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Rose City Label

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Human Relations Issue

Four Steps to Ensuring
Organizational Effectiveness

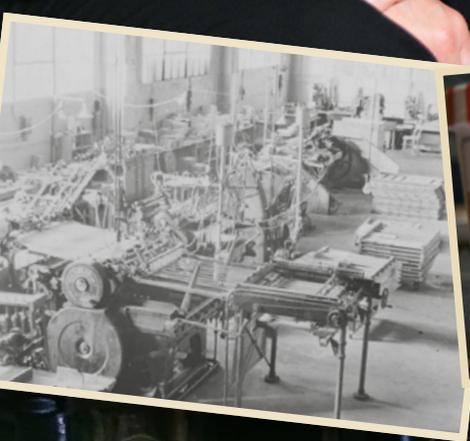
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Rose City Label

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The Print & Packaging Legislative Summit is the signature government affairs conference hosted annually in our nation's capital. This collaborative event brings together printers, suppliers and allied interests for a powerful program of issue advocacy, political education, public affairs discussions, interaction with Members of Congress and networking events on Capitol Hill. Join your peers as we address our legislators as ONE industry with ONE voice. The Print & Packaging Legislative Summit is co-hosted by AICC, The Independent Packaging Association, Association for Print Technologies (formerly NPES), Fibre Box Association (FBA), Idealliance, Printing Industries of America (PIA) and Specialty Graphic Imaging Association (SGIA). The Summit will be held in conjunction with National Association of Manufacturers' (NAM) annual Manufacturing Summit. Additional supporting organizations are continuing to join us.

WHO SHOULD ATTEND

Recommended attendees are Presidents/CEOs and other C-Suite executives of printing and graphic communications companies. Executives with responsibility for environmental/health and safety, human resources, legal, postal, tax, technology and/or sales are especially encouraged to attend.

WHAT TO EXPECT

The Summit will host legislators, printing and graphic communications professionals and policy experts for an industry-wide meeting and networking event. In-person grassroots lobbying meetings on Capitol Hill will enable you to take your company and industry story directly to decision-makers in the U.S. Senate and House of Representatives.

WHAT YOU WILL LEARN

- How hot-button policy issues may impact your company's bottom line.
- Best practices on how to advocate for your company and the industry before Congress, the Trump Administration, and other decision-makers.
- How to promote the positive image of print, packaging and paper before key Capitol Hill audiences.
- The impact of hotly contested mid-term congressional elections on legislation and public policy of importance to the graphic communications industry.

FOR MORE INFORMATION OR TO REGISTER:

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HR Strategy and Competitive Advantage

Dr. Ronnie H. Davis, Senior Vice President and Chief Economist,
Center for Print Economics and Management, Printing Industries of America

Traditionally, the human resources function has been viewed primarily as an administrative operation. It has focused on tasks such as recruiting, staffing, appraisals, pay, and benefit management. While these tasks are important, they are not seen as strategic or as significant sources of competitive advantage to a business.

Today, the old view no longer holds. HR management is now recognized as a key part of business strategy. The primary driver of this new view is the recognition that management strategy must encompass all facets of the business operation. Additionally, the evolution of work from hands-on muscle to craft-based to knowledge-based has increased the value of each employee. Thirdly, the recent tightening of U.S. labor markets has reinforced this perspective. Printers increasingly recognize the need to focus on the HR function as a strategic tool to improve their bottom line. The question now that many printers ask themselves is: “How can this be done?”

People, Productivity, Profit, and Print

It still takes a lot of people to produce print. Commercial printing and print-based publishing still employed over 1.1 million people last year. Even though total print employment is trending downward, this is still a large base that creates a demand for new hires as old workers retire, leave for new jobs, and other reasons.

For 2017, we estimate the combined printing and print-based publishing industries hired approximately 45,850 employees for a mix of new jobs and replacement for workers

retiring or leaving old jobs. Of course, these replacement employees likely have different skill sets as print moves from conventional print processes to digital processes and more service-based business models.

Profit-leading printers in the top 25 percent of profitability recognize the close link between their people, productivity, and profits. Here are just a few of these linkages:

- Increasing sales coupled with fewer employees make each employee more valuable. Profit leaders have significantly higher sales per employee than profit challengers (printers in the lowest 25 percent of profitability).
- Profit-leading printers invest significantly more per employee in terms of plant and equipment than profit challengers.
- Profit-leading printers have significantly fewer employees per sales dollar than profit challengers.
- Profit-leading printers have significantly lower people costs as a percent of sales than profit challengers, but spend more on payroll per employee than profit challengers.
- Profit-leading printers have significantly higher profits per employee than profit challengers.

