



FEDERAL RESERVE BANK *of* ATLANTA



CENTER FOR
WORKFORCE AND ECONOMIC OPPORTUNITY

**ASK US
ANYTHING**



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CENTER FOR
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ASK US ANYTHING SERIES

The Importance of Job Quality in Recovery

July 8th, 2020

~WELCOME TO THE CONVERSATION~



ASK US ANYTHING

Fed resources on employment policies and labor market issues



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ECONOMIC OPPORTUNITY**

frbatlanta.org/cweo



- ✓ Connect research with practice
- ✓ Focus on employment and the labor market
- ✓ Aim to affect economic mobility and resilience of low- and moderate-income populations
- ✓ Elevate innovative approaches to create opportunity through education and employment



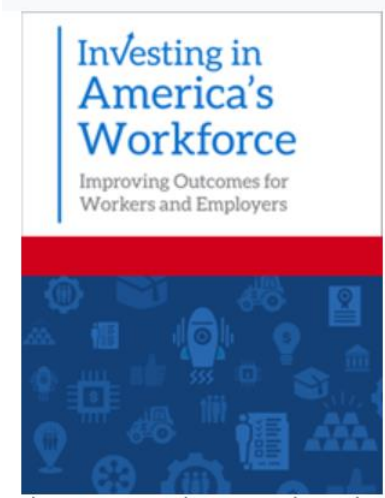
Unemployment Claims Monitor



Opportunity Occupations Monitor



Workforce Currents: Leading Workforce Resurgence Series



***Images linked to source**





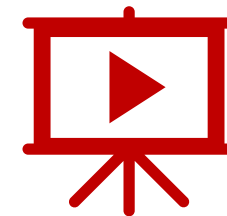
Reminder on Our Conversational Series:



Share comments, ideas, questions. Use the Q&A button at the bottom of your screen



Full recording with the slide deck and a digest of Q&A will be sent out.





SAVE THE
DATE

Racial Equity and the Future of Workforce Development

August 5th at 2 p.m. (ET)

Featuring Clair Minson, Assistant Vice President of Talent
Development at the New Orleans Business Alliance

&

Bill Rodgers, Professor and Chief Economist at the Heldrich Center

**REGISTER
NOW**

For this and all future sessions here:

<https://www.frbatlanta.org/cweo/ask-us-anything.aspx>



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The Importance of Job Quality



Welcome to the Conversation



Sarah Kalloch

Executive Director, Good Jobs Institute; former Aspen Institute Job Quality Fellow (Class of 2018-2019)



Janice Urbanik

Senior Director for Innovation and Strategy, National Fund for Workforce Solutions; former Executive Director, Partners for a Competitive Workforce



Our Mission

*Help Companies
Thrive by Creating
Good Jobs*

What does it mean to offer a good job?

