National Fund for Workforce Solutions

Strategies to Activate Employers & Make Jobs Better

For the Massachusetts Workforce Association

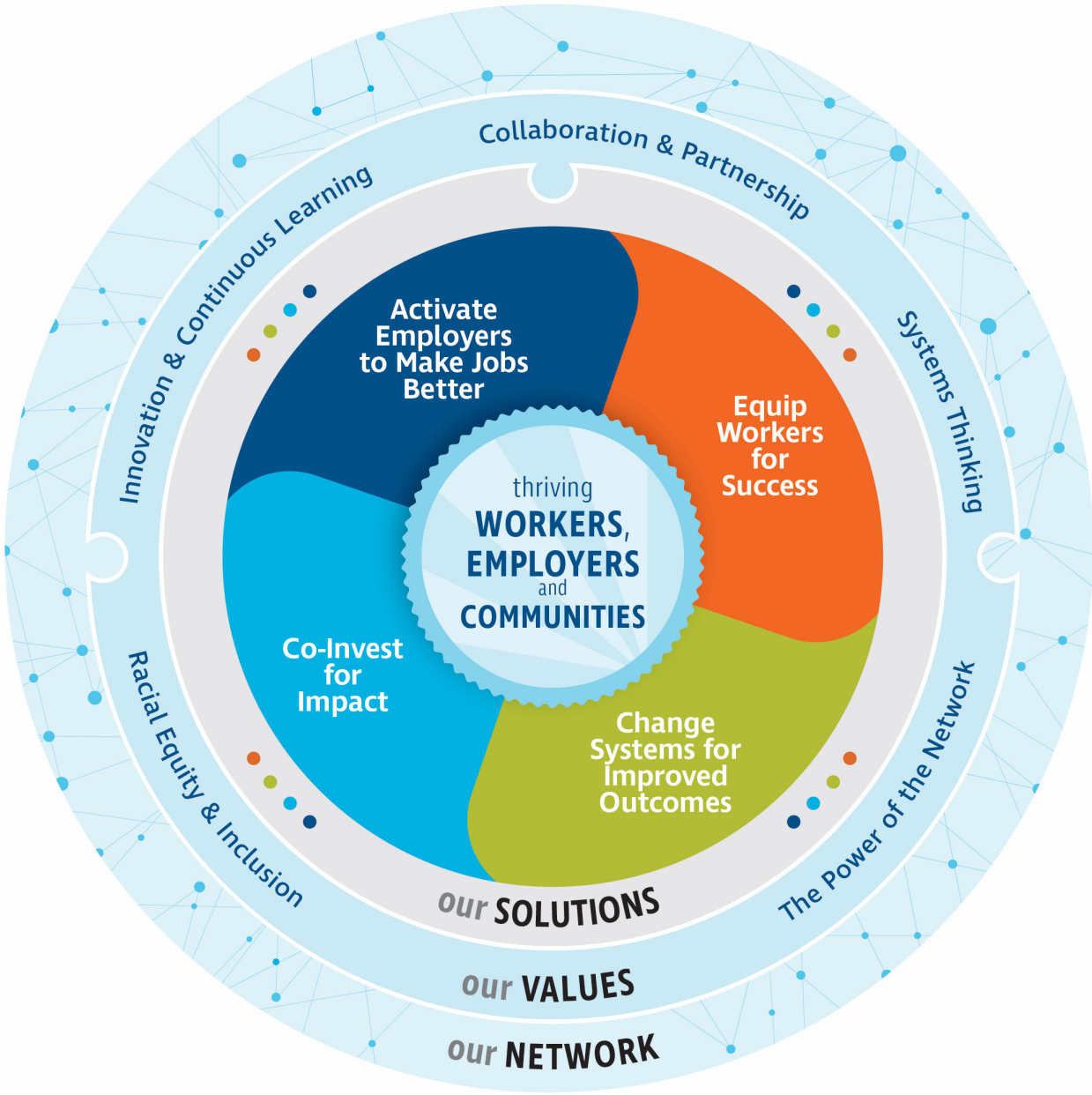
April 14, 2022

Agenda	Speakers
Intro to the National Fund Approach to Job Redesign	**Tom Strong,** Activate Employers, Director, National Fund for Workforce Solutions **Melissa Kleder,** Activate Employers, Program Manager, National Fund for Workforce Solutions
Local Strategies: Chicago, IL	**Cyndi Bergstein,** Communications and Program Director, Chicagoland Workforce Funder Alliance **Christina Krasov,** President, CK Impact Strategies
Local Strategies: Springfield, MA	**Anne Kandilis,** Working Cities Challenge Initiative Director, Springfield WORKS **Jason Pacheco,** Director, Workforce Planning, Analytics, and Compensation, Baystate Health
Deeper Dive Breakouts	Group 1: Chicago/childcare Group 2: Springfield/healthcare
Report Out	

National Fund for Workforce Solutions

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



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 Job Quality Maps 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.

