



advantage



IN THIS ISSUE

- Revised Form I-92
- Employer Budgeting Time3
- Conducting A Skills Gap Analysis.....4
- Navigating Recruiting vs Poaching7
- Supervisors Are Our Leaders8
- Signs Of A Toxic Person.....9
- Emotional Wellness: Willpower..... 10

IN EVERY ISSUE

- Client Accolades 12
- HRA Happenings 12
- HR Links 13
- Whatever the Question 13
- HR by the Numbers 15
- Thoughts to Think About..... 17
- Events Calendar 18
- On My Soapbox 20

Revised Form I-9

On Aug. 1, 2023, U.S. Citizenship and Immigration Services will publish a revised version of Form I-9, Employment Eligibility Verification (PDF, 899.28 KB). Among the improvements to the form is a checkbox employers enrolled in E-Verify can use to indicate they remotely examined identity and employment authorization documents under an alternative procedure authorized by the Department of Homeland Security (DHS) described below.

The Federal Register document provides an alternative for certain employers to remotely examine Form I-9 documents, instead of the current requirement to examine documents in-person. To participate in the remote examination of Form I-9 documents under the DHS-authorized alternative procedure, employers must be enrolled in E-Verify, examine and retain copies of all documents, conduct a live video interaction with the employee, and create an E-Verify case if the employee is a new hire.

Employers who were participating in E-Verify and created a case for employees whose documents were examined during COVID-19 flexibilities (March 20, 2020 to July 31, 2023), may choose to use the new alternative procedure starting on August 1, 2023 to satisfy the physical document examination requirement by Aug. 30, 2023. Employers who were not enrolled in E-Verify during the COVID-19 flexibilities must complete an in-person physical examination by Aug. 30, 2023.



The revised Form I-9:

- Reduces Sections 1 and 2 to a single-sided sheet;
- Is designed to be a fillable form on tablets and mobile devices;
- Moves the Section 1 Preparer/Translator Certification area to a separate, standalone supplement that employers can provide to employees when necessary;
- Moves Section 3, Reverification and Rehire, to a standalone supplement that employers can print if or when rehire occurs or reverification is required;
- Revises the Lists of Acceptable Documents page to include some acceptable receipts as well as guidance and links to information on automatic extensions of employment authorization documentation;
- Reduces Form instructions from 15 pages to 8 pages; and

- Includes a checkbox allowing employers to indicate they examined Form I-9 documentation remotely under a DHS-authorized alternative procedure rather than via physical examination.

The revised Form I-9 (edition date 08/01/23) will be published on uscis.gov on Aug. 1, 2023. Employers can use the current Form I-9 (edition date 10/21/19) through Oct. 31, 2023. **Starting Nov. 1, 2023, all employers must use the new Form I-9.** Once the new form is published, we will send out an Alert with the link.

Employer Budgeting Time

This is the time of year when many employers are budgeting. That includes every aspect of the business and human resources is no exception. If this is true for you it's a time to start thinking about your needs for next year. While this is usually a lengthy and often challenging process, it does give an organization the opportunity to think about the direction it is headed, both employee and management development, as well as actions and projects that might be appropriate for next year.

Budgeting for salaries and compensation is a large piece of an organization's budget. Obviously, organizations need to consider a variety of factors impacting budgets, beyond labor market challenges, such as affordability and business performance.

- According to Willis Towers Watson's latest Salary Budget Planning Survey, employers are budgeting an average increase of 4% in 2024. Though down from the actual increase of 4.4% in 2023, the number remains higher than the 3.1% salary increase budget in 2021 and years prior.
- Mercer has also done research and reported they see the average salary increase forecasted for the US as 4.4% in 2023.
- Then with [PayScale's Index](#), wage growth was 6.1% for Q2 of 2023, with many workers still anticipating higher pay increases in 2024 to supplement lost value from high inflation in the previous year. Last year, survey respondents planned on base salary increases of 3.8% on average in the United States for 2023, but salary increases for 2023 clocked-in at 4% according to this year's survey. Going into 2024, organizations again are planning on salary increases of 3.8% on average.



