

Job Quality & Effective Workplaces: Making the Case for Lower-Wage Workers

Briefing on Job Quality Issues

September 6, 2007

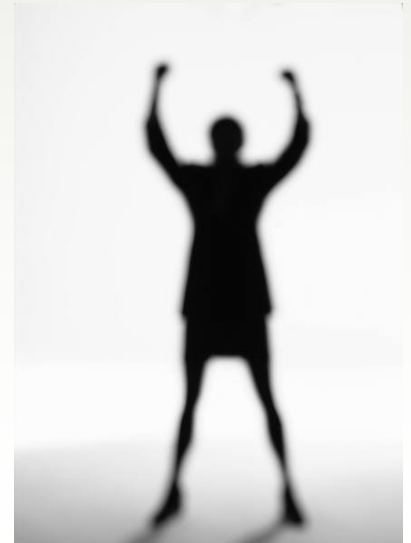
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Quality Jobs Promote Effective Workplaces

Effective workplaces promote positive outcomes for employees and organizations

- Effective workplaces result in:
 - health & mental health
 - employee engagement
 - work-life effectiveness



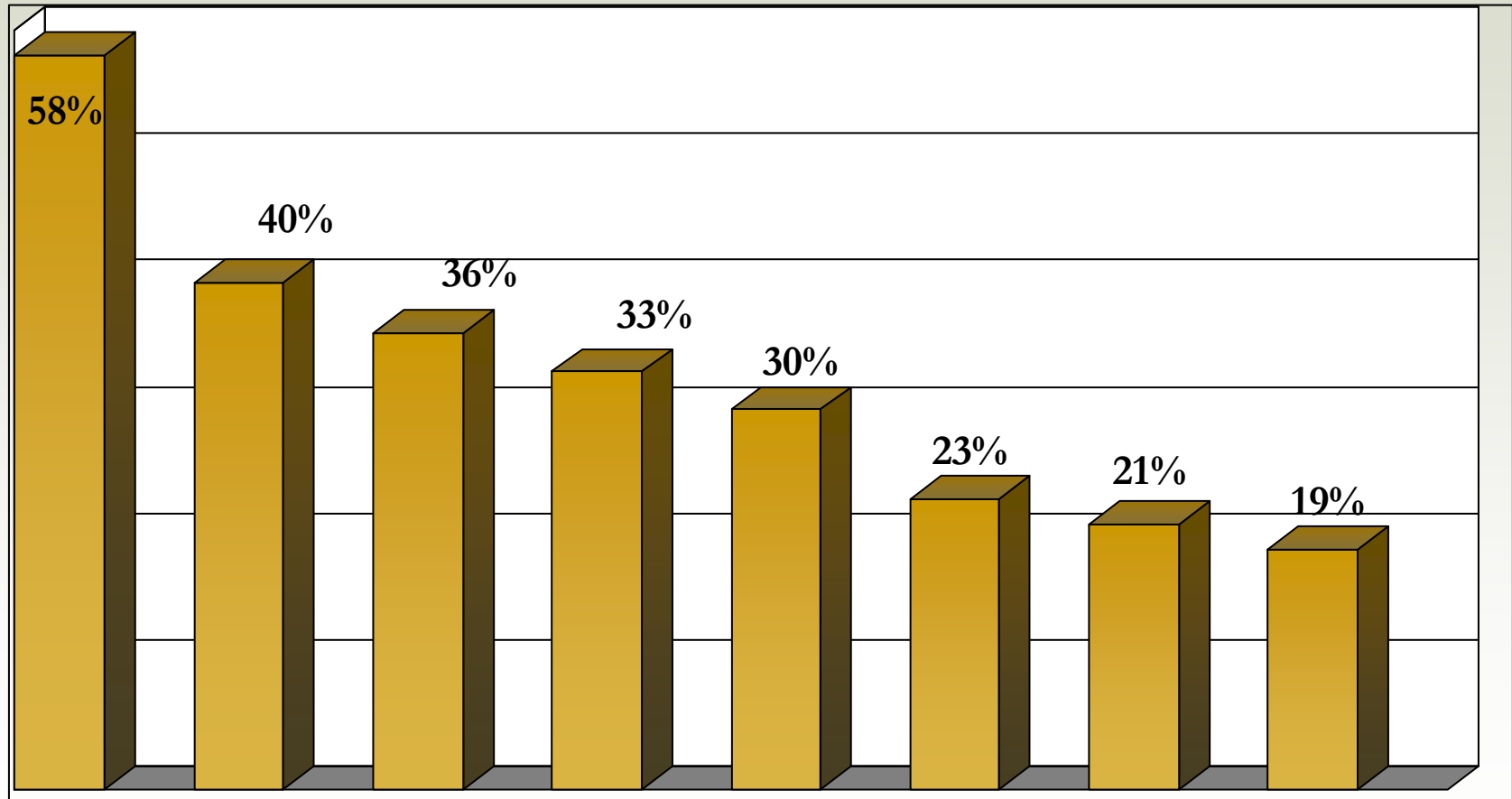
Components of a Quality Job for Hourly Workers

