RFA Workforce & Good Jobs and Equity Fellows

The HR Lever:
Public Sector Job Design and Becoming an Employer of Choice

July 12, 2023

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Let's warm up that chat box…

….What is one win you've had in the last month you'd like to share?

- The program will begin shortly

- Please turn on your video

- Please mute your microphone

- You are welcome to use the chat box for discussions or questions throughout the session!

- Please rename your screen to

  - "Name, Preferred Pronouns, State, City/County"

  - *Example:* **Brooke Valle, She/Her, Avon Lake, OH**

Welcome and Introductions

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Today's Facilitator

BROOKE VALLE
Senior Advisor
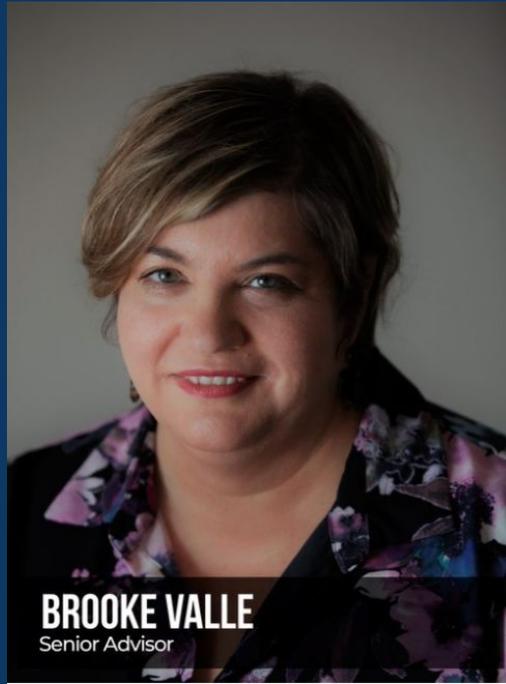
TRAILHEAD
STRATEGIES

By the end of this session we will…

- ☑ **Review the basic concepts of Job Design**

- ☑ **Explore connections between RFA's Job Quality Principles goals and internal workforce pain points for government employers**

- ☑ **Review mini case studies**

- ☑ **Reflect on the applications to your own projects and agencies**

Job Quality Levers

Procurement

Empowerment

Policy

HR Practices

Education & Enforcement

Today's Lever - HR Practices

HR Practices

Help agencies "walk the talk" on job quality and equity. Human resources can set the standard for how employees are treated, not only at the time of hire, but also throughout the employment life cycle. Internal human resource practices are a good place to begin the journey of improving job quality and equity; a sound foundation in human resources is essential for advanced work down the road.

Key Terms

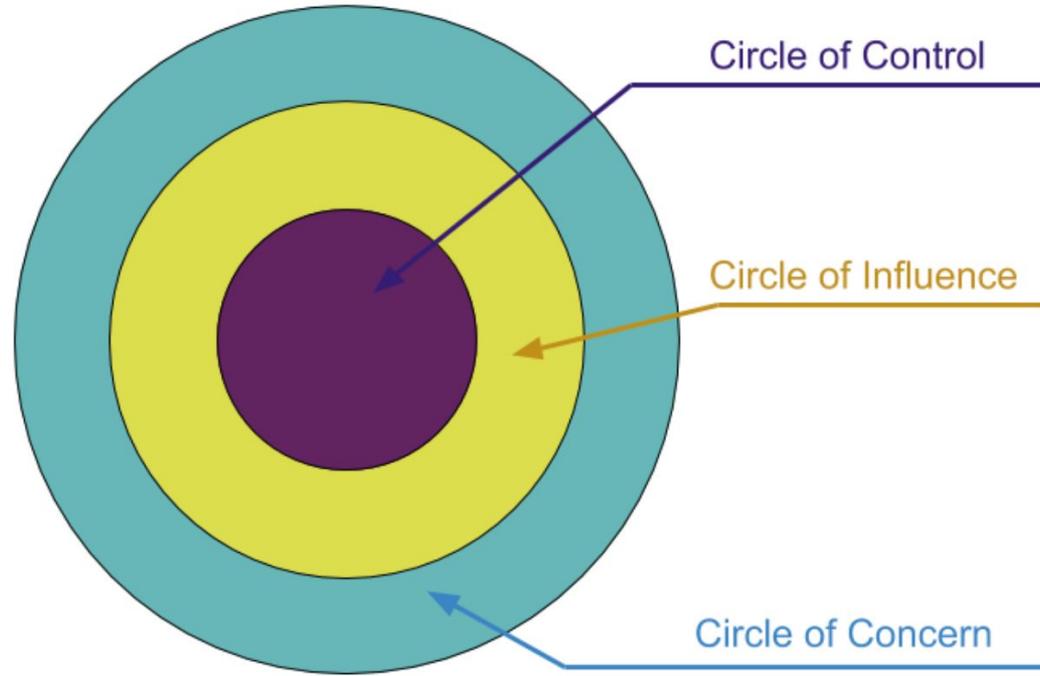|	
Job Design	The process of creating a job that enables the organization to achieve its business goals while motivating and rewarding employees. This includes the work tasks, knowledge, skills and competencies, job qualifications, total rewards, and other job quality principles that matter most to employees.
Employer of Choice	Highly sought-after organizations where employees are excited to come to work. These employers proactively create a positive work environment, have an outstanding brand, provide industry leading job quality offerings, and reinforce a safe, positive, and productive culture.
Employer Pain Points	A workforce need that can serve as a starting point for internal job quality initiatives. Examples include high vacancy rates, long time to hire, high turnover, lack of diversity (overall or in specific positions), or low productivity.

