

# SIGNATURE

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## ADAM AVRICK ELECTED CHAIRMAN OF PRINTING INDUSTRIES ALLIANCE

The Executive Committee of the Printing Industries Alliance was elected at the Board of Directors Meeting held on June 16th at Book Arts in Buffalo. Adam G. Avrick was elected Chairman, replacing outgoing Chair Kathleen "Kathie" Hartmans, who served three terms in that role. Congratulations to our slate of officers for the 2022-2023 term:

**Chairman: ADAM AVRICK,**  
President, Design Distributors, Deer Park, NY

**Vice Chairman: GLEN BOEHMER**  
CEO, Sentinel Innovation, Hempstead, NY

**Secretary/Treasurer: GEORGE SCHARR**  
CEO, Flower City Group, Rochester, NY



Prior to his election as Chairman, Adam Avrick served as PIA Vice Chair and Secretary, and has served as a director since 2009. Design Distributors joined PIA in 2008, soon after PIA acquired the Metro NY/NJ territory. Adam also serves as a Trustee on the PIA Workers' Compensation Safety Group Executive Committee.

Design Distributors, Inc. (DDI) is a direct response printing and mailing company located on Long Island. DDI is a family-owned business, which was founded in 1966. After taking over the Company in 1993, it has been expanded from an envelope manufacturer to a full-service printing and mailing facility. DDI most recently expanded into digital printing with both Sheet and Continuous Web printers.

Adam, a native New Yorker, is a graduate of the Rochester Institute of Technology with a BS degree in Printing Systems Management. His visits to Buffalo during his

*Continued on page 3*



Welcome New Chairman!



June 2022 / In this issue

Cover Continued & Many Thanks	3
Neographics	3
HR Hot Topics	4
Printing Industry Performance Insights	5
Print Drives America Foundation Supports the Mariano Rivera Foundation	5
PIA Member Resources	6
Sales Compensation Study	8-9
Powered Lift Truck Safety	10-11
Upcoming Events	12
HR Conference 2022 Recap	12
quoins2pixels	13, 15
PIA Board of Directors	14
Americas Print Show 2022	14
Member News	16

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# CAN





## COVER CONTINUED

college years began his love for chicken wings, which continues to this day! After graduating, Adam started his career as a quality control specialist for a large European publishing company.

Adam has served on the Executive boards of many industry organizations such as The Graphic Arts Professionals, The Young Printing Executives Club, The RIT Printing Alumni Association, as well as the Long Island Chapter of the Young Presidents Organization. Adam currently serves as Treasurer of the Long Island Postal Customer Council (LIPCC) and is a member of the Steering Committee for the Print Industry Alliance of Long Island (PIALI).

In 2013, Adam was honored by the United States Postal Service as the National PCC Industry Member of the Year Gold Award.

**Thanks, Adam, for your commitment to leading PIA!**

## MANY THANKS

### KATHIE HARTMANS HONORED AS OUTGOING CHAIR OF PRINTING INDUSTRIES ALLIANCE

Our thanks to Kathie Hartmans, immediate Past Chair of Printing Industries Alliance, for her service and dedication for the past three years. Kathie has been a tireless advocate of the PIA for many years, beginning her service on the board of directors in 2003 and also served as Vice Chair and Secretary. When Kathie began her first term as chair in 2019, she went on the road with Tim Freeman, PIA President, visiting members and prospects to promote PIA.



Kathie was honored as outgoing Chair of PIA at a reception held on June 16th at Book Arts in Buffalo. While Kathie always deflects attention away from herself, her many friends and colleagues in the industry were happy to join in the celebration honoring Kathie's service to PIA. She was presented with a framed print entitled, "First Amendment," which pictures Ben Franklin outside a print shop circa 1791.

In an interview printed in the March newsletter, Kathie was quoted talking about why she is a member and volunteer leader of PIA: "I can't imagine not being involved with PIA. I don't remember what year we joined, but we started Quality Bindery in 1993 and I know it was soon after that. I just can't imagine not being involved. It always surprises me when you talk to someone who's

not a member and the obstacles they go through not to be a member. It's very affordable for all the benefits that you get. Not just the savings, but the camaraderie and the connections and community. I don't get why they won't join."

Kathie's other volunteer commitments include secretary of the Greater Buffalo Friends of Music board and service as Vice Chair of the WNY Book Arts Center board. Her specialty is in sales and customer service. Kathie also works tirelessly behind the scenes connecting people, promoting printing and Buffalo, and supporting local community efforts in growth. Quality Bindery has been involved with People, Inc. for over ten years.

**Thank you, Kathie, for your service to PIA and the print and graphic communications industry!**

**We are grateful for the service of all members of our volunteer Board of Directors** (see full list on page 14).



### SHOWCASE YOUR BEST WORK WITH NEOGRAPHICS ALL ENTRIES DUE BY JULY 29, 2022

Printing Industries Alliance members are invited to participate in the 2022 Neographics Power of Print competition, presented by the Graphic Arts Association. Neographics is one of the nation's largest regional graphic communications contests and showcases the best in graphic communications, packaging, converting, design, and publishing.

