The Importance of Quality Jobs – Job Quality as Strategy for Attracting & Retaining Talent

GPCC Workforce Summit, August 30, 2022

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Mission

The Center for the Future of Arizona brings Arizonans together to create a stronger and brighter future for our state.



The Arizona We Want

is a shared vision of success around what matters most to Arizonans that expresses their highest aspirations and hopes for the future.

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CFA's Workforce Development Areas of Focus



Career Connected Early College Pathways

Arizona Pathways to Prosperity



Upskilling and Talent Management

RetailWorks AZ

Quality Jobs



Leadership Development and Systems Change

Workforce Leadership Academy

Agenda

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- **Why Quality Jobs are Important**
- **Definition(s) of Quality Jobs/Employers**
- **What Arizonans Want**
- **Examples of Quality Jobs in Action**

Why Quality Jobs are Important

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- Key to a strong economy and creating opportunities for all Arizonans
- Supports a more talent-driven economy (employee-centric)
- Attracts diverse and top talent
- Increases employee retention
- Improves employer brand (choice employer)
- Supports creating more diverse, equitable and inclusive workplaces

Definition of Job Quality

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JOB DESIGN FRAMEWORK

A FRAME OF RACIAL EQUITY AND INCLUSION

Racial equity is essential for good jobs and good workplaces. You can start wherever you want in this framework, but the job elements listed below will have the most impact if you apply them with an equity mindset.

The Pillars

CORE

The basic elements of a good job

Compensation
Sustainable pay and benefits

Work Environment
Stable hours and scheduling
Safety
Job security

Supervision Quality
Fairness and respect
Open communication
Anti-discrimination and anti-profiling policies
Transparent grievance process

SUPPORT

Help workers perform well and achieve stability

Training
Entry-level training
Cross-training

Internal Assistance
Supervisory training
Financial counseling
Cash assistance
Formal HR practices

External Supports
Tax credits
Childcare, transportation, housing (etc.) support

OPPORTUNITY

Help employees advance in their careers and develop their skills

Career Development
Specialized training
Educational benefits
Formal career pathways

Mentoring and Coaching
Peer mentorship
Job coaching

Acknowledgment
Internal and external recognition
Leveling of perks
Individual and team bonuses
Other financial incentives

VOICE

Employees are empowered, engaged, and have agency

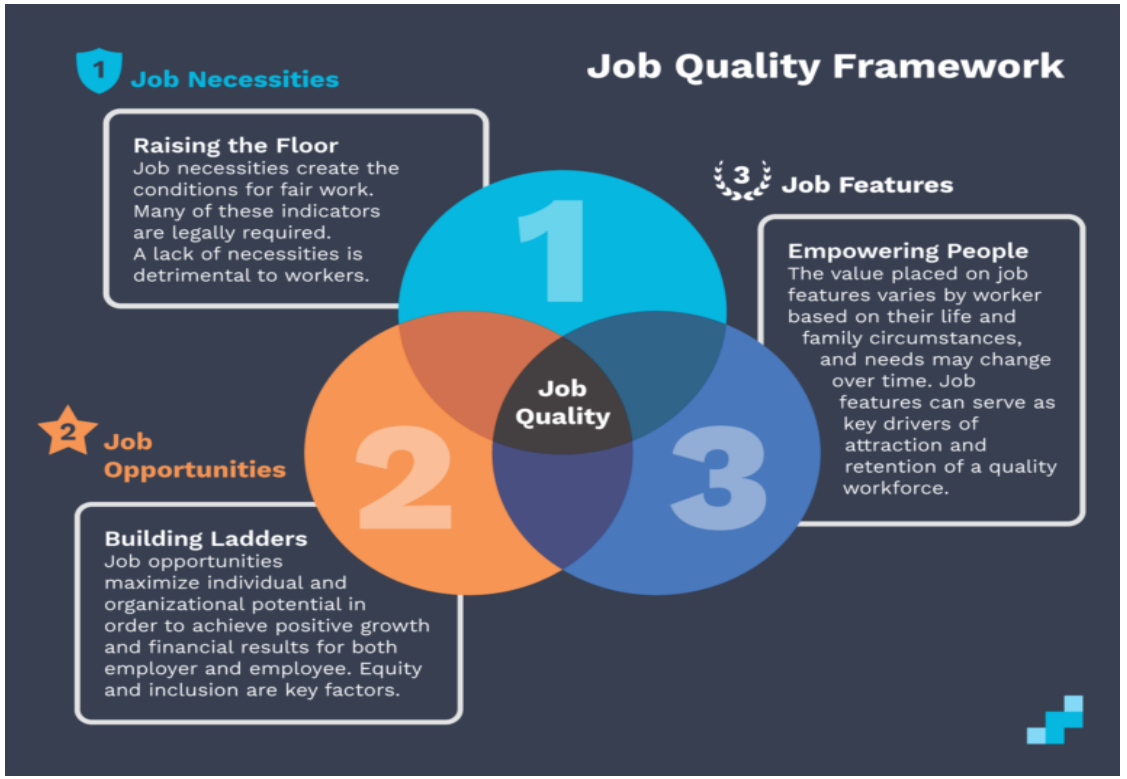
Engagement
Measurement of engagement
Meaningfulness
Mattering

Improvement
Inclusive, continuous improvement processes

Participation
Participatory management
Autonomous teams
Formal representation
Employee stock ownership

The Result

Becoming an employer of choice is a strategy, not an accident. Designing your jobs for equity and inclusion will help you build a great company where your employees thrive.