WORK MEETS HIGHER NEEDS

MEANINGFULNESS

Work itself and
significance to customer

PERSONAL GROWTH

Learning, creativity,
problem solving

BELONGING

Team, pride for working at
the company, mutual respect

ACHIEVEMENT

Have autonomy, tools, time
and resources to do great
work

RECOGNITION

High expectations, feedback
from others and job

WORK PROVIDES BASIC NEEDS

PAY & BENEFITS

Fair for the work and
compared to others, meets
needs

SCHEDULES

Stable and predictable
schedules, adequate hours

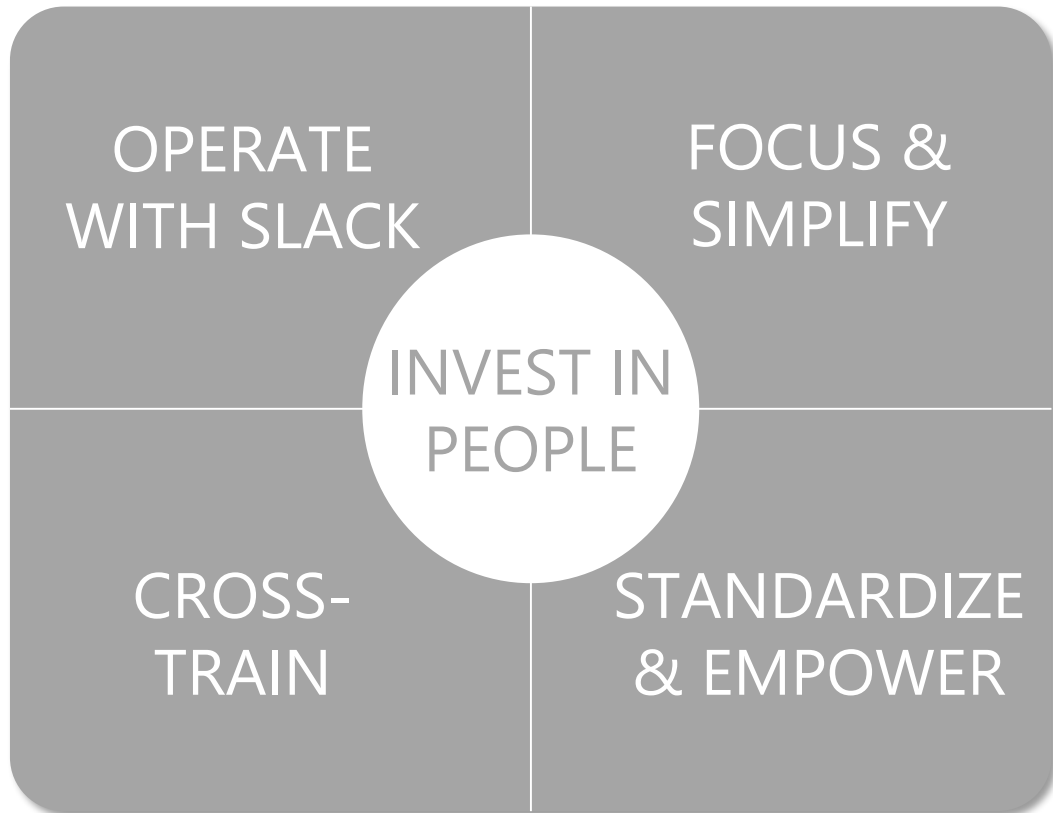
CAREER PATH

Clear and fair advancement
to higher pay

SECURITY & SAFETY

Keep job if perform well,
safe conditions

The Good Jobs Strategy



VALUES: 100% COMMITMENT TO CUSTOMERS, EMPLOYEES & IMPROVEMENT

- 1 CUSTOMERS**
Satisfied & loyal
- 2 EMPLOYEES**
Motivated & capable
- 3 INVESTORS**
High productivity, strong execution, higher sales, lower costs

