



Cincinnati USA
Regional Chamber

Workforce Innovation Center

OVERVIEW

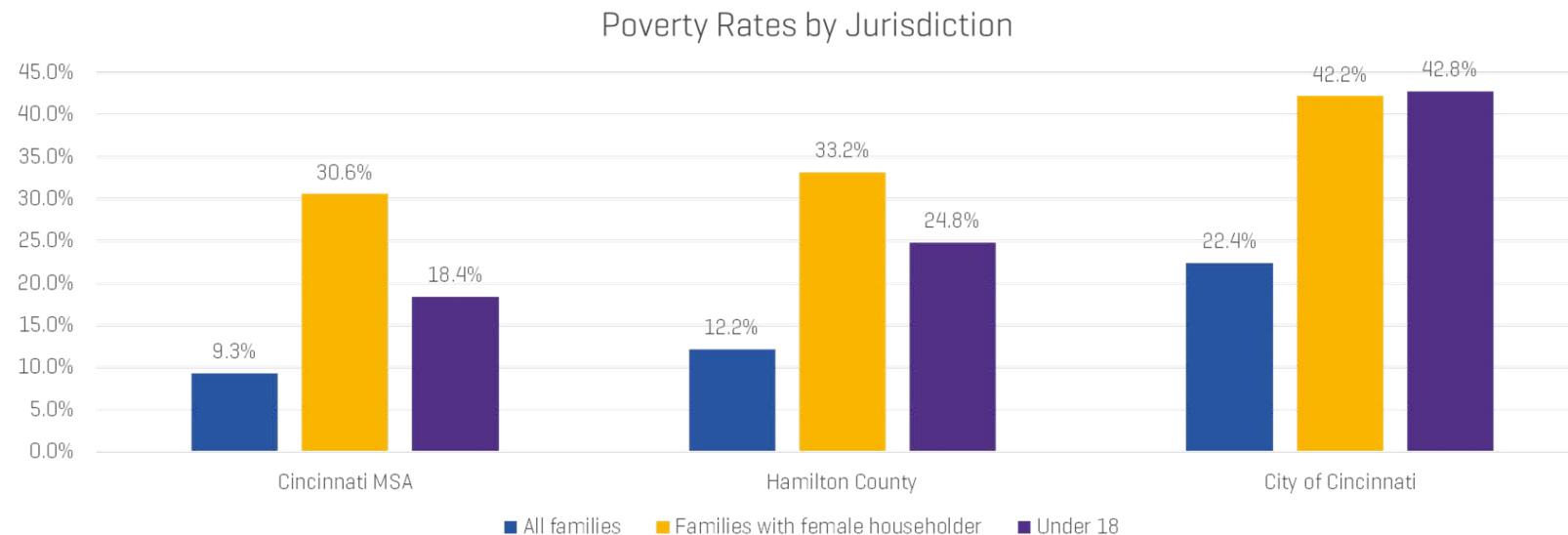
OCTOBER 2020

INTRODUCTION

- Businesses are facing unprecedented challenges in our current economy
- People are also struggling – poverty and disparities, especially along lines of race, are holding our community back
- Now is an opportunity for companies to drive changes within their business *to improve company operational and financial performance and support their employees*
- The Workforce Innovation Center can help by providing
 - assessment tools to help companies identify issue areas
 - more than 120 practice recommendations and partnerships to customize solutions for companies
 - evaluating and recognizing companies through a formal certification process

HISTORICAL CONTEXT

- Child Poverty Collaborative formed in 2016
- Employer Roundtable (2017-2018) sought to engage companies in reducing poverty
 - Children are poor because their families are poor
 - Companies are catalysts for economic mobility
 - Business case for innovation as part of long-term business strategy
- Workforce Innovation Center launched in 2019 at the Cincinnati USA Regional Chamber



Workforce Innovation Center



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ADVISORY BOARD

Dave Herche, Enerfab

Brian Hodgett, Procter and Gamble

Ellen Katz, Greater Cincinnati Foundation

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Jill Meyer, Cincinnati Chamber

Julia Poston, Retired – EY (Chair)

Ed Rigaud, Legacy Acquisition Corp.

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Tom Williams, North American Properties

MISSION

The Workforce Innovation Center drives companies to adopt practices that empower employees, the community, and their businesses to thrive.

VISION

The Cincinnati Region is a beacon of inclusion and engagement for employees resulting in long-term financial success, innovation, and sustainability for its employers and, thereby, the community.