Beyond salaries there are a variety of other HR activities. Once you determine these activities we welcome the opportunity to help you estimate costs for any Human Resource projects.

Outsourcing some of your project work can save you time and allow you to focus your time and energy on items that only you can do. We see this as results-oriented outsourcing.

Some of the projects that we specialize in and might be beneficial to you are:



- Pay or salary research or salary structure design
 - Internal investigations where objectivity and time sensitivity is a must
 - Development or revision of employee handbooks or policy manuals
 - Drafting job descriptions
 - Developing an incentive plan that ties your pay program to actual employee or team performance
 - A survey of your employees to get their perspective on workplace practices, policies and/or benefits
- Training programs that increase supervisory/managerial skills, enhance communication or team building, provide awareness of harassment/diversity
 - If this is the year that your employee count will cross one of those critical headcount thresholds that changes your compliance requirements (ADA, FMLA, AAP, OFLA, ERISA, etc.), we can help you meet those new requirements

There is no charge for any member of our staff to meet with you, and it would be our pleasure to talk with you about your Human Resource plans.

Conducting A Comprehensive Skills Gap Analysis: Preparing for Future Challenges

The ever-changing economic, environmental, and geopolitical landscape is transforming traditional business models and practices. As a result, new capabilities are required to adapt and compete effectively in the marketplace.

Helping your organization adapt to the challenges that lie ahead is one of the most critical responsibilities of HR practitioners. To achieve this, performing a skills gap analysis becomes a

crucial task. This analysis allows HR professionals to identify the existing skills of their workforce and assess the skills they will need in the future to stay competitive.

The goal is to bridge your gaps. A skills gap analysis involves identifying the specific skills required for various tasks or roles within the organization and then comparing them to the skills possessed by employees. By understanding the gaps between current skills and future needs, HR professionals can work to bridge those gaps whether that is with some internal elements or using outside partners, educational options, or hiring the skills in.

Conducting a skills gap analysis can lead to essential management questions, uncover hidden staffing issues and strengths, and pave the way for increased efficiency and productivity. Given the dynamic nature of today's workplace and increased protected leave laws, this analysis should be a top priority for any organization.

Though there is no perfect time to perform a gap analysis due to variations in businesses, many HR professionals recommend conducting an analysis annually or whenever new positions are created, or when new hires join the organization. For the analysis to yield valuable insights, new employees should be given about six months to acclimate to their roles.



Initiating a gap analysis can be daunting, as HR professionals are already juggling various day-to-day tasks, managers are concerned about productivity, and employees may approach the exercise with suspicion. To minimize these challenges, it is essential to have a clear understanding of the organization's mission and goals then communicate extensively with all stakeholders.

The gap analysis should not be about individual performance leading to discipline or correction. It is a tool used for planning and budgeting based on evidence of capabilities.

Here are key steps to conduct a skills gap analysis (and you may have additional steps depending on your organizational needs):

1. **Consult** with senior leaders and managers to understand business goals and any industry trends that will shape future skill requirements.
2. **Examine** current staff functions and skills by reviewing HR records, conducting interviews or employee surveys.

3. **Decide** how to close the identified gaps, which may involve encouraging employees to pursue continuing education and certifications or recruiting talent from outside the organization.
4. **Implement** the plan while keeping the budget in mind and planning work time for employees to learn new skills. (Please remember almost all employee training must be paid time.)
5. **Measure** and report the results, allowing staff to utilize their newly acquired skills. Tracking your activity and success are important pieces to share with your stakeholders.
6. **Repeat** the analysis as a regular part of the organizational culture, ensuring ongoing alignment with changing needs.



Leveraging technology can streamline the analysis, and HR platforms can empower employees to identify skills gaps and development opportunities, chart career paths, and build valuable skills for the future.

Avoiding common missteps, such as procrastination, not delving beneath the surface to understand variations in job functions, and failing to address employees' fears about the analysis revealing weaknesses, is essential for a successful skills gap analysis.