Originally conceived by former National Fund Senior Advisor Steven Dawson and published in the 2017 Pinkerton Papers

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	Support	Opportunity	Voice
The basic elements of a good job	***Help workers perform well and achieve stability***	*Help employees advance in their careers and develop skills*	***Employees are empowered, engaged, and have agency***
• Compensation • Work Environment • Supervision Quality	• Training • Internal Assistance • External Supports	• Career Development • Mentoring and Coaching • Acknowledgement	• Engagement • Improvement • Participation

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

The basic elements of a good job

Compensation
- Sustainable pay and benefits

Work Environment
- Stable hours and scheduling
- Safety
- Job security

Supervision Quality
- Fairness and respect
- Open communication
- Anti-discrimination and anti-profiling policies
- Transparent grievance process

Support

Help workers perform well and achieve stability

Training
- Entry-level training
- Cross-training

Internal Assistance
- Supervisory training
- Financial counseling
- Cash assistance
- Formal HR practices

External Supports
- Tax credits
- Childcare support
- Transportation support
- Housing support, etc.

Opportunity

Help employers advance in their careers and develop their skills

Career Development
- Specialized training
- Educational benefits
- Formal career pathways

Mentoring and Coaching
- Peer mentorship
- Job coaching

Acknowledgement
- Internal and external recognition
- Leveling of perks
- Individual and team bonuses
- Other financial incentives

Voice

Employees are empowered, engaged, and have agency

Engagement
- Measurement of engagement
- Meaningfulness
- Mattering

Improvement
- Inclusive, continuous improvement processes

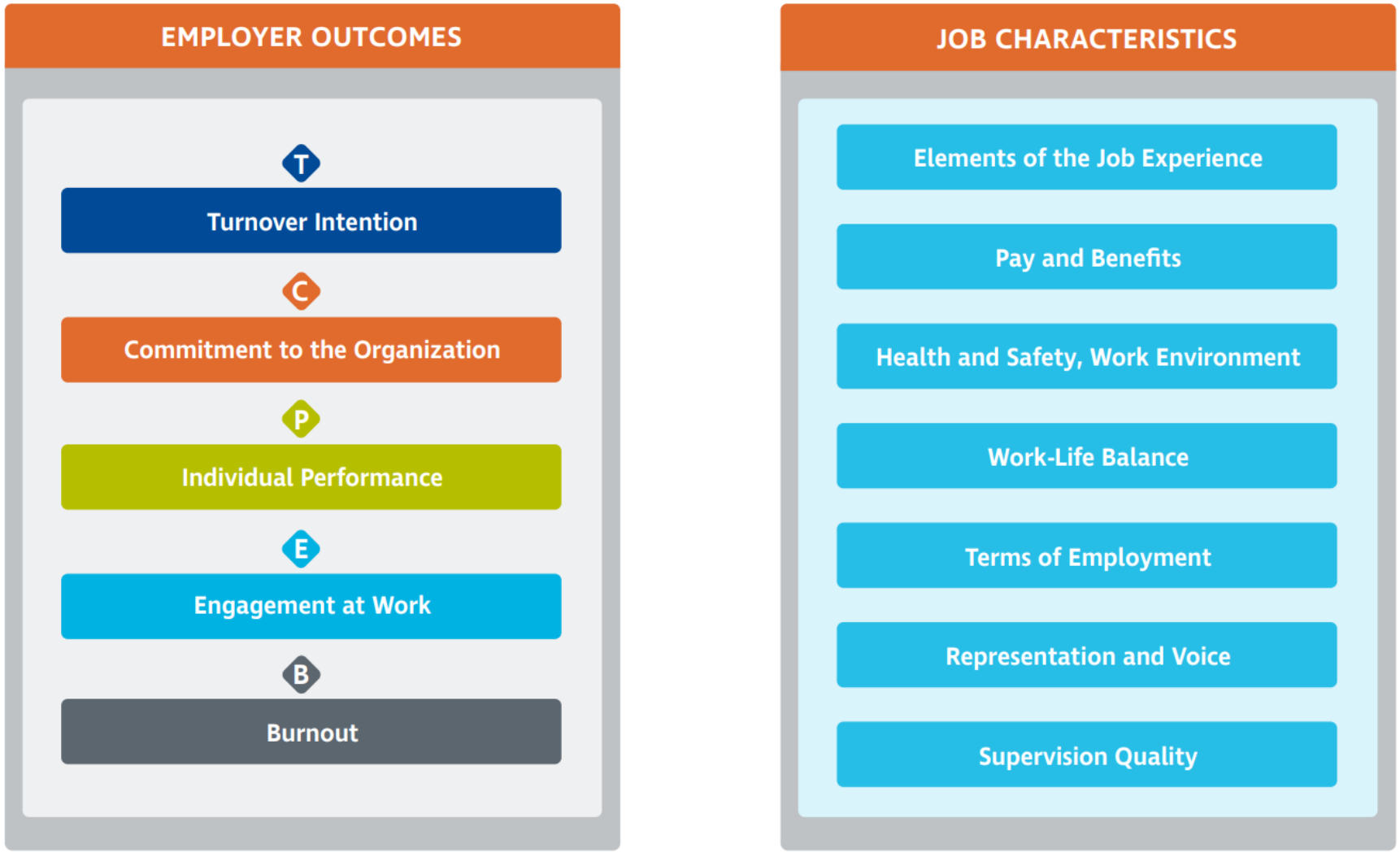
Participation
- Participatory management
- Autonomous teams
- Formal representation
- Employee stock ownership