1. Effective supervision
2. Schedule Flexibility
3. Job fit and autonomy on the job
4. Opportunities for growth and development
5. Teamwork

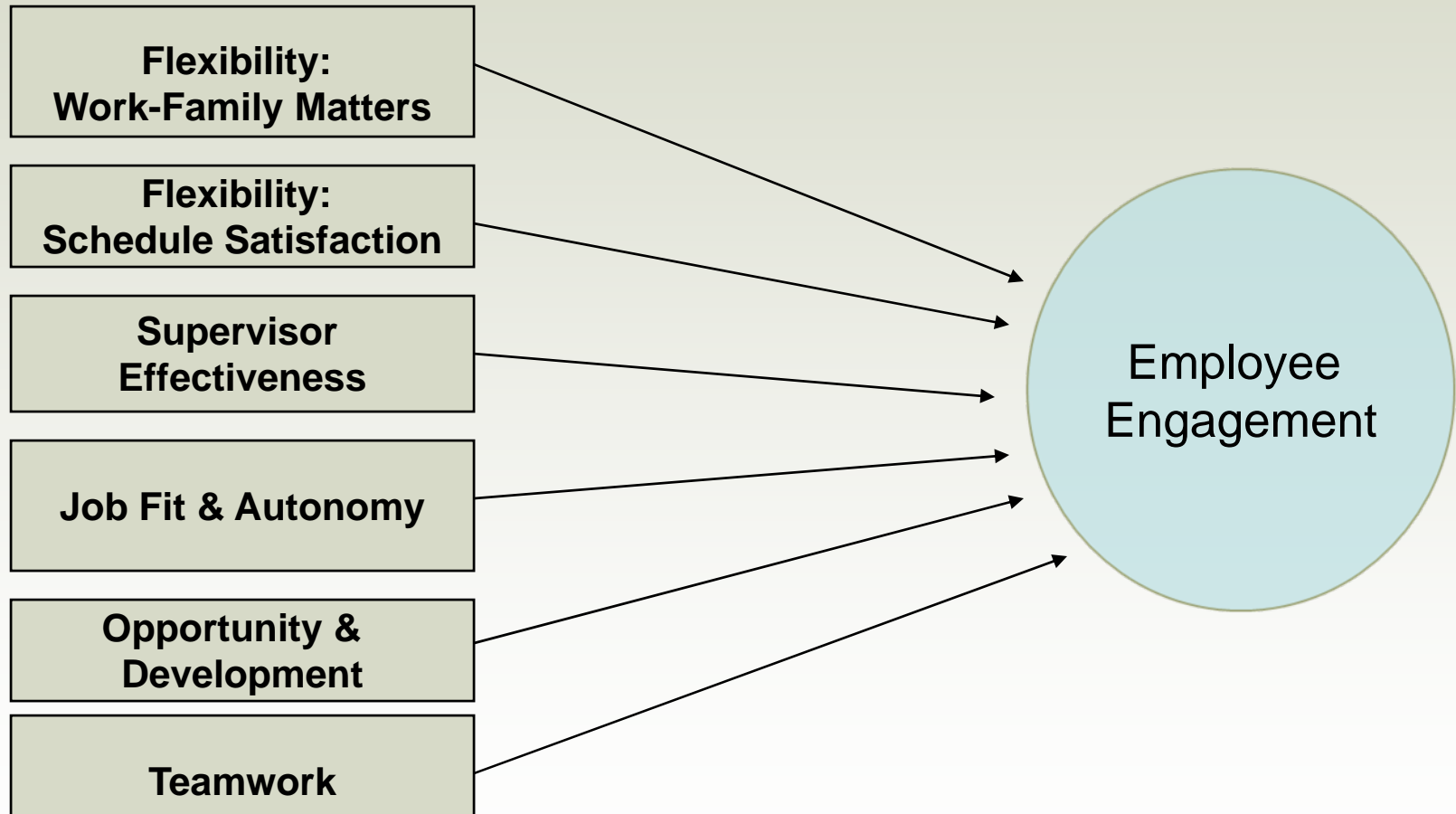
Flexible Work Options: Defined

- Schedule preferences
 - Specific days or shifts
 - Set routine schedule
- Pre-planned schedule modification
