PRINTING UNITED ALLIANCE PRESENTS:

wide-format SUMMIT

BROUGHT TO YOU BY

Wide-format Impressions

Keynote: Create Career Pathways by Building Development Programs for Career Success

Adriane Harrison
Vice President of Human Relations Consulting
PRINTING United Alliance

wide-format SUMMIT

Hire an HR Person

A dedicated HR professional will…

- Allow your company to identify and implement changes to stay competitive;
- Improve efficiency by freeing up others to do their main jobs;
- Mitigate risk of lawsuits and regulatory investigations due to mishaps and workplace behavior;
- Reduce turnover by creating a better work environment;
- Improve product quality by implementing training programs;
- Improve productivity through training, better work environment, and employee efficiency;
- Lead career development, structured mentoring, coaching, training, company-wide employee events.

wide-format SUMMIT

Our Workforce Now: Five Age Demographics

- Gen Z (born 1997-2012)

- Younger Millennials (born 1988-1996)

- Older Millennials (born 1981-1987)

- Gen X (born 1965-1980)

- Baby Boomers (born 1946-1964)

- Next up: Gen Alpha (born 2013-2025)

wide-format
SUMMIT

Gen Z is Your Future Workforce

- Good career development the number one reason to take a job.

- Poor career development the number one reason to leave a job.

- Workplace Flexibility is the number one reason to stay in a job for Gen Z (and both Younger & Older Millennials).

- Gen Z is the least money motivated. The only demographic that didn't put compensation in their top two reasons to leave a job.

- Gen Z ranks "meaningful work" as a top three factor to take a new job

wide-format SUMMIT

Reasons to Leave a Company

- Inadequate Compensation
- Lack of Career Development
- Lack of Meaningful Work
- Uncaring & Uninspiring Leaders

- **74% of worker feel that they are not achieving their full potential at work.**

wide-format SUMMIT

Create a Culture of Career Development

- Career Development should be built into the supervisory skill set.

- Career Development + Relationships = Retention

- If an employee has a conversation with a higher-up about career progress in the past six months, they are 49% more likely to be confident about their career.

wide-format
SUMMIT

Reconsider the Company Org Chart

- Go on a retreat with your executive team and department leads.

- Think about adding positions –expansion can lighten the burden on existing team members and managers.

- Consider planned growth and future staffing needs.

wide-format SUMMIT

Adopt a Coaching Mentality

The Story of Ange Postecoglou: Soccer Coach

- "He had a very strong vision and then made sure everybody came along on the journey. Not someone who wants to take the journey on his own and take all the credit. You feel like you're a part of a bigger story when you work with Ange."

- Empowers players to "be brave" and if in doing so, they make mistakes, he will applaud them for their bravery rather than criticize them for their mistakes.

What is a Career Development Plan

A CDP identifies pathways to advancement within the company and how to achieve it.

- Map out the next few positions for advancement and the wage potential for those positions
  - Make no guarantees because of variables such as
    - Training outcomes
    - Position availability
    - Business environment
    - X Factors (mergers, acquisitions, crisis)

- Create a timeline for meeting the goals outlined in the plan.

- Follow-up on the CDP periodically to stay on track and make any changes to reflect circumstances with the team member or the company.

wide-format
SUMMIT

Instrumental

Making the choice for where it will take you.

Fundamental

Making the choice because you think it is inherently valuable regardless of where it will take you.

- Map where their career can go (*Instrumental*), *and*
- How important their position is to a greater good, including the company's mission and product (*fundamental*).

wide-format
SUMMIT

Team Member Meetings

- What does the employee want to do in the company?
  - Do they know specifically what position they want to grow into?
  - Do they want to be considered for any growth opportunity?

- What are the employee's professional/career goals?
  - Maybe they work in the warehouse, but want to be in sales, or run a press.
  - Maybe a CSR wants to get a degree in marketing or graphic design.

- Contemplate whether the professional goals can be accommodated at the company.
  - If yes, build a pathway.
  - If no, be transparent and work to keep them at the company until such time as they need to leave in order to advance.

Create a Skills Matrix

- **Physical Ability**
  - lifting, dexterity, unique characteristics (ie: okay with heights)
- **Communication**
  - Receives information well.
  - Respectful in communication with team members.
  - Honest
- **Technology**
  - Work with equipment effectively and learns quickly.

