

# CED Grant Recipient Conference 2024



## What Makes a Good Job?

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**ECONOMIC  
OPPORTUNITIES  
PROGRAM**

 aspen institute



# Good Jobs: Building an Equitable Economy

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# Overview

- The Aspen Institute & Economic Opportunities Program
- Why Job Quality? And what is it?
- Resources for Improving Job Quality





The Aspen Institute is a global nonprofit organization committed to realizing a free, just, and equitable society. Founded in 1949, the Institute drives change through dialogue, leadership, and action to help solve the most important challenges facing the United States and the world.



The Economic Opportunities Program (EOP) advances strategies, policies, and ideas to help low- and moderate-income people thrive in a changing economy.

We recognize that race, gender, and place intersect with and intensify the challenge of economic inequality and we address these dynamics by advancing an inclusive vision of economic justice.

For over 25 years, EOP has focused on expanding individuals' opportunities to connect to quality work, start businesses, and build economic stability that provides the freedom to pursue opportunity.

Learn more at <http://as.pn/eop>



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# Job Quality

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# What Is a Good Job?

- What kind of a job do you think of when you hear “good job”?
- Think about the best job you ever had—what did you like about it? What about the worst job—what did you dislike?
- How has your experience at work influenced your quality of life?



# Job Quality Indicators

**Less than half of US workers are in good jobs:** Only 40% of working people reported that they had a good job, 44% are in mediocre jobs; 16% are in bad jobs.

01 LEVEL OF PAY

02 STABLE AND PREDICTABLE PAY

03 STABLE AND PREDICTABLE HOURS

04 CONTROL OVER HOURS AND/OR LOCATION

(e.g., ability to work flexible hours, work remotely)

05 JOB SECURITY

06 EMPLOYEE BENEFITS

(e.g., healthcare, retirement)

07 CAREER ADVANCEMENT OPPORTUNITIES

(e.g., promotion path, learning new skills)

08 ENJOYING YOUR DAY-TO-DAY WORK

(e.g., good coworkers/managers, pleasant work environment, manageable stress level)

09 HAVING A SENSE OF PURPOSE AND DIGNITY IN YOUR WORK

10 HAVING THE POWER TO CHANGE THINGS ABOUT YOUR JOB THAT YOU'RE NOT SATISFIED WITH



# Raise the Floor and Build Ladders

Career Advancement

*Meaning, Purpose, Social Connection*

Economic Stability



SKILL BUILDING  
JOB EXPERIENCE



WAGES

TRANSPORTATION

RESEPECT

COMMUNICATION



BENEFITS



SUPERVISION



LAWFUL

SAFETY

SCHEDULE

JOB DESIGN

Job Quality



# Good Jobs: A Working Definition

## Economic Stability

- Stable, family-sustaining pay
- Sufficient, accessible, and broadly available benefits
- Fair, reliable scheduling practices
- Safe, healthy, and accessible working conditions

## Economic Mobility

- Clear and equitable hiring and advancement pathways
- Accessible, paid training and development opportunities
- Wealth-building opportunities