The Business Case for Improving Job Quality is Strong

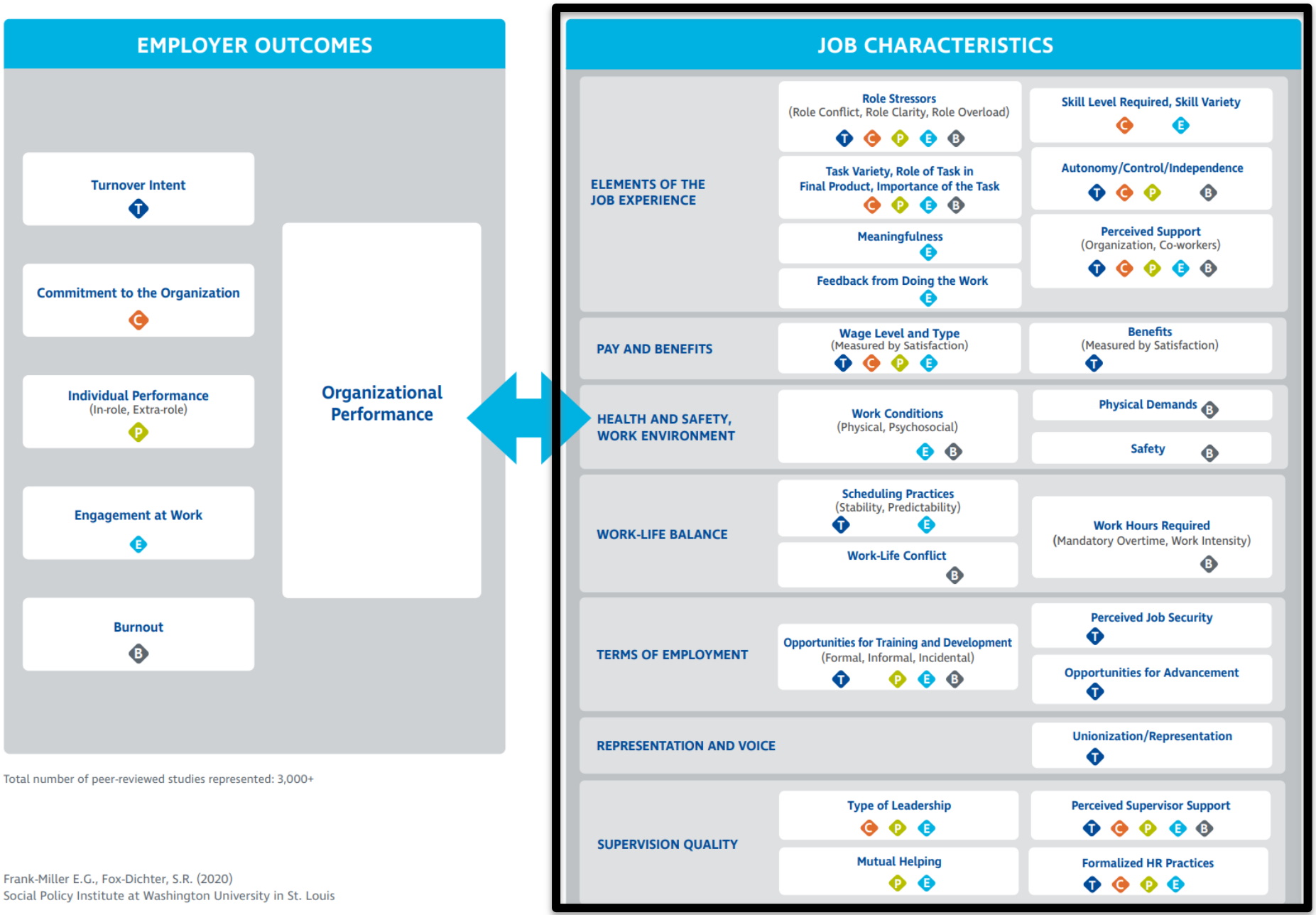
Strong research evidence supports the business case for making jobs better