As a Neographics sponsor, Printing Industries Alliance members receive contest benefits including a free first entry and member pricing for subsequent submissions.

If you are a printer, service bureau, advertising agency, in-plant, finisher, packaging and/or converting company, binder, platemaker, specialty shop, desktop publisher, or graphic designer—you can enter Neographics! Awards will be presented October 6, 2022 at the Neographics Exhibition, Award Ceremony & Cocktail Reception in Philadelphia.

Please take a moment to think how successful participation in the Neographics contest can assist your firm's marketing presence. Contact us at (716) 691-3211 or [info@PIAlliance.org](mailto:info@PIAlliance.org) to request a Call for Entries brochure. All submissions must have been produced between January 1, 2021 and December 31, 2021.

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## FEDERAL CASE REMINDS ALL EMPLOYERS TO VERIFY PROPERLY COMPLETED (OR CORRECTED) I-9 FORMS

By Michael L. Dodd, Partner, Ferrara Fiorenza PC

A current federal court case highlights the importance of all employers having properly completed – and when necessary, properly corrected – I-9 Employment Eligibility Verification forms for all their employees. Failure to do so can lead to exorbitant fines and even criminal penalties.

The I-9 Form, which must be completed by the employee and the employer, demonstrates that the employee is legally authorized to work in the United States, in terms of citizenship or immigration status. The law requires employees to complete a portion of such forms and come forward with documents that establish both their identity and authorization to work. The employer must then review the documents and complete the form within three days of an employee beginning to work. These completed forms must be kept throughout each worker's employment and for at least one year thereafter.

In a case currently before the Ninth Circuit Court of Appeals, a husband-and-wife staffing company that would routinely supply between 500 and 600 temporary employees to various businesses in their area, was found to have improperly completed and altered I-9 forms for those temporary employees. Specifically, the United States Department of Homeland Security, Immigration and Customs Enforcement (ICE) found more than 1000 I-9 forms with basic mistakes, such as errant checks in certain boxes, lack of employer and employee signatures, etc. They also found more than 200 forms that were not completed within the three-day timeframe noted above. And, lastly, ICE found nearly 180 forms that showed evidence that the employer had tried to backdate certain information to make it appear as though it had been completed properly in the first place.

The staffing agency was fined \$1.1 million for the I-9s with inaccurate or missing information, approximately \$156,000 for the forms not completed in a timely fashion and nearly \$260,000 for the unlawfully backdated items. The company is appealing the ICE determination and fines to the Ninth Circuit and a decision is expected later this year.

Nonetheless, this should serve as a cautionary tale emphasizing the importance of: 1) having protocols for the timely completion of I-9s when employees are hired; 2) having staff members familiar and knowledgeable with the completion and retention of I-9 forms; and 3) self-auditing existing forms and correcting any errors in a clear and transparent manner.

PIA members may contact Mike Dodd at mldodd@ferrarafirm.com or (315) 437-7600 with any questions.

## PRINTING INDUSTRY PERFORMANCE INSIGHTS (PIPI)

### NEW STUDY ON MARKETING PLANNING, SALES TEAM MANAGEMENT, AND SOCIAL MEDIA USE!

Printing Industries Alliance has partnered with multiple regional printing associations to sponsor Printing Industry Performance Insights (PIPI) studies analyzing our industry. Findings from the April 2022 PIPI study reinforce the importance of marketing planning, sales team management, and social media use in today's printing industry. This work also shows that effective marketing and sales management strategies in the printing industry have changed in the past ten years. Effectively marketing your printing company is dynamic and changing.

#### Key takeaways from April's study

- It appears that higher-performing printing firms engage in marketing planning, sales management, and social media marketing more than their lower-performing counterparts.
- Planning and outcome assessment appears vital to marketing planning, sales management, and social media marketing.
- The report provides multiple tips for marketing planning, sales management, and social media marketing from the survey items and results.

**The big message from our study:** marketing planning is vital! As Dwight D. Eisenhower said, "In preparing for battle I have always found that plans are useless, but planning is indispensable." "Marketing planning" is an ongoing process. Marketing planning is never finished. Planning is also essential in sales team management and social media use.



Since we released our PIPI report in mid-May, we've continued to analyze the data using high-level statistical tools. So far, our deeper analysis reinforces our early assessment that planning is a vital performance driver. Your leadership team's reading this report may provide tips for engaging in effective planning.

Although we emphasize planning in this summary, our report has specific information about sales team management and social media use.

In addition to the report discussed above, the April PIPI study also produced a report discussing revenue growth among printing association member firms. Visit <https://piaalliance.org/management-tools-2/> to download the April study as well as earlier studies on topics such as supply chain disruption and workforce shortages. Contact Ralph Williams at [ralph.williams@mtsu.edu](mailto:ralph.williams@mtsu.edu) with any questions on the PIPI studies.