The overall impact of the above five metrics is that each employee of a profit-leading printer is significantly more important to the success of the firm. Profit-leading printers recognize the strategic importance of the HR function.

Best Practices in Print HR

How are printers addressing the new role of HR management? Many printers have already implemented high-performance work systems. There are four key elements to these systems:

- Be all-inclusive. Make sure employees believe that you have equity in your HR system in terms of benefits, profit sharing, awards, and other perks. Of course, pay must be based on merit, skill sets, responsibilities, and other competitive factors, but there should be a perceived equity in the core elements.
- Share information. Make sure your organization is transparent in key metrics related to your financial position, profits, business plans, and strategy.
- Invest in your workforce and develop knowledgeable workers. Profit-leading firms invest significantly more per employee in training and education. Be proactive in this—don't wait for employees to ask for training or to go to a class, but push them in this direction.
- Finally, be sure to link performance with rewards. Compensation and bonus systems should be based on individual, team, and firm performance.

Of course, there are additional issues and questions included within a strategic HR perspective. Printing Industries of America's Center for Print Economics and Management has a cooperative research program with the Jones School of Business at Middle Tennessee State University (MTSU). This year, our partnership is focused on this very topic—strategic HR management including recruiting, hiring, retaining, and other HR practices and their impact on profitability and other performance metrics.

The survey and subsequent Management Study will give printers insight into the best recruiting, hiring, and human resources practices. The project explores the relationship between HR practices and profitability and other key performance metrics. Survey participants will receive a comprehensive report of the findings.

FOR MORE INFO

Printer Members can take the survey now by visiting www.printing.org/hiringsurvey.

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Four Steps to Ensuring Organizational Effectiveness

Jennie Hollmann, Ph.D., Caliper

Leading through organizational effectiveness and understanding your company's strengths and challenges comes down to having a comfort level with change and embracing the struggle. In order to understand where your company is at risk and where it has strengths to be leveraged, there must be a willingness to integrate data and analysis into the process. This does not always mean quantitative data; it can also include qualitative data collected through interviews and focus groups with employees. The methodology is less important than the outcome. It is important to understand that different aspects of the organization must be aligned and balanced in order to meet your performance objectives. Putting all your efforts in one area will not get you the performance objectives you seek—whether those are growth, increased profits, or stronger relationships with your customers.

Although organizational effectiveness may sound complicated and overwhelming, it really is not. Below are the four steps to building organizational effectiveness at your organization.

1. Determine Your Future State

Simply put, where do you want to see your organization in the future? If your organization is operating in a way that is effective and will help you reach your stated goals, what behaviors are you seeing in employees and throughout your organization? What are those performance objectives? Is it about greater collaboration or innovation? Is it moving at a faster pace or adding more processes so that efforts are not

duplicated? Is it about creating a climate of empowerment so decisions can be made more quickly? Once the future state is determined and operationalized, you can develop clear behavioral objectives for employees throughout the organization. How to use this future state then becomes a key ingredient of the overall organizational strategy.

2. Understand Your Current State

There are three main components to consider when looking at the organization currently: leadership, support systems, and the structure of the organization. All three of these areas need to be aligned, balanced, and focused on the determined performance objectives in order to enhance the overall effectiveness of the organization. Leadership includes areas such as setting a vision and goals, communicating effectively, and leading by example. This is the piece that identifies why your business exists. Support systems include HR systems such as performance management, compensation, staffing, as well as IT systems and marketing and sales efforts. Support systems are about what is done to maintain your business. The third area is the structure of your organization. This includes elements such as the design of the organization, roles and responsibilities, delegation of authority, and span of control. Structure focuses on how the business is put together. In terms of understanding your current state, it becomes critical to ask good questions about each of these key areas. What is it about your leadership, systems, or structure that is supporting your organization toward its goals, and what are those elements that may be hindering

strategic achievement? Once you have identified these elements, you will have a handle on the current state.

