover rate seems high

Whether a given turnover rate is high or low depends on many factors—both in and out of your control. If ineffective or toxic managers are scaring away talent, you should prioritize fixing that.



If a bunch of employees resign about the same time, definitely pause and seek to understand why.

But if most of your workforce consists of students who typically leave after graduation or entry level workers who usually put in only a year or two before moving on, it's prudent to prepare for those departures, but the effect of these departures on your turnover rate needn't keep you up at night. Don't stress too much about a number; it's information that can be helpful, but also a distraction from what's really important.

Potential stressor: New hire quits

It never feels good when a new hire leaves within the first few months of their tenure with you, but unless it happens repeatedly, it's probably not a red flag.

That said, digging into your recruitment and onboarding processes

may help you tighten any loose ends. Look for disconnects between what is advertised and what the job actually entails. Conduct exit interviews if the departing employee is willing and ask open-ended questions about their experience. If you feel like you're getting only "safe" answers, be more pointed in trying to determine if the role was as they imagined based on how it was advertised, and whether there were any processes or people that contributed to their decision to leave.

Building a process that creates a true job preview for candidates should prevent them from feeling like they've been "had." New employees who come in with a clear picture of what to expect and then have an experience that matches those expectations are more likely to stick around.

Potential stressor: One team has much higher turnover

As you track turnover, you may notice spikes within one or more teams rather than throughout the whole company. Higher than average turnover rates among certain teams may point to bad management practices or unusually stressful working situations, but they also may be a sign of normal and good things happening. Approach the situation with curiosity.

You may find that teams with higher turnover operate with more entry-level

or transitional positions that employees don't typically spend a lot of time in. Perhaps you have a manager who's regularly helping their reports move up in the organization or setting higher (but still reasonable) performance standards than their predecessor. You may also find that the work that team does is more stressful, grueling, or monotonous than work elsewhere in the organization. You'd expect higher turnover in these situations. It's not necessarily a problem you need to solve, but it's definitely something to account for.

Parting thought

If you work in HR, you may have some sleepless nights. It's the nature of the job. You're constantly putting out fires, addressing emotionally challenging situations, and taking steps to make every hire a good investment for the company. When people leave, it can feel like you've failed.

But be kind to yourself. Turnover is always important—but it isn't always a problem. Turnover is normal and expected. Some turnover is good! Approach employee departures with curiosity and patience. They may indicate that something needs to be fixed or tweaked, but they may also be a sign that everything is working as it should.

Source: HR|BIZZ

BUSINESS MANAGEMENT

Is Your Terminology a Turn-Off?

Thirty years ago I hosted a baby shower for a friend who was in medical school. All the other guests were classmates of hers. When we played a "guess the gender of the baby" game, I was shocked to discover that none of her friends thought the baby would be a "boy" or a "girl." Instead, they all guessed it would be either "male" or "female." As future doctors, this was evidently the terminology they were accustomed to using!

Do you and your customers use the same terminology?

I was recently reminded of this incident while working on new website text for a commercial insurance broker. In the "services" section of the site they had planned to have a page called "Property & Casualty." I asked, "what exactly is 'property and casualty'?" I had a general idea, but I was not 100% sure what this terminology meant.

As it turns out, the "property & casualty" policies that they sell are what their average customer probably thinks of as "business insurance." I therefore

changed the name of this page to "Business Insurance," to match the terminology that their customers use, because that's what is important.

You need to get your own point of view out of the picture

I often preach that when it comes to how you communicate about your business' offerings, you need to do your best to get yourself out of the picture and make your words all about your prospective customers and their needs. At one level, this means greatly reducing or eliminating the use of we, us, I, our and my, and rewording things to focus on marketing's two "magic words" – you and your – instead.

For example, change:

"We make sure we create a personal relationship with all of our clients" to

"Having a personal relationship with your printer can be a significant benefit for you."

At another level, getting yourself out of the picture also means ensuring that

your terminology is not a turn-off. A good way to do this is to eliminate the jargon used by industry insiders that your customers might not use, even if they know what those terms mean. Instead, reword things from their perspective, using the words that they are most likely to use when shopping for whatever it is that you sell.



Source: Linda Coss, Plumtree Marketing, www.PlumtreeMarketingInc.com

GOVERNMENT AND LEGISLATIVE

On Our Radar

Proposed regulations and other issues that we're following:

- **Employment discrimination against family caregivers** – AB 524 would expand the list of protected characteristics under the Fair Employment and Housing Act (FEHA) to prohibit employment discrimination due to family caregiver status. The bill defines a "family caregiver" as a person who contributes to the care of one or more family members, including spouse, child, parent, sibling, grandparent, grandchild, domestic partner or any other individual related by blood or whose association with the employee is the equivalent of a family relationship.

- **Salary Transparency Act** – H.R. 1599 would amend the Fair Labor Standards Act to require an employer providing an employment opportunity to disclose the wage range for such employment opportunity to employees and applicants for employment, and for other purposes. As pay transparency is already required in California, it is unclear at this time what impact this Act would have on California employers.