### PRINT DRIVES AMERICA FOUNDATION SUPPORTS THE MARIANO RIVERA FOUNDATION



PIA's Special Report on "Recruitment, Retention and Pathways to Employment" included a feature on the Mariano Rivera Foundation, started by Mariano Rivera, the record-setting New York Yankees relief pitcher and National Baseball Hall of Fame inductee.

Established in 1998 by Rivera and his wife, Clara, the Mariano Rivera Foundation provides educational resources and career opportunities to children and youth from impoverished families. Its mission includes preparing young learners for careers in high-demand fields through mentorships and hands-on vocational training.

The Mariano Rivera Foundation is building a Learning Center in the city of New Rochelle, NY. The Learning Center will provide guidance and resources to students of impoverished families and prepare them with the necessary skills to enter several different fields.

Print Drives America Foundation hosted a table at the Mariano Rivera Celebrity Golf Benefit, which raised over \$1,000,000 for the foundation. Tim Freeman, PIA President and Adam Avrick, PIA Chairman, (pictured with Mr. Rivera at left) were among the attendees.

The Foundation's new print education and mentorship offerings focus on skills needed to prepare young people for careers in the multifunctional peripheral (MFP's) service technicians, design and print production fields. Visit [www.themarianoriverafoundation.org](http://www.themarianoriverafoundation.org) for more information.

## PIA MEMBER RESOURCES

## REWARD, RECRUIT, RETAIN RESOURCES

Attendees at this year's PIA HR Conference heard a presentation on "Winning the Talent War", presented by staff from PIA Insurance Partner Gilroy Kernan & Gilroy. The presentation included ideas for helping to attract and keep employees, to battle the current employment struggles faced by employers.

### Printing Industries Alliance has some resources available to assist members with this problem.

**"Winning the Talent War" Roundtables** – PIA and Gilroy Kernan & Gilroy staff will be holding roundtables across our territory, to bring together members to discuss their challenges and ways they are facing the employment crisis. The first roundtable was held recently in Rochester. Watch your email for the roundtable scheduled in your area.

**Help with Benefits to Keep Employees** – PIA Insurance Partner Gilroy Kernan & Gilroy can assist you with evaluating your current benefit package with an eye towards maximizing the value to your current and potential employees.

**Survey Reports** – Wage & Benefit and Sales Compensation reports (see pages 8 & 9) are available to members, to provide benchmarking data from printers located across the country. We will be surveying for the next Wage & Benefit report this summer.

**Industry Benchmarking Reports** – These quarterly reports, Printing Industry Performance Insights (PIPI), are based on surveys of printers across the country, and cover topics such as workforce shortages, supply chain disruption, industry outlook and more. Visit [www.pialliance.org/management-tools-2/](http://www.pialliance.org/management-tools-2/).

**Recruitment, Retention and Pathways to Employment Special Report** – This report, commissioned by PIA, is based on interviews with printers, educators, and other experts who address the challenges of recruitment and retention every day. It offers their insights and recommendations as a guide for other printers dealing with workforce challenges of their own. The solutions it describes are presented as a cross-section of resources and strategies available to printing companies with open jobs to fill.

**Free Job Posting Service** – PIA offers a free job posting service, free to members. The job openings are posted on our website and promoted on social media. Visit <https://pialliance.org/employment-services/>

**"The Rise of the Whole Employee: 20 Years of Change in Employer-Employee Dynamics"**\* – MetLife's annual U.S. Employee Benefit Trends Study examines what workers want and how employers can respond meaningfully to shifting workforce dynamics. The pandemic certainly accelerated workforce trends that had been gaining momentum throughout the 2010s.

Contact Printing Industries Alliance at [info@PIAlliance.org](mailto:info@PIAlliance.org) to request copies of the above-mentioned documents and with any questions on these resources.

\*Source: [metlife.com/ebts2022](http://metlife.com/ebts2022)





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## SALES COMPENSATION STUDY

### KEY FINDINGS OF SALES COMPENSATION REPORT

The Printing Industries Sales Compensation Study was conducted this past spring as a joint effort of the regional affiliates with the express purpose of benchmarking best-in-class sales compensation practices, policies and benefits. The graphs and plots in this report, available to PIA members on request, help the reader to compare their company's policies and compensation practices with industry averages. What are some of the key findings?

#### Focus on High-Performers

First, the data shows there are some excellent high-performing sales representatives in the field. These reps skew means above the medians, as shown in the plots throughout the report. If you have one or more of these sales professionals who have exceptional sales performance, you have a winner and will want to keep them in your organization. Maintaining sales volume, particularly in markets with limited growth potential, is critical.

Among the ways to help retain these high-performers is to look for ways to improve their work life. This could mean bringing in support personnel, such as subject matter expert, or inside CSR or account management staff. Further, investing in additional marketing tools or marketing automation, may provide important support for these high-performers.