3. Implement the Right Tools

Employee engagement surveys are tools that are more quantitative in nature that help determine the current state and can help measure the climate of the organization. These flexible and efficient tools offer you a snapshot of the organization to understand what is working well and where there may be room for improvement. For example, a company that needs to move in the direction of a more innovative climate, but is bogged down by rules and processes, may find it beneficial to allow for more creativity and risk instead of focusing on process. They can then begin to tap into unique ideas and perspectives as well as collaborate more effectively among employees. Employee engagement survey data can also be used in a predictive model to determine what aspects of the organization are most linked to performance objectives.

4. Analyze the Gaps and Build a Roadmap

We can assess risk by looking at the gaps between the future state and current state. This will then allow us to create a roadmap of solutions. Prioritization occurs when the areas of greatest risk are understood. Not everything needs to be done at once, but keeping in mind the big picture and the systemic philosophy of balance and alignment can allow an organization to determine the best next steps.

For some leaders this approach may feel very overwhelming. They may have a fear of uncovering elements of the organization that are not effective. However, by embracing the struggle, understanding the benefit that the end result will provide, and enjoying the process, leaders can impact and drive change through a balanced approach.

Considering all aspects of the organization allows for greater employee engagement and commitment to both the process and the outcome.

ABOUT THE AUTHOR

Jennie Hollmann, Ph.D is currently the Director of Organizational Research with Caliper. She is an expert in organizational effectiveness, assessment, and coaching.

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Member Spotlight: Rose City Label

Sarah Sudar, Copywriter, Printing Industries of America

Portland, Oregon-based Rose City Label is the oldest label company in the Northwest United States. President Scott Pillsbury wasn't passionate about the family business at a young age, but as he got older, he knew he would end up in it.

After high school, Pillsbury entered the United States Air Force Academy in 1985 and worked in sales at Merrill Lynch in Seattle before moving back home and

joining Rose City Label in 1994 as an account manager focusing on the marketing side of the business.

"I didn't want to go directly from the Air Force into the business," says Pillsbury. "I wanted to do something else and bring some experience to the business."

He never learned how to run a press but worked his way through the business, spending time in prepress, finishing, packaging, and shipping to understand the different departments. He became President in 1998 and his sister, Whitney, who had entered the business six months ahead of him in 1993, joined him as Vice President after the unexpected passing of their father, Mike Pillsbury.

"We had to pick it up, become partners, and move the business forward," says Pillsbury.

Mike Pillsbury purchased Rose City Label in 1974 from Wayne Frie, whose father, George, started the business in 1928. Mike had a background in the printing industry, working as a paper salesman for Zellerbach Paper. He didn't know how to run a press



but he had a passion for business and saw a good opportunity when it came along.

Rose City Label started out letterpress printing for cake box bands and insurance policy seals in the 1920s. The company moved to sheetfed offset printing for glue applied, heat seal, and adhesive back labels, and in the 1960s they were early adopters of flexographic roll label printing. In the 1980s, they became experts in foil and hot stamp printing and now embrace digital printing technology.



The company prints high-quality custom labels for anyone with a product in a bag, box, or bottle. They work with customers to decide the right printing platform, the right material (with over 50 label materials in stock), and other design options. Their current roster of clients includes producers of craft beer, premium wine, gourmet food, and consumer goods.

Rose City Label got into the craft beer industry about 10 years ago, but the movement from bottles into cans has slowed down that business. In the last five years, they upgraded their equipment to allow for the printing of challenging wine labels and have seen growth within that business line. And, being based in Oregon has allowed them to also print for cannabis products, another growing area of business.

Thinking outside the box, Rose City Label has also found nontraditional solutions for labels, such as dielectric mylar insulators for electronics, polyester barriers for cellular research, and die-cut protective

labels designed to protect young tree branch buds from browsing deer.

Pillsbury says he gets asked all the time if he's going to diversify his business but he's quick to say that they have been printing labels for 90 years and once they get it figured out, they'll move onto something else. With commercial printers outsourcing label printing to them, business is steady. 2017 was the most profitable year in the company's 90-year history.

"Having a physical label on a physical product is hard to replace with a PDF," adds Pillsbury. "Printing has gone online, but this still has value in the marketplace."

Keeping technology current is something that not only makes them attractive to customers but also to their family of 19 employees. In fact, two of their employees have been with the company for over 30 years and several employees have been with Rose City Label for over 20 years.

