



Strategies to Activate Employers & Make Jobs Better

Ohio Workforce Coalition
July 28, 2022

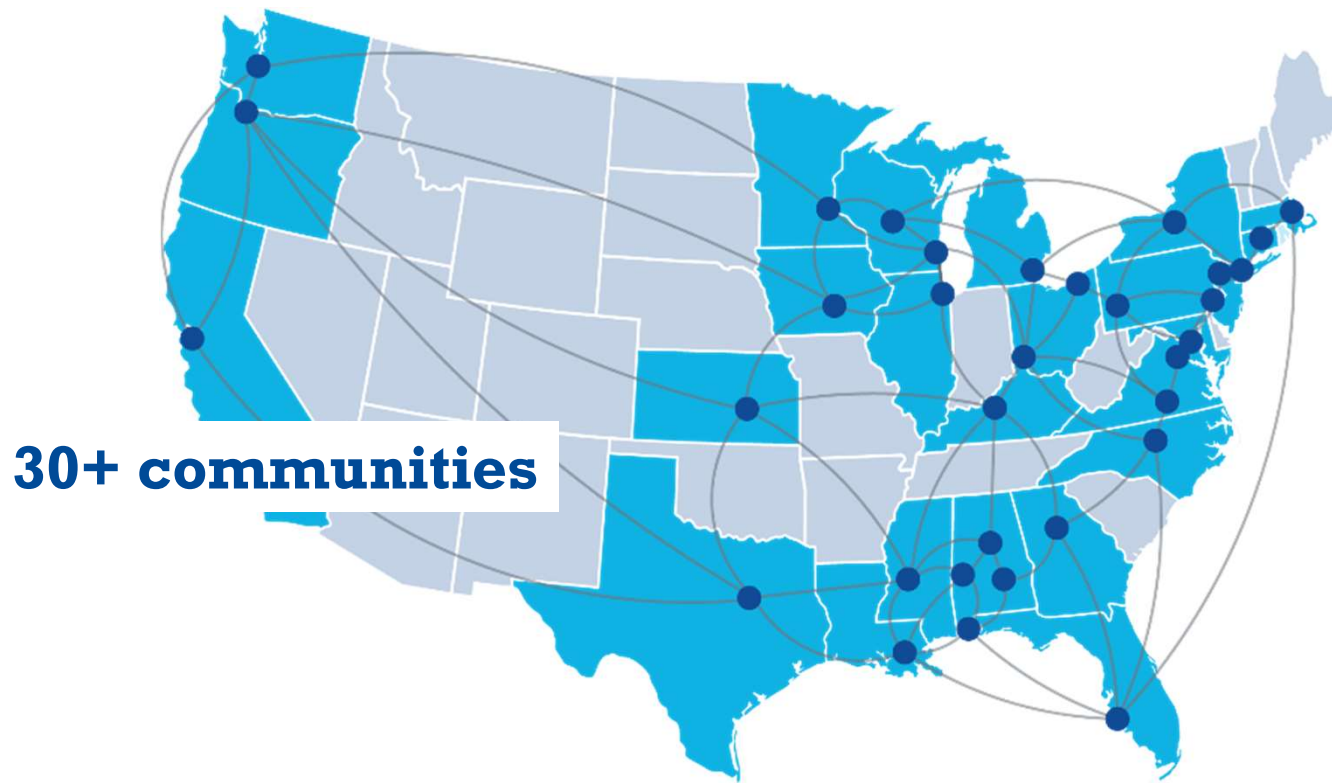
Virtual Icebreaker

In the chat, put your

- Name
- Organization
- 1-3 characteristics about the best job you've ever had

National Network of Changemakers

Workforce Innovation and Implementation Network



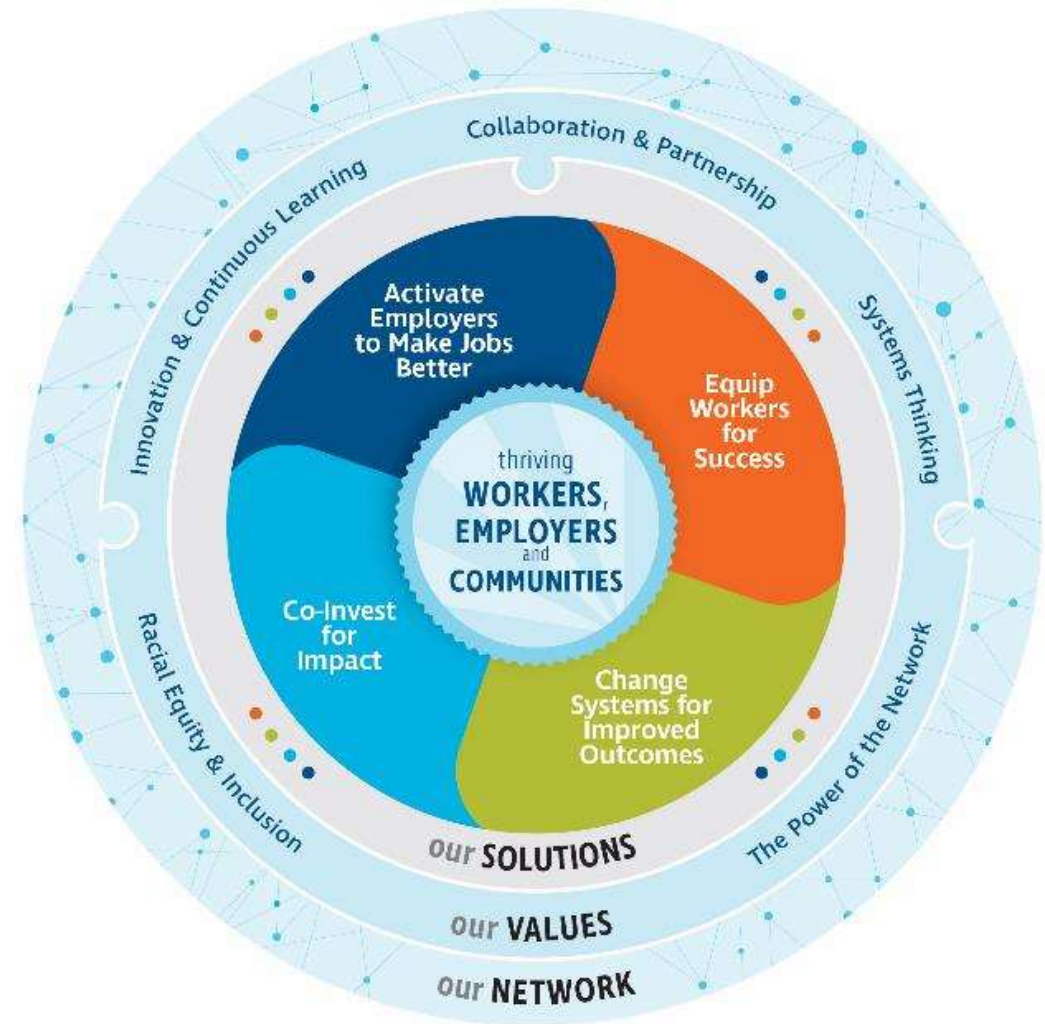
Core Partners

- Philanthropy
- Employers
- Workforce Investment Boards
- Community colleges
- CBOs
- Workers



We collaborate with workers, employers, and communities to advance a skilled workforce, promote good jobs, and invest in equitable outcomes

4 Integrated solutions implemented through the lens of racial equity and inclusion

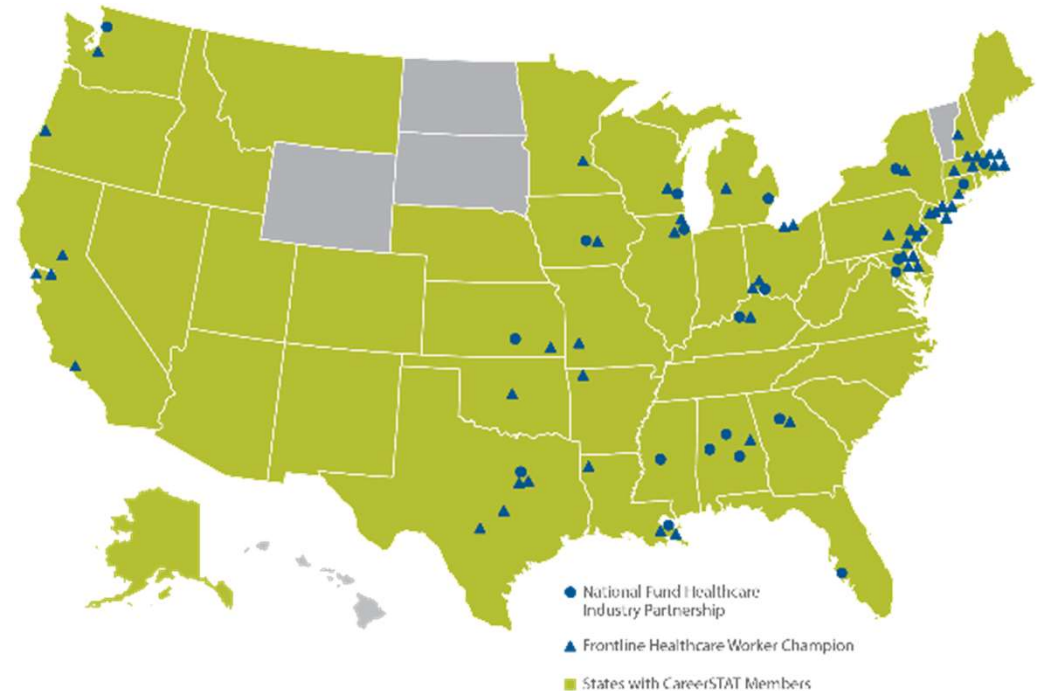


CareerSTAT: A National Network

Promoting increased employer investment in frontline healthcare worker skill development and career advancement

Network Members

- Employers from across the continuum of care
- Healthcare industry partnerships
- Workforce intermediaries
- Philanthropy



Employers Need a People Strategy

- To grow, employers need to attract the right workers, and retain them. That takes a strategy.
- At NFWS, we talk about this as “job redesign.”
 - Companies can design their jobs and workplaces as intentionally as they design their products or services.
- The Job Design Framework and other tools you will hear about today are building blocks for developing such a strategy



Photo by Timothy Barlin on Unsplash

Job Design Framework Overview

What is it?

- The Job Design Framework is a tool to help understand job quality
- This framework allows you to choose the combination of items that best fit the needs of your business and your employees.
- Designing jobs for equity and inclusion will help build a company where employees thrive

How should you use it?

- Companies should bring the same intelligence, creativity, and purpose to job design as they do to product design.
- Employers should discuss job design with frontline workers to identify the most impactful changes.

Job Design Framework

An REI Frame

- **Racial equity is essential for good jobs and good workplaces.** You can start wherever you want in this framework, but job elements listed below will have the most impact if you apply them with an equity mindset.