Simple strategies, including investing in client appreciation campaigns are often important to high-performers, as these reps are typically very focused on client satisfaction. It is important to see these reps as client advocates and employ strategies that help them advocate better for their account base.

For low-performers, providing appropriate training and mentorship, as well as using meaningful metrics and incentives, is important to help develop these reps into high performing sales professionals.

#### Focus on Total Comp as a Percentage of Sales

Top ranked sales representatives have a Total Compensation as a Percentage of Sales (Comp/Sales) metric at or below 9%. That means for every \$90k total compensation (salary+commission), they are producing a minimum of \$1M in sales. Mean Comp/Sales really falls off for low-performing reps. In this report, sales reps in the 50th percentile and above all had Comp/Sales metrics below 10%, while the 25th percentile reps averaged 17.2%, and the bottom reps averaged 67.5%.

The advantage of focusing on a single metric like Comp/Sales and tying bonuses/incentives to this metric, is that it directly connects salary and commissions (i.e. labor cost) to a single measurement that reps and management can use for benchmarking.

In some organizations, having different Comp/Sales targets may be appropriate too. For example, if margins are higher for Wide/Grand Format printing, than perhaps a target of 15% makes sense for new reps. For Heatset Web Offset, where margins may be lower, a 5% Comp/Sales target may be appropriate.

For more advanced sales organizations, one may develop a Total Compensation to % Value-Add metric, which may provide additional insight for sales compensation benchmarking.



## 10 Years Sales Experience ... All that is Needed

Sales experience is often relied upon when hiring new reps. However, the data shows in this report that somewhere after 5 to 10 years' experience, there is little correlation between years of service and sales volume. The plot below uses a Power Model trend line, where both variables (sales volume and years' experience) are transformed by the natural log before estimation of the model. These values are then exponentiated to plot the trend line. You will notice that between 0 and 5 years, the slope is noticeable. Somewhere between 5 and 10 years that slope flattens and remains mostly flat the rest of the way.

This plot corroborates another chart in the full report related to years of experience by rep rank. Years of experience appears to only be a valuable metric for hiring reps with less than 10 years' experience. There were plenty of examples of low-performing reps with more than 25 years' experience in the collected data set. Similarly, there are many high-performing reps with less than 25 years' experience. Years of experience is not terribly meaningful, once a rep has around 10 years' experience.

This plot also helps us understand how important mentorship and training is during the early years of one's career. Early-career sales reps need clear, structured development to build a customer base.

## Company Size Matters

Large companies exhibit better sales performance throughout this report. While there were high-performing outliers in all company sizes, larger organizations showed better mean and median sales performance in most categories. Reps at larger companies achieve better sales performance. As such, sales reps are more highly-compensated in companies with sales volumes greater than \$30M.

Having said that, clearly niche businesses showed strong sales performance. This was evident in the Web Offset (Heatset) process for ≥\$5M - \$15M companies. While there are limited data points in this and similar segments, it is clear

that some strong businesses and sales reps are present in both large and small companies.

## Revisit Value-Add

**Value-add** as a management principle — improvements added to raw materials to increase their value to customers — remains mostly unincentivized in the printing industry. Only 12% of respondents use % of value-add as the basis for calculating commissions for standard work. That number goes up to 18% for discounted work.

Value-add is key to productivity and profitability. Using value-add as an incentive for sales compensation promotes jobs with large amounts of in-house work. When compensated as such, sales reps focus their energies on acquiring work with high percentages of value-add. As noted earlier, this helps keep a company's employees and equipment busy.

It may be that many print companies do not readily track value-add for jobs, or perceive difficulty in calculating VA for each bid. At a minimum, VA would be a great way to offer incentives/bonuses to reps on a quarterly or yearly time frame. In time, reps and sales managers will gain an understanding of the significance of value-add for organizational productivity and profitability.