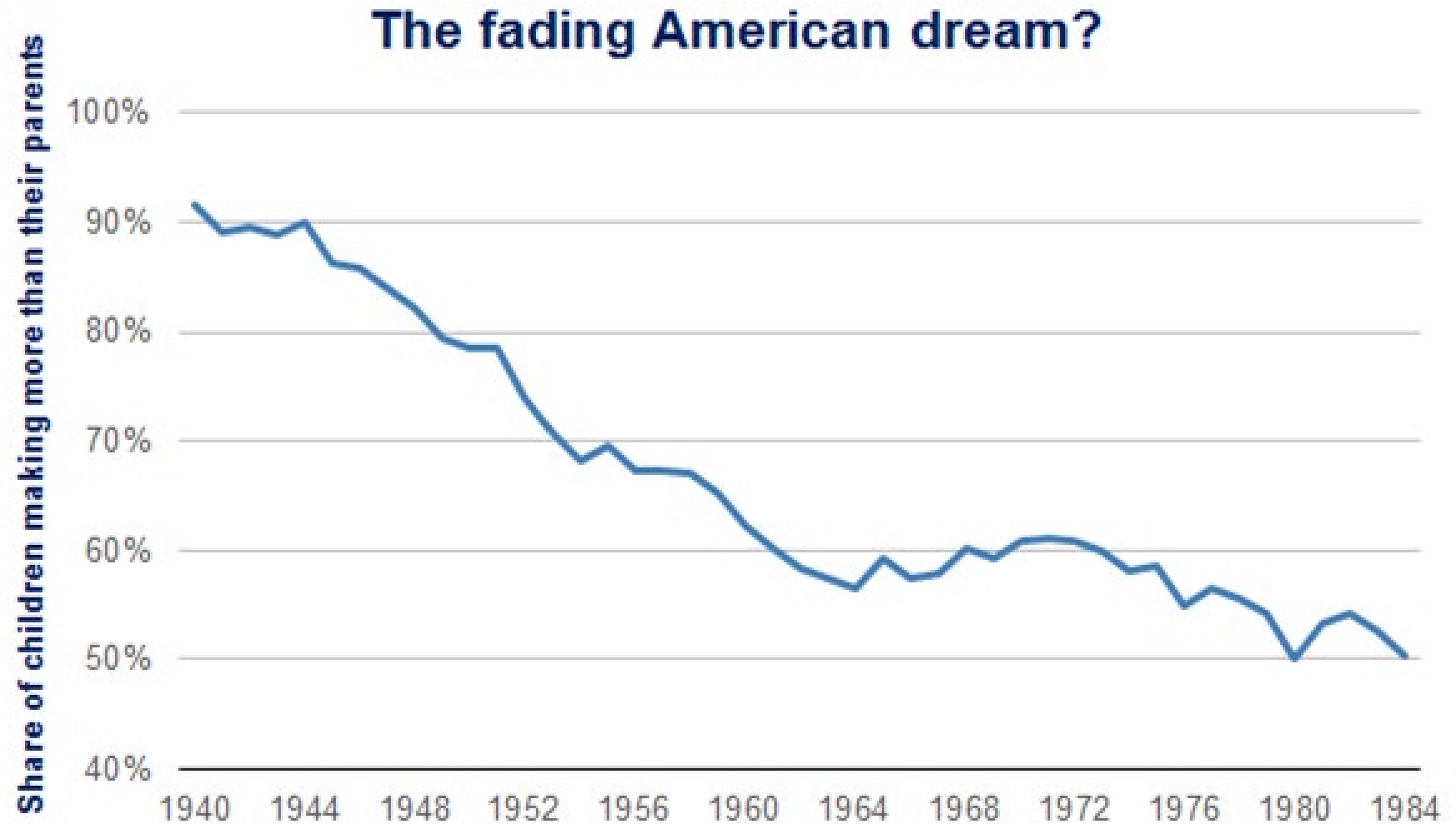


## Equity, Respect & Voice

- Organizational and management culture, policies, and practices that:
  - are transparent and enable accountability
  - support a sense of belonging and purpose
  - advance DEIA\*
  - and address discrimination.
- Ability to improve the workplace, such as through collective action or participatory management practices