Add your thoughts to that chat:

Your agency is an important employer in your local community. What are major pain points in your talent pipeline?

As you listen to the presentation today, consider the following:

- How do my agency's offerings compare with employee needs and expectations and other work experiences available in my community?

- Are employees in my department experiencing job quality features differently based on race, gender, age, education level, classification, occupation, team, department, or other factors?

- What level of control do I have in affecting change? What level of control does my agency have?

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Defining Your Focus

Circle of Control

Circle of Influence

Circle of Concern

Job Quality and Job Design

Job Necessities

Job Opportunities

Job Features

Earnings
Living wage provided through base pay, bonuses and profit sharing

Schedules
Stable, predictable and fair

Voice and Representation
Formal representation, participatory management, and employee engagement

Safety and Security
Proper classification and physically, mentally, and emotionally safe environment

Learning and Development
Career paths, training and skill development, recognition and advancement

Purpose and Meaning
Meaningfulness, mattering, and personal alignment

Benefits
Health and well-being, education, wealth building, and safety net support

Environment and Culture
Use of skills, sense of connection, and autonomy

HR Practice Levels of Responsibility

Circle of Control	Circle of Influence	Circle of Concern
Department Responsibility	**Shared Responsibility**	**Civil Service HR Responsibility**
Purpose and Meaning	Earnings	Benefits
Environment and Culture	Schedules	Safety and Security
	Learning and Development	
	Voice and Representation	
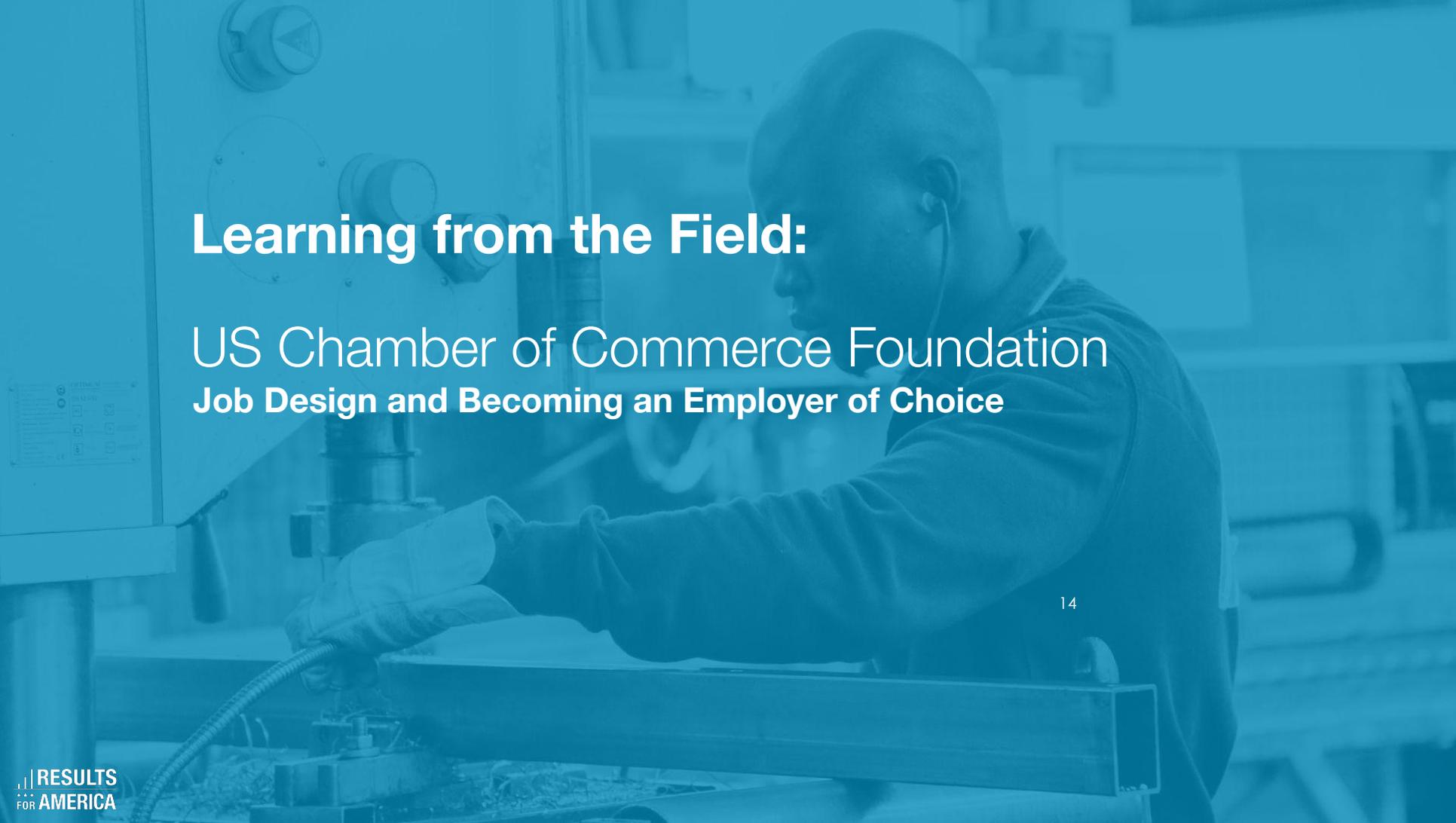
Learning from the Field:

US Chamber of Commerce Foundation
Job Design and Becoming an Employer of Choice

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Guests

Jaimie Francis
Vice President, Policy and Programs
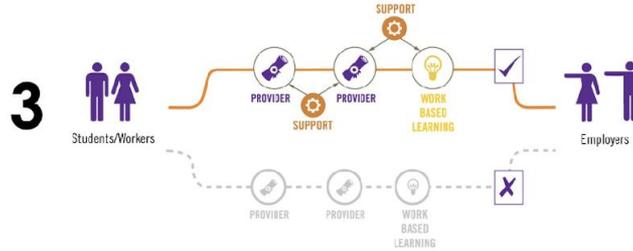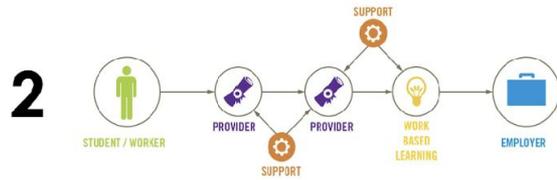U.S. Chamber of Commerce Foundation
jfrancis@uschamber.com

What is TPM?