- 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

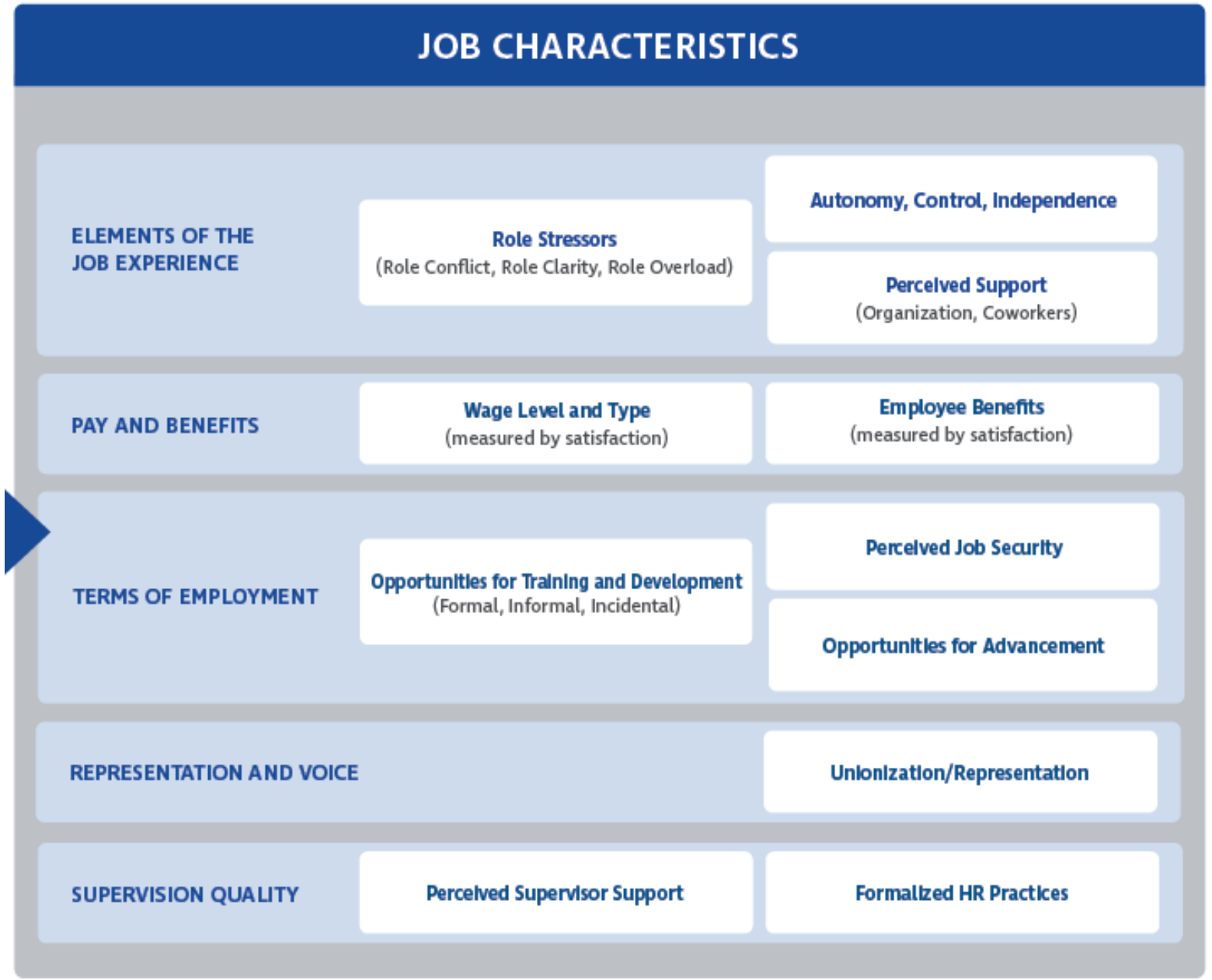


Total number of peer-reviewed studies represented: 3,000+