\*DEIA: diversity, equity, inclusion, and accessibility

# Why talk about Job Quality?

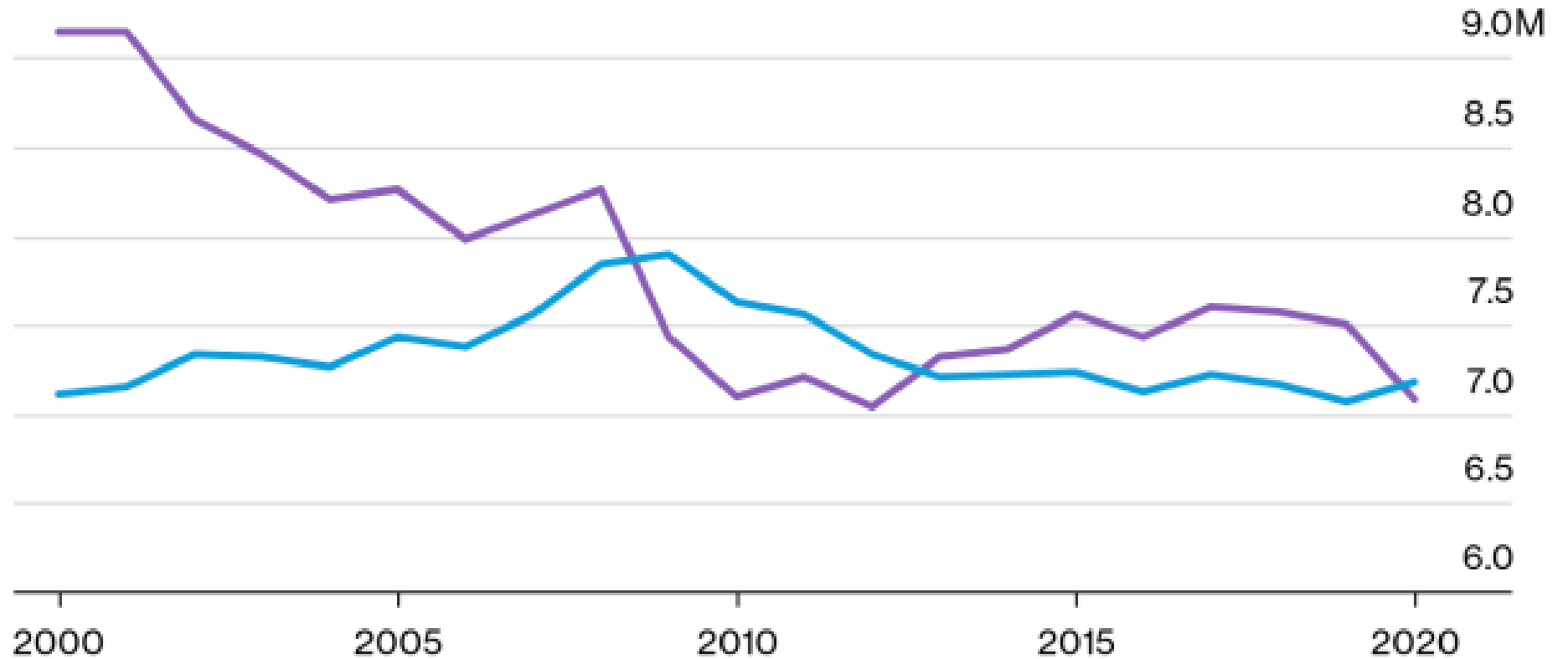


Source: Chetty et al., "The fading American dream: Trends in absolute income mobility since 1940"

