



**PRINTING INDUSTRIES ALLIANCE  
HUMAN RESOURCES ADMINISTRATION  
AND TRAINING CONSORTIUM**

**PROFILE OF SERVICES**

*Printing Industries Alliance Human Resources Administration and Training Consortium (HR Consortium)* has been developed to provide cost effective, professional, and industry specific human resource administration services to PIA members.

Designed specifically for printing industry employers, the HR Consortium provides an opportunity to manage the single largest unbudgeted cost threatening your business. You can no longer afford to ignore the potential for liability already at work in your company in the form of alleged employment law violations involving –

- The New York State Human Rights Law
- Age Discrimination in Employment Act (ADEA)
- Title VII of the Civil Rights Act
- The Americans with Disabilities Act (ADA)
- Family and Medical Leave Act
- Fair Labor Standards Act (FLSA)
- Pregnancy Disability Act
- Sexual Harassment Laws
- and others . . .

Many employers are not aware of their full obligations under the above laws, how they apply to their business, or what *preventative steps* should be taken to reduce the risk of serious workplace liabilities.

Don't wait for a lawsuit to be filed; learn how the *PIA Human Resources Administration and Training Consortium* can help you better manage your work force and minimize the potential of employment litigation. The Association Philosophy

At the heart of all trade associations is the understanding that, working together, members can accomplish more than possible on an individual basis. Printing Industries Alliance has established the Human Resources Administration and Training Consortium to give smaller employers full access to human resource professionals on a cost-effective basis. Now, PIA members can acquire a full range of human resource services at a minimal per employee cost.

***The Need for a New Approach***

Never before has American business confronted the current complex array of statutory, administrative, and judicial regulation impacting the management of today's workplace. The financial risks have never been higher,

with seven figure damage awards routinely generated from commonplace decisions involving the hiring, firing, and general management of an increasingly litigious work force. Human resource management would be a hard enough task if we were presented with a consistent set of rules and regulations to follow. The fact is, however, that laws impacting the workplace, specifically matters such as equal employment opportunity, harassment, accommodation of disabilities, and the like, are often vague in their application and inconsistent in their practical impact to the real issues in the workplace. Faced with this challenge, a new approach is needed.

Experience has shown that the best management strategy of all is the development and implementation of policies and procedures that enhance overall compliance with the “nuts and bolts” issues surrounding human resource administration, and minimize the risk of employment law litigation. Organizations simply cannot afford the loss of focus and financial resources related to the legal arena’s impact on employment controversies. Today, more than ever before, preventive maintenance is essential, and effective personnel administration and sound managerial training are important components of the preventive maintenance approach.

Printing Industries Alliance has developed, as an integral part of its overall member service base, a comprehensive human resource administration program, which assists our members in their day-to-day administration of troublesome personnel issues. Our objectives are to enhance both legal compliance and the overall effectiveness of the management team, while at the same time minimizing the risks of employment law litigation. We will provide full analysis of your issues and present you with effective choices for review and, if you choose, complete implementation.

Our consortium is not based on simply response to isolated personnel-related issues, but is uniquely structured to provide participants with an overall program of effective human resource management. Our group brings together a powerful combination of legal expertise for employment law matters, together with a practical human resources consulting background, which has centered on printing industry concerns for the past 18 years. Coordinated by the Printing Industries Alliance, consortium consulting services are provided by *Delacroix Consulting Group, LLC, the Human Resources Consulting arm of Ferrara, Fiorenza, Larrison, Barrett & Reitz, PC, through Association Counsel Nicholas J. Fiorenza.* The firm’s attorneys combine years of successful industry consulting and representation experience with the latest legal resources related to workplace management.

### ***Core Program Services***

Working hand-in-hand with the general expertise developed by the PIA, the consortium will provide the following:

1. Comprehensive Confidential Employment Practices Audit and Analysis
2. Personnel, Medical and I-9 Files Audit and Analysis
3. Employment Posters Audit (supplying missing posters)
4. Customized Employment Applications
5. Development of Recruitment Strategies and Employment Ads
6. Customized Interviewing Forms and Strategies; Training Regarding Interview Techniques
7. Customized Employee Handbook (including specialized policy development, e.g., sales commission policies)
8. Strategic Planning and Integration of Plan into Human Resources Management System (i.e., assistance in developing vision, mission, guiding principles, strategic goals and specific tasks, then developing coaching strategies to meet those goals)
9. Job Description Analysis and Development
10. On-Site Supervisor/Management Training (Interviewing and Hiring, Coaching a Multi-Generational Workforce, Leading a Diverse Workforce, Leadership, Performance Appraisal, Running Effective

Meetings, Dealing with Employee Absences [ADA, FMLA and Workers' Compensation], Workplace Harassment, Conflict Resolution, Avoiding Costly Employment Litigation, Managing in a Unionized Environment, Effective Employee Discipline, The Challenge of the Modern Manager, Workplace Violence, etc.)

11. On-Site Employee Training (Diversity, Conflict Resolution, Harassment, Workplace Violence etc.)
12. Development of Customized Performance Appraisal Strategies, Forms and Techniques Consistent with Overall Company Goals (i.e, company's strategic plan)
13. Customized Employee Warning Notices (e.g., verbal warning record, written warning, last chance notice)
14. Exit Interview Strategies and Forms
15. Extensive HR Consulting Services with Respect to All Areas of Human Resource Management (e.g., strategies for dealing with specific problem employees/coworkers, employee suggestion programs and other employee empowerment strategies, development and implementation of specialized supervisory and employee training as needed, etc.)

***Printing Industries Alliance's HR Consortium*** marshals a truly powerful combination of industry-specific and employment-related legal resources. The combination of these two areas of expertise affords organizations without a human resource professional the ability to manage this area of their operation at a fraction of the cost of hiring a separate employee. Organizations with a human resources professional find that the pre-budgeted access to legal resources significantly enhances the existing function, and helps prevent the occurrence of costly employment-related claims. Through the cooperative retention of professional services, participants can together obtain a cost-effective level of support impossible to achieve on a stand-alone basis. This model is designed to provide efficient, high-quality shared professional services on a basis, which will result in substantial savings to participating members.

**Contact:**

Timothy Freeman, President  
Printing Industries Alliance  
636 North French Road  
Amherst, New York 14228  
(716) 691-3211  
(800) 777-4742  
tfreeman@PIAlliance.org  
www.PIAlliance.org