Conducting a comprehensive skills gap analysis is an invaluable exercise that equips organizations with the necessary skills to thrive in the face of evolving

challenges. Bridging the gap between current skills and future demands, HR professionals contribute to a stronger, more agile, and competitive workforce.

Editor's Note: Reskilling, Upskilling, and Cross Skilling are several ways to get your people where you need them to be. According to ManpowerGroup's 2023 Workplace Trends Report, 57% of employees are pursuing training outside of work. These workers largely feel that company-led training programs don't provide them with the relevant skills, help them advance their careers, or help them stay competitive in the job market. It is GREAT news that employees are taking it upon themselves to seek out educational opportunities. To meet the demand in the marketplace employers will need to be more involved in the training, education and development of employees to have the necessary skills you need not only for today but into the future as well.

Navigating The Distinction Between Recruiting And Poaching

When faced with the task of filling open job positions, forward-thinking organizations don't wait for qualified applicants to approach them. Instead, they proactively maintain a list of potential hires. However, initiating a conversation with employed individuals could raise concerns about "poaching," a term that carries negative connotations, likely due to its association with illegal hunting practices. While poaching talent isn't illegal, it is frowned upon in many industries.

Poaching involves intentionally persuading employed individuals to leave their current positions. Organizations fear losing their employees to competitors, leading to disruptions and potential productivity dips while searching for replacements. Moreover, it can be disheartening to lose employees enticed solely by better monetary incentives rather than unhappiness with their current roles.

On the other hand, recruiting is a common and legitimate hiring practice. Businesses always strive to attract top talent, which often means reaching out to individuals already contributing significantly to other organizations. Competing for the best talent is a standard industry practice and making direct invitations to learn about one's organization a sensible approach.

As non-compete agreements are becoming legally prohibited in many states, the process of reaching out to known contributors is increasing. Avoid crossing ethical boundaries, and remain mindful of non-disclosure agreements and confidentiality agreements that employees may carry over from their previous employers. Recruiting should not involve hiring employees solely to gain access to proprietary client lists or trade secrets. This compromises your new employee and could lead to legal concerns for you and the employee. The focus should be on recruiting individuals who genuinely possess the required skills and align with the organization's values and culture.



When recruiting, it's essential to diversify the sources from which employees are approached. Overly targeting individuals from a single competitor may appear unethical and hostile. Instead, concentrate on specific skill sets or industries to assemble a talented workforce without eliciting negative reactions from competitors.

To limit the risk of losing employees, businesses can adopt various strategies. Offering competitive salaries and benefits is crucial, but culture and employee satisfaction are equally significant. Providing flexibility in work arrangements and valuing employees' well-being can

enhance loyalty and reduce susceptibility to recruitment efforts. Gathering regular employee feedback to identify areas for improvement and implementing best practices will help retain valuable talent.

If faced with an employee being recruited by another organization, it is essential to approach the situation professionally and respect the individual's right to make personal career decisions. Conducting exit interviews can provide insights into how to enhance retention strategies. Organizations may also find this an opportunity to recruit star employees who have been on their radar.

Ultimately, maintaining an ethical recruiting practices is essential to build a strong and competent workforce while respecting employees, industry norms, and ethical standards.

Supervisors Are Our Leaders

Are you prioritizing supervisory development at your organization? If not, you need to be. If you don't believe us look at what the experts are saying:

According to [Harvard Business Review](#), frontline leaders make up 50% - 60% of an organization's management ranks. Frontline leaders directly supervise up to 80% of the workforce in many organizations, and commonly cited research suggests that 50% - 60% of them fail within their first couple of years.



And then there is [Forbes](#). In 2023 more than ever, leaders need to be less strategy experts and more human experts. Leaders need to become experts in why people do what they do if they want to help their people act differently. Leadership is about intentional influencing of behavioral change. Leaders don't influence outcomes; they influence humans to act in ways that drive outcomes. Behavior change is the job of a leader.

Organizations that promote a robust supervisory culture have a distinct advantage over those that don't.

Organizations with strong supervisors enjoy many benefits like a positive work environment, higher degree of productivity and a more resilient workforce with longevity.