The Business Case for Good Jobs



FINANCIAL

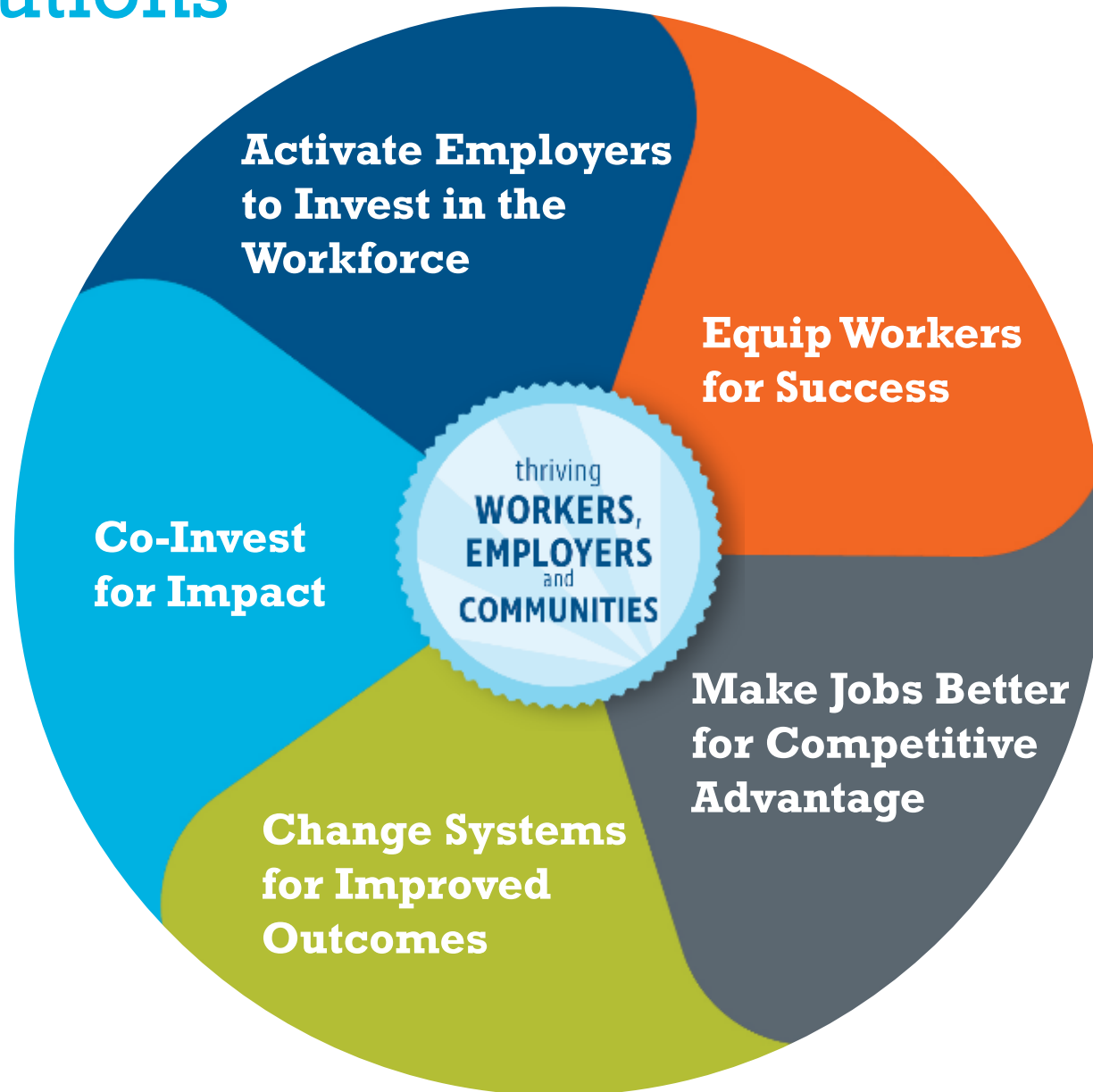


COMPETITIVE








MORAL

Our Solutions



United by 5 Core Values

-  **The Power of the Network**
-  **Racial Equity and Inclusion**
-  **Collaboration and Partnership**
-  **Systems Thinking**
-  **Continuous Learning**

ECONOMIC PROSPERITY

It Starts With Good Jobs



● GOOD JOBS

Economy-boosting jobs have ripple effects throughout the community



● ENGAGED WORKFORCE

Workers and their families are financially stable and thriving, engaged and productive at work, home, school and in their communities



● THRIVING COMMUNITIES

Communities thrive with strong neighborhoods, good schools, and access to healthy food and quality healthcare



● COMPETITIVE ADVANTAGE

Businesses build competitive advantage with engaged and productive workers who are partners in growing the business and providing value to customers

Call to Action - Challenge

- How might your region use the “levers of capitalism” to drive change?
What about a TRIPLE PLAY?
 - Access to Customers
 - Access to Capital
 - Access to Talent
- What if local anchor institutions, funders/economic developers/investors, and workforce/training organizations *collaborated* to prioritize their investments primarily into businesses with economy boosting jobs?
- What if Customers, Capital, and Talent were **reserved** for businesses which meet or exceed a set of minimum standards?



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Let's Chat



Job Quality Resource Center

Federal Reserve System

Boston Fed –

[Job Quality Research Consortium](#)

[Reinventing Work Initiative](#)

[Brief: Investors Incentivize the Creation of Quality Jobs](#)

[Brief: Health Insurance Coverage Among Service Workers](#)

Philly Fed –

[Economic Growth and Mobility Project](#)

[#JobEquityCOVID Twitter Chat](#)

Forthcoming Equitable Workforce Recovery Strategy

Cleveland Fed –

[Opportunity Occupations Research and Publications](#)

National Resources

[Good Jobs Institute Website](#): free scorecard and diagnostic tools, case studies, videos of good jobs leaders, etc.

[Good Jobs Institute: Big Ideas Good Jobs - HBR](#)

[Good Jobs Institute: Financial Case for Good Retail Jobs - HBR](#)

[National Fund Website](#): several resources, case studies and toolkits including:

[Job Design Framework](#)

[CareerSTAT Resource Center](#)

[Financial Wellness Guide for Employers](#)

[Aspen Institute Economic Opportunities Program](#): Job Quality Fellowship, research, practical guidance and tools to apply a job quality framework



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Thank You!

**Email Stuart
or Sarah**

**Register For
Next Session**



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CENTER FOR
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Q&A Digest



The Importance of Job Quality in Recovery Webinar on July 8, 2020, Q&A Digest

The comments included are made by Center for Workforce and Economic Opportunity staff members Sarah Miller and Stuart Andreason, along with our panelists, and do not necessarily represent the views of the Federal Reserve Bank of Atlanta or the Federal Reserve System.