- Just-in time schedule change
 - Employee generated schedule coverage
 - Shift swapping
- Flex-Place
 - Flex-place within the community
 - Regional
- Extended Time-Off
- Reduced Work-Hours

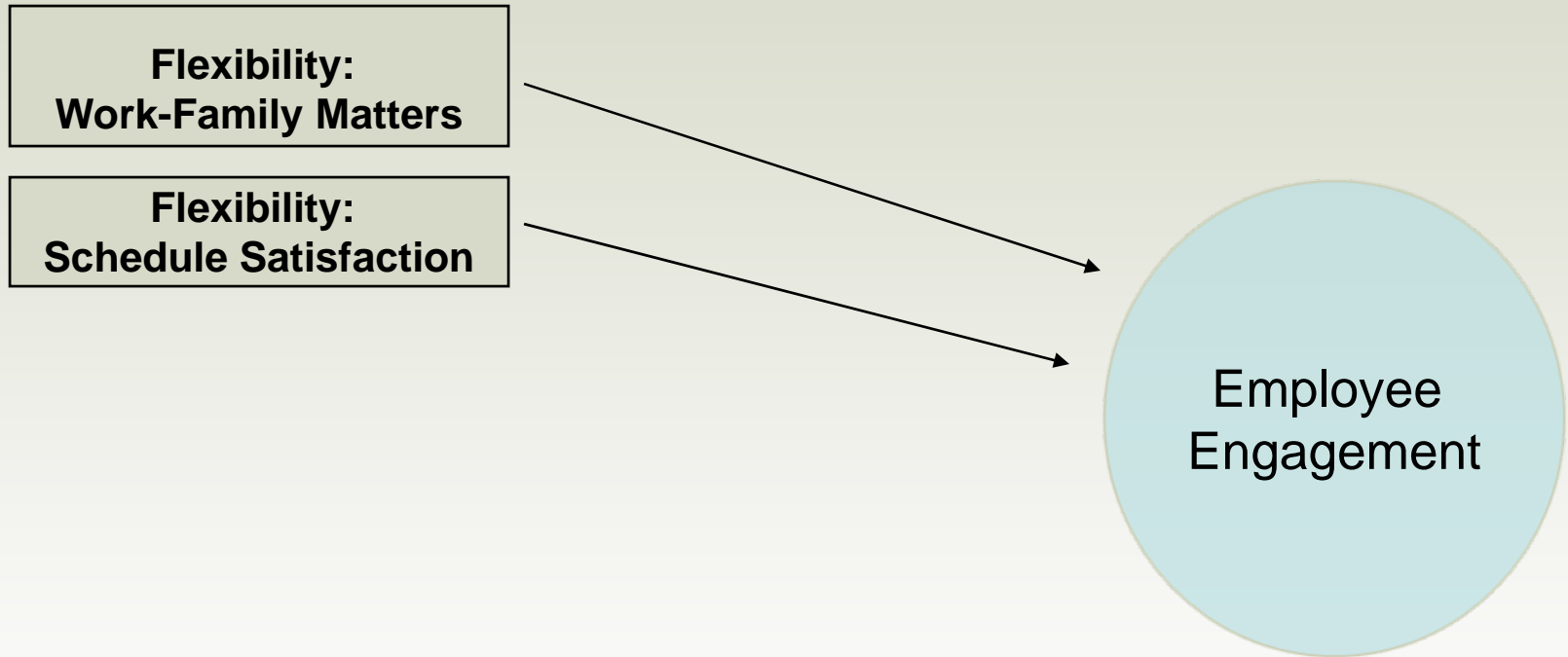
Managers' Perspective: 90% State Business Case for Flexibility