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

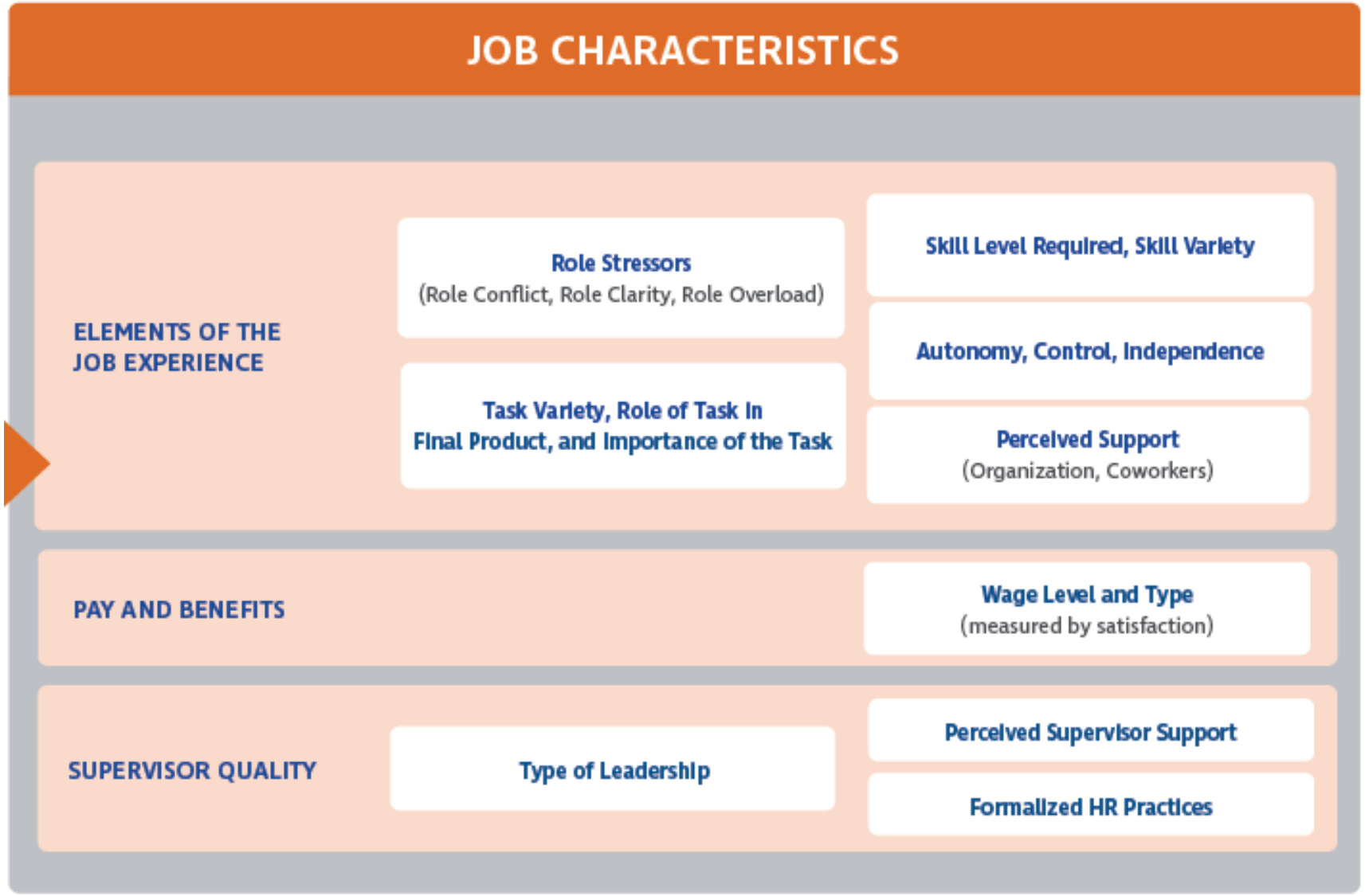
Turnover Intention

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



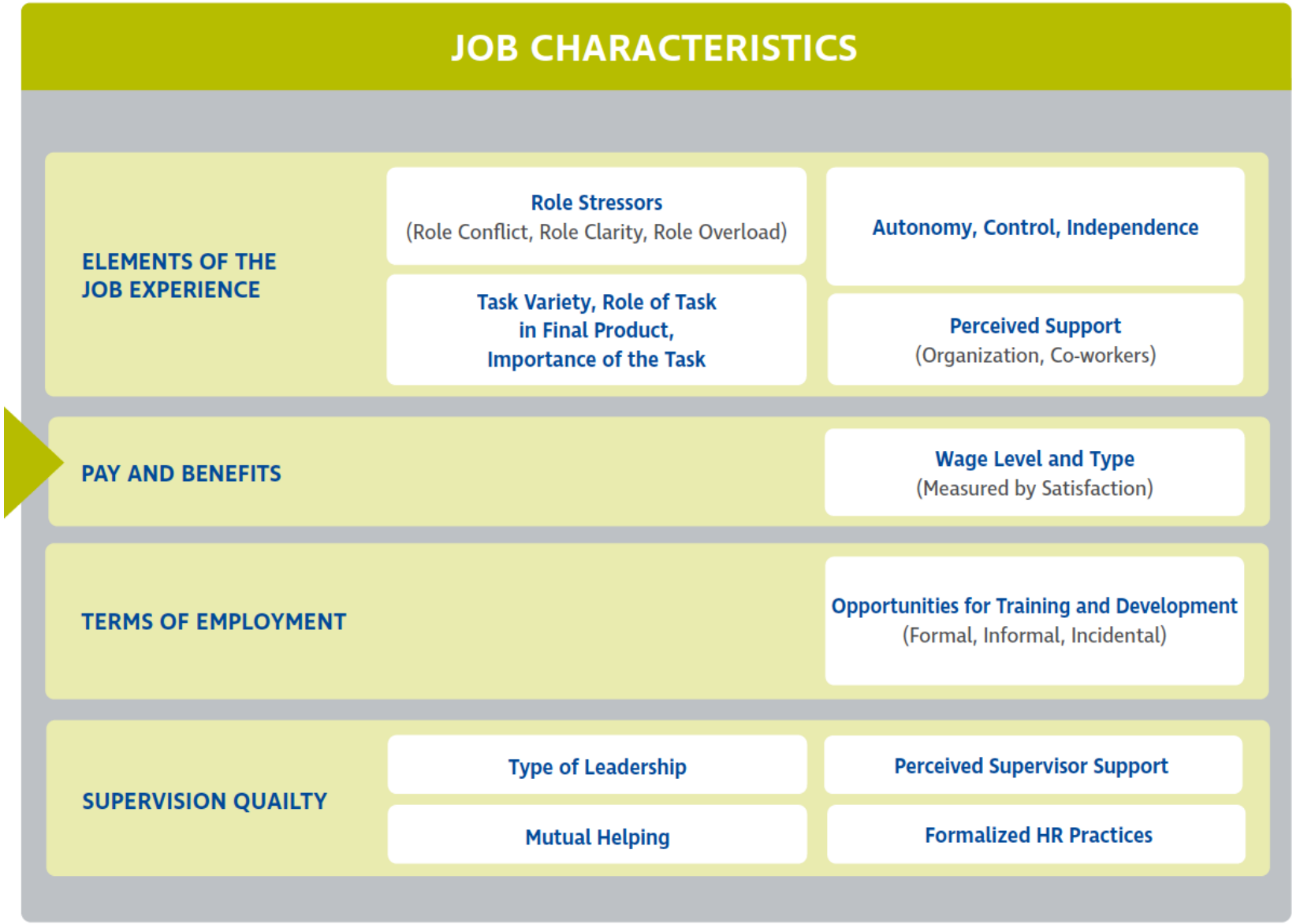