"We have wives and husbands, brothers and sisters, and even at one point a mother and a son," says Pillsbury. "Half of the employees are related to someone else, which can sometimes be a challenge when they want to take vacations."

He adds that people are reassured by the company's investment in technology in order to stay relevant and viable for the future. Even the traditional press operators are happy to see digital technology in the business because they want to work for a healthy, growing company.

In addition to advancing technology, Rose City Label also makes an effort to promote within the company so employees can advance in both skill and pay. Employees appreciate the company's early adoption of the national TLMI LIFE eco-friendly certification. Being green is important to Rose City Label, so they water wash flexo plates, recycle, and have recently purchased 100% wind power to run the business. Celebratory pizza parties and the encouragement to bike to work make them stick around too.

Though there isn't a third generation ready to take charge yet, Pillsbury says he's focused on keeping the business strong and profitable.

A PULSE ON EMPLOYEE ENGAGEMENT

WHY ENGAGEMENT MATTERS



According to a 2017 Gallup report¹, **only 1 in 3 American workers are engaged at work.**

Gallup¹ found that employers in the **top quartile of engagement benefit from:**

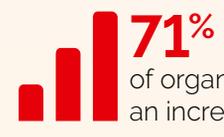


MAKE TIME FOR MANAGERS

A 2015 Brandon Hall Group report² found a **strong correlation between manager engagement and overall company engagement and success:**



of surveyed companies experiencing increased manager engagement reported increased employee engagement over the same timeframe.



of organizations also reported an increase in revenue.

Top areas of focus to increase manager engagement:



CONSIDER YOUR EMPLOYEE MIX

Brandon Hall Group's 2018 Engagement Practices Survey³ found **generational differences in the type of engagement activities that employees value most:**

High-value engagement efforts for Gen Z, Millennials, and Gen X employees



High-value engagement efforts for Baby Boomer employees



Resources
¹ State of the American Workforce. Gallup. <http://news.gallup.com/reports/178514/state-american-workplace.aspx>
² Why Great Managers Matter. Brandon Hall Group. 2015. http://go.brandonhall.com/why_great_managers_matter
³ The Generational Impact of Employee Engagement Practices. David Forry, Brandon Hall Group. Feb. 7, 2018. <http://www.brandonhall.com/blogs/generational-impact-employee-engagement-practices/>



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Boosting Company Culture

Tara Halpin, President, Steinhauser, Inc. and Sarah Sudar, Copywriter, Printing Industries of America

Leading the company her great-grandfather started in 1905, Tara Halpin strongly believes that creating a company culture that recognizes and engages employees is critical. She shares with PIA some of the unique tactics she's implemented at Steinhauser.

Why do you think company culture is important?

Happy employees mean happy customers. Customers see when they walk in the door or when they talk on the phone that employees are happy and taken care of. All of our employees want to help our customers grow their businesses, and they can only do that if they are happy and proud of the company they work for and the product that they provide. People are at work more than they are at home or anywhere else, so we try to make it as safe and as comfortable as humanly possible. We want our people to feel valuable, loved, and have the ability to constantly learn and improve. If you have unhappy employees, your culture will undoubtedly suffer.

How have you developed culture at Steinhauser?

I think back to my dad and how he treated his employees. They were so loyal to him. He was honest and everyone trusted him and I'm trying to follow in his footsteps. Developing a positive culture has to be deliberate and you have to make sure you treat people the way you want to be treated. In this day and age, there has to be flexibility. You could have employees with a sick parent or young mothers who want to take a 10–12 week maternity leave or come back and work part time. I always

support decisions to do what is best for their family. It's critical for our employees to have a career and a family. I want them to be able to do it all.

What are some out-of-the-box strategies you use to build the culture at Steinhauser?

Last year at our company kickoff meeting, we broke all of the employees into groups of four to come up with a goal that leadership hasn't set yet that we could work on together. The number one thing was to do more with each other outside of work. They feel close to each other and want to do fun things together.

One thing we do is a monthly "Steiny Snax" meeting for the entire company where we celebrate birthdays, anniversaries, and share all company information on metrics, sales, and gross profit. It's a way to get everyone together to enjoy each other's company and see how the company is doing.

On the third Thursday of every month, we have "Thirsty Third Thursday." Each department gets to plan a happy hour from 3:30 to 4:30 p.m. to incorporate both shifts. The shop is shut down and the happy hour is complete with games, food, and beverages. In March, we had a March Madness 80s themed happy hour. It's a time to come together again. We also bring in a monthly "Steiny Treat" to let employees know we appreciate them. One month we brought in chair massages and everyone got a 15-minute massage.