1. Raw Materials → Supplier → Manufacturer → Distributor → Retailer → Customer

2. STUDENT / WORKER → PROVIDER → PROVIDER (SUPPORT) → WORK BASED LEARNING → EMPLOYER

3. Students/Workers → PROVIDER → PROVIDER (SUPPORT) → WORK BASED LEARNING → Employers

U.S. Chamber of Commerce
Institute for Organization
Management

Talent Pipeline Management Strategies

Strategy 1:
Organize for Employer Leadership and Collaboration

Strategy 2:
Project Critical Job Demand

Strategy 3:
Align and Communicate Job Requirements

Strategy 4:
Analyze Talent Supply

Strategy 5:
Build Talent Supply Chains

Strategy 6:
Engage in Continuous Improvement and Resiliency Planning

U.S. Chamber of Commerce Foundation

Most Common Employer Pain Points

1. Unfilled job openings

2. Exorbitant onboarding/training costs

3. Turnover/retention/lack of career advancement opportunities

4. Lack of workforce diversity

5. Job quality

U.S. Chamber of Commerce
Foundation

Job Quality Features

Job Design Goals Linked to Pain Points

Job Design Goal	Common Employer Pain Points
Goal 1: Increase the number of qualified candidates that compete for open jobs	• Lengthy time to hire • Lack of diversity in candidate pool and workforce
Goal 2: Employees from different backgrounds can be successful on the job	• Low productivity and engagement • High rates of turnover • High cost of turnover
Goal 3: Employees are sufficiently rewarded with financial and non-financial incentives based on their goals and needs	• Low rates of internal promotions • High rates of turnover • High cost of turnover
Goal 4: Increase the number of employees that report high job satisfaction and stay long term	• Low rates of internal promotions • Low productivity and engagement • High rates of turnover • High cost of turnover

U.S. Chamber of Commerce Foundation
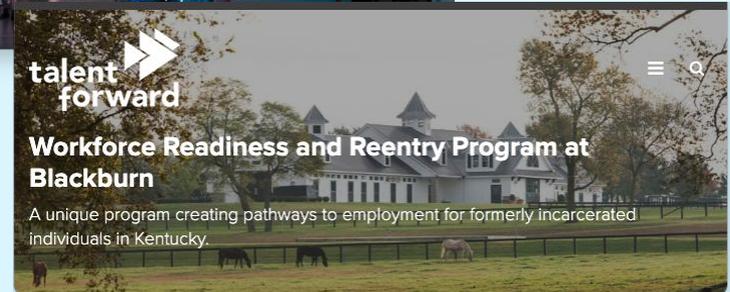
TPM Outcomes

↓ Onboarding Costs

↑ Retention

↑ Career Advancement

↑ Workforce Diversity

talent forward

Creating Diversity Through Workforce Readiness Workshops

DTE Energy leveraged Talent Pipeline Management® strategies to identify and address talent gaps in their company and industry.

An initiative of the U.S. Chamber of Commerce Foundation

talent forward

Advancing San Diego: A Match Maker for Employers & Talent Suppliers

A collaborative effort to better prepare San Diegans for quality jobs via locally-serving education institutions and expand access to diverse, qualified talent.

talent forward

Workforce Readiness and Reentry Program at Blackburn

A unique program creating pathways to employment for formerly incarcerated individuals in Kentucky.

Live Q+A

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Mini Case Studies

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Bringing HR Practice Changes to Life

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│                     │        │                     │        │                     │
│  Understanding the  │  ──▶   │  Making Internal    │  ──▶   │  Leading By Example │
│     Pain Points     │        │      Changes        │        │                     │
│                     │        │                     │        │                     │
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Avi, Michigan

Pain Point: The pandemic and the Great Resignation triggered retirements, resignations and workforce shortages. The agency was having trouble recruiting younger people to take the place of the retiring workforce.

Job Design Consideration: The City wanted to gauge employee satisfaction and identify areas of improvement to maintain retention and improve recruiting. To do so, the City used the National Employee Survey (The NES) by Polco to gather insights on staff opinions toward their work. The NES investigates employee job satisfaction and key characteristics of their work environment. The survey results prompted officials to host focus groups to learn more about what could be done to improve internal services.

Added Bonus: Local governments and organizations all over the country conduct The NES, so anyone who completes the assessment can compare their results to the national average and see how they measure up.

Avi, Michigan

Strengths: 80% of employees said they are satisfied with their jobs, 95% said they have good friends at work, and 94% said the City provided a safe and secure work environment for people of all backgrounds. All three ratings are higher than the national average.