The Pillars

Core <i>The basic elements of a good job</i> <ul style="list-style-type: none">• Compensation• Work Environment• Supervision Quality	Support <i>Help workers perform well and achieve stability</i> <ul style="list-style-type: none">• Training• Internal Assistance• External Supports	Opportunity <i>Help employees advance in their careers and develop skills</i> <ul style="list-style-type: none">• Career Development• Mentoring and Coaching• Acknowledgement	Voice <i>Employees are empowered, engaged, and have agency</i> <ul style="list-style-type: none">• Engagement• Improvement• Participation
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The Results

- Becoming an employer of choice is a strategy, not an accident.
- Designing your jobs for equity and inclusion will help you build a great company where your employees thrive.

The Job Design Framework Pillars

Core	Support	Opportunity	Voice
<i>The basic elements of a good job</i>	<i>Help workers perform well and achieve stability</i>	<i>Help employers advance in their careers and develop their skills</i>	<i>Employees are empowered, engaged, and have agency</i>
<p>Compensation</p> <ul style="list-style-type: none"> • Sustainable pay and benefits <p>Work Environment</p> <ul style="list-style-type: none"> • Stable hours and scheduling • Safety • Job security <p>Supervision Quality</p> <ul style="list-style-type: none"> • Fairness and respect • Open communication • Anti-discrimination and anti-profiling policies • Transparent grievance process 	<p>Training</p> <ul style="list-style-type: none"> • Entry-level training • Cross-training <p>Internal Assistance</p> <ul style="list-style-type: none"> • Supervisory training • Financial counseling • Cash assistance • Formal HR practices <p>External Supports</p> <ul style="list-style-type: none"> • Tax credits • Childcare support • Transportation support • Housing support, etc. 	<p>Career Development</p> <ul style="list-style-type: none"> • Specialized training • Educational benefits • Formal career pathways <p>Mentoring and Coaching</p> <ul style="list-style-type: none"> • Peer mentorship • Job coaching <p>Acknowledgement</p> <ul style="list-style-type: none"> • Internal and external recognition • Leveling of perks • Individual and team bonuses • Other financial incentives 	<p>Engagement</p> <ul style="list-style-type: none"> • Measurement of engagement • Meaningfulness • Mattering <p>Improvement</p> <ul style="list-style-type: none"> • Inclusive, continuous improvement processes <p>Participation</p> <ul style="list-style-type: none"> • Participatory management • Autonomous teams • Formal representation • Employee stock ownership

Business Impact Areas



Workforce
Availability



Employee
Competency &
Advancement



Employee
Engagement



Community
Health



Patient
Experience



Quality
& Safety

Programmatic Best Practices

Accessible frontline talent development programs and support services

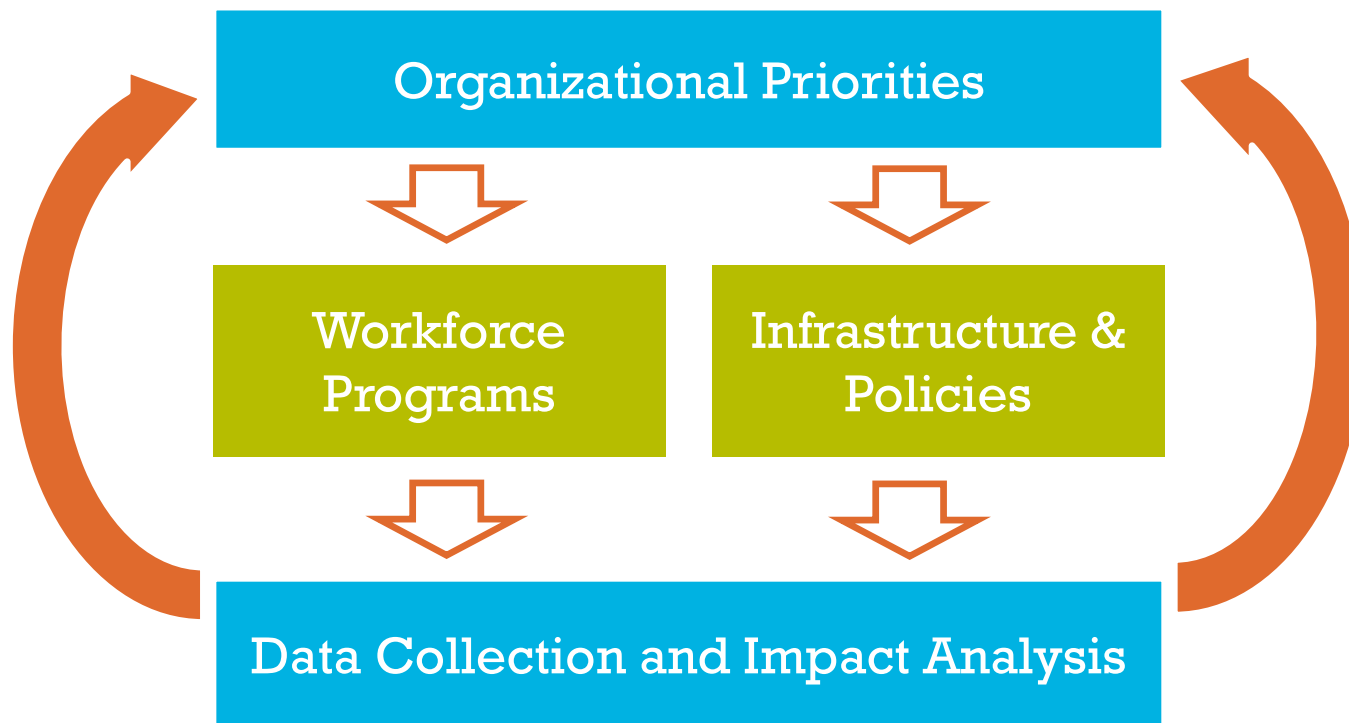
Inclusive Hiring	Accessible Learning	Career Advancement
Recruit from the community	Basic skills development	Enhanced training to meet new standards
Create an incumbent worker pipeline	Work-based learning	Career exploration tools & opportunities
Structured onboarding of new hires	Competency-based instruction	Career coaching and counseling
	Flexible learning options	Career pathways