WHAT WORKS CITIES ECONOMIC MOBILITY AWARD

- Cincinnati Team:
 - Mayor Cranley's Office
 - City of Cincinnati Office of Performance & Data Analytics
 - Workforce Innovation Center
- One of nine cities
- Funded by Bloomberg Philanthropies, The Gates Foundation, The Ballmer Group
- Many technical support partners



Bloomberg
Philanthropies



BILL & MELINDA
GATES foundation



ballmer
GROUP



What
Works
Cities

TECHNICAL ASSISTANCE PROVIDERS



HARVARD Kennedy School
Government Performance Lab



THE
BEHAVIOURAL
INSIGHTS
TEAM



JOHNS HOPKINS
UNIVERSITY

GovEx

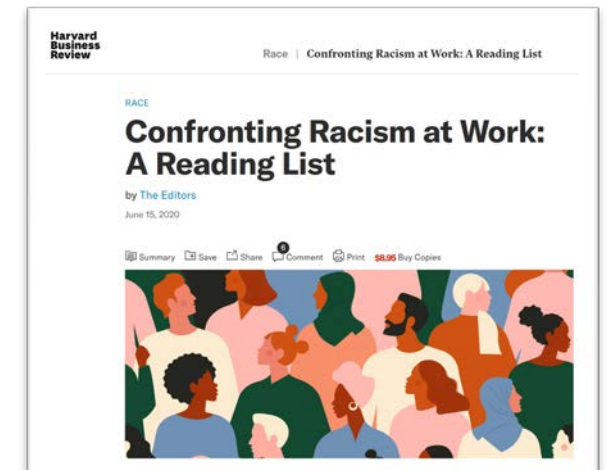


SUNLIGHT
FOUNDATION



A RENEWED URGENCY

- Pandemic has brought to light the need for inclusive capitalism for businesses & employees
- Racial disparities throughout society & within companies have become top-of-mind for businesses
- Workforce Innovation Center has tools to help companies respond to business need



WHY ENGAGE WITH THE WORKFORCE INNOVATION CENTER?

- You have a business issue you are working to solve such as absenteeism, turnover, difficulty finding talent, etc.
- You want to develop a culture of caring and belonging within your workforce
- You want to create a more equitable and inclusive culture along lines of diversity including race, gender, ability, & other diversity measures.

There is a business case for whatever your reason.
The Center can customize solutions for you.

EXAMPLES OF PROFITABILITY IMPROVEMENT

- Reduce unwanted turnover
- Improve retention for valued employees
- Increase employees' trust and sense of belonging
- Diversify the talent base
- Reduce absenteeism and tardiness

TOOL 1: EMPLOYEE SURVEY

- Workforce Innovation Center deploys survey as an independent third party
- Survey includes the following domains:
 - Work history and current work experiences
 - Health insurance, PTO and other benefits
 - Diversity, equity, inclusion and belonging
 - Promotions, advancements and pay increases
 - Employees' personal status – financial, dependent care, housing, etc.
- Survey results presented to company for review