Our next ***Success for Supervisors Series*** begins September 7th and we encourage you to enroll your new Supervisors today. [Visit our website](#) for more information. We also have a

program scheduled in October for those who may be interested in being promoted into a supervisory role. This webinar is designed for them to understand what they are saying yes to. You can learn more [here](#).

Signs Of A Toxic Person You Shouldn't Ignore

Toxicity in the workplace can take many forms. Whatever form it takes, toxicity in the workplace is a severe problem that can lead to loss of morale among employees or worse. There can be many adverse effects, including decreased productivity, increased absenteeism, high turnover, or costly litigation. If left unchecked, toxicity in the workplace can destroy a team. Pay attention so you can spot these symptoms and deal with them effectively.

- Reminding you of your past mistakes to keep you down
- Reaching out when they want something or need you and ignoring you when you need help from them
- Putting people down to feel better about themselves
- Acting superior and entitled
- Lack of responsibility for themselves
- Lack an understanding of the boundaries of others
- Lack empathy
- Leaving you feeling emotionally exhausted after an encounter with them
- Trying to control you by guilt tripping
- Rarely apologizing
- Jealousy
- Backhanded compliments
- Need to be right
- Offensive
- Defensive
- Frequent unproductive conflict with others
- And there are others



Of course, we would be remis if we did not give you some guidance on working with these individuals.

Here are several considerations:

- Don't try to please them
- Speak up if you feel uncomfortable or unsafe around someone
- Do not get sucked into the toxicity
- Set boundaries with these individuals at work
- Think before you speak or act – be wise with your emotions (don't take the bait)
- It is best to keep a positive attitude and be above reproach
- Be aware of your own behavior and how it impacts others - you can always look for feedback from people you trust



Emotional Wellness: Willpower Is Not The Answer

Last month we covered what to do if you're feeling stuck in your personal health & wellness. The first way that most folks come at this is to "just try harder". The white-knuckle approach is all too common. If you're going for lasting change, you'll need something more sustainable than "just do it".

What if you could work smarter, not harder?

We know our health & wellness (or lack thereof) is built on the routines and habits we have. If you want to feel better, and be healthier, there are some habits and behaviors that will have to change. This is where most people get stuck!

Of course, changing is not easy, but it does not have to be as hard as we make it. The key to success is learning how to work with your human nature to create the healthy, happy life you desire.

Humans generally are influenced by three major areas in their day-to-day life:

- Personal Influence - your personal abilities & your personal motivation
- Social Influence - the people around you (family, friends, coworkers)

- Environmental Influence - your physical surroundings (your home environment, work environment, etc.)

Let's say you want to start moving more and eating out less. You could just say "that's it, I'm doing this" and then just try hard to stick to your plan. Or you could address each of the three areas of influence in your life to set yourself up for success, like this:

Personally - If you want to eat out less, that means cooking more at home, do you have the skill and comfort level to cook a meal or two for yourself each week? If you want to move more, you'll need to choose something you can enjoy that will get you moving.

Socially - Who in your circle of friends/family is influencing you to NOT move more and eat out less? How can you enlist their encouragement and support of the changes you want to make? Do you have a friend at work who wants to take walking breaks too?

Environmentally - How can you set up your space at home, at work, and in between to allow and motivate you to move more and eat out less? Maybe if you knew you had a healthy meal mostly prepped and ready at home, you wouldn't hit the drive through on the way home from work.

Take a minute to identify one healthy, supportive behavior you wish you had. Ask yourself how you could personally, socially, and environmentally set yourself up for success. Changing does not have to be hard! It can be doable, and even enjoyable if you know how to work WITH your human nature.



To explore these habit change concepts more in depth, check out the book [Change Anything: The New Science of Personal Success](#) by Kerry Patterson et al. They unveil what they term the "willpower trap" and how to use the 6 Sources of Influence to change anything.