Overview

This Q&A digest has been derived from the *Ask Us Anything* session on the “Importance of Job Quality in Recovery” held July 8, 2020, with Sarah Kalloch, executive director of the [Good Jobs Institute](#), and Janice Urbanik, senior director for innovation and strategy at the [National Fund for Workforce Solutions](#). The Atlanta Fed’s [Center for Workforce and Economic Opportunity](#) offers a number of data tools and publications to help you track unemployment, reemployment, and other potential policy and practice suggestions while you manage recovery from the pandemic.

Here are links to resources from these organizations:

Federal Reserve Bank of Atlanta

[Workforce Currents](#) includes articles on various workforce topics addressing research, policy, and practice.

[Unemployment Claims Monitor](#) provides data on initial and continued claims for unemployment insurance as well as claimants' demographic data.

[Opportunity Occupations Monitor](#) tracks trends in jobs that offer salaries of at least the U.S. annual median wage (adjusted for local cost of living differences) for which employers do not require a bachelor's degree—opportunity occupations—in states and metro areas.

[Center for Workforce and Economic Opportunity Events](#) describes upcoming events and includes registration links for *Ask Us Anything* webinar sessions.

[Econ Education](#) web pages provide personal financial planning tools and tips as well as other educational resources.

[Ask Us Anything](#) web page houses previous session recordings, question-and-answer digests, and conversation transcripts.

National Fund for Workforce Solutions

[Job Design Framework](#) allows you to choose the combination of items that best fit the needs of your business and employees.

[CareerSTAT Resource Center](#) offers a range of resources on investing in frontline workers, understanding the health care workforce, and measuring the return on training investments.

[Guide to Employee Financial Wellness](#) helps employers understand the causes of employees’ financial stress and develop solutions to address these challenges.

Good Jobs Institute

[Good Jobs Scorecard](#) shows how well a company delivers value to customers, employees, and investors. The scorecard can also be used to clarify financial, competitive, and moral reasons for change, to set goals and targets, and to track progress.

[Good Jobs Diagnostic](#) is a survey that identifies elements of the Good Jobs Strategy a company practices and areas of improvement. It is intended for CEOs, senior executives, and frontline managers.

[Big Ideas, Good Jobs](#) is an article from the institute on the case for good jobs.

[Financial Case for Good Retail Jobs is an](#) article that explains the importance of high paying, flexible retail jobs.



Q&A Digest

Workforce Development Strategy

Several states are launching efforts to retrain or upskill workers who have been negatively affected by the coronavirus. Besides partnering with online learning platform Coursera or the Indeed job-listing site, and in addition to efforts like Illinois' "Get Hired IL" portal or Connecticut's "Back to Work Initiative," what other efforts are states conducting?

There are various initiatives to address the digital divide, including programs in Tennessee, Boston, and Baltimore. The launch of these programs is an acknowledgment that not everyone has had the digital skills, equipment, or internet access to participate in earlier programs. Some cities such as Milwaukee have had a mindset shift and now consider internet access a necessary utility, in the same way that electricity or water are necessities. This represents a change from considering internet access via a library or a mobile device as adequate for conducting job searches or performing job responsibilities.

Should workforce boards only support businesses that meet criteria for good jobs, particularly when it comes to wage reimbursement programs?

Some workforce boards have implemented salary or wage requirements for companies to qualify for funding for on-the-job training or wage reimbursement. Other workforce boards are considering employers' turnover rate as an indicator of workforce culture and quality jobs.

How are Good Jobs programs applicable to small companies or young businesses that have a handful of employees or limited resources?

The Good Jobs program is applicable for any company. Small businesses can engage their teams to find ways to save time and make improvements by scrutinizing operations that don't add value or are pain points for the customer. Cross-training employees in small businesses can create innovation within a company.

Established companies might have more resources to invest into a program, but younger companies and startups have opportunities to incorporate good jobs into their business model. For instance, one start-up delivery company in Washington, D.C., is prioritizing customer service by providing good wages and focusing on reducing turnover. More companies are realizing the benefit of paying their employees higher wages.

Is there a business life cycle stage at which employers are more receptive to Good Jobs coaching? What are some companies that generally provide high wages and stable schedules?

There is never a bad time to provide good jobs! A few companies that we note are Costco, where the starting wage is \$15 an hour and average wage is \$23 per hour, and QuikTrip, which operates in midwestern and southern states and offers starting pay of about \$42,000 annually for a full-time employee in Tulsa, Oklahoma. QuikTrip understands that retail jobs are skilled jobs. Another company is Mud Bay, a pet food and supply company in the Pacific Northwest. It recently increased wages 30 percent over a three-year period. There are many great companies out there, and the Good Jobs Institute is always looking to identify them.