Organizational Best Practices

Infrastructure, resources, and leadership needed to have the greatest impact on the business and employees

Engaging Leaders	Developing Infrastructure	Leveraging Resources
Alignment with organizational priorities	Dedicated workforce units or staff	Seed funding and co-investment strategies
Senior leader support and sponsorship	Employee skill and educational assessment	Industry partnerships with other employers
Managers as coaches and champions	Supportive HR policies	Leveraged partner expertise
	Workforce planning and analytics	Integration with business operations

Integrated Workforce Investments



The Business Case for Improving Job Quality is Strong

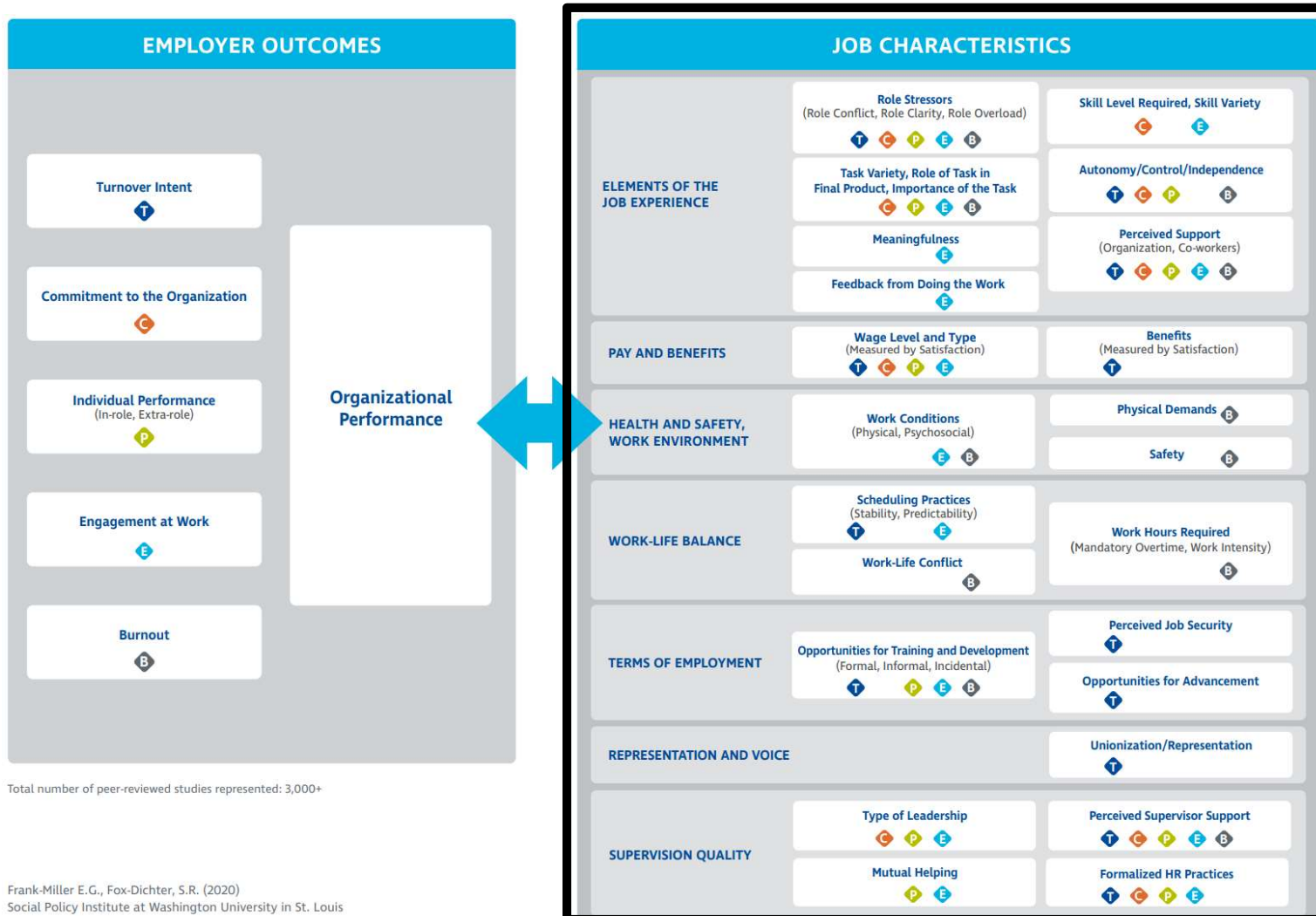
Strong research evidence supports the business case for making jobs better

- Cluster randomized study at The Gap – Improving job quality (scheduling practices) sharply increased median sales and labor productivity
- Gallup’s 2020 engagement survey – Highest engagement companies ranked 23% higher in profitability, 18% lower in turnover, and 81% lower in absenteeism
- JUST Capital’s living wage rankings – Top quintile of companies returned 12.3% compared to bottom quintile companies (only 1.1% return relative to industry peers)

How Do Job Design Choices Relate to Employer Outcomes?