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2020 GALLUP ARIZONA SURVEY FINDINGS

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Jobs and Economic Opportunity

2020 Gallup Arizona Survey

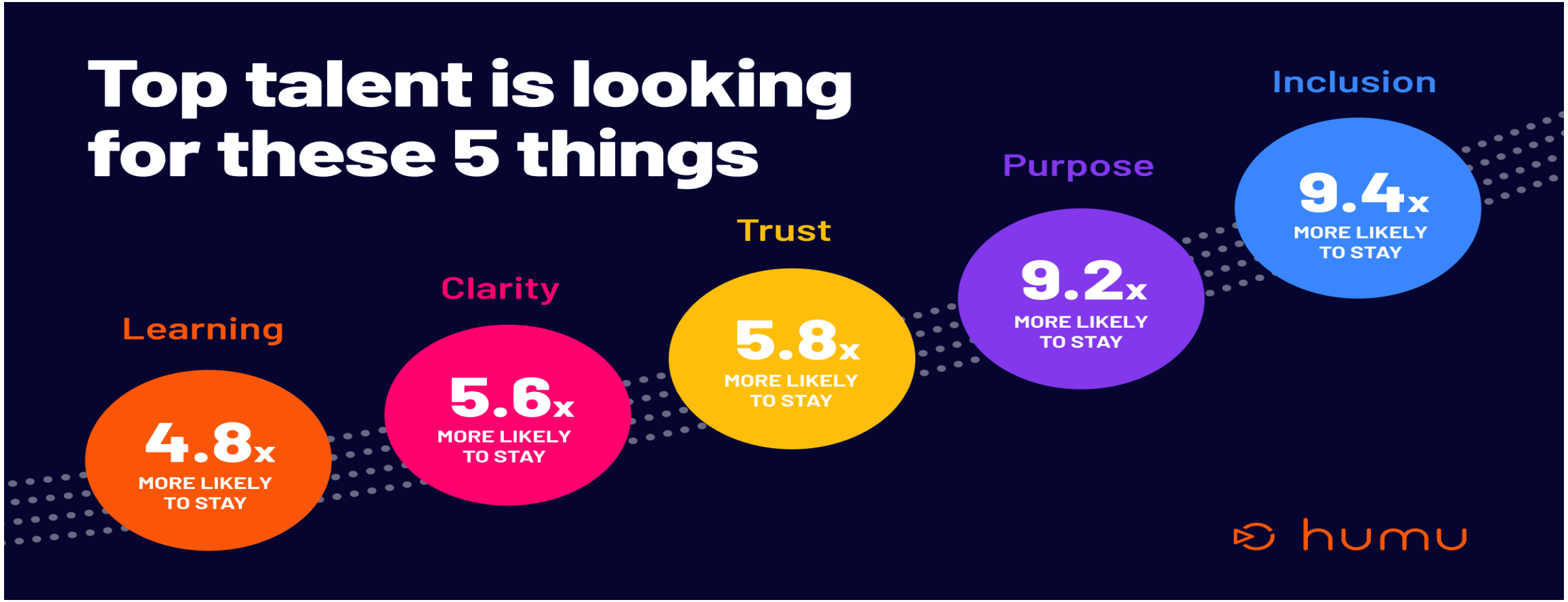
Jobs and Economic Opportunity

Thinking about your primary job, how satisfied or dissatisfied are you with each of the following?
Results among employed Arizonans

Issue	5 – Very satisfied	5 + 4
Diverse and inclusive environment	46%	72%
Workplace culture	40%	68%
Mission and impact of my work	41%	67%
Work leave policies (sick leave, personal time off, etc.)	39%	61%
Opportunities to grow my career in Arizona	31%	59%
Equal pay and equal opportunities for promotion	35%	58%
Opportunities to advance my education or training in Arizona	29%	55%
Work benefits (health insurance, retirement, etc.)	29%	53%

What's Important to Top Talent

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Examples of Job Quality in Action

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RetailWorks AZ

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- **How do we make it easier and faster for frontline workers in retail (as well as hospitality and customer service) to move up the career ladder in retail and prepare for careers in retail?**

- **How can we work together collaboratively to support the talent development and retention needs of retail employers, and impact retail workers lives?**



Retail Employer Network Members

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Examples of Job Quality in Action