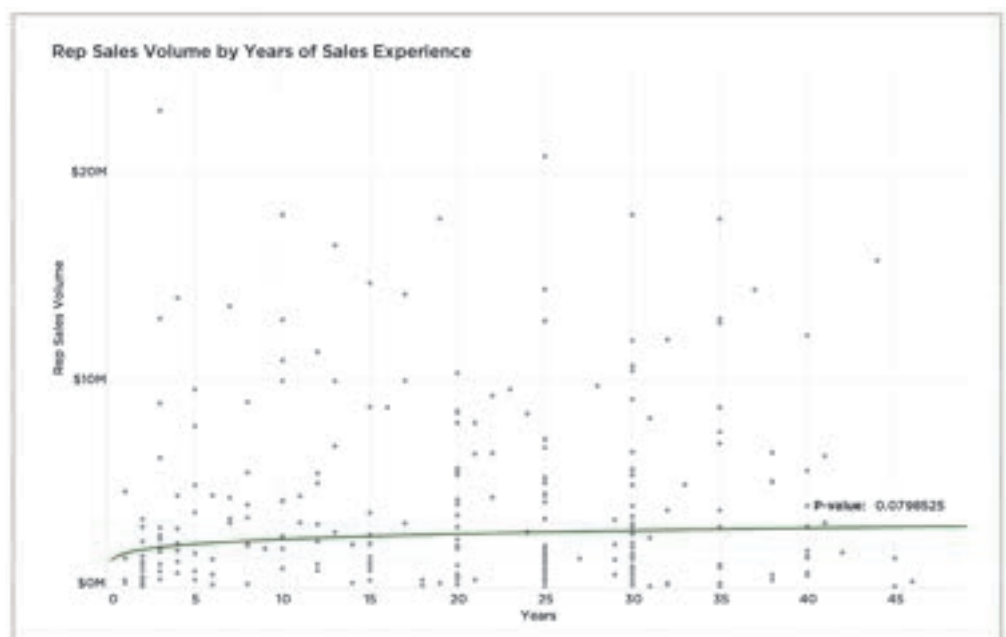
## Differentiate with Marketing Support

While the majority of companies surveyed for this study employed Customer Service Representatives (CSRs) and Sales Managers, relatively few had on-staff marketing personnel (39%) or utilized outside marketing services (17%). One of the best ways to help low-performing sales reps is to help them with prospecting. Employing marketing strategies is a great way to keep fresh leads coming into your sales organization.

Related, only 11% of the respondents used commercially available Marketing Automation Platforms such as Hubspot, Salesforce/Pardot, etc. While relatively expensive, these systems provide automated workflows such as triggered emails and personalized landing pages, to assist in the sales process. Adding a coordinated marketing effort to support and compliment sales professionals may be an excellent way to differentiate organizations in tight markets.

## Get the Full Report!

We hope this study helps you develop innovative incentive plans to improve overall sales performance. Request your copy of the full report by emailing [info@PIAlliance.org](mailto:info@PIAlliance.org).



## POWERED LIFT TRUCK SAFETY

POWERED INDUSTRIAL TRUCKS  
(LIFT TRUCKS): THE BASICS

By Jerry Banks, PIA Manager of Membership Services (Retired)

Powered industrial trucks (PIT) have become a staple for modern-day business efficiency. They provide many businesses the ability to move large, and/or heavy products throughout our plants and shops quickly and easily with minimal manpower. Moreover, where it may have taken a whole shift of workers hours to load one truck, a powered industrial truck and its operator can do it in less than 30 minutes.

Accidents due to the unsafe operation of PIT's can result in injuries, amputations and in extreme cases, even death. In fact, the PIT is one of the highest fatality-causing machines in the modern work force.

Don't for one second think that a life changing incident involving a PIT couldn't happen in your shop. They happen in shops like yours every day. The difference is in your Powered Industrial Truck program and how much attention you apply to it and the training of your workforce. The training portion of the program is the most crucial to avoiding serious injuries. But what do you need to train them on?

## Let's start with some basics:



- You must be 18 years old to operate a PIT.
- You must first be trained by a person with a strong familiarity with your PIT program and the lifts they will be working with.
- The company MUST designate trained operators in their PIT program.
- Only the operator is authorized to ride on the PIT.
- All PIT's must be inspected daily, per shift and operators are to confirm the inspection has occurred on their shift; if not, they should conduct the inspection. This should be recorded in a daily inspection log which is to be made available to all operators in order to verify the inspection so they are not duplicating the effort.
- You must be "road tested" to show competency of operation of the lift and the load. These results must be documented.
- No PIT can be modified from its original design unless approved in writing by the manufacturer. This includes attachments.
- Finally, if you are not trained by the company you currently work for – you are not a trained operator!

The PIT itself has many hazards associated with it. Here are a few to make your employees aware of:

- Most lift trucks weigh in excess of 12,000 pounds. That's three to four times heavier than most cars.
- Most lift trucks steer from the rear, meaning the rear of the vehicle swings wide and does not follow the front wheels as cars do.
- They do not have suspension systems, nor pneumatic tires in most cases.
- They are meant to drive in a straight line. They become increasingly unstable in turns.
- They are intended to be loaded. The center of gravity lowers and centers itself on the front axle when loaded. This makes the truck more stable; which means the truck is unstable when not loaded.
- They should never be left running and unattended.

**Most lift trucks weigh in excess of 12,000 pounds. That's three to four times heavier than most cars.**

As you can see, PIT's are heavier and harder to control than a car and need an operator's 100% attention while in operation. PIT's are also responsible for numerous damages associated with operation. Drivers damaging product from dropping the load, or hitting products in aislesways cause thousands of dollars in lost profits and raw materials.