Special appreciation to Danielle Dinkelman, NBC-HWC from Advanced Corporate Wellness, LLC For this article. danielle@acwcoaching.com | 801-888-3361 | www.acwcoaching.com



client accolades

Oregon Business Magazine's Power List has recognized the following local businesses, which we are honored to work with:

Health Care Plans Oregon / SW Washington

2 PacificSource Health Plans

5 Willamette Dental

Financial Planners

4 Aldrich Wealth

6 Anerich Massena

8 Coldstream Wealth Management



hra happenings

REMINDER!

We are thrilled to announce a celebration in honor of Judy Clark's remarkable 51-year career in Human Resources. Judy has been an integral part of our organization for over half a century, and her contributions have been invaluable. Her dedication, expertise, and unwavering commitment to excellence have helped shape our company's culture and values. We invite you to join us in celebrating Judy's career and all that she has accomplished. The event will take place on November 3rd, 2023, and the guest list includes colleagues, friends, and family who have been touched by Judy's work and legacy. Please add your email to the guest list so you don't miss any details! We look forward to honoring Judy and sharing this special occasion with you.



[ADD MY NAME](#)



Mental Health in America: A 2022 Workplace Report by SHRM states there are a number of barriers to offering mental health services. Employers that don't offer mental health services to their employees cite several reasons:

- 33% haven't thought about workplace mental health
- 27% unsure of which benefits to provide
- 21% don't have the resources
- 21% services are too expensive
- 8% don't know how to find or choose a mental health plan

Well there's good news...the Department of Labor has a mental health resource page that seems to have a lot of useful information, found at <https://www.dol.gov/general/mental-health-at-work>.



whatever the question

Q: Our organization has suffered an increase in turnover. During the exit interviews we have found that aside from salary, the second largest complaint was lack of training. Employees leaving our firm said they felt like it was a sink or swim to learn the job and it was up to the new employee to figure it out. We have no formal training schedule for new employees and rely on already overworked employees to train their counterparts. Does anyone have anything they can share, such as a training program? Do you do classroom training? What is the orientation like? Like I said - we are short staffed and it's a struggle to take any time out for peers or managers to do the training!

A: It's evident that the increase in turnover and the lack of training opportunities are posing significant challenges for your organization. Here are some suggestions:

Onboarding Program: Establish a comprehensive onboarding process that introduces new employees to the organization culture, values, and their roles. This can be done through a combination of in-person sessions, online modules, and resource materials. Ensure that each

new employee has a designated mentor or buddy to guide them during their initial days.

Formal Training Schedule: Develop a structured training program that covers essential job skills and knowledge. This can include both classroom-style training sessions and hands-on, practical experience. Creating a training calendar with specific topics and sessions can help organize the process.

E-Learning and Online Training: Consider utilizing e-learning platforms to provide self-paced online training modules that employees can access at their convenience. This can be especially helpful for technical skills and process-oriented training.

Job Shadowing and Cross-Training: Encourage job shadowing opportunities for new employees to learn from experienced colleagues. Additionally, implement cross-training initiatives that enable employees to gain exposure to different roles within the organization.

Peer-to-Peer Learning: Encourage a culture of peer-to-peer learning, where team members share knowledge and expertise with one another. Establish regular knowledge-sharing sessions or "brown bag" lunches (even virtual) where employees can present and learn from each other.

Training Resources and Manuals: Develop comprehensive training manuals (accessible online) and resources that employees can refer to when needed. These materials should be easily accessible and cover essential procedures and guidelines.

Blended Learning Approach: Consider adopting a blended learning approach that combines various training methods, such as instructor-led sessions, e-learning, simulations, video, and interactive workshops.

Allocate Time and Resources: While being short-staffed is a challenge, it's essential to allocate time and resources for training. Prioritize training sessions and consider staggering work schedules to accommodate learning without affecting productivity significantly.

Training Champions: Identify enthusiastic and skilled employees who can act as training champions and lead specific training initiatives. These individuals can share their expertise and assist in disseminating knowledge.

Continuous Feedback and Improvement: Regularly collect feedback from employees about the effectiveness of the training programs. Use this feedback to continuously improve and tailor the training to meet employees' needs.

