ENSURING OUALITY JOBS PRESENTED BY LOH-SZE LEUNG, LEUNG CONSULTING

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Outline

- What is a quality job?
- How have historical policies and practices shaped job quality?
- How can workforce organizations and community partners work to improve job quality?
- Final thoughts

WHAT IS A QUALITY JOB?

What is a quality job to you?

- Go to <u>www.menti.com</u>
- Use code 3610 2476
- 1. Enter three words or phrases that capture job quality for you.
- 2. How do you value different elements of job quality?

Good Jobs: A Working Definition

Economic Stability

- □ Stable, family-sustaining pay
- Sufficient, accessible, and broadly available benefits
- Fair, reliable scheduling practices
- Safe, healthy, and accessible working conditions

Economic Mobility

- Clear and equitable hiring and advancement pathways
- Accessible, paid training and development opportunities
- Wealth-building opportunities



Equity, Respect & Voice

- Organizational and management culture, policies, and practices that:
 - are transparent and enable accountability
 - support a sense of belonging and purpose
 - □ advance DEIA*
 - \Box and address discrimination.
- Ability to improve the workplace, such as through collective action or participatory management practices

10 Dimensions of Job Quality

| Level of Pay | Stable and Predictable Pay | Stable and Predictable Hours | Control over Hours and/or Location |
|--------------|-------------------------------|--|--|
| Job Security | Employee Benefits | Career Advancement Opportunities | Enjoying Day-to- Day Work |
| | Having Purpose and Dignity | Having Power to Change Things about your Job | |

Good Jobs Framework JFF

Drivers (Levers of Change /Influence)

• Policy change / enforcement • Employer practices

 Industry efforts Worker-led initiatives

Compensation

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- Pays a living wage
- Provides access to quality healthcare and opt-out retirement benefits to all employees within 30 days
- Provides a minimum of 6 weeks paid leave (including family leave and vacation)

Agency & Culture

- Ensures an inclusive work environment, including implementing meaningful DEI practices and promoting trust, psychological safety, and belonging
- Worker input on organizational decision-making and individual work, and freedom to organize collectively without interference or retaliation

Structure

- Equitable application of all policies and practices
- Follows all laws regarding workplace health and safety, including anti-discrimination and anti-harassment
- Adheres to proper classification of workers and contractors
- Access to fair, consistent, and transparent scheduling

Advancement

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- Defined career ladders and pathways, including the required skills/competencies for advancement and associated salary/title bands
- Access to professional development and training opportunities that lead to credentials or certifications that hold labor market value

WHAT HAS SHAPED JOB QUALITY?

Who has good jobs?



Only 40% of employed Americans are in good jobs.

Source: Gallup Great Jobs Survey, 2019

□ Bottom 20% income □ Middle 21%-49% income □ Middle 50%-89% income □ Top 10% income

Workers of Color are less likely to have good jobs

CHART 5

Percentage of workers in good and bad jobs, by race/ethnicity



Source: Gallup Great Jobs Survey, 2019

We didn't get here by accident

- Social Security Act of 1935
 - Established old-age benefits and unemployment insurance
 - Allowed for local administration of benefits (rather than national)
 - Excluded farmworkers and domestic servants
- Fair Labor Standards Act of 1938
 - Established minimum wage, standard workweek, outlawed child labor
 - Excluded seasonal employees, farm workers, domestic workers
- 90% of Black women were excluded from labor protections.

Key moments in workforce development history

- 1933 Wagner-Peyser Act uses meritocracy to give cover to racism
- 1962 Manpower Act uses UI to identify workers for retraining; many workers of color don't quality for UI
- 1964 Economic Opportunity Act specifically addresses equity and structural racism
- 1982 JTPA erases racial equity language
- 1998 WIA focuses on individual choice
- 2014 WIOA focuses on serving low-income individuals

HOW CAN WE IMPROVE JOB QUALITY?

Partner to change employer practices

- National Fund's Activate Employers Framework
 - CareerSTAT
 - Employer recognition
 - Job Design Framework
 - Invest in industry partnerships with quality jobs
- Help small businesses create quality jobs
 - Pacific Community Ventures' Good Jobs Innovation Lab
 - Targeted small business lending and TA
- Launch a Good Jobs Challenge

National Fund for Workforce Solutions Job Design Framework

JOB DESIGN FRAMEWORK

A FRAME OF RACIAL EQUITY AND INCLUSION

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

The 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

Falmess 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, transportation, housing (etc.) support

OPPORTUNITY

Help employees advance in their careers and develop their skills

Career Development Specialized training Educational benefits Formal career pathways

Mentoring and Coaching Peer mentorship

Acknowledgment ternal 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 Result

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.



How does job quality benefit employers?

Reduces turnover

- Increases commitment to the organization
- Improves individual worker performance
- Increases employee engagement
- Decreases burnout

Source: National Fund for Workforce Solutions, <u>Job Quality Outcome Maps</u>

Invest in worker voice and power



Build in accountability

- Community Benefits Agreements
 - Local hiring requirements
 - Living wage requirements—for construction jobs and tenants
 - Investments in training
 - Right to organize commitments



Change the narrative

- Focus on inclusive prosperity
- What does it cost to live here?
- How many jobs pay a living wage in our region?
- What does that mean about our ability to create a thriving region?

Hamilton County, Ohio 2 adults (1 working), 2 children

| Expense | Annual Cost | |
|--|-------------|--|
| Food | \$8,975 | |
| Child Care | \$O * | |
| Medical | \$5,723 | |
| Housing | \$9,672 ** | |
| Transportation | \$10,868 | |
| Other/School fees/misc. | \$6,563 | |
| Taxes | \$6,765 | |
| | | |
| Required Annual Income Before Taxes | \$48,567 | |
| 72% of jobs in the region pay less than \$50K per year | | |

* If child care is needed, it can cost over \$10,000/year for 2 children

** Median rent costs have increased 46% since 2000 but wages have only increased 19% in same time frame Source: MIT Living Wage Calculator; Janice Urbanik

When You and Others <u>Invest With Purpose</u> <u>In People</u>



Thriving communities, families and businesses – *inclusive prosperity*

- economic stability
- strong neighborhoods
- great educational systems
- access to healthy food
- healthy families

Cautions and Encouragements

DO

- Engage, listen to, and center workers and learners
- Question your assumptions
- Use a race explicit analysis
- Find common ground

WATCH OUT FOR

- Speaking *for* workers
- Power dynamics
- Race neutral approaches
- Investing in job placement without considering quality

THANKYOU!

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