Let

“P. A. P. E. R.“

Work For YOU!

Ken Lynch
ABD, MBA, SHRM-SCP, SPHR
There are no stupid questions!
Our Goal

In the current environment where we have a shortage of skilled labor, effective talent management techniques are vital to the success of the organization.

Through the simple process of “P.A.P.E.R.”, hiring managers will discover how they will be able to meet the talent needs for their organization and win this battle for skilled talent!
Where Did the Idea Come From?

- The idea occurred around 1985
- Military:
  - Red Tape
  - Drowning in Paper
  - Got lost in the shuffle
  - Lost in the black hole
What Will We Look At?

- A quick look at the current workforce.
- Identify the factors that motivate associates to work.
- Identify the key elements of “P.A.P.E.R.”
- Identify how utilizing “P.A.P.E.R.” can produce results in your use of talent management.
Workforce Availability

- The numbers:

  Unemployment is 4.4% (U6 – 8.5%)
  Participation rate approximately 63%
  Severe shortage of skilled labor (middle-skilled)
    IT/Programmers     Recruiters     Meat Cutters
    Class A CDL       Accountants     Project Mgmt
  (you fill in the blank!)
  Shortage of unskilled labor
Workforce Makeup

• The Generations:

**Baby Boomers (1946 – 1964)**

- Slide rulers, black & white TV, land lines, movie theaters
- Do as told - do not challenge

**Gen X (1965 – 1981)**

- Calculators, color TV, bag phones, Beta and VHS tapes
- Do as told – but wanting to know why


- Digital world: Netflix, Snapchat; immediate gratification; entitlement
- Explain a situation and ‘get out of the way’
Workforce Makeup

- Diversity:
  - Title VII (race, color, creed, national origin and gender)
  - Disability (don’t forget your AAP: 7%)
  - Veteran (don’t’ forget your AAP: 7%)
  - Pregnancy
  - Age
Forces of Influence

Dimensions of Workforce Diversity

Reproduced from Implementing Diversity by Marilyn Loden, 1996.
Workforce Competencies Needed

Still need associates at all levels with:

- Critical thinking & Decision-making
- Project management
- Understanding financials
- Motivating multi-generational employees
- Experience in employee/labor relations
- Emotional Intelligence
Motivating The Workforce

“Ladies and gentlemen, allow me to introduce Mr. Gregory. Mr. Gregory will be heading up our new incentive program.”
Motivating The Workforce cont.

- Intrinsic vs Extrinsic

- You can study motivational theories
  - Maslow
  - Expectancy
  - McGregor’s Theory X and Theory Y
  - Herzberg’s Two-Factor Theory

- You can rely on your own experience
Motivating The Workforce cont.

- Intrinsic vs Extrinsic
Motivating The Workforce cont.

- Maslow

Maslow’s Hierarchy of Needs

- **Self-actualization**
  personal growth and fulfillment

- **Esteem needs**
  achievement, status, responsibility, reputation

- **Belongingness and Love needs**
  family, affection, relationships, work group, etc.

- **Safety needs**
  protection, security, order, law, limits, stability, etc.

- **Biological and Physiological needs**
  basic life needs - air, food, drink, shelter, warmth, sex, sleep, etc.

© design Alan Chapman 2001-7, based on [Maslow’s Hierarchy of Needs](https://www.businessballs.com).
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Motivating The Workforce cont.

- Expectancy Theory

Diagram:

1. Expectancy: Effort
   - Will my effort lead to high performance?

2. Instrumentality: Performance
   - Will performance lead to outcomes?

3. Valence: Rewards
   - Do I find the outcomes desirable?
Motivating The Workforce cont.

- McGregor’s Theory X – Theory Y

<table>
<thead>
<tr>
<th>Theory X</th>
<th>Theory Y</th>
</tr>
</thead>
<tbody>
<tr>
<td>* people need close supervision</td>
<td>* people want independence in work</td>
</tr>
<tr>
<td>* will avoid work when possible</td>
<td>* people seek responsibility</td>
</tr>
<tr>
<td>* will avoid responsibility</td>
<td>* people are motivated by self-fulfilment</td>
</tr>
<tr>
<td>* that they desire only money</td>
<td>* people naturally want to work</td>
</tr>
<tr>
<td>* people must be pushed to perform</td>
<td>* people will drive themselves to perform</td>
</tr>
</tbody>
</table>
Motivating The Workforce cont.

