



Strengthening Workplaces

How to evaluate and elevate your business with
job and workplace quality best practices

An interactive and informational presentation for the Fort Collins Chamber of Commerce



Welcome

Kristen Culliney

Chief Program Officer

kculliney@worklifepartnership.org

Brittany Robinson

Program Director

brobinson@worklifepartnership.org

[WorkLife Partnership](https://www.worklifepartnership.org)



Agenda

- WorkLife Partnership introduction
- What's your experience?
- What is job quality? What is a good job?
- What research shows
- The ROI on good jobs
- WorkLife's recent learnings
- Evaluating your job and workplace quality
- Elevating your job and workplace quality
- Questions, comments, insights!



WorkLife Partnership

WorkLife Partnership, founded in 2009, is a nonprofit organization dedicated to economic equity and thriving workplaces across the country.

WorkLife deploys its Resource Navigator benefit inside of businesses to provide personalized, immediate, one-on-one assistance when workers need it most. This minimizes work disruptions, decreases absenteeism, improves workers' financial stability, and ultimately increases employee retention and engagement.



What's your experience?

What makes a job “bad”?

Think about the WORST JOB you have ever had... what made that job bad?



What's your experience?

What makes a job “good”?

Now, think about the BEST JOB you have ever had... what made that job good?



What is job quality?

U.S. Department of Commerce

- Job quality is not just about the job; it is a combination of key drivers that are important to each worker's overall employment experience. Pay and benefits matter, and so do many other factors like workplace safety and health, a voice, scheduling predictability, skills building, and advancement.

Colorado Workforce Development Council

- In a rapidly changing economy characterized by globalization, advances in technology, and automation, employers are struggling to attract and retain the skilled work they need to grow. By providing quality jobs that offer family sustaining wages, safe and inclusive environments, robust benefits, predictable scheduling, professional development and opportunities to advance, employers can address their skills gaps, increase the number of qualified applicants to open positions, and improve their retention rates. They can also help improve their company's diversity, equity, and inclusion.



What is a good job?

Good Jobs Institute

- A good job needs to meet people's basic needs and offer conditions for engagement and motivation. Simply providing basic needs such as a living wage and predictable schedules will not, in itself, create a motivated workforce. But failing to provide those needs is often the source of employee stress and turnover in low-wage settings.

U.S. Department of Labor

- Good jobs are the foundation of an equitable economy that lifts up workers and families and makes businesses more competitive globally. They allow everyone to share in prosperity and support local communities and the entire U.S. economy. Workers know the value of a good job that provides stability and security for them and their families. All work is important and deserving of dignity. Many companies recognize that providing good quality jobs – that make them an employer of choice – creates a clear competitive advantage when it comes to recruitment, retention, and execution of a company's mission.

Aspen Institute

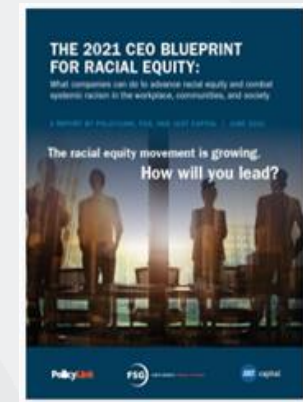
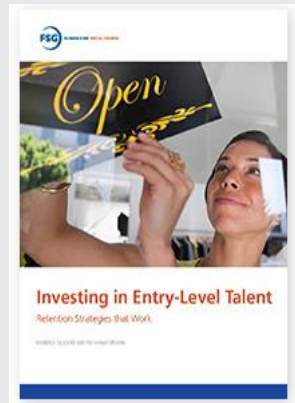
- Good Jobs: A Working Definition – Economic Stability, Economic Mobility, Equity, Respect & Voice



What research shows...

Gallup (2020)

Pew Research Center (2023)



The ROI on good jobs

A few key reasons **why investing in job quality is advantageous** for businesses:

- Enhanced employee satisfaction and retention
- Increased productivity
- Talent attraction
- Lower recruitment costs
- Innovation and creativity
- Customer satisfaction

[Calculating the Value of Good Jobs](#) – Good Jobs Calculator



The ROI on good jobs

Recent Readings

[Good Jobs Are Good Business](#) - TIME article June 2023

[The Business Case for Good Jobs](#) - CAP article September 2023

Case Studies

[Good Jobs Institute](#)

[U.S. Department of Commerce](#)



WorkLife's recent learnings

With funding from the Colorado Workforce Development Council, **WorkLife did a facilitated job and workplace quality assessment** with four Colorado employers. These employers were from **four different industries** including **food manufacturing, hospitality, long-term care and non-profit**.

What we learned:

- All employers were doing great work in some best practice areas - no one was starting from “scratch”
- Two employers were anxious to respond to employee engagement surveys and were seeking meaningful ways to tie survey results to job quality best practices
- Most employers were more concerned about their reputation and job quality standards within their communities rather than how they compared at a national level or within the same industry
- No employers could report out what their turnover costs amounted to annually
- Some employers confused minimum wage with living wage
 - Colorado state minimum wage = \$13.65
 - [Larimer County living wage](#): 1 adult, no children = \$19.13 / 1 adult, 1 child = \$39.76
- Cross functional, cross department conversations are a MUST - it is impossible for one level or group of employees to represent the whole



EVALUATING your job and workplace quality

Ideas

- Conduct anonymous employee engagement surveys
- Listen to workers voices - one-on-one meetings and/or focus groups
- Understand your turnover costs and retention rates
- Conduct exit interviews to better understand why people leave
- Participate in a facilitated job quality assessment



ELEVATING your job and workplace quality

Our WorkLife Resource and Health Benefits Navigators have served over 12,000 employees since we began in 2009, here is what they see as some of the most important job and workplace best practices for employee attraction, retention and overall well being:

- Offer an affordable healthcare insurance plan with company payment of 80%+ of individual and family coverage premium
- Compensation above industry average and/or all employees have an opportunity to earn a living wage, or the amount a full-time employee would need to cover their basic needs in the metropolitan area or county in which the organization operates
- Provide wealth-building benefits (e.g., 401(k)s, employee stock ownership plans, matched savings accounts, etc.) to all employees, particularly those on the frontline
- Offer paid sick and vacation leave
- Remove questions that ask about criminal history from hiring (if legally required, conduct background check after a conditional offer has been extended, and only consider those convictions within recent history that may directly impact job responsibilities)



ELEVATING your job and workplace quality

Ideas to get started

- Create an open and transparent communication culture
- Provide clear, up-to-date job descriptions
- Give employees regular feedback on performance
- Offer training and development opportunities to help employees enhance their skills and advance their careers
- Review your compensation structure; research living wages and understand [the benefits cliff](#)
- Recognize and appreciate employees for their contributions and achievements; celebrate milestones
- Management can lead by example - communication, work-life balance, team culture
- Keep up with industry trends and best practices related to job quality and employee well being



Start somewhere...

- ★ Job and workplace quality work is a journey, not a destination
- ★ You may be farther along in your journey than you think, celebrate your wins!
- ★ Start with listening and learning
- ★ Start small - some best practices are going to cost your company money but you don't have to start there

Resources

- [Good Jobs Institute](#)
- [Good Jobs Resources](#)
- [Job Quality in Colorado](#)
- [Job Quality Resource Center](#)
- [Job Quality Tools Library](#)
- [The Good Jobs Initiative](#)
- [Work Institute](#)



Questions?
Comments.
Insights!



Thank you!