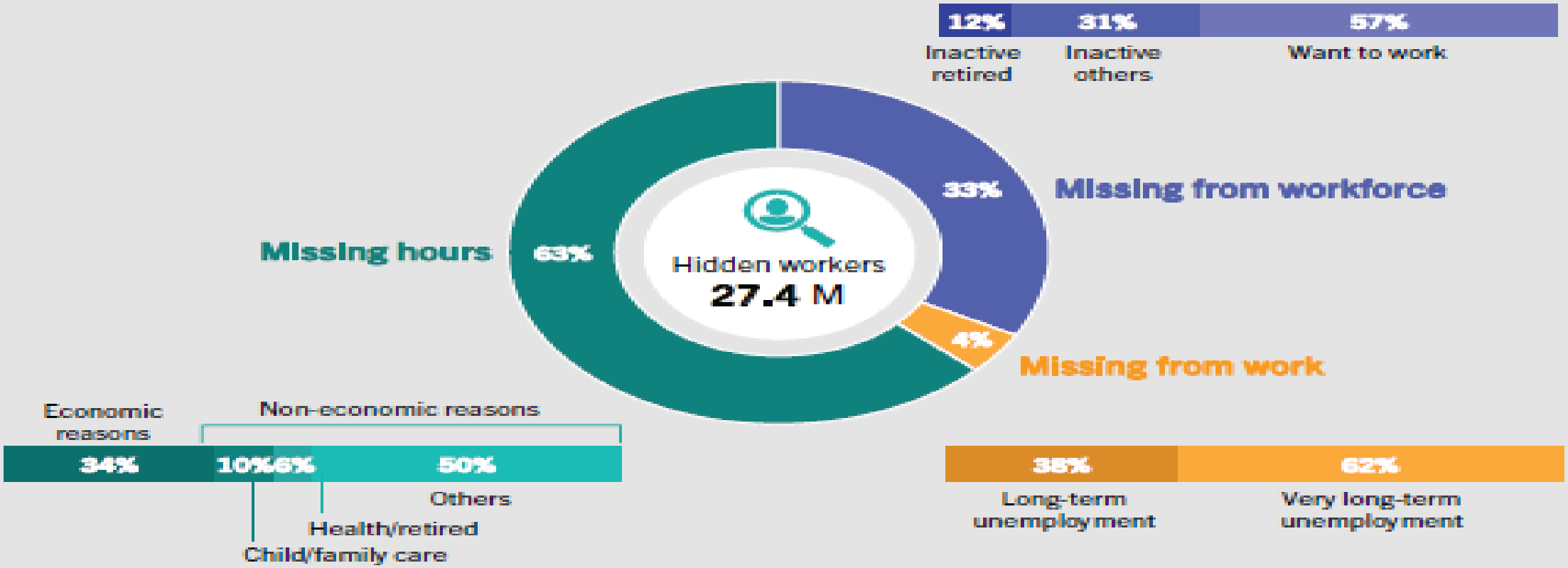
- Enhancing tuition assistance
- Providing upskilling
- Improving scheduling and access to new talent pools
- Educating through research and discussion with employers

Hidden Workers Research (Harvard & Accenture)

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Figure 3: Composition of the U.S. hidden workforce, March 2020

There are 27 million hidden workers in the U.S. workforce. 63% are "missing hours," 33% are "missing from the workforce," and 4% are "missing from work."



Types of Hidden Talent

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- Carers of children
- Carers of adults/older people
- Veterans
- Refugees/asylum seekers
- Immigrants
- People from less advantaged backgrounds (e.g., low-income households, from care homes, those whose parents are not employed)
- People with mental health challenges
- People with developmental/ neurodiversity challenges
- People with a physical disability
- People with history of substance/ alcohol abuse
- People who were previously incarcerated
- Retirees/post-working age population who could work
- Young people not in education, employment or training (NEETs)
- Relocating partners and spouses (move to new city/new country)
- People with health problems (temporary, chronic/long-term illness)
- People without traditional qualifications
- People without degrees/ advanced degrees
- People without a history of employment
- Long-term unemployed

Note: The "missing hours" group consists of people who are working one or more part-time jobs, but could or would like to work full-time; the "missing from work" group consists of those who have been unemployed for a long time but are still seeking employment; the "missing from the workforce" group consists of those who are currently not working and are not actively seeking employment, but who could be working under the right circumstances.

Source: Accenture Research based on IPUMS CPS data from March 2020 combined with economic modeling results (based on data for 2015–2020).

Jobs and Economic Opportunity

- Create more opportunities to build careers in Arizona, especially for young people.
- Improve economic stability for lower-wage workers through improved work benefits, greater education and training, and opportunities to advance.
- Improve pay equality and opportunities for promotion.
- Provide more affordable, high-quality options for childcare.
- Ensure equitable and inclusive economic recovery.

Thank You

Additional Information on CFA's Workforce Portfolio available here:
https://www.arizonafuture.org/programs/workforce-programs/

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