Create a Skills Matrix

- **Cognitive**
  - Decision-making: not afraid of having an opinion.
- **Self-Management & Executive Functioning**
  - Punctual
  - Reliable
  - Organized
  - Careful
  - Unflappable

wide-format
SUMMIT

Create a Skills Matrix

- **Teamwork**
  - Gets along with colleagues.
  - Absence of harassment, discrimination, and other unacceptable workplace behavior.
- **Machine Skills**
  - What machines can the employee operate and what skills does that machine require.
- **Technical Skills**
- Color matching, design, software, etc.

wide-format
SUMMIT

Skills Matrix

- **Identify current skills**

- **Assess readiness to assume another role at the company**

- Example: John Doe has a skill level of 3 for Color assessment but needs a skill level of 5 for this to run a press. Now you know that the skill level needs to be boosted. This can be done with training.

- **Use a simple 1-5 scale**

  - Level 1 = New at this, no experience
  - Level 2 = Learning, beginner level
  - Level 3 = Can handle the skill moderately well
  - Level 4 = Is good to very good at the skill
  - Level 5 = Full mastery of the skill

- **Can also use a traffic light coding system:**

  - Red = No experience or beginner-level experience
  - Yellow = Moderate to good competency
  - Green = Fully competent – Very good to Expert

wide-format
SUMMIT

Hire a Dedicated HR Professional

A	B	C	D	E	F
EMPLOYEE	CURRENT POSITION	SKILL	LEVEL OF COMPETENCY (1-5)	ASSESSMENT BY	DATE

A	B	C	D	E	F
EMPLOYEE	CURRENT POSITION	SKILL	LEVEL OF COMPETENCY RYG	ASSESSMENT BY	DATE

wide-format SUMMIT

Skills Matrix

- Lack of experience does NOT mean a lack of skill

- Levels 1-3 *OR* Red & Yellow require training
  - Have the trainee be introduced live, in-person, to the machine and learn the basics of what it does and how it works;
  - Take an online training course to teach more in-depth concepts.
    - This provides consistency and eliminates the "I forgot to tell them" aspect of training.
    - Testing will review whether they have learned and if not, then just take the training again.

The Benefits of Mentoring

- *"I left because I didn't feel noticed."*

- *"Mentorship is worth more than money. I turned down the job offer out of respect for my boss, who was a mentor to me."*
  - *Ryan, Gen Z*

Structured Mentoring Program Effectiveness

- 68% of people who have a mentor intend to stay at their job for at least 5 years.

- Employees that have someone at work who helps them reach their career goals are _**twice**_ as likely to be confident in reaching the highest position they desire at their current workplace.

wide-format
SUMMIT

Mentoring Program

- Structured Mentorship is not a casual relationship.
  - Identify goals for the mentoring program.

- Carefully chose participants.
  - Unwilling mentors will do more harm than good.

- Set expectations for communication and what a mentoring relationship can provide.
  - Create a "how to" for both mentors and mentees.
  - Not a "one size fits all", but provide parameters.

wide-format
SUMMIT

Mentor Musts

- Be active listeners & effective communicators
- Build trust
  - Share personal stories of success and "failures"
- Be open minded
  - See things from all sides
- Learn how to encourage without overpromising
  - Learn to guide through asking questions and making suggestions
- Optimize Motivation
  - Allow mentee to have autonomy and be self-directed
 - Highlight the purpose of their work – give meaning to their part of the process

wide-format
SUMMIT

Mentee Musts

- Learn to accept the wisdom of others
- Be self-aware
- Be an effective communicator of goals, frustrations, observations
- Be open to learning
  - about yourself
  - about the business
 - Skills that will help you excel and advance at the company

wide-format
SUMMIT

WHAT DO WE PROVIDE?

PRINTINGUNITED
ALLIANCE

Community
Networking at year-round community–focused events, including FREE registration & education pass to PRINTING United Expo*.
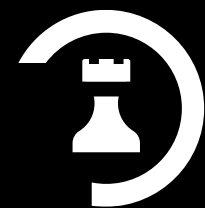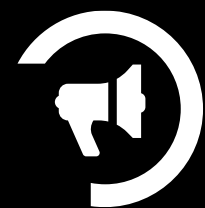
Business Strategy & Solutions
Access to industry-specific economic forecasts including the annual *State of The Industry* Report.
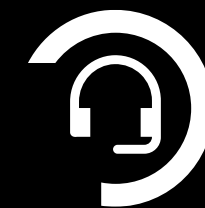
Support
Consultation and guidance from longstanding expert industry staff in HR, EHS, and Sustainability.

Advocacy
Legislative support and advocacy for members and for the industry at large, with influencing power at both the state and federal level.

Professional Development
Discover iLEARNING+! A growing collection of popular courses, certifications, quality control devices, reports, and resources.

Members Save 20%!

And More!
Quarterly issues of the *PRINTING United Journal*; free subscription to the weekly *Industry Ink* newsletter; member-only discounts on popular products and services; access to industry-leading media brand content.

*Exclusions apply based on membership type