Correlated Job Characteristics

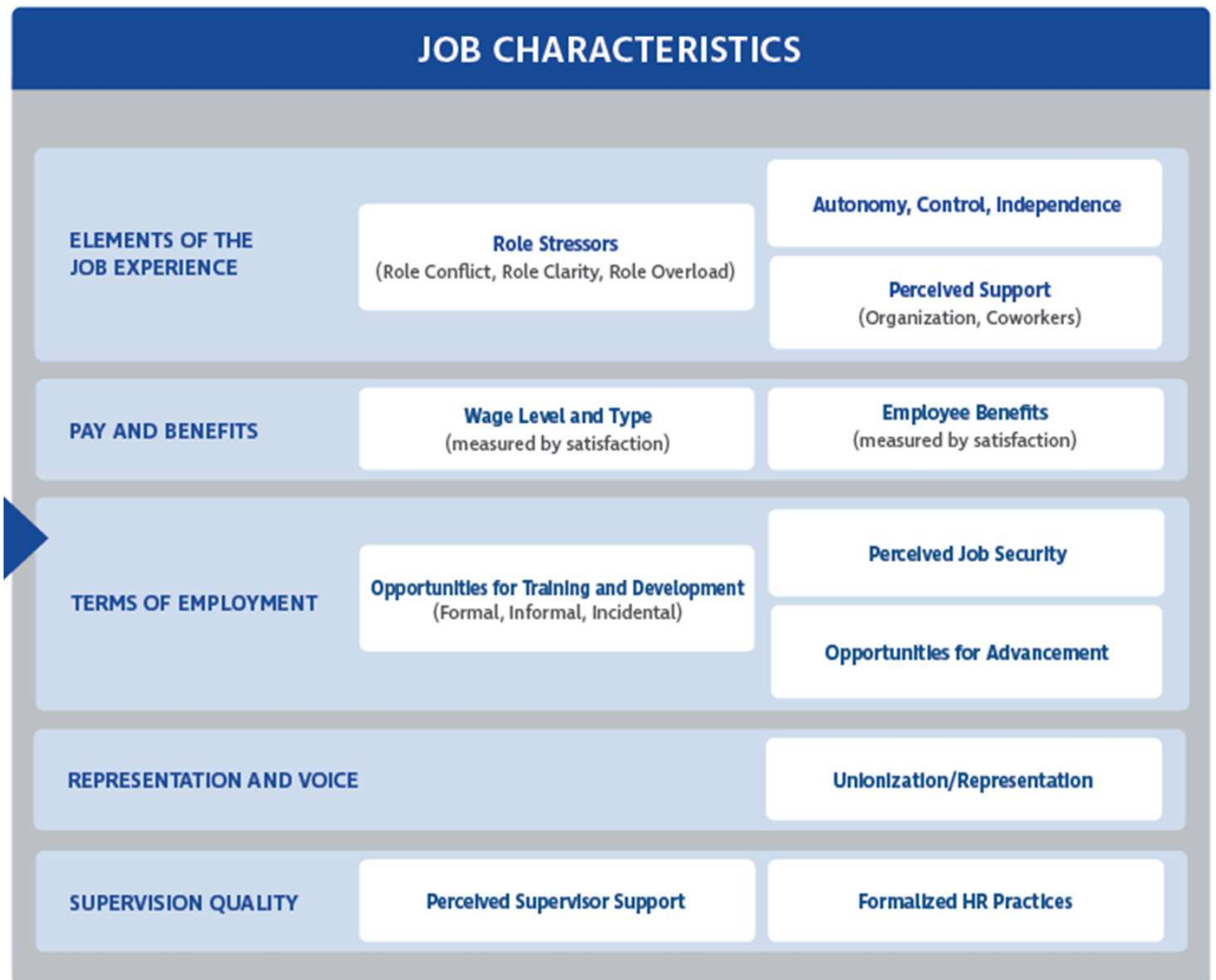


Total number of peer-reviewed studies represented: 3,000+

Frank-Miller E.G., Fox-Dichter, S.R. (2020)
Social Policy Institute at Washington University in St. Louis