# Why talk about Job Quality?

## U.S. Union Membership, 2000-2020

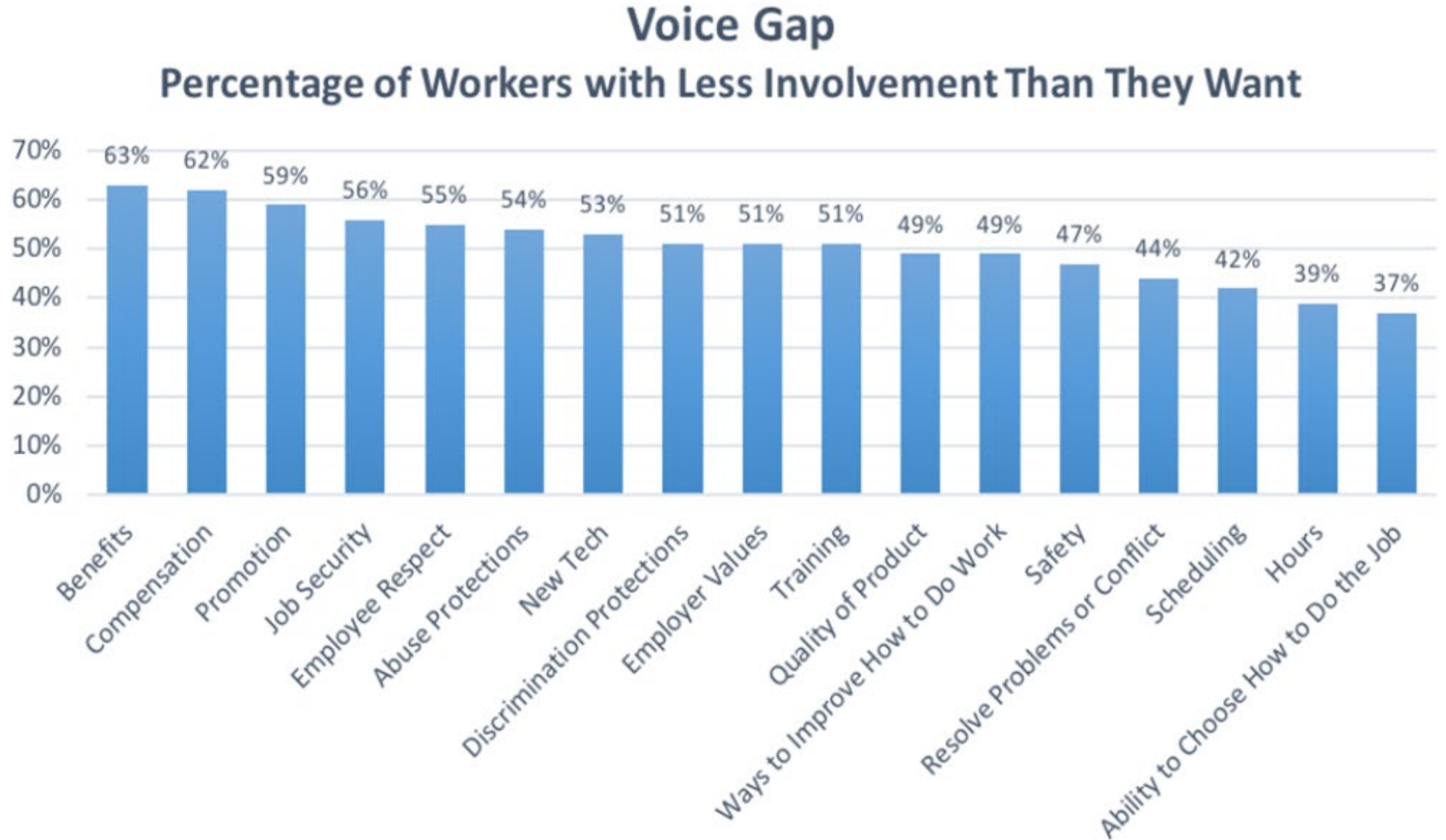
Private Sector Public Sector



Bureau of Labor Statistics

Bloomberg Law

# Why talk about Job Quality?





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## Job Quality Resources & Tools

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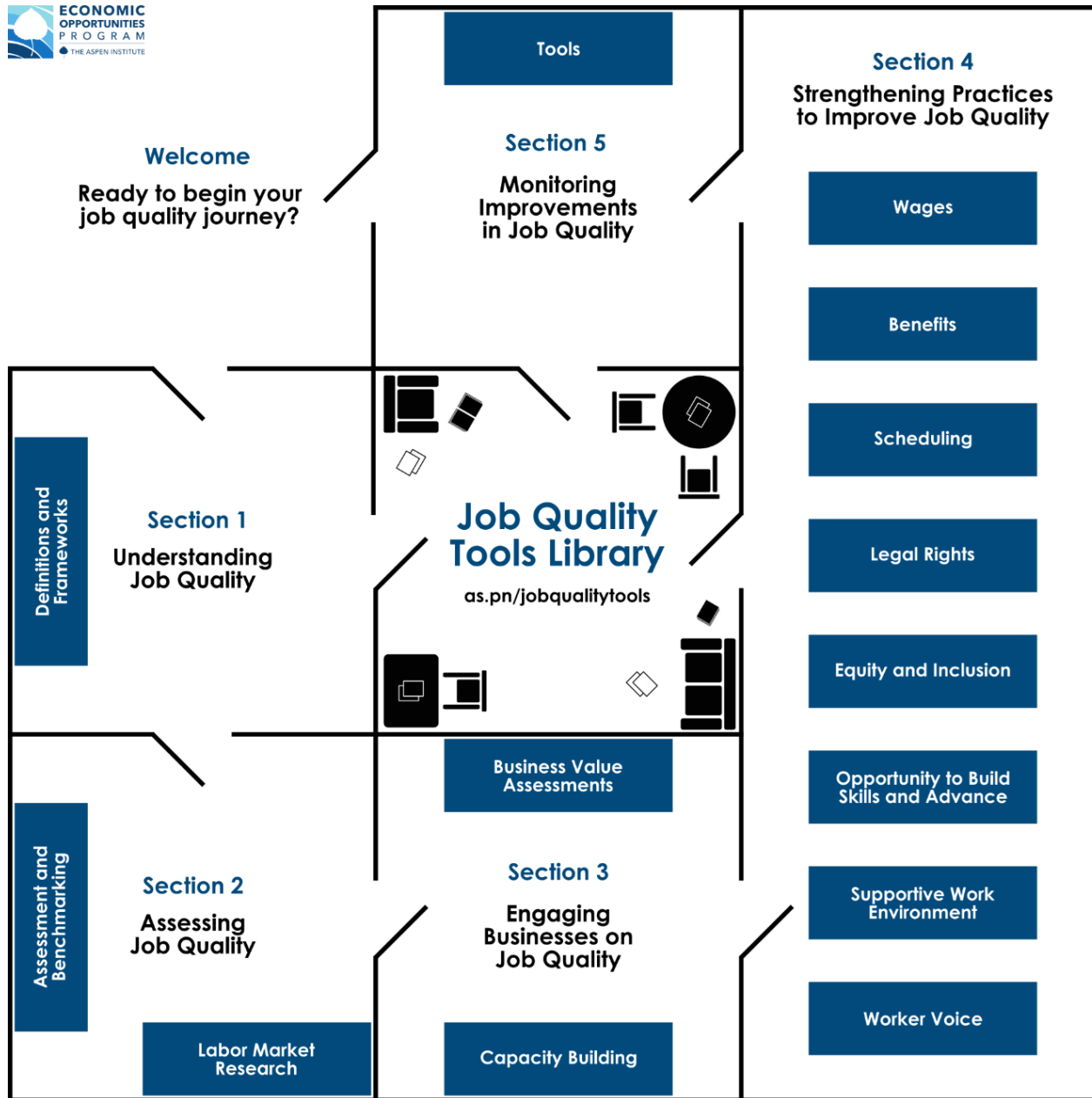
# Job Quality Tools Library