It's extremely important that you not only select your operators by skill level and training, but that you also do not allow anyone not

trained to operate a lift truck. Powered industrial trucks can be wonderful tools to keep business moving, but they can also be a nightmare come true for friends and family of the operators and co-workers. Keep the sun shining for your employees: educate and train your powered industrial truck operators.

## Get Your Staff Trained Today!

- Access recorded webinars for Forklifts and Pallet Jacks, in English and Spanish
- Guidance on conducting road tests is also available
- See details at right or visit [pialliance.org/safety-webinars](http://pialliance.org/safety-webinars)
- Contact PIA at (716) 691-3211 or [info@PIAlliance.org](mailto:info@PIAlliance.org) for more help.

OSHA is out there inspecting printing operations. If your compliance training isn't up to date, the citations are serious and expensive! A bad safety record will increase worker's compensation cost, lead to bad morale, impact productivity and potentially cause you to lose customers. And it's not easy finding a replacement for a hurt employee.

## That's where Printing Industries Alliance can help!



The Printing Industries Alliance OSHA Compliance Webinars are available “On Demand” – 24/7, 365 days a year. All of the webinars are available at no cost to PIA members.

### Advantages of PIA's OSHA Compliance Webinars:

- Training fits better into your work and production demands
- Employees can access training at their convenience. No need to bring everyone off the floor at the same time on the same day.
- No employee falls through the cracks due to illness or vacations or production demands
- Everyone has the opportunity to get trained
- Presents a convenient opportunity to address site-specific issues
- Mandatory training can be part of onboarding of new hires

All PIA OSHA Compliance webinars contain basic compliance instruction for each standard, background materials and instruction on tailoring the training to your particular facility. Also, five of the webinars are available in both English and Spanish versions.

### Log In. Get Trained!

**Mobile-Ready Training:** Access PIA safety training webinars from any internet connection on a desktop computer, tablet or mobile device to get the training you need, anytime, anywhere.



### PIA Recorded Safety Training Webinars—Mandatory and Recommended

- ☐ Lockout/Tagout *(English and Spanish versions)*
- ☐ Hazard Communication *(English and Spanish versions)*
- ☐ Emergency Action Plan/Fire Protection *(English and Spanish versions)*
- ☐ Lift Truck (Powered Industrial Truck) *(English and Spanish versions)*
- ☐ Pallet Jack Safety *(English and Spanish versions)*
- ☐ Walking Working Surfaces
- ☐ Electrical Safety Awareness
- ☐ Bloodborne Pathogens
- ☐ Ergonomics
- ☐ Hearing Conservation
- ☐ Back Injury Protection
- ☐ Introduction to OSHA
- ☐ Machine Guarding
- ☐ Workplace Violence
- ☐ Safety & Health Programs-They Make Good (Business) Sense!
- ☐ OSHA 300 Log Recordkeeping
- ☐ The OSHA Inspector: What Are They Thinking?



### How to Access the Printing Industries Alliance OSHA Compliance Webinars

- Click on the blue “Member Sign In” button at [www.PIAlliance.org](http://www.PIAlliance.org).
- Members can login with their email address and the password print123.
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- Choose the webinar you wish to view.
- The webinar registration page includes any pertinent documentation and handouts needed for each webinar.
- All webinars include basic training components necessary to be in compliance. In most instances, companies will need to add training information about hazards and policies specific to your operation. PIA provides guidance on company-specific elements where necessary.



## MARK YOUR CALENDAR!

Visit [PIAlliance.org/events/](https://PIAlliance.org/events/)

## → Raymond A. Bubar Golf Classic

July 29, 2022  
Terry Hills Golf Course  
Batavia, NY

## → Neographics 2022 Print Contest

Entry deadline: July 29, 2022  
PIA members receive one free entry!

## → Americas Print Show

August 17-19, 2022  
Greater Columbus Convention Center,  
Columbus, OH  
[www.americasprintshow22.com](http://www.americasprintshow22.com)

→ Neographics  
Exhibition and  
Awards Ceremony

October 6, 2022  
Cescaphe Ballroom, Philadelphia, PA



## WEBINARS

## → Mailers Hub Webinar

**U.S. Economy: Strongman  
or Weakling?**

July 12, 2022 | 1:00 pm

## → Short Attention Span Webinar

**I HATE SELLING!**

July 14, 2022 | 11:30 am

## → Winning Pricing Strategy

July 14, 2022 | 1:00 pm

## → Recruitment, Retention Panel Discussion

Led by Patrick Henry  
July 27, 2022 | 12:30 pm

## → PIA Safety Training Webinars

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[PIAlliance.org/safety-webinars](https://PIAlliance.org/safety-webinars)

## HR CONFERENCE 2022 RECAP

## PIA HR CONFERENCE RECAP

Nearly 90 attendees at the PIA HR Conference held on May 5th & 6th heard from speakers such as Derrick Dorsey, (see photo at right), Executive Director, Central New York School Boards Association, who spoke on the necessity of diversity training.