We also work a lot in the community. Employees are given time off from work to visit third-grade children at

the local elementary school through an “adopt a class” program and to do volunteer work of their choice.

You’ve worked hard to build a culture at Steinhauser. When hiring, how do you know if a candidate will fit into the culture you’ve built?

We spend a lot of time in the interview process, starting with our HR manager who does phone screens. Candidates are then taken through three levels of interviews and talk with different people throughout the company to make sure the fit is right. We share the Steinhauser Way during this process, so the candidates get a sense of our culture from the beginning. You can tell most of the time how people will fit into our culture. If anyone has a concern or a red flag, we don’t do it. We’ve learned that you have to trust your gut.

How do you recognize employees at Steinhauser?

For anniversaries, I give a handwritten note specific to the employee and there’s a monetary gift associated with their years of employment. We have a “good book” in our break room that allows employees to recognize each other if someone did something above and beyond. We read all of the entries at our “Steiny Snax” meetings. Anyone who was entered into the “good book” has an opportunity to win a gift card. There’s also a chalkboard wall in the break room where employees can write immediate thank yous for all to see. We really encourage people to recognize one another.

If a company is looking to engage employees and build culture, where should they start?

The first thing to do is to write a culture plan. This year I wanted to build a written culture plan that outlined our goals and how we will measure employee engagement. Get a team of a few people together and talk about goals and how you want people to feel at work. Define your objectives, how you will measure them, and what activities you are going to include during the year. All of these things are second nature, but we need to be reminded of them.

You want to start simple and start with communication. Try holding a consistent monthly meeting, regardless of who may be out of the office. Consistency is key. Engaged employees want to know what’s going on so share with them the details on how the company is doing. A little goes a long way.



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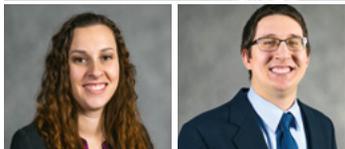
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OSHA's New Walking-Working Surfaces Rule: Ladders

Gary Jones, Assistant Vice President, Environmental, Health, & Safety Affairs;
Kaitlin Rundle, EHS Specialist; Matthew Crownover, EHS Specialist, Printing Industries of America

As part of the updated rule from the Occupational Safety & Health Administration (OSHA) regarding walking-working surfaces, there have been several key changes to the requirements for fixed and portable ladders. The goal of the regulation is to prevent slips, trips, and falls in the workplace. According to OSHA, about 20 percent of all fatal and lost work-day injuries are due to falls from ladders, making it imperative for companies to comply with these revised regulations.

The ladder requirements can be found in 29 CFR 1910.23 and cover all ladders in the workplace, except when a ladder is used in emergency operations (i.e., firefighting, rescue, and tactical law enforcement). Several of the changes include new requirements for inspections and safety systems for certain fixed ladders.

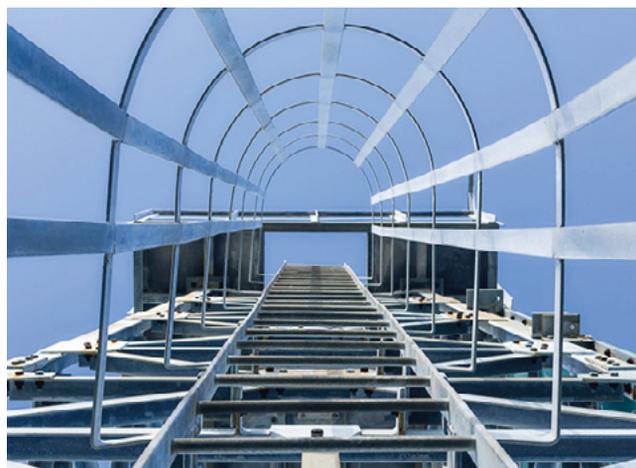
In general, all ladders must be used for their intended purpose and be capable of supporting the maximum intended load. Rungs, steps, and cleats must be properly spaced and have the correct minimum clearance. Wooden ladders cannot be coated with any material to conceal structural defects, while metal ladders should be corrosion resistant. In addition to these physical requirements, employees must be trained on how to safely and properly use each ladder, including that while ascending and descending, employees are to face the ladder, maintain

at least three points of contact, and not carry a load that could cause them to lose balance and fall.