Remember that investing in training and employee development not only reduces turnover but also enhances overall productivity and job satisfaction. By creating a supportive learning environment, you can empower employees to succeed and contribute to the organization's long-term success.



hr by the numbers

Nearly 50% of U.S. employees suffer from financial stress. And it's only getting worse. According to a survey conducted by [Salary Finance](#), workers who face financial stress are:

- 4.5x more likely to have negative relationships with their colleagues
- 5.8x more likely not to finish their daily workload



Is your hiring and onboarding process costing you unnecessarily? Did you know...

- Nearly one third of people are job searching within six months of employment
- Almost one third externally-hired executives miss expectations in the first two years
- With 10-15% annual attrition, companies lose about 60% of their entire talent base within four years



Introducing an onboarding program into your hiring process can mean the difference between retaining top employees or watching them walk out the door after several months or even weeks. According to the [Aberdeen Group](#), organizations who implement an effective onboarding program during the first three months of the new hire employment experience will experience a 50% greater retention; a 54% increase in productivity; and a 59% higher engagement than those who don't.



Only one in four C-suite leaders is a woman. Only one in 20 is a woman of color. Source: Women in the Workplace 2022, McKinsey and Company and LinkedIn survey.



Handling employee use of marijuana continues to be an employer's dilemma. While 21 states have legalized the use (whether medical or recreational) it's still federally banned. This presents a number of challenges for employers. The most recent development is a softening of drug testing as part of the employment considerations.

Pew Research Center in October of 2022 ran a survey:

- 59% of their respondents said marijuana should be legal for medical and recreational use
- 30% said it should be legal for medical use only
- 10% indicated it should not be legal at all
- 1% did not respond.

In addition, 16% of private sector employers in the United States test for drug and or alcohol according to a 2022 report from The U.S. Bureau of Labor statistics.

According to Quest Diagnostics, in 2022 the rate of positive marijuana tests among the U.S. workforce, based on more than six million urine tests, was at the highest point in 2021 with

- 2.6% in 2017
- 3.6% in 2020
- 3.9% in 2021



A [recent review](#) by the Travelers insurance company of more than 1.2 million workers' compensation claims from 2016 to 2020 found that 34% of workplace injuries happened during an employee's first year on the job. These injuries triggered nearly 7 million missed workdays.

Meanwhile, the most expensive workers' compensation claims came from employees ages 60 and older. These claims were about 140 percent more costly than claims for workers ages 18 to 24.



It's necessary to keep up with the latest trends within today's rapidly evolving job market. As the work world becomes increasingly technology-driven, industries are adopting new methods to streamline their processes. A significant shift is the surge in demand for virtual assistant services. With an increase of internet users of more than 257 million from 2020 and 2021, it's believed that the [virtual assistant market will reach \\$25.6 billion by 2025](#).



thoughts to think about

"The only way to make sense out of change is to plunge into it, move with it, and join the dance." ~ Alan Watts

"The past is not something that holds you back, it's something that propels you forward." ~ Tony Robbins

"A good leader takes a little more than their share of the blame and a little less than their share of the credit." ~ Arnold H. Glasgow

"Leaders don't force people to follow – they invite them on a journey." ~ Charles S. Lauer

"Walk away from anything or anyone who takes away from your joy. Life is too short to put up with fools." ~ Unknown

"Some people think I am going crazy – the joke is on them. I went there years ago, fell in love with the place, and decided to stay." ~ Anonymous

"Hard work is a prison sentence only if it does not have meaning." ~ Malcolm Gladwell

"When given an opportunity, deliver excellence and never quit." ~ Robert Rodríguez

calendar of events



- 02** Building a Culture of Belonging
- 02** HR Lunch Bunch: How Are You Planning for Creative and Cost Effective Benefits?
- 04** Supervisory Short: Building an Effective Team
- 08** Professional Practices: Auditing Oregon Pay Equity
- 16** Diversity, Equity, and Inclusion: Emotional Safety