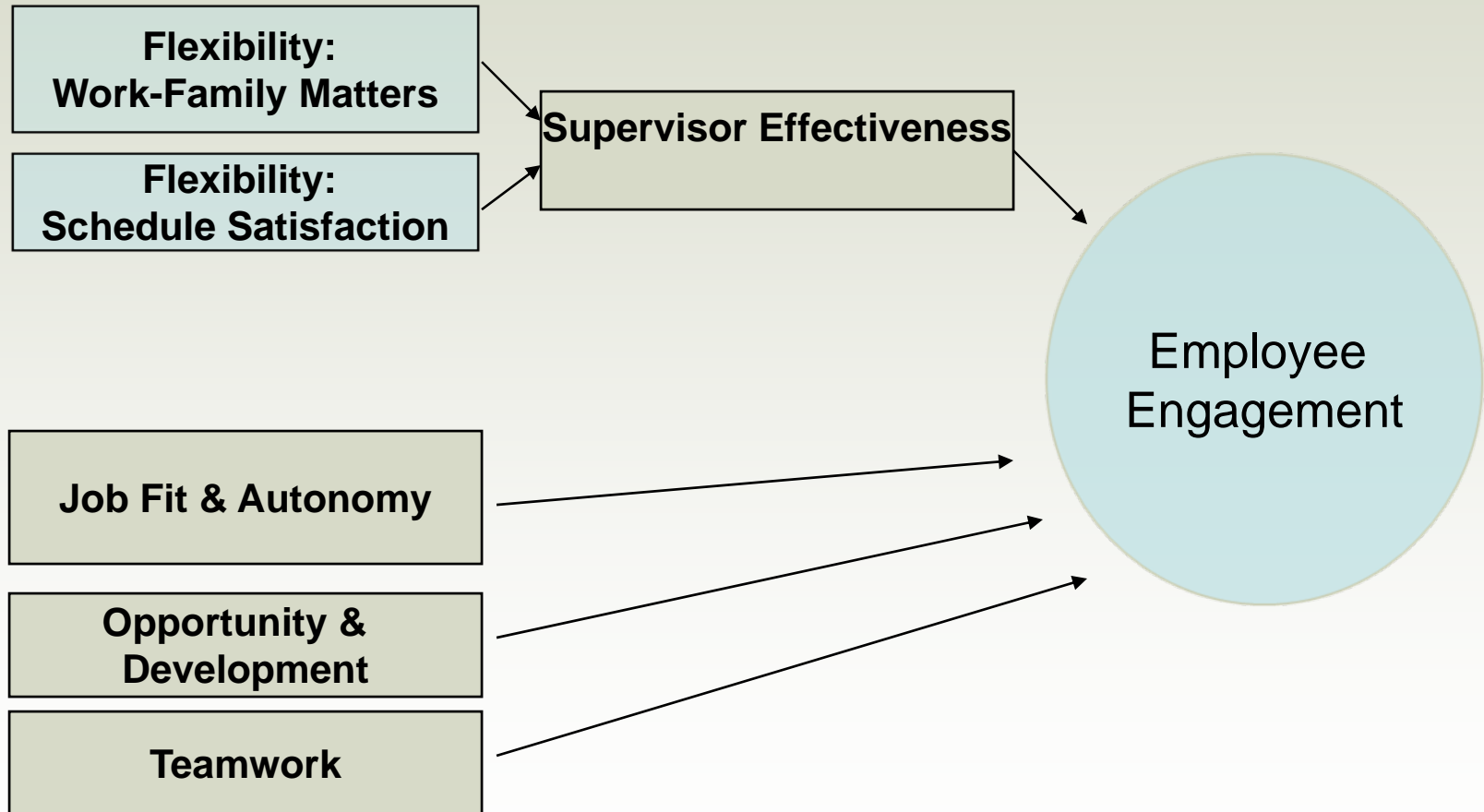
Effects of Quality Workplace Practices: Employee Engagement