Growth: Only 54% reported positive ratings for human resource services, and 65% said they feel positive about benefits overall, both lower than the national average.

Actions
- The City identified the human resources department as an area of improvement and hosted focus groups to get more context and hear potential solutions from employees themselves
- The City began bolstering employee retention by increasing its 457 contributions based on how many years employees have worked with the City
- The City plans to conduct The NES every two years to gauge the City's progress in creating a healthy work environment for staff
- The City is gaining insight from other high performers on The NES to learn what they were doing to cultivate high employee job satisfaction.

Baltimore, Maryland

Pain Point: Housing in Baltimore is expensive, making it difficult to attract and retain staff.

Job Design Consideration: Incorporation of housing subsidy as a benefit would facilitate home ownership and could enable staff to reside closer to the city, thus reducing commute time and potentially providing additional schedule flexibility. This benefit is also unique and could set the City apart as a choice employer when candidates compare benefits.

Added Bonus: The city can use a similar approach to encourage other employers to implement a housing subsidy. This makes the entire community a more desirable place to work and live.

Baltimore, Maryland

1   Baltimore City Employee Homeownership Program

- 5K benefit, in form of a forgivable loan, available to all full-time, permanently employed individuals of Baltimore City agencies or quasi-City agencies* purchasing a primary residence
- Individual must be a City employee at time of closing to receive the benefit
- No income restrictions or first time home buyer restrictions
- Employee must put at least 1K of their own money toward the purchase and must complete city approved approved counseling prior to submitting an offer on home
- Program is administered by the City, with support from Live Baltimore, a 501c3, under contract with the City
- Program has run for ~10 years

Quasi City agencies -
chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://dhcd.baltimorecity.gov/sites/default/files/BCEP%20Quasi-City%20Agencies.pdf

Baltimore, Maryland

| **2** | **Baltimore Live Near Your Work Program** |

- Focused on growing the economy by retaining existing residents and attracting new residences
- Program has run for ~10 years
- A matching program, where Baltimore City will match employer contributions of at least $1,000 and up to $2,500. Usually participating employers opt to offer the full $2,500, then the City matches $2,500, and the homebuyers get $5,000 to bring to the closing table.
- More than 100 employers have signed up to participate
- Funds can be used to toward down payment or closing costs
- Employers can customize their requirements to incentivize talent attraction or retention
- Live Baltimore, a 501c3 providing marketing and customer service type support to interested employers and employees

Quasi City agencies -
chrome-extension://efaidnbmnnnibpcajpcglclefindmkaj/https://dhcd.baltimorecity.gov/sites/default/files/BCEP%20Quasi-City%20Agencies.pdf

Tips for Success

- Start small - select an area that is within your control

- Get specific about your desired results - use your logic model to connect the dots between your activities and your goals.

- Create feedback channels to collect inflight insights both on how the process is working but also the initial results that the change is driving.

- Involve staff early and often in the design of new processes, procedures or benefits.