Mike Dodd's well-received presentation on Accommodating Employee Disabilities included the Decision-Making Tree (or "spiderweb", as Mike referred to it). This decision tree breaks down the decision-making components in determining whether or not an employee has an obvious disability or obvious need for an accommodation. Request a copy of the Decision Tree by emailing Kim Tuzzo at [ktuzzo@PIAlliance.org](mailto:ktuzzo@PIAlliance.org).

GKG Staff Sarah Armstrong, Ross Kraft and Andy Biernat presented on recruiting, retaining and rewarding your employees. An interesting Gallup poll they discussed, listed what is important to employees in their workplace culture.

## Gallup: The 12 components that make up successful workplaces

1. Knowing What's Expected
2. Materials and Equipment
3. Doing What I Do
4. Recognition or Praise
5. My Supervisor Cares About Me
6. Someone Encourages My Development
7. My Opinions Seem to Count
8. My Company's Mission or Purpose
9. Doing Quality Work
10. I Have a Best Friend at Work
11. Talk to Me About My Progress
12. Opportunities to Learn and Grow

MARK YOUR  
CALENDAR FOR  
MAY 4 & 5, 2023  
FOR NEXT YEAR'S  
CONFERENCE.

## MANY POSITIVE COMMENTS WERE RECEIVED FROM ATTENDEES.

- *Thought it was going to be a lot of law, but really appreciated that you blended in real-life themes and pressing issues we face today.*
- *Derrick Dorsey was fantastic! Set the tone for the conference, be vulnerable, think about blinders, what can we do differently.*
- *I love the question/answer moments. I learn more from other HR department's experiences.*
- *The program offers "realistic" advice, recommendations and suggestions that apply to our new normal.*
- *Always meets my expectations. That's why I continue to come!*

## QUOINS2PIXELS

### “IT’S NOT THE MONEY, IT’S THE PRINCIPLE”

All companies run into trade disputes sooner or later—the alts are too high, delivery was late, the color wasn’t right, etc. Occasionally, these involve large amounts of money but more often they are manageable amounts.

A good solution usually involves some sharing of the pain which enables the adjusted bill to be paid and the customer relationship maintained. Where this goes wrong is when one of the parties says, “It’s not the money, it’s the principle.” When this happens, the door is opened for large sums of money to be wasted on lawyers, or large amounts of time being spent in small claims court.

When there is a legitimate problem, job one is to settle and move on. When there isn’t a legitimate reason, settlement should be thought of as a lesson about who not to do business with.

### ZERO CREDIT LOSSES

We were talking to the owner of a firm who said they had collected every penny of their receivables. But then ruefully admitted that they had probably turned down a lot of good sales to protect that record.

Credit losses can be frustrating, so it’s easy to exaggerate their impact. If we sell three \$1,000 jobs and don’t get paid for one of them, we’re angry that we’ve lost \$1,000. But, is that really true?

The typical commercial job incurs about 60% out of pocket cost (paper, buyouts, factory wages, commissions). Thus, you’ll spend about \$600 to produce a \$1,000 job. If you sell four of these, but get paid for only three, you’ll receive \$3,000 (3 x \$1,000). To produce them, you’ve spent \$2,400 (4 x \$ 600). At the end, you will have \$600 you didn’t have before.

### THE CONNECTION GAP

An article written by Marcel Schwantes in “Inc Magazine” spoke to the reason many individuals leave a company/organization. Given the various discussions in the media regarding the changes in workplace expectations and environment, which were at the heart of his article, it’s worth exploring some of his thoughts.

There are four elements of “connection” to keep employees per Schwantes: 1.) The employee needs to be connected to the company’s mission, values, and leadership vision; 2.) They must feel connected with their coworkers and managers; 3.) They are

*Continued on page 15*



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## AMERICAS PRINT SHOW 2022

### AMERICAS PRINT SHOW Create.Connect.Repeat

Printing Industries Alliance is a supporter of the Americas Print Show, taking place August 17-19, 2022 at the Greater Columbus Convention Center in Columbus, Ohio. The location of the show is one of the main advantages that organizers believe will pique the interest of industry professionals. Hosting the show in Columbus, only a five-hour drive from the majority of the population of the country and a 90-minute flight from pretty much anywhere in the Midwest and South, was a strategic play for the organizers. Industry thought leader Deborah Corn believes the show's size, location and ability for attendees to efficiently and effectively do what they need to do will be an appealing draw.

"Two-thousand twenty-two is going to be a turning point for print businesses," Corn said. "Triage is over, we are emerging into a new post-covid world and those who can automate and innovate will have longevity, and prosperity. Americas Print Show aims to help print businesses navigate their future by delivering a show that is equally focused on topical technology and topical education.

Corn says she is honored to contribute to developing the sessions for the inaugural event and bringing new voices and perspectives to the podium. "After two years of basically no industry events, Americas Print Show offers an onramp back to the show floor that was tailor-made for attendees. The event is centrally located for significant portion of the industry, drivable for most, you can walk it in a day and get back to work ... or stay longer and deep dive with exhibitors who have literally invested in a booth to help you succeed."