TOOL 2: WORKING METRICS – MEASURE JOB QUALITY & JOB EQUITY

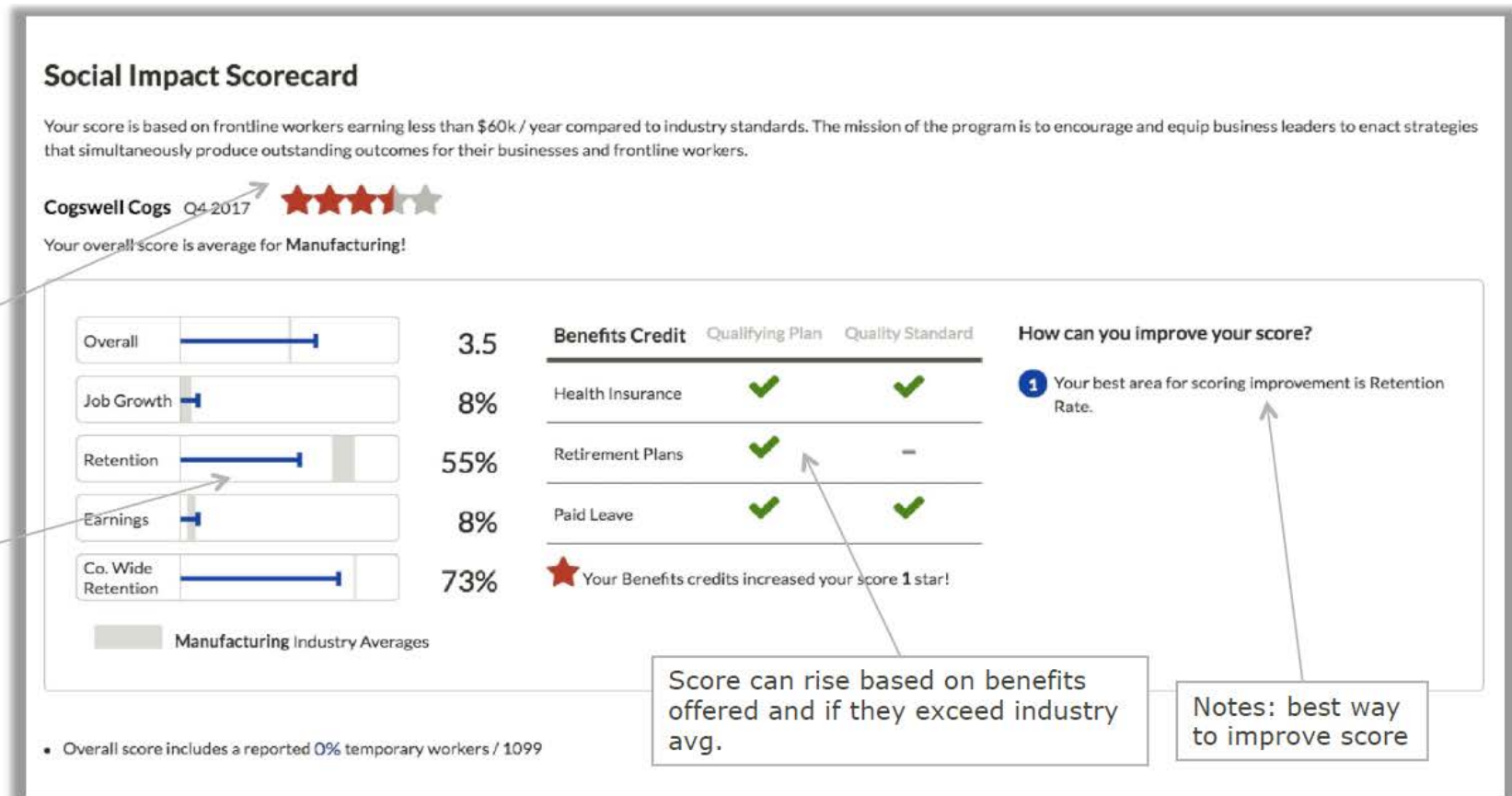
- Founded at the Aspen Institute
- Uses readily accessible and reliable employee data including
 - Employee wage data
 - Diversity data
 - Benefits plan data
- Measures company performance benchmarked against industry and regional peers
 - Retention, earnings, job growth
- Evaluates progress over time
- Easy, fast and secure

TOOL 2: WORKING METRICS – RESULTS

- Social Impact Scorecard**

Score for 'front-line workers, earning <\$60k/yr. Based on scores below.

Employee data, benchmarked and scored based on industry sector & region



Score can rise based on benefits offered and if they exceed industry avg.