- Consider piloting with one team or office before rolling out across an organization. This provides time to take onboard the learnings, address unintended consequences and truly engage staff as part of the process.
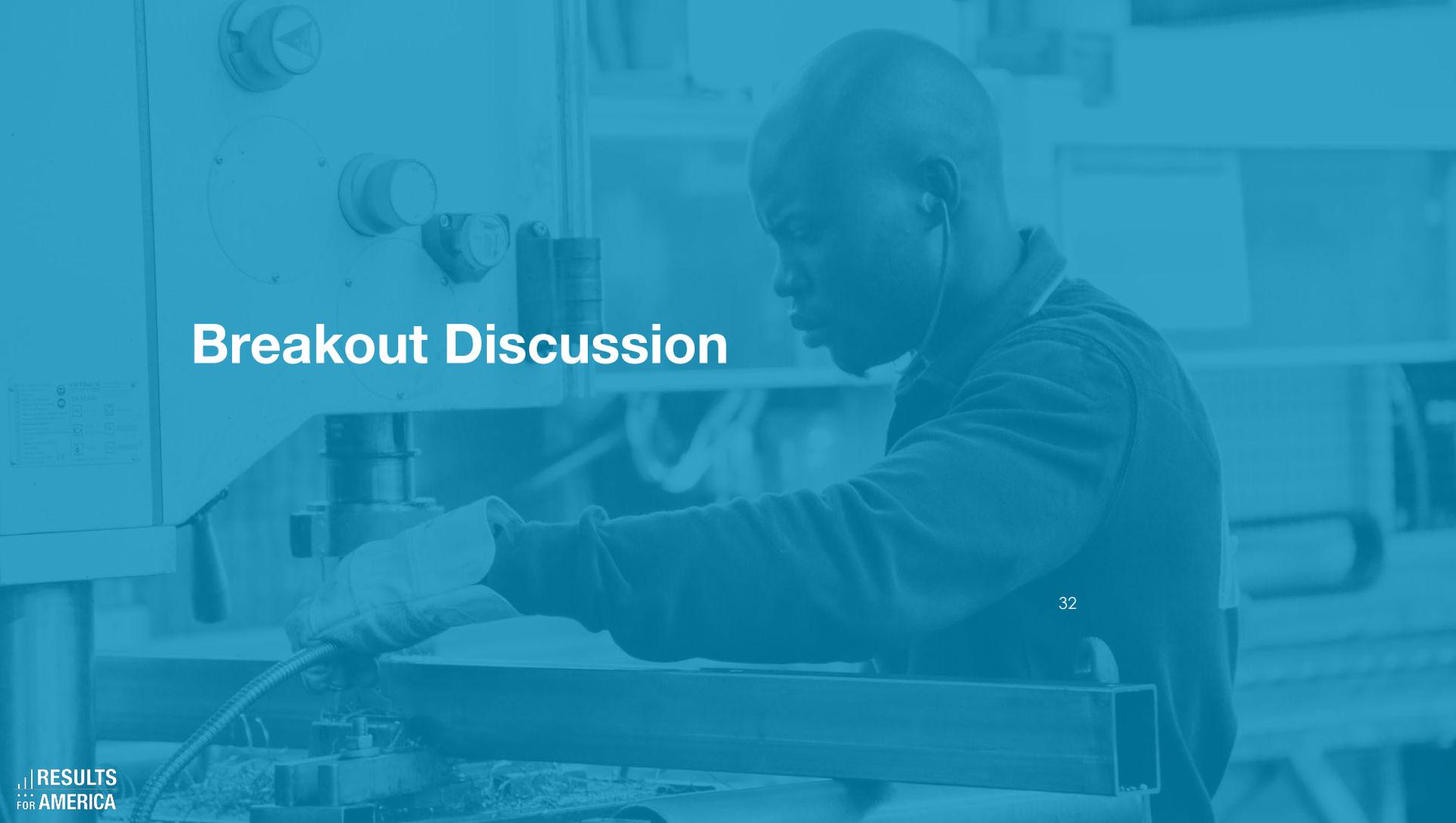
Breakout Discussion

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Breakout Discussion Questions

- **What aspects of job design resonated with you?**

- **How might this approach help position your agency an employer of choice in your community?**

- **Based on what is within your control, what is one step you can take to move the needle?**

Wrap Up & Next Steps

Next Step Commitments

In the chat please write:

- The action you are committing to complete between now and your next meeting with RFA

- What you need from RFA to be successful

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Upcoming Sessions and Resources

☑ **July 19th, 4:00pm EST - Innovating Grantmaking & Contracting Processes**
  Register here

☑ **August 2nd, 4:00pm EST - Empowerment: Practice and Policy Centered on Worker's Experience and Priorities**

  Registration information sent shortly

☑ **Applications to join the Fellowship Alumni Cohort are due July 31st!**

☑ **J-PAL's LEVER Evaluation Incubator applications are open through July 31st to receive TA, resources, and funding up to $50,000.**

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WE WANT TO SUPPORT YOU!

PLEASE COMPLETE THE QUICK POLL ON THE SCREEN

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THANK YOU!

Please send any follow-up questions to:
- **morgan@results4america.org**
- **kelsey@results4america.org**

Need additional support with your projects?
Reach out to schedule office hours.

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