UPCOMING EVENTS

Par-Tee On the Green



Date: Tuesday June 20, 2023

Location: Arrowhead Golf Course
10850 W. Sundown Trail

Littleton, CO 80125

12 pm - Registration, Warm-up and Lunch

1:30 pm - Shotgun Start

\$179 per member, \$209 per non-member

Includes: grab-and-go lunch and dinner celebration

Register today at <https://conta.cc/3KwRnta>

For information, contact Cathy Skoglund at 323-728-9500 Ext 221 or cathy@piasc.org

Honoring PIA’s Longtime Members

As the largest graphic communications industry trade association in the U.S., PIA is dedicated to helping our members succeed. We are very proud of the fact that many businesses find PIA’s broad array of services and discounts so valuable that they remain members for decades.

Each year we honor businesses that are celebrating their 25-year anniversary as PIA members with a Silver Award, those that have been members for 50 years with a Gold Award, and those that have benefited from PIA membership for 75 years with a Platinum Award.

Please join us in congratulating and honoring this year’s Silver and Gold members:



Gold Award – 50 years of PIA membership

- Absolute Packaging Inc. dba Lithocraft Co.
- ACRO Printing, Inc.
- Nugent Custom Printing
- Pharmaceutic Litho & Label Co.
- Ready Reproductions, Inc.
- Southland Printing Company
- The Kindred Corporation

Silver Award - 25 years of PIA membership

- Designtown USA
- File Source, Inc.
- Ford Printing & Mailing
- Groene Consulting
- Insua Graphics
- Jenco Productions, Inc.
- National Packaging Products
- Rare Group Enterprises
- Sarkans & Associates

Print & Finishing Solutions is Now a KODAK Channel Partner

As the largest independent distributor of commercial printing equipment in the western U.S., Placentia, California-based Print & Finishing Solutions (www.pfsgraphics.com) has expanded its digital offering to include Kodak’s complete current range of products and system solutions for the printing industry. This includes KODAK PROSPER Inkjet Presses and Imprinting Systems, KODAK PRINERGY Workflow Software Solutions, KODAK Offset CTP Systems and KODAK Printing Plates.

“We are excited,” says Christian Stauss, Print & Finishing Solutions’ CEO, “to have the opportunity to offer high-speed continuous inkjet to clients that are ready to move up from toner-based systems or that need to reduce labor costs and increase capacity in their offset operations without compromising on quality.”



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

Key Contacts

LOU CARON,
PRESIDENT
Ext. 274, lou@piasc.org

JUSTIN BOURG
COMMERCIAL INSURANCE
Ext. 284, justin@piascins.com

EVIE BAÑAGA,
EMPLOYEE BENEFITS
Ext. 224, evie@pibt.org

KRISTY VILLANUEVA,
MEMBER SERVICES
Ext. 215, kristy@piasc.org

RODNEY BOLTON,
HUMAN RESOURCES
Ext. 218, piasc@hrbizz.com

BUSINESS MANAGEMENT

Let’s Talk About Print Marketing

“The objective of print is to create impact, emotion, and remembrance. The issue is how do we do that? There are three ways – design, paper and print processes.”⁽¹⁾

In 1995, I started by licensing customer education print newsletters to about a dozen printers dispersed throughout the country. It was an instant success. Top-tier content and design was the key to our success.

The following 28 years saw us add a full range of digital services in the form of blogs, emails, social media campaigns and custom content/SEO services. I’m a big proponent of printers utilizing a multi-channel strategy for their marketing needs.

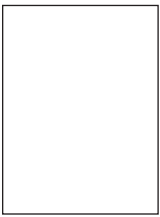
The crazy conditions over the last three years have caused many printers to cease using direct mail for marketing. There became an overreliance on digital efforts. I get it! You were busy and had paper and staffing constraints to deal with. Digital marketing is still better (by a long shot) than no marketing. But let’s be honest. Digital overload is real!

Now is the time for printers to start mailing again. Print’s tangible, tactile benefits have never been more needed or effective. At least not in my 28 years of doing this. What’s old is new again. “Marketing is the new sales”⁽²⁾ and print needs to be a part of those efforts.

Start engaging your customers with print if you want to gain and maintain accounts in 2023. Combine this with blog, social, and email digital strategy to gain and retain clients.

⁽¹⁾ *Printweek.com*
⁽²⁾ *Bill Farquharson*

Source: Patrick Whelan,
Great Reach Communications, Inc.,
<https://greatreachinc.com>.



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



Events CALENDAR

- 12th Colorado Par-Tee on the Green
TUESDAY, JUNE 20
Noon to 6:00 pm MT
Arrowhead Golf Course
Littleton, CO
<https://conta.cc/3KwRnta>
- Save the Date:
Annual Surplus Drive
THURSDAY-FRIDAY, SEPTEMBER 14-15
- Save the Date:
Paper and Substrate Show
TUESDAY, OCTOBER 3

06 JUNE

SU	MO	TU	WE	TH	FR	SA
			1	2	3	
4	5	6	7	8	9	10
11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	

FOR FULL LIST OF EVENTS,
PLEASE VISIT
WWW.PIASC.ORG/EVENTS

- Save The Date: Los Angeles
Printers Fair
SATURDAY-SUNDAY, OCTOBER 21-22

HONORING PIA’S
LONGTIME MEMBERS

ON OUR RADAR

YOUR TERMINOLOGY
A TURN-OFF?

WHEN NOT TO WORRY
ABOUT TURNOVER

Member News

Government
and Legislative

Business
Management

Feature

ISSUE 133

JUNE 5, 2023