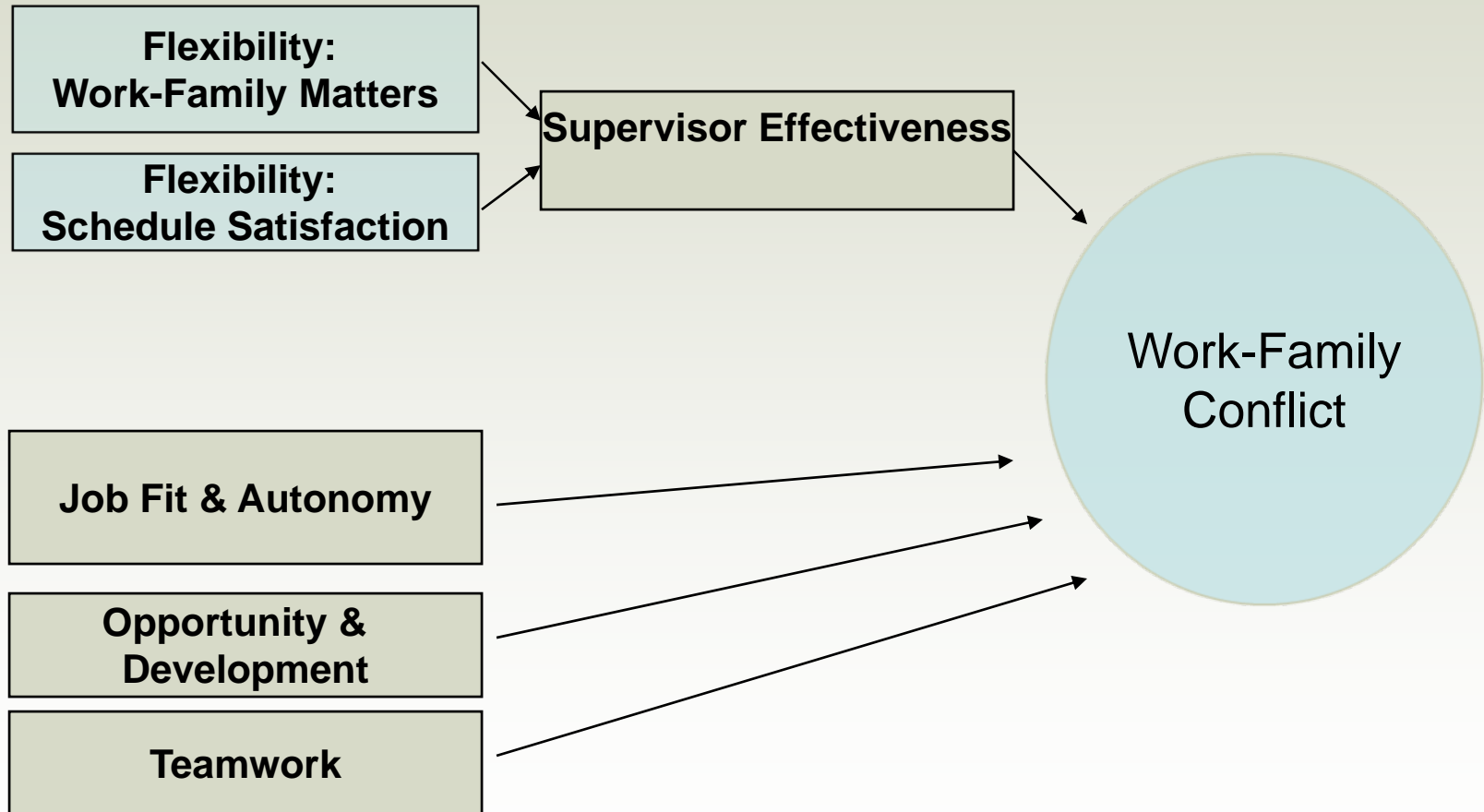
Quality Workplace Practices & Employee Engagement