One of the foundations Americas Print Show was built on was to cater to the human side of the print industry. In an industry where 80% of printers have 20 employees or less, the show's dynamic is centered on what attendees need and how they can get it. As President of the Graphic Arts Association (GAA), Melissa Jones understands the importance of the show's dynamic.

Jones believes that once again making connections face-to-face will further inspire the industry's return to normalcy. After nearly two years of virtual appointments, making those interpersonal connections matters. "To be able to be involved in the exchange of ideas in a face-to-face setting means everything," Jones says. "That's very, very important on so many levels. The show gives them that and so much more."

### Don't miss these special events at the Show:

Workforce Development Summit Lunch and Panel Discussion, August 17th - APS22 and the Summit sponsors will host a lunch and panel discussion – a diverse and honest exchange about the challenges and culture shifts needed to attract students and a broader group of individuals. On August 18th, there will be a workforce development area for students to meet with exhibitors and a plant tour of a local printer.

The Women in Print luncheon, Thursday, August 18th – Honored guests include top 2 Girls from Girls Who Print – Deborah Corn, of Print Media Centr (and Girl #1) – also known as the Intergalactic Ambassador to The Printerverse and Kelly Mallozzi (Girl #2), owner of Success In Print and APS22 presenter.

Visit [americasprintshow.com/](https://americasprintshow.com/) to register.

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**August 17-19, 2022**  
Greater Columbus  
Convention Center  
COLUMBUS, OHIO

## QUOINS2PIXELS

*Continued from page 13*

connected to their work and feel that they are contributing to the company's goals; and 4.) Their personal aspirations are connected so they feel that they're growing and developing in ways that mean something to them.

These connection elements should come as no surprise to anyone who has successfully managed and grown an organization. As much as we need to focus on the business issues of running a company, we also need to pay attention to these "soft" areas of management and how essential they are to a successful organization. So, next time you bring your management team together, start the process of identifying these connection elements. Determine how you can communicate the company vision; engage workers and develop teamwork; and learn more about employees' "hot" buttons.

**About the Authors:** quoins2pixels is written by Bob Lindgren and Joe Polanco. Bob and Joe have spent decades in the printing industry, and throughout their careers, they have counseled hundreds of company owners on a variety of management topics. As a value-added service of The Printing Industries Alliance, they are available to expand on these articles, or aid with projects. Bob can be reached at (818) 219-3855 and Joe at [jspolanco49@gmail.com](mailto:jspolanco49@gmail.com).

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#### MEMBER NEWS

### HIGHROAD PRESS ANNOUNCES NEW STRATEGIC ALLIANCE WITH MITTERA

HighRoad Press, a New Jersey based Woman-owned business, has announced its newest strategic partnership with Mittera, a national leader in print and digital communication. Currently owned and operated by Hallie Satz, HighRoad Press is Certified with Women Business Enterprise National Council (WBENC) and is also Women-Owned Small Business (WOSB) certified, with approximately 48 employees operating in a 40,000 sq. ft. facility in the Meadowlands area of New Jersey. The relationship will grant HighRoad customers access to Mittera's strategic footprint of expanded web, digital and sheetfed printing capabilities, as well as their creative, and fully integrated marketing solution services.

"Over a decade ago, we set out to build a growth strategy that engages in strategic partnerships and relationships with diverse suppliers. We're proud of the work we have done, and the positive impact generated for the businesses that we've partnered with" said Jon Troen, Chief Executive Officer of Mittera. "As we continue to see various shifts in our industry, we believe that it is critical that we continue to evolve to do what is best to serve our customers. Creating opportunities to partner with diverse suppliers offers additional value to those with a smaller footprint and continues to elevate everyone in our industry."

In response to the new alliance, HighRoad will be adding new employees and will be bringing several new services online, including enhanced bindery, mailing, and digital capabilities. The relationship will allow HighRoad the opportunity to grow faster and expand its facility, while maintaining its commitment as a Woman-owned business. Mittera's diversity partnership program aims to create mutually beneficial business relationships that strengthen its communities but also supports their customers in achieving their own diversity goals.

"Over the last 18 years, we have constantly elevated our offerings to our clients by leading with diversity, innovation, and sustainability. Our new partnership with Mittera fully aligns and supports our future growth initiatives, while increasing our integrated marketing services to better serve our clients, reduce costs, and develop new products and services efficiently," said Hallie Satz, Chief Executive Officer of HighRoad Press. "Mittera is a world-class organization, and we are excited to be working with a partner who is also committed to supporting diversity, equity, and inclusion, not just within their internal organization, but with their external suppliers as alike."

**Congratulations to Hallie Satz and the HighRoad Press crew on this exciting new partnership! Visit their new website at [highroadpress.com](http://highroadpress.com).**