#jobquality  
[as.pn/jobqualitytools](https://as.pn/jobqualitytools)



**ECONOMIC  
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THE ASPEN INSTITUTE



[as.pn/JobQualityTools](https://as.pn/JobQualityTools)





# EOP Cost of Turnover Tool

5 Best Ideas of the Day About Us Events Our People Programs Support

Business & Society Communications & Culture Education Energy & Environment Health & Sport Justice & Civic Identity **Opportunity & Development** Philanthropy & Social Enterprise Security & Global Affairs

EMPLOYMENT AND JOBS

## Cost of Turnover Tool

MARCH 18, 2019 • UPSKILL AMERICA & WORKFORCE STRATEGIES INITIATIVE

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**Cost of Turnover Tool**  
Make the business case to improve retention through upskilling and stability  
March 2019

This **Cost of Turnover Tool** is a simple, “back of the envelope” calculator to help you estimate how much it costs your business to replace staff. The goal is to reasonably indicate the financial impact of turnover on your company. Some turnover costs – what we’ve called the **direct cost** of turnover – can typically be calculated using data collected as part of regular firm operations. Other turnover impacts like lower employee morale or poorer customer service – what we’ve called the **indirect cost** of turnover – are more difficult to quantify, but equally important to consider when assessing the financial impact that turnover may have on your business.

Different industries experience turnover in different ways. For example, while a manufacturing firm may engage a staffing agency to hire temporary workers, a retailer is more likely to rely on a fleet of hourly workers who can quickly fill shifts. But a small business may have longer lines and higher stress when turnover spikes. This tool allows you to plug the expenses relevant to your organization, and calculate annual cost of turnover by estimating a few costs and using simple calculations. This information can help you make the case for investing in upskilling and other strategies to improve retention.

This tool was developed jointly by Upskill America and Reimagined Retail. To learn more about our work, visit [aspi.org/upskill](http://aspi.org/upskill) and [aspi.org/reimaginedretail](http://aspi.org/reimaginedretail).

**Getting Started**

To use the tool, you will need to collect some data on the costs of separation associated with losing a worker and of recruiting and onboarding a new employee to work a productively. To help collect this information, you should answer the following questions before you start:

- What position or occupation do you want to calculate costs for?
- Who do you need to collect information from?
  - Who in your organization has information about separation, hiring, and onboarding procedures and costs?
  - Who is the manager who can provide information about the effects of vacancy and procedures for onboarding new workers for this position?

Download Publication

## [The Aspen Institute Economic Opportunities Program – Cost of Turnover Tool](#)

**Who's It For:** [Employers](#), [Economic Development](#), [Investing and Lending](#), [Policy](#), [Worker Advocacy](#), [Workforce Development](#)

**What's It For:** To make the business case for improving retention, employers can use this simple **calculator** to get a ballpark estimate of hard costs of turnover. Partners can complete this exercise with businesses to show the value of their services or talent management practices that reduce turnover. Unlike many other turnover calculators, this tool includes both direct costs, such as the cost of hiring or orientation, and indirect costs, such as lower employee morale or poorer customer service.

# Pacific Community Ventures Toolkit



Good Jobs,  
Good Business



## Good Jobs, Good Business

A PRACTICAL TOOLKIT TO HELP YOUR SMALL BUSINESS CREATE JOBS THAT BOOST THE BOTTOM LINE.

Racial Equity & Covid 19 Resources



### [Pacific Community Ventures – Health Benefits](#)

**Who's It For:** [Employers](#), [Economic Development](#), [Investing and Lending](#), [Worker Advocacy](#), [Workforce Development](#)

**What's It For:** This chapter in *Good Jobs, Good Business* – a **toolkit** for small business owners seeking to improve job quality – includes an overview of the legal requirements of health benefits, the business case for providing them, and options for structuring these benefits. Designed for small business owners, this resource has also been used by partners (including lenders and workforce development organizations) to coach businesses on job quality improvements. It has applications for a range of organizations interested in adding or expanding health benefits, including nonprofits.



