

# Engaging Workers in Creating Good Jobs

March 22, 2018



Investing in  
America's  
Workforce

Improving Outcomes for  
Workers and Employers

# Logistics

- The recorded version of this webinar with audio is available online at <https://www.youtube.com/watch?v=VONDByJ8PnU>

# Investing in America's Workforce

- A Federal Reserve System initiative to reframe workforce development as an investment
- Focus on improving outcomes for workers and businesses
- Wide range of resources available across the Federal Reserve System at [www.investinwork.org](http://www.investinwork.org)
- This Job Quality Webinar Series presents leading organizations focused on three perspectives:
  - Employer
  - Worker
  - Research

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**Maureen Conway**

Vice President, Policy Programs

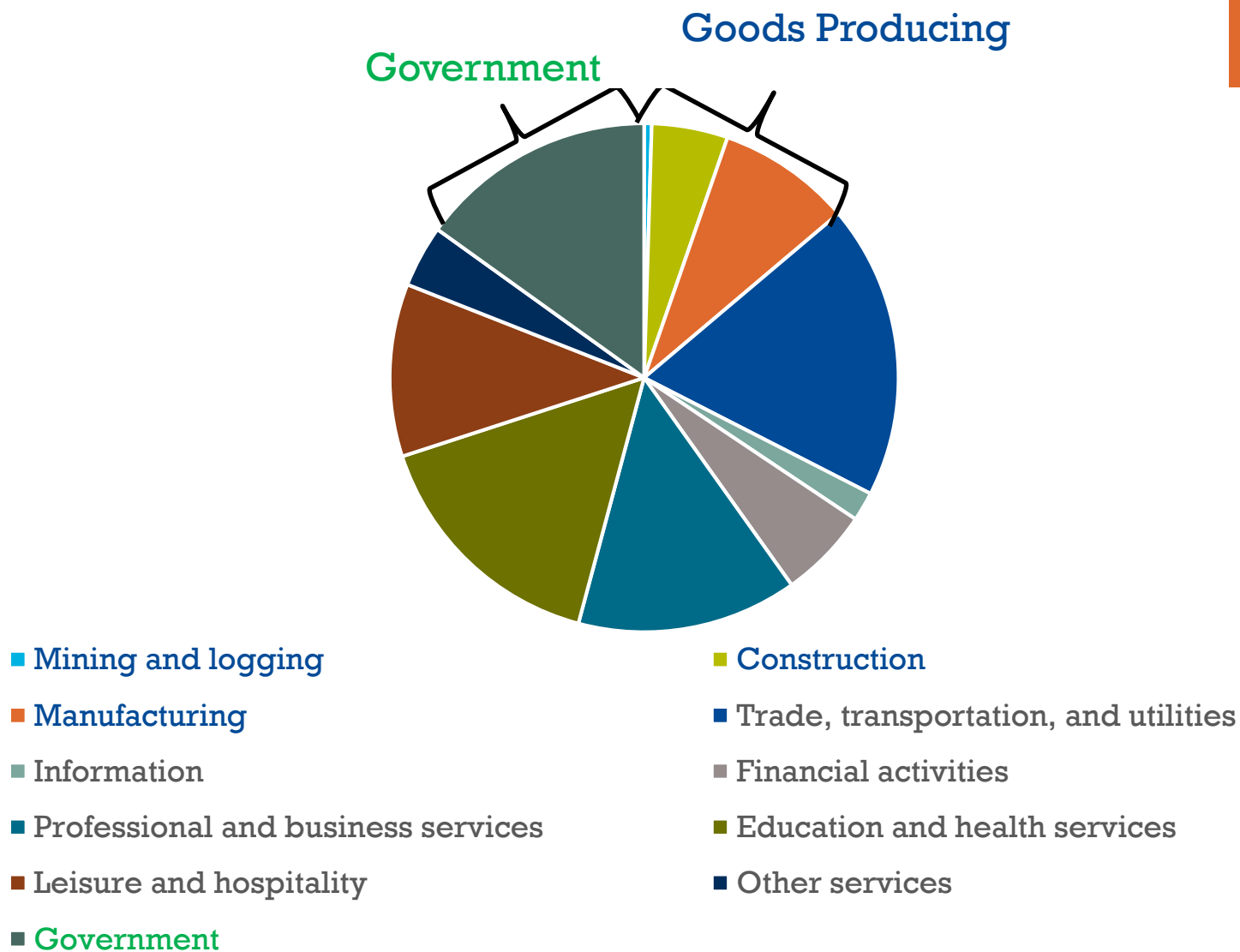
Executive Director, Economic  
Opportunities Program

## **Economic Opportunities Program:**

The Economic Opportunities Program (EOP) advances promising strategies, policies, and ideas to help low- and moderate-income Americans connect to and thrive in a changing economy. Over its 25 years of work, EOP has focused on expanding individuals' opportunities to connect to quality work, to start businesses, and to build assets and economic stability.