Commitment to the Organization

This organization's problems are my problems



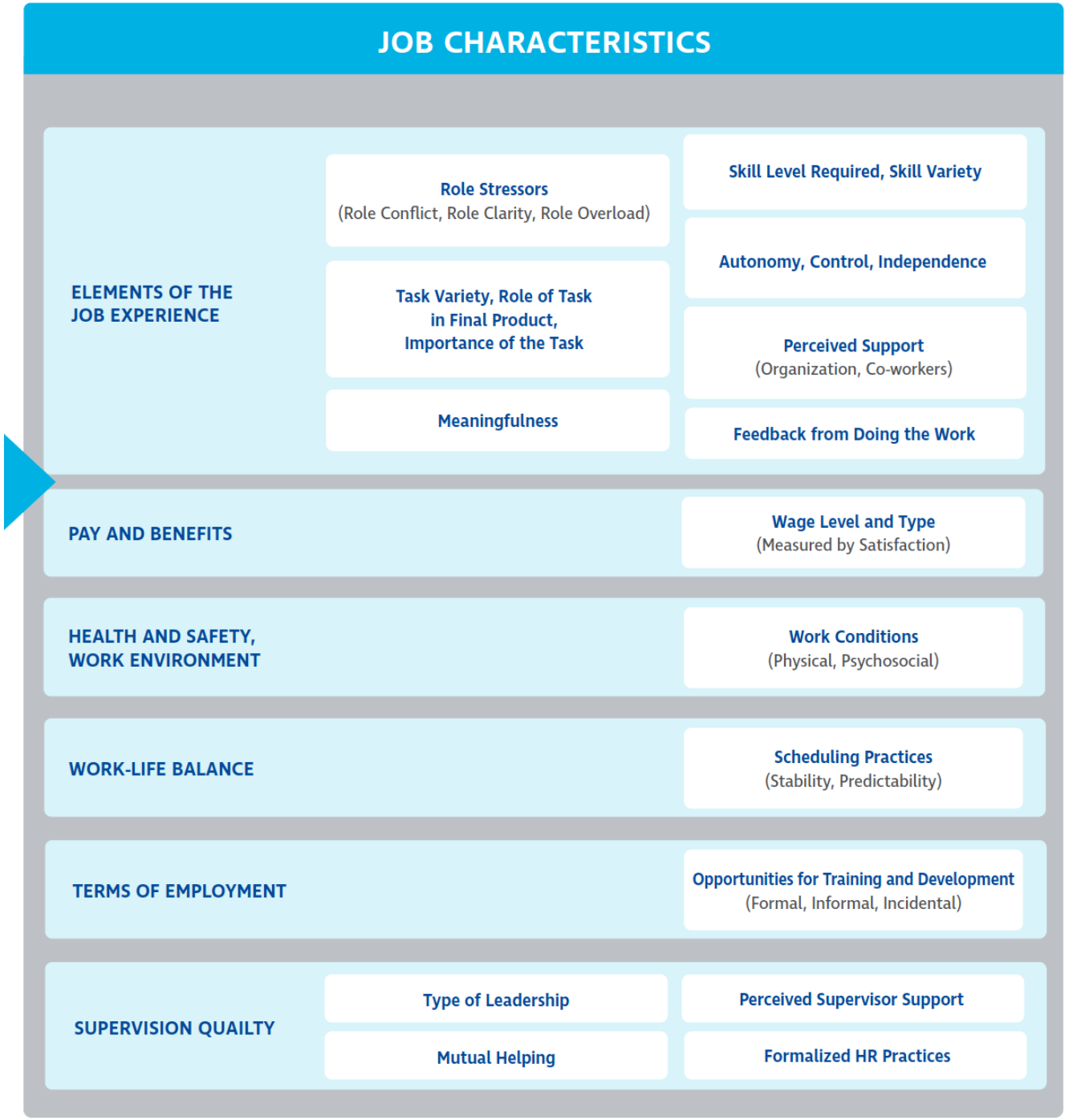
Individual Performance

I believe I am good at my job.