Diversity and Inclusion in Job Quality

How do practitioners ensure good jobs for people with barriers, especially those who are lower-skilled?

Every job needs to be as good as possible. Low-skilled jobs offer some value, and people should not necessarily be moved out of them. Rather, the focus should be on helping workers in low-skilled jobs create financial stability. People

who hold these jobs may not only have less training but could also face other barriers that limit employment prospects such as childcare responsibilities.

Employers can help combat these issues by determining the needs of their employees and offering options including paid job training, paid time off, or schedules that accommodate childcare responsibilities.

How does a company's location (urban versus rural) affect job quality and workforce strategies?

Each community demands different approaches based on its culture, cost of living and various career pathways. For example, a living wage in an urban area will be much different from the living wage in a rural community.

How can workforce boards keep gender equity a priority in creating programs to secure quality jobs?

Companies assessing whether they offer good jobs need to separate data on employees by race and gender to ensure they are treating people equally and engaging the full extent of the available talent pool. In addition, the Good Jobs Institute has found that environments with low job quality lack a sense of morale. A failure to hire people from different communities or not paying all workers equally exacerbates these issues.

Policy and Government

How can workforce boards approach the challenge of opposition to wage increases? What is the role of state governments in getting people back to work?

Business communities and the government can provide pressure to change social norms in a lot of ways. For instance, governments could require companies to disclose the number of employees earning a living wage. Legislation could set policies on scheduling and benefits.

The Good Jobs Institute website has a page filled with testimonials on the importance of providing good jobs. These testimonials help inform other businesses that providing good jobs is not only the right thing to do, but can also provide benefits to the company and economy. Investors can also hold companies accountable for their jobs by working with workforce boards.

The National Fund for Workforce Solutions recommends working with companies that are willing to offer good jobs. Helping companies achieve success in creating quality jobs will help them attract talent, and create competition as positive results materialize. Lawmakers can provide funding to those organizations that have sustainable practices for their employees and create good jobs.

How do you convince the business lobby of the need for good jobs and the benefits to both companies and communities?

It is important to provide a holistic view of the benefits of better jobs. From a government perspective, providing quality jobs that are high-paying and offer long-time potential can offset the need for other social safety net policies such as housing vouchers, Supplemental Nutrition Assistance Program, Temporary Assistance for Needy Families, and childcare assistance. Providing incentives to improve job quality can create better circumstances for workers who return post-pandemic.

A cost-benefit analysis and testimony indicate that employers know that engaged workers will take care of their company's customers, which in turn is good for return business. The Good Job Institute's Kalloch said one employer put it this way: "My employees are the customers for the business at the end of the street." The message is that when one business is succeeding, it produces a healthy environment for more businesses to succeed.

How have employers responded to COVID-19?

The National Fund for Workforce Solutions is grateful that employers have not lost sight of job quality during this pandemic. During COVID-19, employers saw the benefit of providing good jobs through employee loyalty and in the ability to make changes during the crisis. Additionally, employers are noticing the effect that concerns about racial equity and systemic racism have on their workers. Employers don't always know what to do to address these issues, but the resources in the overview section provide information. Employers can also contact the Good Jobs Institute or the National Fund for Workforce Solutions.

Employers worry that workers don't want to come back to work during COVID-19 because they are collecting more money with pandemic unemployment. This is an indication that workers need to be paid more.

How has COVID-19 affected workers in direct-care roles?

In-home nurses, nursing home staff, and other elder-care roles are growing quickly. While these jobs provide critical care, they generally do not pay well. Typically, these positions are held by women, particularly women of color. These jobs are often located in suburban areas, potentially making it hard for workers in urban areas to get to them. Moreover, work schedules for these positions tend to make it hard for workers to plan for their own needs.

While there are opportunities to teach workers in these positions additional skills, higher wages are needed for these jobs. A [recent study](#) by Kristin Ruffini, a visiting scholar at the Minneapolis Federal Reserve, indicated that increasing pay of nursing home workers by 10 percent could save 15,000 lives annually.

Certain groups of COVID-19-unemployed persons may never see their jobs return. What are resources and paths for them?

The Atlanta Fed's Center for Workforce and Economic Opportunity's [Opportunity Occupations Monitor](#) tracks demand for jobs that do not require a bachelor's degree. This tool can be used by workforce boards to identify fast-growing career paths at the local level. Keep an eye out for a new *Workforce Currents* article on this topic.