We work closely with national and local leaders – practitioners, policy makers, employers, foundation leaders, academics, and advocates—in our research, leadership development and other work. EOP has particular expertise in workforce training and education, microenterprise development and business ownership, financial services and asset building, and business practices that support quality jobs. EOP comprises several interrelated initiatives that dive deeply into particular approaches to expanding opportunity: FIELD, Workforce Strategies Initiative, UpSkill America, and Good Companies/Good Jobs.

# Employment by Industry



# Will the jobs we expect support workers and their families?

## Most New Jobs\*

1. Personal Care Aides: \$21,920

2. Food Prep/Serving: \$19,440

3. Registered Nurses: \$68,450

4. Home Health Aides: \$22,600

5. Software developers, apps: \$100,080

## Making Ends Meet on Earnings: MIT's Living Wage Estimator (Denver, 2017)

Monthly Expenses	1 Adult	1 Adult, 1 Child	2 Adults, 2 Childn
Food	\$297	\$437	\$874
Child Care	\$0	\$756	\$0
Medical	\$200	\$568	\$550
Housing	\$844	\$1,305	\$1,305
Transport'n	\$322	\$665	\$838
Other	\$234	\$378	\$533
Req'd monthly inc. after taxes	\$1,897	\$4,109	\$4,099
Annual taxes	\$4,186	\$9,091	\$9,063
<b>Req'd annual inc. before taxes</b>	<b>\$26,937</b>	<b>\$58,400</b>	<b>\$58,253</b>
<b>Living Wage</b>	<b>\$12.95</b>	<b>\$28.08</b>	<b>\$28.01</b>
<b>Poverty Threshold (nat'l: U.S. Census)</b>	<b>\$13,860</b>	<b>\$18,670</b>	<b>\$28,290</b>
<b>Poverty Wage</b>	<b>\$6.66</b>	<b>\$8.98</b>	<b>\$13.60</b>

6. Janitors & Cleaners: \$24,190

7. Gen'l & Operations Mgrs: \$99,310

8. Laborers/ Material Movers: \$25,980

9. Medical Assistants: \$31,540

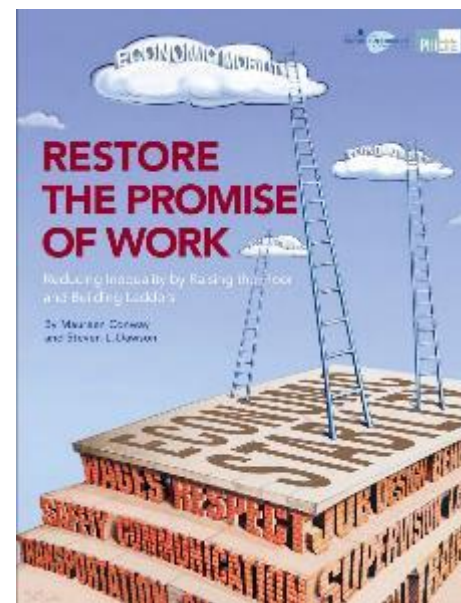
10. Waiters & Waitresses: \$19,990

\*Source: U.S. BLS Employment projections 2016 - 2026

# Ideas to Advance Job Quality



## Job Quality Fellowship



coworker.ORG™



Jess Kutch  
Co-Founder &  
Co-Executive Director

Meet Coworker.org:

- Striving to build a labor movement for a 21<sup>st</sup> century economy
- Launched first product in 2013
- Six employees supporting people in a variety of sectors, hundreds of workplaces
- Partners include Ford Foundation, Echoing Green, J.M. Kaplan Fund, Knight Foundation
- Fiscally sponsored 501c3 non-profit organization



Building digital infrastructure so that anyone, anywhere in the world, can join with others to make work more humane, just, and fair.

**Digital Campaign  
Tools and Media  
Support**



**Data Aggregation and  
Packaging**



**Engagement and  
Leadership Support**



**Powerful digital communities of workers joining together  
to change their workplaces & industries**

# Our Starbucks Barista Network

- More than 38,000 self-identified Starbucks employees, 10-15% of the company's global workforce
- 50+ Coworker.org efforts inside the company, ranging from dress code updates to paid sick leave
- Major media coverage – USA Today, New York Times, CNN
- Coworker.org users have spoken at shareholder meetings, been interviewed by national media outlets, had conversations directly with the CEO, joined together on leadership calls



To: CEO Kevin Johnson

# Starbucks: Extend paid parental leave policy to ALL employees

BL

Campaign created by  
Ben L.