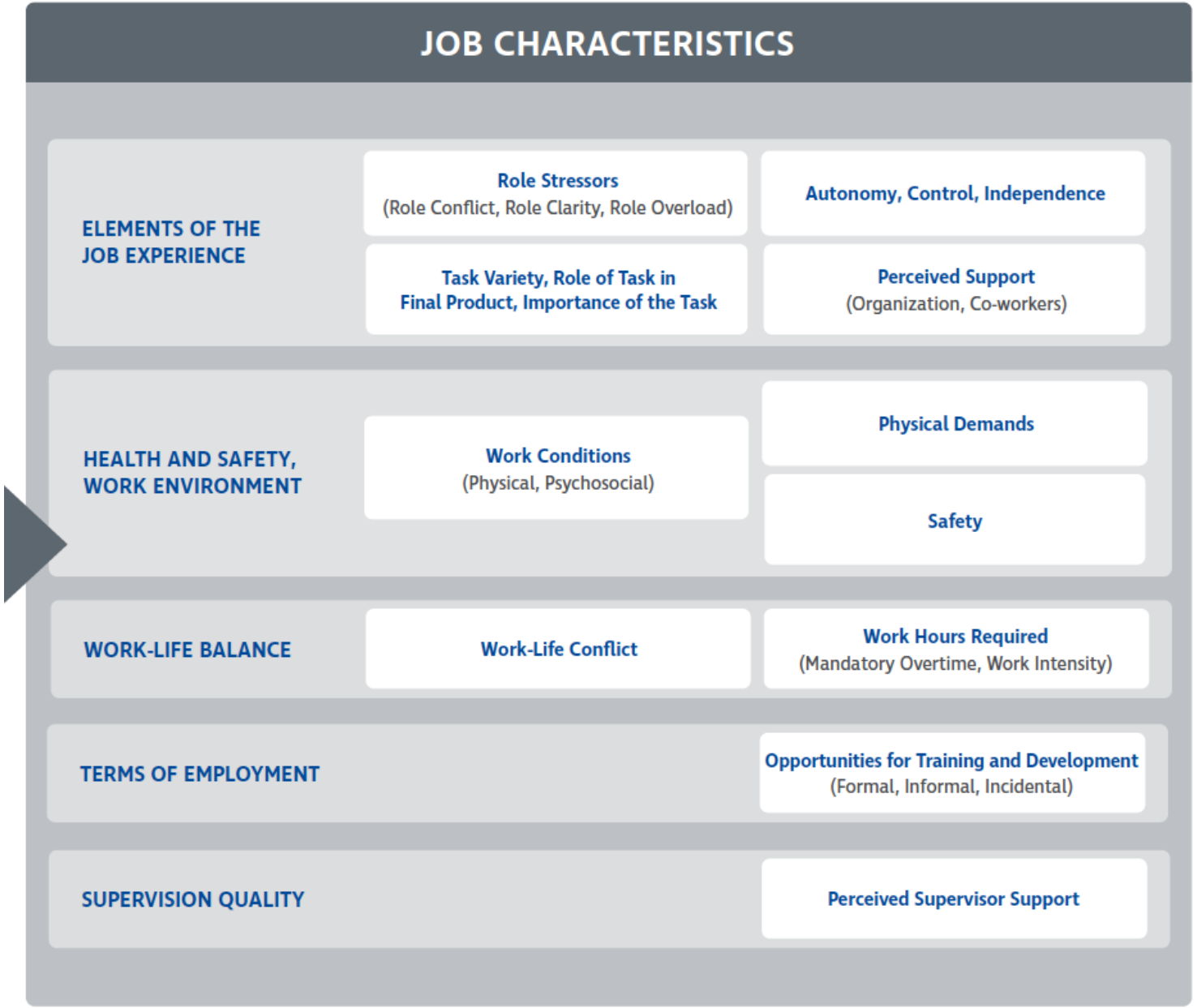
Engagement at Work

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

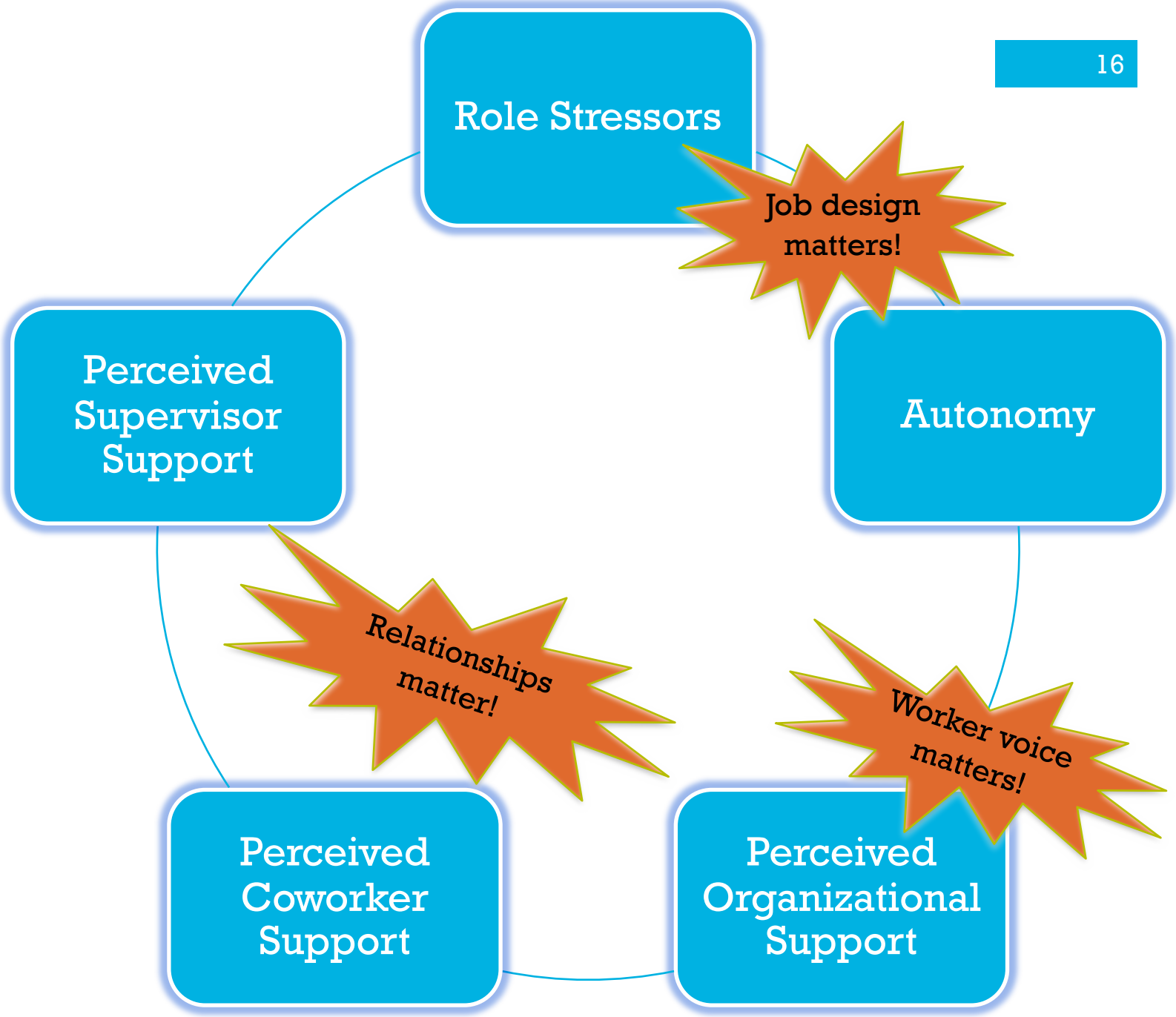


Burnout

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



Job Characteristic Superstars associated with all 5 key outcomes



Local Strategies to Activate Employers to Make Jobs Better

CHICAGO

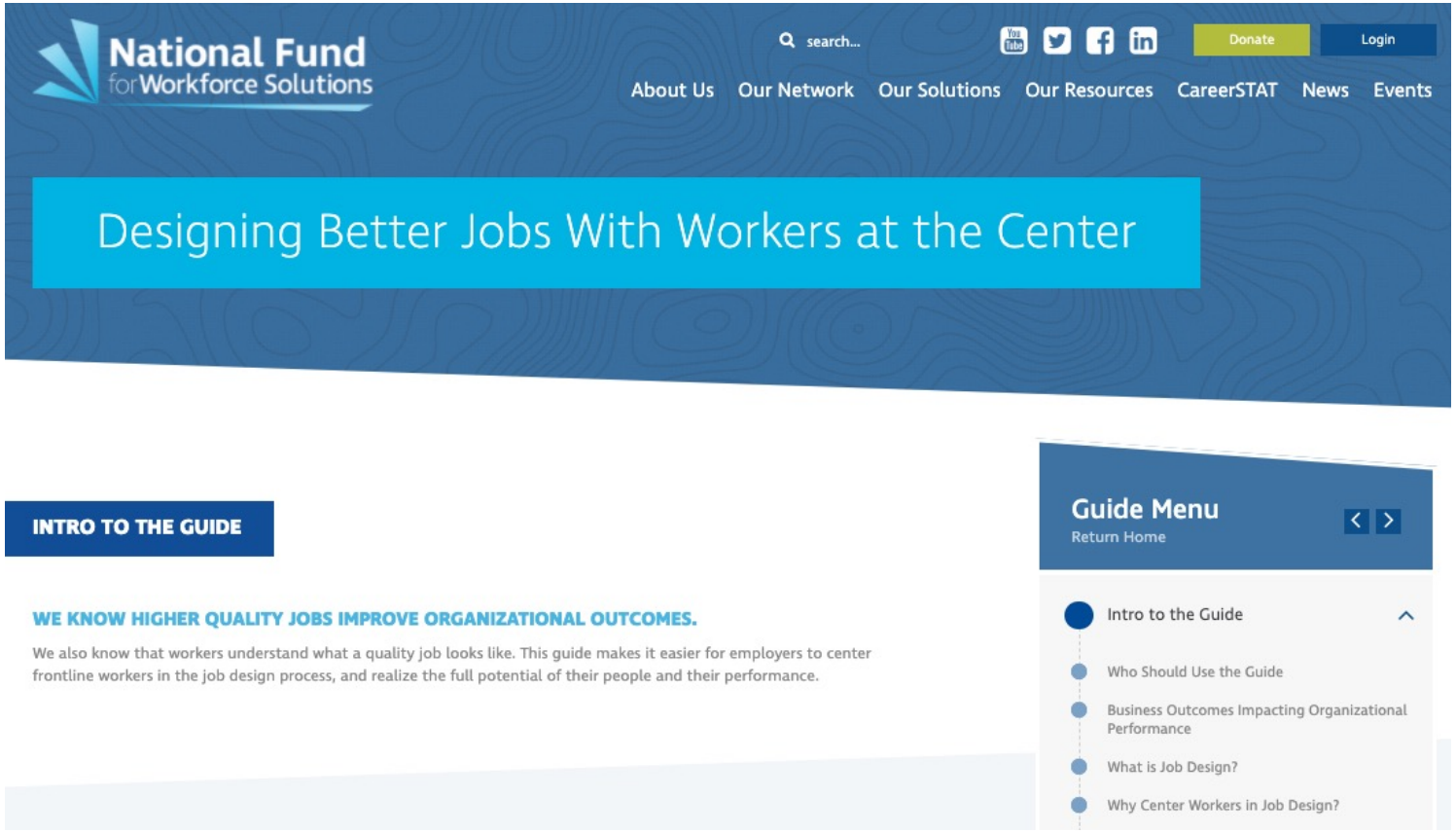
Cyndi Bergstein
Communications and Program Director
Chicagoland Workforce Funder Alliance

Christina Krasov
President
CK Impact Strategies

SPRINGFIELD

Anne Kandilis
Working Cities Challenge Initiative Director
Springfield WORKS

Jason Pacheco
Director, Workforce Planning, Analytics, and Compensation,
Baystate Health

Preview Next Session: Designing a Human-Centered Workplace

- So now that you understand the Job Quality Maps – how can you use them to engage your whole team in redesigning your workplace?
- You can learn about this at our next webinar
- April 28, 2:00 – 3:00 PM ET [Register]