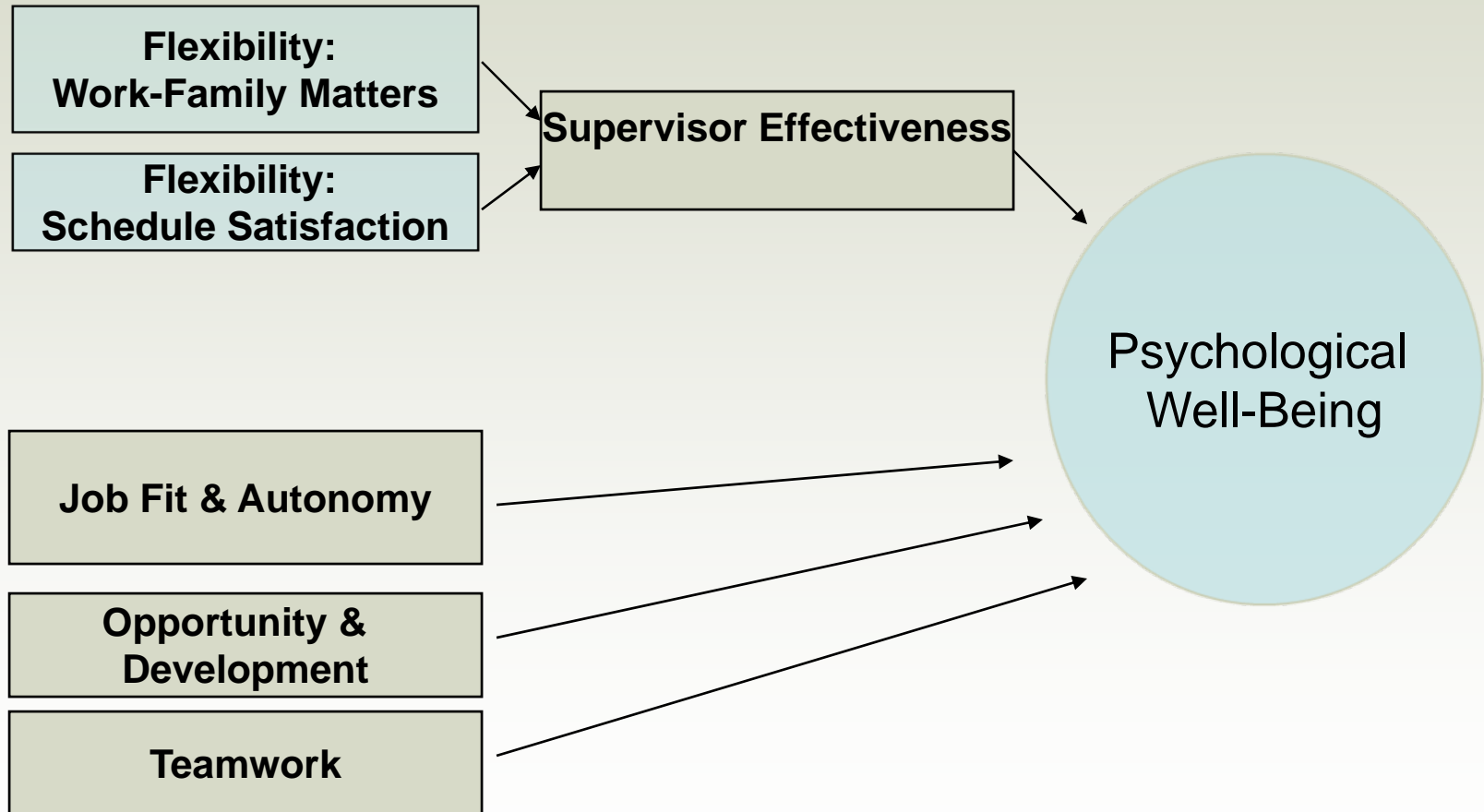
Quality Workplace Practices & Employee Engagement



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Quality Workplace Practices & Employee Engagement