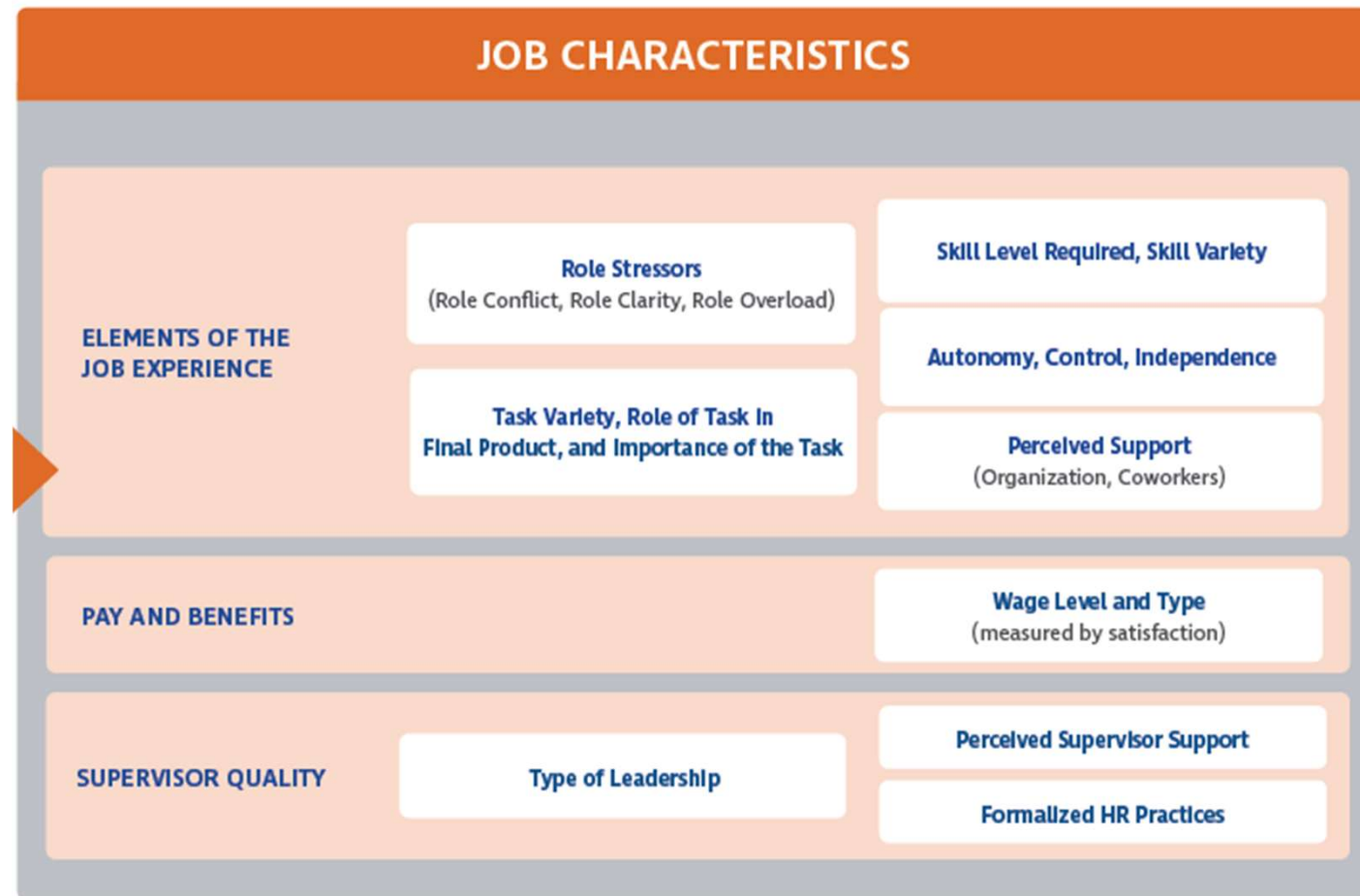
Turnover Intention

I am thinking of leaving this job in the next 6 months.



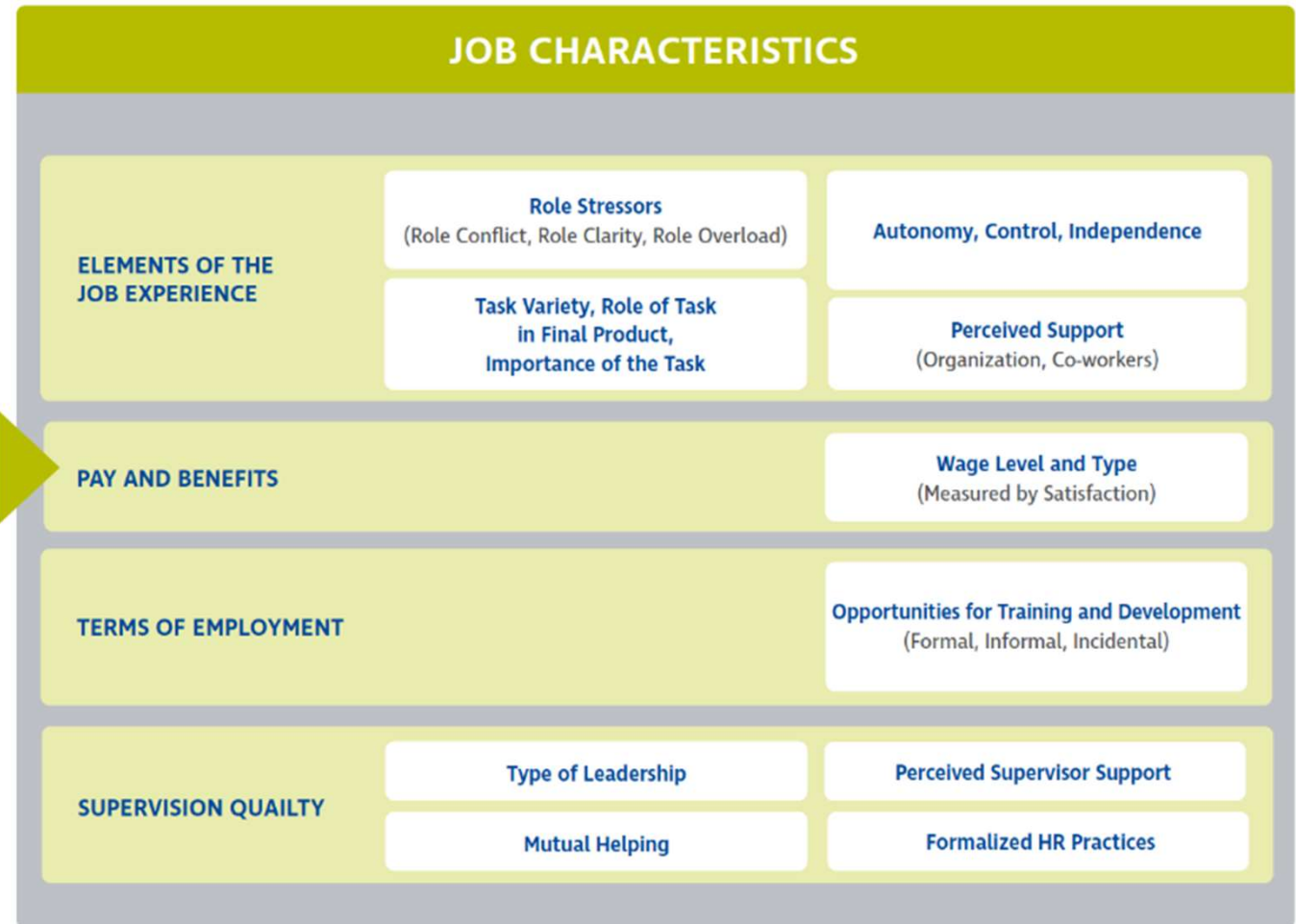
Commitment to the Organization

*This organization's
problems are my problems*



Individual Performance

I believe I am good at my job.