Notes: best way to improve score

TOOL 2: WORKING METRICS – RESULTS

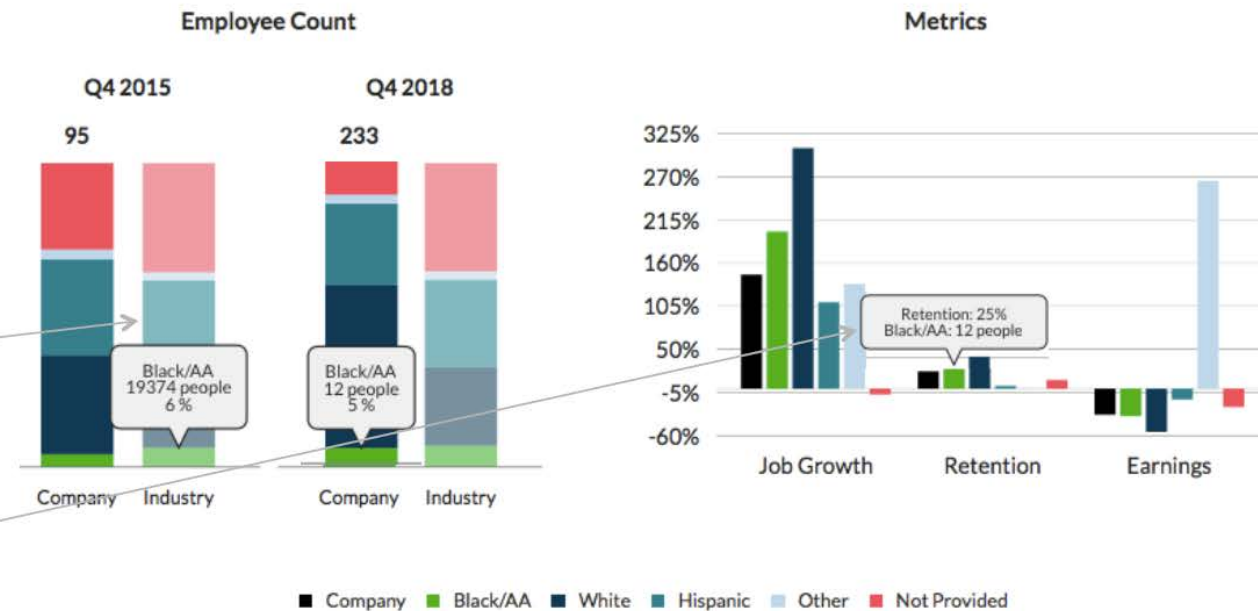


by Ethnicity

- Social Impact Scorecard
- Diversity Overview
 - By Gender
 - By Race

Displays current actual numbers of employees by period - together with race/ethnicity distribution; as well as benchmark distributions by industry sector & region

Shows people performance in each of the 3 metrics for the company & each race & ethnicity cohort, and via mouse-over can see number of employees and numerical scores for each cohort



* The Black/AA and Other categories have very few members and may not provide a reliable measure.

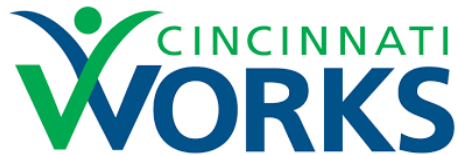
COMPANY RECOMMENDATIONS FOR INCLUSIVE PRACTICES

- Eleven Practice Areas:
 1. Provide financial stability
 2. Enable advancement opportunities
 3. Enable balance between home and work
 4. Inspire a sense of meaning & belonging
 5. Recruit fairly and broadly
 6. Foster employee voice
 7. Build soft skills
 8. Build hard skills
 9. Facilitate transportation
 10. COVID-19 Specific
 11. DEI-Focused
- More than 120 practice and partner recommendations.
- Policies are weighted by feasibility, impact and evidence

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PARTNER ORGANIZATIONS



United Way
of Greater Cincinnati



WOMEN
HELPING
WOMEN



AND MANY OTHERS

CONCLUSION

- Now is the time for companies to practice inclusive capitalism to achieve business success and a greater social purpose
- Workforce Innovation Center has tools to support companies starting or continuing this journey
- Implementing inclusive practices at companies across the region will be beneficial and rewarding for participating businesses and will be important to employees and our community

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AUDREY TREASURE

VP & EXECUTIVE DIRECTOR

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Thank You

WORKFORCE INNOVATION CENTER ENGAGEMENT: COMPANY STEPS

1. Sign the Advisor Agreement and the Pledge for Workforce Innovation
2. Engage the Workforce Innovation Center to do one or more:
 - a) Employee survey
 - b) Measure and analyze talent base through HR data
 - c) Review current practices and policies
3. Implement **1-2** new inclusive practices based on company's unique data and goals
4. Consider participation in a cohort or forum with other company leaders

REPORT EXAMPLE: CUSTOMIZED PRACTICE RECOMMENDATIONS

1. Create Flexible But Predictable Schedules

How does this help my employees?

By making schedules more predictable for employees, they may be better able to plan ahead for transportation, make necessary childcare arrangements, and schedule any other jobs around their standardized work schedule at your company.

What actions can I take?

✔ POST FRONT-LINE WORK SCHEDULES TWO WEEKS IN ADVANCE

HOW: Consistently provide notice of schedules and changes as far in advance as possible.

WHY: Schedule stabilizing policies have been shown to increase productivity and retention rates. This will be especially impactful for employees that are usually late or absent due to unpredictable work schedules.

RESOURCES AND SERVICE PROVIDERS:

"<https://www.hcjfs.org/media/HCJFS-3258-Sick-child-policy.pdf>
- Hamilton County Job and Family Services (HCJFS)
- Santa Maria Community Services"

IMPLEMENTATION RESOURCES:

"<https://www.hcjfs.org/media/HCJFS-3258-Sick-child-policy.pdf>
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EVIDENCE: Gap Inc.'s randomized controlled stable scheduling study.

EMPLOYER IMPACT EXAMPLES:

Collectively, GAP's schedule stabilizing policy changes led to a 7% increase in median sales and a 5% increase in labor productivity (an addition \$6.20 of revenue per hour of labor). Retention rates of seasoned associates also increased. Overall, the paper deemed these changes as having a "high ROI."

STATUS: New practice to consider

OVERALL SCORE: High