Employee Compensation



Scheduling + Paid Leave

# National Fund for Workforce Solutions

EMPLOYEE FINANCIAL WELLNESS PROGRAMS MATRIX		SPEND*		SAVE		BORROW		PLAN	
		SPEND< INCOME	PAY BILLS ON TIME	LIQUID SAVINGS	LONG-TERM SAVINGS	SUSTAINABLE DEBT LOAD	PRIME SCORE	APPROPRIATE INSURANCE	PLAN FOR EXPENSES
HIGH TOUCH ↑ LOW	FINANCIAL COUNSELING	\$x	\$x	\$x	\$x	\$x	\$x	\$x	\$x
	DEBT MANAGEMENT					🎯	\$x		
	FINANCIAL COACHING	\$x	\$x	\$x	\$x	\$x			
	RESOURCE NAVIGATORS	\$x	\$x						
	DIGITAL PLATFORMS	\$x	\$x	\$x		\$x			
	FINANCIAL EDUCATION	\$x	\$x	\$x	\$x	\$x			
	SMALL-DOLLAR LOANS		\$x			🎯			
	PAY ADVANCES		🎯						
	SAVINGS PROGRAMS			🎯	\$x	\$x			
	STUDENT LOAN REPAYMENT	\$x	\$x			🎯			
FINANCIAL ASSISTANCE	🎯	🎯	\$x						



National Fund for Workforce Solutions – Guide to Employee Financial Wellness

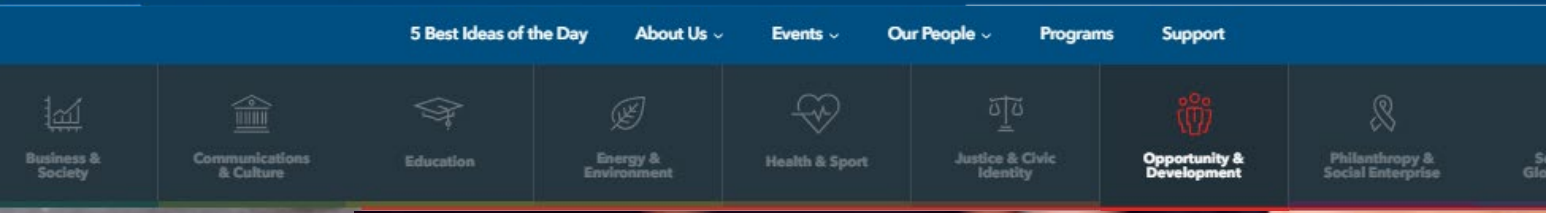
Who's It For: [Employers](#), [Economic Development](#)

**What's It For:** This **six-step guide** can help employers assess their employees' financial stability and make an actionable plan to strengthen financial wellness. The foundational step includes assessing employee wages and benefits to ensure workers are earning a livable wage. The following steps guide employers through various financial wellness solutions, including how to implement and evaluate strategies and solicit feedback. This guide is written for employers, it but could also be used by workforce development professionals or worker advocates who work closely with employers.

KEY: 🎯 = direct influence; \$x = indirect influence

\*Financial health categories are from Financial Health Network's 2016 "Eight Ways to Measure Financial Health" report.

# Aspen EOP: Leading Worker Focus Groups



## EMPLOYMENT AND JOBS

# Centering Worker Voice in Employer Engagement and Program Design: A Guide for Leading Worker Focus Groups for Workforce Organizations

APRIL 12, 2022 • JENNY WEISSBOURD, VIVIAN VÁZQUEZ, RANITA JAI YOORIE CHANG

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COMMENTS



The Aspen Institute Economic Opportunities Program – Centering Worker Voice in Employer Engagement and Program Design: A Guide for Leading Worker Focus Groups

Who's It For: [Employers](#), [Workforce Development](#), [Worker Advocacy](#)

### Centering Worker Voice in Employer Engagement and Program Design

A Guide for Leading Worker Focus Groups for Workforce Organizations

Jenny Weissbourd, Vivian Vázquez, Ranita Jai Yoorie Chang, Mariana Solís, and Amy Blair

#### Introduction: About This Guide

For more than 25 years, the Aspen Institute Economic Opportunities Program (EOP) has explored sector-based workforce programs through applied research and evaluation. We frequently conduct focus groups and interviews with frontline workers and managers to gather information about their experiences at work and their suggestions for workforce practices that can help workers and businesses thrive.