- Herzberg’s Two-Factor Theory
Motivating The Workforce cont.

- Or you can rely on the “Golden Rule”: “Treat others as YOU would like to be treated”

- New leadership theories:
  - Servant Leadership
  - Emotional Intelligence

- You might want to combine everything because EVERY EMPLOYEE IS DIFFERENT!
Let

“P. A. P. E. R.“

Work For YOU!
Let “P.A.P.E.R.” Work For YOU!

P = Pay
A = Achievement
P = Promote
E = Educate
R = Retirement

The construct is if you take care of the employee’s “P.A.P.E.R.”, you will have an employee from applicant to retirement!
Let “P.A.P.E.R.” Work For YOU!

“P”- Pay

You must provide an adequate wage so the associate’s basic needs are met.
Let “P.A.P.E.R.” Work For YOU!

“A”- Achievement

You must recognize the associate’s contributions to the organization and his/her own achievements from his/her performance.
“P”- Promote

You must reward the associate’s contributions and achievements through increased responsibilities and promotions (but don’t forget to increase the wage, too!!!!)
Let “P.A.P.E.R.” Work For YOU!

“E”- Educate

You must invest in your associate through additional education, professional development and training.
“R”- Retirement

You must provide a work environment where longevity and job security are available for the associate who commits to a career with the organization.
Let “P.A.P.E.R.” Work For YOU!

“P”- Pay

- Actions to ensure adequate pay:
  - Pay for promotion on effective date, not weeks/months afterwards
  - Routine wage surveys
  - New Hire input
  - Turnover ratio data
  - Data from exit and stay surveys

Living Wage vs Minimum Wage vs Fair Wage
Let “P.A.P.E.R.” Work For YOU!

“A”- Achievement

- Ways to recognize achievement:
  - “Above & Beyond”/ “SPOT” Awards
  - Accurate Performance Reviews
  - Newsletters/Bulletin Boards/Marlin TV/eBlasts/Associate Meetings
  - Assign more responsibility
  - Promotions
  - Pay increases
Let “P.A.P.E.R.” Work For YOU!

“P”- Promote

- How to use promotions:
  - Recognize the achievements publically
  - Make sure everyone knows they can be promoted if they have the skills
  - Make it timely – ‘show me the money’
  - Make sure the “losing department” is just as excited as the “gaining department”
Let “P.A.P.E.R.” Work For YOU!

“E”- Educate

- Effective education/professional development
  - Have a written process in place
    - Determine funding (up front vs reimbursement)
  - Available to everyone in all departments
  - Know what the Organization’s needs are both today and in the future
  - INVEST in your folks!
“R”- Retirement

- Keys to the road to retirement:
  - Easy process for employees to follow
  - Educate on determining retirement needs
  - Worth the blood and sweat over all the years
  - CELEBRATE (individually; not as a group)

But remember this: you DO NOT want everyone to stay until retirement!!!
Let “P.A.P.E.R.” Work For YOU!

• Conclusion
  ◦ We have a shortage of skilled labor and we need to staff for our organization to survive
  ◦ We need to treat our associates professionally
  ◦ We need to give our associates a reason to stay – thru thick and thin/good times and bad
  ◦ We need to build a culture that promotes a long-term relationship
  ◦ We need to take care of the associate’s “P.A.P.E.R”
Extra Credit: Employee Resource Groups

- LGBT
- Veteran
- Disabled
- Title VII
  - Race
  - Color
  - Creed
  - National Origin
  - Gender

- Single Parents
- Working Parents
- Cancer Survivors
- Divorced
- Environmental Advocates
- Generational
  - Baby Boomers
  - Gen X
  - Millennial (Y & Z)

Who Is Missing Here??
Extra Credit: Employee Support Groups (ESGs)

- 90% of Fortune 500
- Has shown to increase employee satisfaction
- Allows for open dialogue on social issues
- But...have they run their course?
- Do they support unconscious biases?
This is THE END……

QUESTIONS??????

ken@hrdiner.com