Inspection

OSHA's rule states that all ladders must be inspected before initial use during each work shift. OSHA does not specify what to inspect, but it is important to confirm that the ladder is in a safe condition and that the ladder functions properly. As a minimum, the following need to be checked when inspecting a ladder:

- Make sure rungs, steps, and cleats are parallel, level, and uniformly spaced, and that they are free of grease or oil.
- Check to see if ladder surfaces are free of puncture and laceration hazards and corrosion.





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- Confirm the ladder is able to support its maximum intended load.
- For portable ladders, ensure the ladder is stabilized, and if on a slippery surface, make sure it is secured to prevent displacement.
- Check to see if joints are tight and all hardware and fittings are securely attached.

Any ladder found to not be in a safe condition needs to be tagged with “Dangerous: Do Not Use” or other similar language and taken out of service until it is repaired or discarded. Any supporting documentation when corrective actions are taken would also show that ladders are being regularly inspected and repaired. While OSHA does not require that the ladder inspections be documented, it is a best practice to institute a system by which this is recorded.

Portable Ladders

Portable ladders can be freely be moved or carried and usually consist of side rails joined at intervals by steps, rungs, or cleats. Such ladders must have rungs and steps that are designed or treated to minimize slipping. If portable ladders are used to gain access to an upper

landing surface, they must have side rails that extend at least three feet above that surface.

Ladders must be used on stable and level surfaces and are not to be moved, shifted, or extended while an employee is on it. In addition, ladders must not be tied or fastened together nor placed on unstable bases to provide additional length. If a portable ladder must be used on a slippery surface or placed in a location where it can be disturbed by other activities, it should be ensured that it is secured and stabilized before usage.

Fixed Ladders

These ladders are permanently attached to a structure, building, or equipment. For all fixed ladders, the employer must ensure that the minimum perpendicular distance from the centerline of the steps or rungs, grab bars, or both, is seven inches to the nearest permanent object in the back of the ladder.

The rule outlines requirements for grab bars, through ladders, side-step ladders, and hatch covers. Grab bars must extend 42 inches above the access level or landing platforms and cannot protrude on the climbing side beyond the rungs. For through ladders, the steps or rungs must be omitted from the extensions and the side rails should be flared to provide adequate clearance. For side-step ladders, the side rails, rungs, and steps must be continuous in the extension. For both through and side-step ladders, the side rails must extend 42 inches above the top of the access level or landing platform.

When a fixed ladder terminates at a hatch, the hatch cover must open with enough clearance to provide easy access to or from the ladder.



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Fall Protection for Fixed Ladders

The rule requires the use of a personal fall arrest system or ladder safety system. The use of the safety system is mandated based on the age of the ladder.

All “new” fixed ladders installed on or after November 19, 2018, must be equipped with a personal fall arrest system or ladder safety system that provides protection throughout the entire vertical distance of the ladder. In addition, the ladder must have rest platforms provided at maximum intervals of 150 feet. Existing fixed ladders, as in those installed prior to November 19, 2018, must have a personal fall arrest system or ladder safety system installed by November 18, 2036.

A ladder safety system is designed to eliminate or reduce the possibility of falling from a fixed ladder. The new rule provides requirements for these systems in their fall protection criteria and practices. The system must allow the employee to climb up and down the ladder using both hands and must have the strength to stop employee falls. While inspecting your ladder safety system, it is

important to ensure they are capable of withstanding a drop test consisting of an 18-inch drop of a 500-pound weight, without failure.

To prevent an employee from falling into a ladderway floor hole or ladderway platform hole, a guardrail system and toeboards must be erected on all exposed sides, except at the entrance to the hole. A self-closing gate or an offset must be used at the entrance.

OSHA’s new walking-working surfaces rule incorporates several updates and new requirements to provide the necessary guidance to eliminate hazards in the workplace. Documentation is a good practice to ensure inspections of your ladders are being performed as necessary. See the PIA Ladder Initial Assessment and Ladder Inspection Checklist at www.printing.org/ladders and use them to evaluate whether or not your workplace ladders are safe for use.

LEARN MORE

This is a general overview of this OSHA rule.
For more information, contact our EHS Affairs Department at EHS@printing.org or 800-910-4283, ext. 794.



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