In recent years, many workforce development leaders have discovered the value of listening to workers to conduct their own worker-based research and have sought to create tools to help them build worker input into the design and delivery of programs and business cases. Workforce programs and many business leaders recognize that workers hold unique expertise and experience related to business operations, training needs, and process improvements that could advance retention and business performance. So, we have developed this guide to leading worker focus groups and a tool for assessing worker surveys. We know that these tools are helpful to workforce organizations seeking to tap into worker knowledge and to listen and respond to the ideas, needs, and aspirations of frontline workers.

This guide is based on practices we have developed over years of research. It is intended to help workforce development professionals partner with local businesses to conduct applied research with frontline workers. Although there are many ways to gather worker input, this guide examines one structured focus group.

The guide is particularly informed by job quality activities implemented in Arizona, California, and Colorado. In these states, workers' preferences led some local groups and supported employees to make job quality improvements. These workforce and employer partners made important contributions to this guide and informed the final version of this tool that you now read.

Workforce service organizations can use this guide to:

- **Build capacity to work differently with business**, adjusting a wide array of capabilities and strategies practices who gather information about working practices changes that could help employees attract and retain talent to stay competitive. We've seen that listening to workers' concerns has spurred some employers to make meaningful policy and practice changes, such as raising wages or reducing credential requirements to promote formal advancement.

**What's It For:** This **guide** to conducting worker focus groups posits amplifying worker voice as an equitable solution for reducing turnover. It was developed as part of the Economic Opportunities Program's [Reimagine Retail](#) job quality research, in response to growing recognition of the importance of listening to workers. The focus group guide delves into six topics related to highlighting worker voice, which include building the business case to employers, developing interview guides, what to do with your interview data, and pandemic considerations. This tool may be helpful for employers looking to use worker expertise and engagement to strengthen job quality, equity, and the business bottom line. Workforce development and worker advocacy organizations may also find it helpful to share these tools with employers in their networks.

# Job Quality Center of Excellence



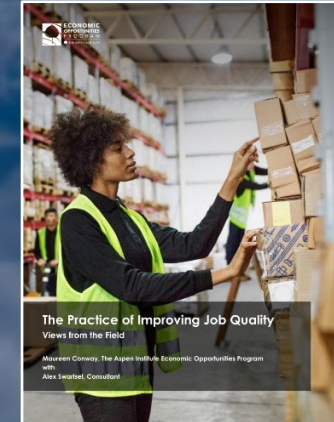
Inclusive Conversations



Practical Tools



Exemplars



Research/Resources

[as.pn/JobQualityCenter](https://as.pn/JobQualityCenter)

# How Do Good Jobs Relate to Your Work?

- How does encouraging good jobs relate to your organization's mission/goals?
- Do you have any metrics, indicators, or assessments for job quality?
- What opportunities do you see for improving job quality and business competitiveness?



Thank you! And keep in touch:

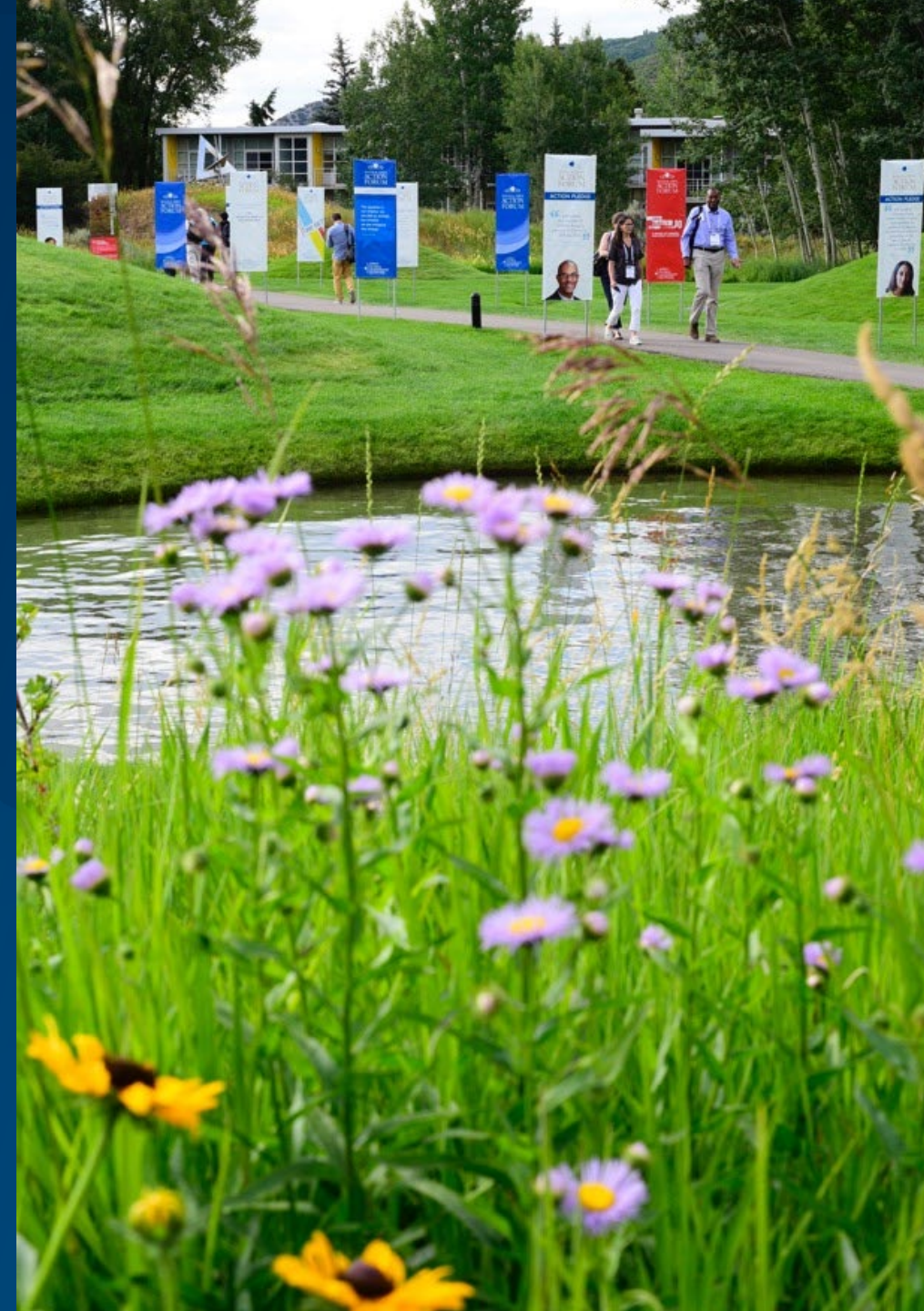
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USING THE POWER OF FOOD TO CHANGE LIVES



# KITCHEN OF PURPOSE

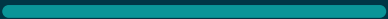
is a social enterprise that offers  
free **Culinary Training** and free  
**Small Business Development**  
**Services** to  
help create jobs and food  
businesses for  
underemployed  
**Culinary Dreamers**





Our **5,000 sq. foot facility** includes:

- Culinary Training Kitchen
- Small Business Incubator Kitchen
- Culinary Dreamer Classroom
- Kitchen to Market Café
- Community Catering



# JOB CREATION

Turning Culinary Passion into Livelihood

## REAL PEOPLE – REAL RESULTS

- Professional Cooking Theory and techniques
- Life/Workforce Development Training
- ServeSafe Clean Cooking Certificate
- 90% Job Placement
- Average Wage = \$18/hr



# JOB CREATION

Turning Culinary Passion into Livelihood

## REAL JOBS

- AMAZON (Compass)
- CAPITAL ONE CENTER (Restaurant Assoc.)
- WHOLE FOODS
- HILTON
- MARRIOTT
- HYATT
- NEIGHBORHOOD RESTAURANT GROUP
- MAIN EVENT CATERERS
- DESIGN CUISINE
- CGD HOSPITALITY





# GOOD JOBS

What does a **GOOD JOB** look like for our graduates?

## PAY

- \$17/hr in DMV (\$35K, \$2K/M after Taxes)
- Goal - Moving to \$22 and UP (\$45K, \$2700/M after Taxes) in 6 months

BENEFITS - PTO, Health, Retirement

## GROWTH

- Financial
- Learning opportunities
- Position advancement

SOCIAL SERVICES - HR

# CAREER PATH

## Small Business vs. Institutional

### Small Business (Boutique Restaurant)

offers:

- Creativity
- Ownership

### Institutional Food Service offers:

- Stability
- Clear path for growth

Can you offer Stability, Path for growth,  
Creativity and Ownership?





# GERBER

## Guiding the Entrepreneur

- Loved to Bake since he was a child
- Trained as a cook with KOP
- Started at \$17/hr as Line Cook
- 1 year later at \$32/hr - Sous Chef
- Entering our SBI Program - starting his own **bakery business** with his mother