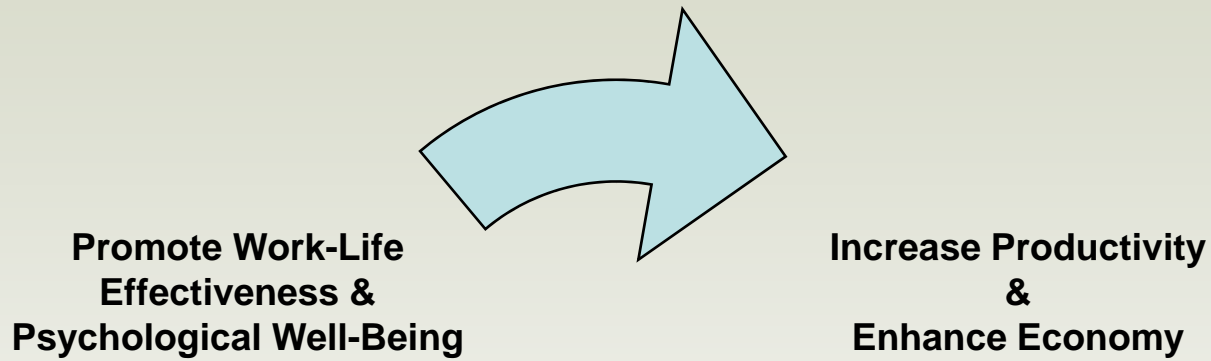
Implications

- Quality Workplaces Matter
- Developing flexible work options requires
 - Out of the box thinking
 - Culture that engages creative strategies
- Train supervisors to develop responsive and flexible workplaces

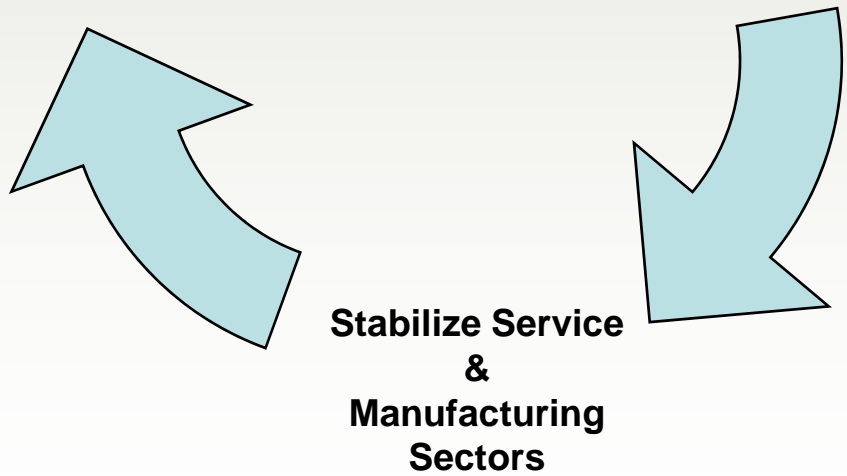
Innovative Workplaces in Kentucky: Examples



Innovative Workplaces Generate Positive Results for All



Effective Workplaces



Making Workplaces Work: Employer Best Practices in Kentucky

Kentucky Employers who are Making Workplaces Work

- Flexible Work Options
- Employee Development/Talent Management
- Effective Workplace Culture
- Health and Wellness
- Dependent Care
- Financial Assistance

Flexible Work Options

- **How and when work gets done, and how careers are organized**
 - Employees want more flexibility in their jobs
 - Flexibility varies by industry and job type
 - Flexible Work Option Examples:
 - Modify standard working hours
 - Daily Flex-time
 - Compressed workweek
 - Tele-commute



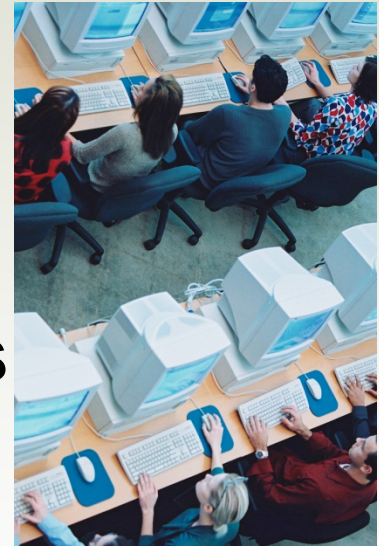
Innovative Workplaces in KY: Kentucky Orthopedic Rehab Team

- **Provides an array of Flexible Work Options to meet varied needs of workers and jobs**
 - Compressed work week
 - Volunteering “on the clock”
 - PTO & EIT
 - “full time” = 32 hrs/week (benefits)
 - Telecommuting
- **Bottom Line Results**
 - Retention
 - Employee satisfaction
 - Recruiting