- 06** HR Lunch Bunch: Technology and AI - Is HR Ready to be an Organizational Change Agent?
- 07** Success for Supervisor Series
- 12** Professional Practices: Job Descriptions - A Valuable Resource in Risk Mitigation
- 15** Diversity, Equity, and Inclusion: Understanding Micro Aggressions and Micro Inequities
- 27** Professional Practices: Corrective Action
- 27** HR: Party of One

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calendar of events



04 HR Lunch Bunch: HR Records - Getting Them Back in Place

06 Supervisory Short: Safety and Wellness



10 Professional Practices: Americans with Disabilities Act

11 Looking to Promote Internally for a Supervisor

18 Before You Say “Yes” to the Promotion



24 Professional Practices: HR Compliance - What You Don't Know Can Hurt You

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Upcoming Topics:

- HR Lunch Bunch: Wellness That Works
- Supervisory Short: Blended Learning for Employees
- Workplace Civility and Etiquette
- Diversity, Equity, Inclusion: Managing Generational Differences
- Professional Practices: Auditing Oregon Pay Equity

on my soapbox

One of the similarities between my husband and I was that we grew up without a lot of extras. We never saw ourselves as poor, but we knew that there wasn't much for wants. Our needs were never left unattended.



By the term “needs,” we mean those requirements which are necessary for a human being to live a healthy life. They are personal, psychological, cultural, social, etc. needs that are important for an organism to survive.

In ancient times the three basic needs of the man were food, clothing, and shelter, but with the passage of time, education and healthcare also became integral, as they improve the quality of life. They are a person's first priority as they are the things that keep us healthy and safe. Therefore, if needs are not satisfied in time, it may result in illness, inability in functioning properly, or even death.

In economics, “wants” are defined as something that a person would like to possess, either immediately or later. Simply put, wants are the desires that cause business activities to produce such products and services that are demanded by the economy. They are optional (i.e., an individual is going to survive, even if a want is not satisfied). Further, wants may vary from person to person and time to time.

We all know that human wants are unlimited while the means to satisfy those wants are limited. Hence, all the wants of an individual cannot be met and they must let it go or seek an alternative.

The following points are noteworthy so far as the difference between needs and wants are concerned:

- The term ‘needs’ is defined as an individual's basic requirement that must be fulfilled, in order to survive. Wants are described as the goods and services, which an individual likes to have, as a part of their life.
- An individual's needs are limited while their wants are unlimited.
- Needs are something that you must have, in order to live. On the contrary, wants are something that you wish to have, to add comforts in your life.

Understanding the difference between these becomes critical to working out how they will be discussed and decided upon.

One of the things that became a joke in our family is I would say that I needed something, and Karl would say that it wasn't a need, rather it was a want. Then I would say, "Classifying it as a want doesn't mean it isn't important to me." That would be the beginning of our efforts to determine how important it really was, could we afford it, or would we have to save for it, if we agreed we should acquire it.

The similarity of our experiences growing up resulted in a significant difference in our adult perspectives. Karl learned to focus on needs while I focused on wants. This can be a thorn in the side of a relationship; and it can also occur in the workplace. Karl and I were only two who had to work through our differences of opinion. In the workplace there are dozens or hundreds that differ on wants versus needs regarding employment challenges, directions, and goals. And then you throw in the third set of expectations about work; the folks who had their wants satisfied during childhood; and the mix creates substantial complexity.

People look to their employers to not only provide them with a reasonable salary but also meet other personal and professional needs. By fulfilling those needs, employers can keep their staff motivated and productive and retain top talent. Supervisors who understand their employees' needs (and motivations) can take the right steps to meet them. Talking about the differing wants and needs will uncover what is important to each employee and how they might be met through their employment. Sharing and discussion is good!

Judy Clark, Principal and Founder

To see more of Judy's writing and read the history of HRA Answers, [visit our website](#).

Editor: Deborah Jeffries, SHRM-CP, PHR, CPC: **Advantage** is published monthly and is designed to provide information on regulations, HR practices, and management ideas and concerns. The intended audience is managers, supervisors, business owners, human resources professionals and labor relations professionals. If you have questions about the content, an opinion about the information, or questions about your subscription, please call us at 503-885-9815 or email us at info@hranswers.com

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