Engagement at Work

How much attention and energy do I give to my work?

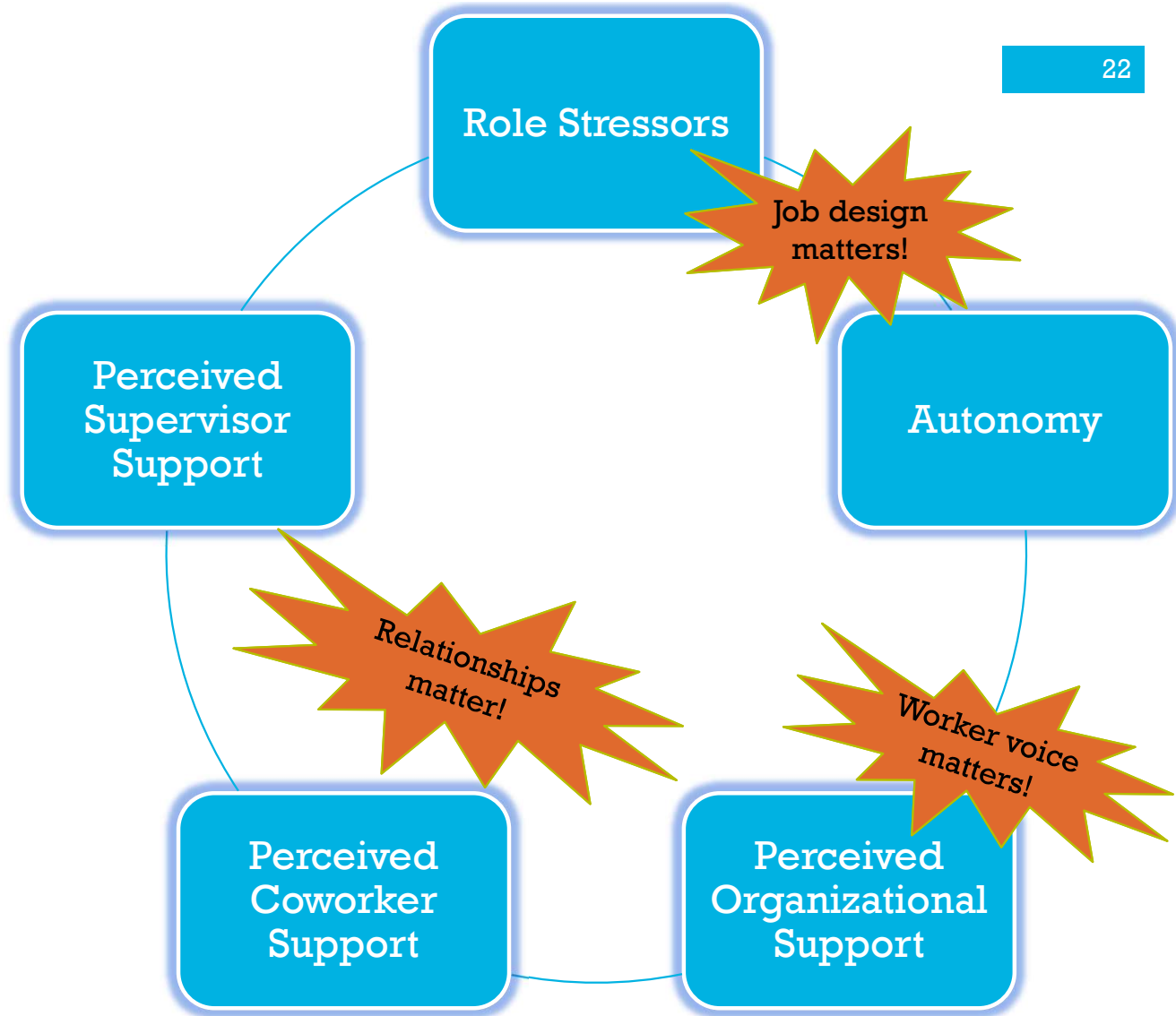


Burnout

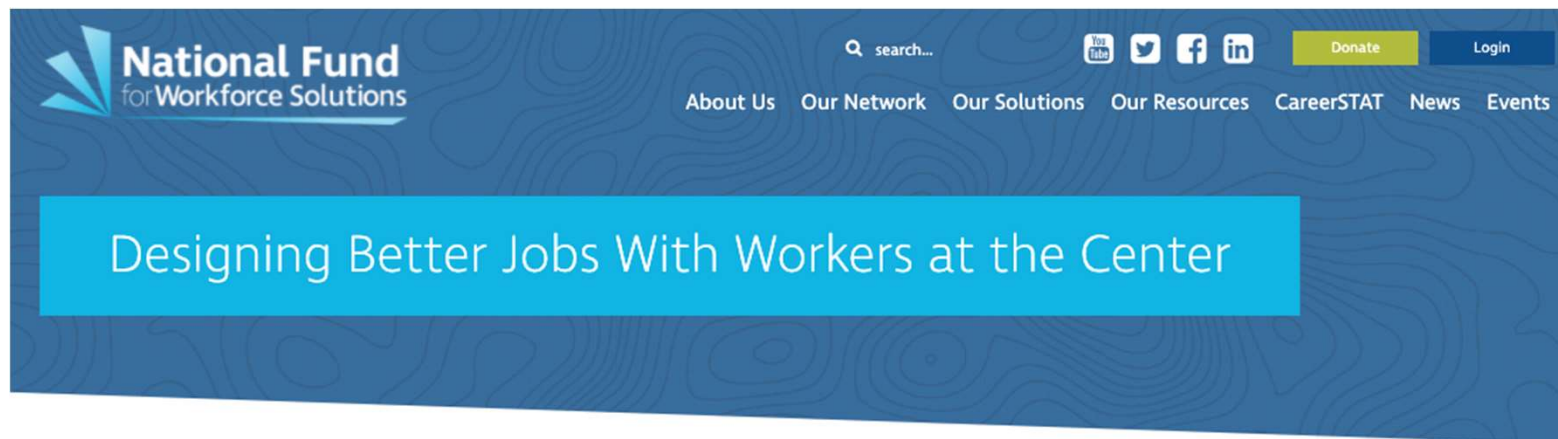
*Am I mentally, physically,
and/or emotionally
exhausted by my work?*