Employee Development

- **Employees who are satisfied with their personal and professional development are**
 - More satisfied with their jobs
 - More likely to stay with their employer
- **Employee Development includes**
 - Tuition reimbursement,
 - On-the-job training
 - Opportunities for lifelong learning and personal development



Innovative Workplaces in KY: Compressed Air Parts & Services

- **Comprehensive plan for employee development**
 - “Lunch & Learn”
 - Career Pathing
 - Tuition Reimbursement
- **Bottom Line Results**
 - Marked decrease in employee turnover
 - Ability to stay competitive in a small community with a direct competitor for skilled employees
 - Employees appreciate the investment that is made in their education

Effective Workplace Culture

- **Effective Workplace Cultures....**
 - ...offer policies and have adopted practices that assist employees in excelling at work and promote work-life effectiveness
- **Commitment from leadership and senior management required**



Innovative Workplaces in KY: Akebono Brake, Elizabethtown Plant

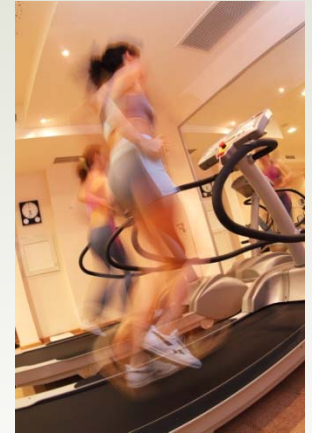
- **Creating Effective Workplace Culture**
 - Commitment to associates:
 - Open door communication structure
 - Willingness to implement change
 - Flexible work options
 - Investment in employee development
- **Bottom Line Results**
 - Long-term employee retention
 - Low daily absence rate
 - “employer of choice” in the community

Health and Wellness

- **Healthy employees**
 - Are more productive
 - Are less likely to be absent from work
 - Demonstrate higher job satisfaction
 - Decrease employer costs for healthcare benefits and premiums
- **Workplace Based Health and Wellness**
 - Need not be expensive
 - Can help to decrease costs within a short time
 - Can help to bolster employee morale, create community, and change workplace culture

Innovative Workplaces in KY: Woodward Hobson & Fulton

- **“Ways to Health and Fitness”**
 - Response to the “expanding waistline” of the firm
 - Created the program using internal talent
 - Not elaborate or expensive
 - Open to trial and error
- **Bottom line results**
 - Employees embracing new health and wellness challenges
 - Decreasing healthcare premiums in the first year
 - Increasing employee morale



Financial Assistance

- **Financial Assistance programs/services**
 - Enhance employer’s reputation as an “employer of choice”
 - Offsets costs associated with everyday living
- **Examples include**
 - Discounts on products and services
 - Flexible Spending Accounts
 - Employer reimbursement for adoption, education, etc.

Innovative Workplaces in KY: Norton Healthcare

- **Employer Assisted Housing Program**
 - Response to the increasing costs of affordable housing in/around the metro area
 - Provides \$5,000 as a forgivable loan for qualified first-time homebuyers
- **Bottom Line Results**
 - Helps Norton to focus on strengthening the community
 - Associated with increased job satisfaction
 - May reduce commuting time for employees



Dependent Care

- **Dependent care initiatives...**
 - ...assist employees with a variety of care giving responsibilities across the lifespan
- **Examples:**
 - Subsidized child care
 - Elder care resource and referral
 - Child care resource and referral
- **Promotes positive results:**
 - Employees are better able to perform job functions if they have quality, affordable dependent care

Innovative Workplaces in KY: University of Kentucky

- **UK's *Elder Care* program**

- provides free consultation
- guidance and referral services to
- employees (and retirees) dealing elder care issues



- **Bottom Line Results**

- **Employees who have utilized the services report that they:**
 - Take less time off of work
 - Experience less job interference
 - Have lowered their eldercare costs

Summary

- Workforce and economic trends require organizations to create quality jobs
- When workplaces are effective, everyone benefits
 - Employees
 - The employer
 - The client/customer
- Small changes can enhance recruitment and retention, productivity, job satisfaction, etc.



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