

Ten Human Resource Challenges and What You Can Do to Respond

Human Resource Challenges...

1. Strategic Workforce Intelligence
2. Aging Workforce
3. Emerging Workforce
4. Underutilized Talent
5. Increasing Skill Requirements
6. Lifelong Learning to Compete
7. Recruitment of Talent
8. Competition for Talent
9. Retention of Talent
10. Improved HR Capacity

Strategic Workforce Intelligence

What is “Workforce Intelligence”?

- Workforce Impact on Economy
- Workforce Supply and Demand
- Occupations, Skills, Knowledge
- Workforce Shortages/Surpluses
- Current, Future, Untapped
- Pipelines and Pathways
- Cluster HR Connectivity
- Competitive Positioning
- Recruitment/Retention Methods
- Best Practices; Research

An Aging Workforce

Planning for the Future...

- Strategic Succession Planning
- Nurturing New Leadership
- Process Documentation

Retaining...

- Accommodations
- Phase Out
- ElderCare Linkages

Recruiting...

- Intrinsic Benefits
- Value Experience and Skills
- Age Discrimination?

The Emerging Workforce

Planning for the Future...

- Youthful Communities
- Engage and Promote Early
- All Jobs “Internships”
- Summer Jobs as Careers

“Youth-Friendly” Workplaces...

- Value Generational Differences
- Involvement
- Fun!
- Rewards

Underutilized Talent

Recruitment...

- Nontraditional; “Left-Out”
- Pro-Active, Targeting
- Hire Potential
- Community/Public Organizations

Hospitable Workplaces...

- Value Diversity
- Cultural Differences
- Supervisors/Co-Workers
- “Words-for-Work”
- Reasonable Accommodations

Increasing Skill Requirements

Skills Businesses Want:

1. Personal Life Management Skills
2. Basic Skills
3. Workplace Behavior Skills
4. Occupational Skills
5. Job Skills

- Merging of Personal/Work Lives
- “Basic” Ain’t So “Basic”
- Behavior Affects Work, Co-workers
- Develop Skills Pre-, Post-Employ

Workplace Literacy: *Expanding Definition of Basic Skills*

- Industry-Specific
- Occupational-Specific
- Job-Specific

- Reading and Comprehension
(Reports; manuals; memos; maps; safety instructs)

- Writing
(Notes; memos; invoices; inventory)

- Basic Computing and Problem Solving
(Math; critical thinking; questions; checks/edits)

- Oral Communication and Active Listening
(English; terminology; supervisor; team; customers)

- Computer Literacy
(Keyboarding; analogs; intuition; Internet)

- Customer Relations
(Service-orientation; manners; relation to profit)

- Team Work
(Flexibility; diversity; shared responsibility)

- Lifelong Learning
(Basics; acceptance; motivation; learning styles)

Top ten skills employers say they want in entry workers!

1. Comprehends/acts on spoken instructions.
2. Exhibits trust and honesty.
3. Asks appropriate questions.
4. Responds to listener feedback.
5. Understands written work directions/instructions.
6. Manages one's time on tasks.
7. Works well with people from culturally diverse backgrounds.
8. Checks/edits own work.
9. Exhibits appropriate behavior when dealing with customers.
10. Shows appreciation for others.

Lifelong Learning...

Motivating Workplace Learning:

- Culture of Learning
- SuperTeachers, Not Just Supervisors
- Tie to Employment
- Link with Performance Review
- Offer Nonthreatening Assessment
- Remediate Specifically; Customize
- Communicate Benefit
- Offer Incentives
- Increase Pay with Skill Attainment
- Partner; Tap Support

More Than Traditional Classrooms!

- Adult Learning Preferences
- Accommodate Learning Styles
- High-Context
- Just-in-Time: Immediacy
- Just-Enough: Unbundle
- Flexible Scheduling
- Work and Non-Work Hours
- Self-Study
- E-Learning (Alone; Combination)

Talent Recruitment...

- Strategic Plan
(Not Just Repetitive, Retail)
- Quantify the Future
- Tap All Potential Sources
- Which Positions?
Strategies Vary?
- Hiring Process:
Conversion Ratios?
- Generating Applications:
Methods?
- Interviews?
Offer Acceptance?
- Retain to Ameliorate

Talent Competition...

- “Applicants” as “Customers”
- Gold-Collar Workers
- Competitive Lures/Edge?
- “Employer of Choice”?
- Motivation to Apply, Accept
- Selling Benefits:
Applications; Interview; Offer
- Benefits Beyond Wages:
Company; Job; Conditions;
Co-Workers; Intrinsic; Future
- Motivation to Relocate

Talent Retention...

- Data: Who/Why Leave?
(Exit Interviews)
- Data: The Retention Hump?
Keep Early to Keep Longer
- Hiring for Retention? Profile?
- Improve Orientation:
Job; Co-Workers; Company
- Workers Leave Bosses
- Nurtured Relationships?
- Loyalty Begets Loyalty
- Frequency/Type Rewards?
- Conditions? Flexibility? Variety?
- Investment in Skill Development?

Improved HR Capacity...

- Key to Competitiveness
- Analyze All Changes for HR Impact
- Invest for Return
- HR: A Science and An Art
- Accept a Changing World
- Improve Workplace Atmospherics
- Shift to Skills Focus
- Industry Cooperation
- Community Involvement
- Tap Public Resources

Best Bets

Visit: www.GregNewtonAssociates.com