Job Characteristic Superstars associated with all 5 key outcomes



Guide to Designing a Human-Centered Workplace



INTRO TO THE GUIDE

WE KNOW HIGHER QUALITY JOBS IMPROVE ORGANIZATIONAL OUTCOMES.

We also know that workers understand what a quality job looks like. This guide makes it easier for employers to center frontline workers in the job design process, and realize the full potential of their people and their performance.

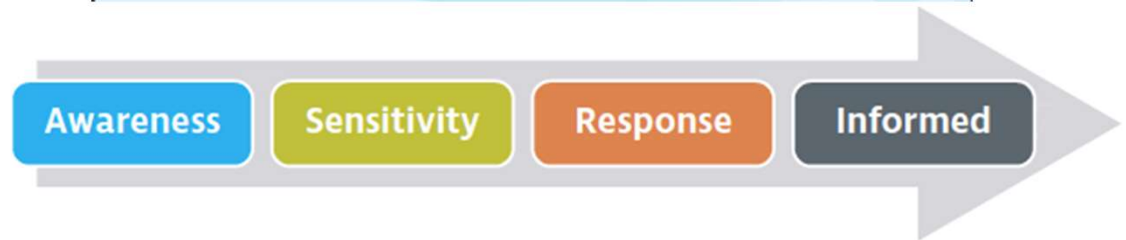
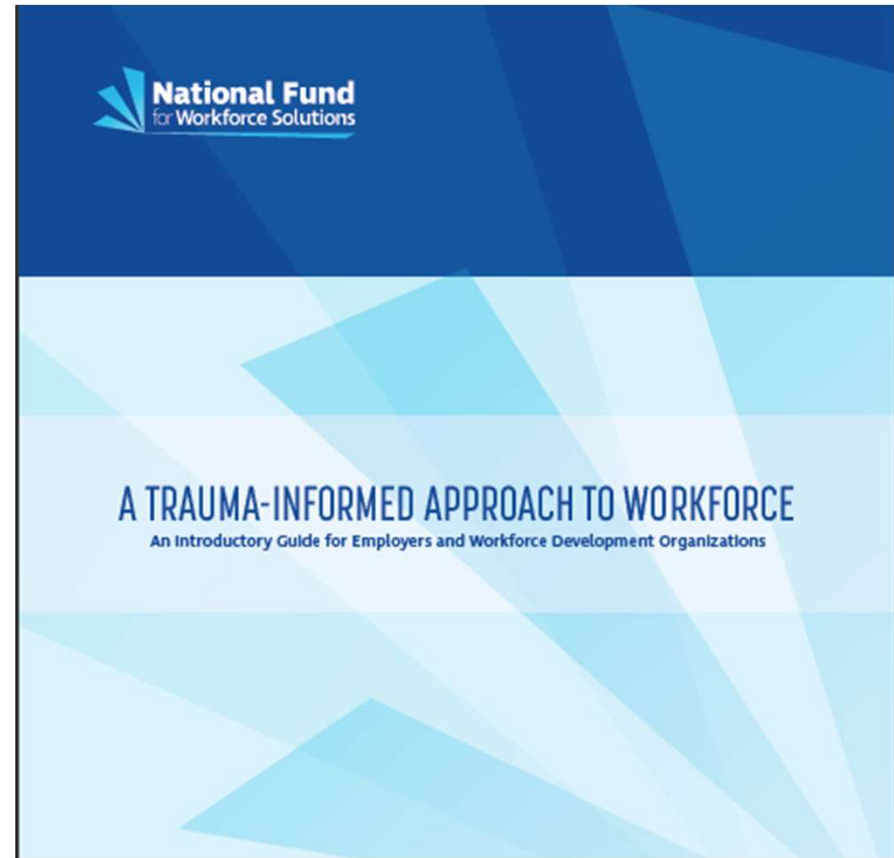
Guide Menu

[Return Home](#)



- [Intro to the Guide](#) ^
- [Who Should Use the Guide](#)
- [Business Outcomes Impacting Organizational Performance](#)
- [What is Job Design?](#)
- [Why Center Workers in Job Design?](#)

A selection of organizational strategies and practices to advance trauma-informed approaches in employee management.



Additional Tools

- CareerSTAT [Resource Center](#) and [Member Directory](#)
- [Job Design Framework](#) – NFWS – menu of options
- [Job Quality Outcome Maps](#) – NFWS/WORC
- [A Trauma informed Approach to Workforce](#) – NFWS – compilation of practices
- [Guide to Employee Financial Wellness](#) – NFWS – step by step guide for employers
- [Worker Voice](#) – definition
- [Women's Fund Employer Toolkit](#) – nearly 60 policies to support, stabilize and retain employees
- [Opportunity Navigator](#) – Talent Rewire/Grads of Life – 10-minute assessment of best practices
- [Working Metrics Platform](#) -Aspen Institute/Working Metrics – benchmark companies vs. national industry standard for job growth, retention, and wage growth

Contact Information

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Join the CareerSTAT Network

www.nationalfund.org/careerstat