I'm asking Starbucks to change their new paid parental leave policy (announced in January 2017) to be equal for ALL U.S. employees before it kicks in on Oct 1. The folks who make the coffee should have the same paid parental leave as the executives in the corporate office.



This campaign  
was a Success!

**4,866** of 5,000  
signatures

## Sign the petition

First Name \*



Last Name \*

Email \*

Postal code \*



Kristie of Starbucks on tattoos ban



Fred of Jimmy John's on tattoos ban



Ashley of Highlands Healthcare on tattoos ban



Fred of Jimmy John's on dread ban



Trapper of My Goods Market on tattoos ban



Brandon of Publix on beards



Tom of Walmart on Shorts



Marshall of Enterprise Rent-a-car on beards



Montique of Starbucks on hair dye



EMPLOYER PROFILE

**STARBUCKS**

**JOIN 38363 OTHER PEOPLE WHO WORK AT STARBUCKS AND USE COWORKER.ORG**

Lauren R.  
Lauren L.  
Amanda C.  
Danielle M.

Frank D.  
Caleb P.  
Allison S.  
Loren S.

Bailey W.  
Mo J.  
Deborah M.  
bria o.

[JOIN THIS NETWORK](#)

COMPANY DETAILS



**INDUSTRY**  
Food and Beverage

**TYPE**  
Public - traded as SBUX (NASDAQ)

**REVENUE**  
\$16.447 billion (2014)

**WORKFORCE**  
191,000 employees (2014)

**NUMBER OF LOCATIONS**  
23,768

TRENDING EFFORTS



**STARBUCKS: END CLOPENS NOW!**

Last year, Starbucks said it would no longer schedule baristas for back-to-back closing and opening shifts (or what we call "clopenings"). While it's happening less, I was frequently scheduled for clopenings and I know from experience that eight hours between shifts is not enough time to rest. I'm



Nearly half (48%) of Starbucks workers surveyed report getting their schedules one week or less in advance.

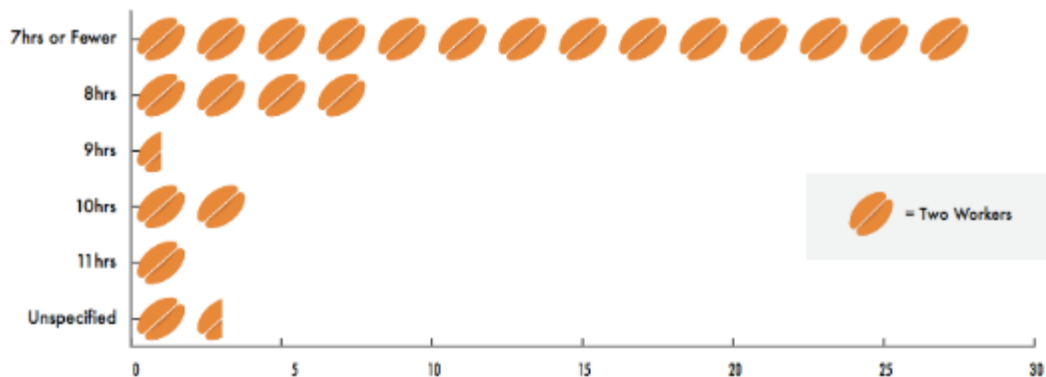


# THE GRIND: Striving for Scheduling Fairness at Starbucks

September 2015



Over 60% of surveyed workers who were assigned clopens get seven hours or fewer of rest between a closing and an opening shift.



# Starbucks baristas are building a better workplace

In just a few years, baristas on our platform have campaigned for and won the following:

- Visible tattoos now allowed
- Wages increased across U.S.
- 'Unnaturally dyed' hair allowed
- Paid parental leave expanded
- Better scheduling practices
- Paid sick leave



# Uber drivers to protest after company lower rates

Uber drivers protest

1 minute left



NEW AT 11 • NEW AT 11 • NEW AT 11 • NEW AT 11 • NEW AT 11 •

**FOX 13**

11:05 53°

**DESMOND CLARK**  
UBER PROTEST ORGANIZER

**NEW**  
**AT 11**

Full Clip





# UBER: BE FAIR; INCREASE FARES!



Campaign created by

**Desmond Clark**



**1,469**  
of **2,000** signatures

**TO: TRAVIS KALANICK, CEO & GARRETT CAMP,  
CHAIRMAN**

*In April 2014, when the ride share mobile app launched in Tampa Bay, Uber Technologies Inc. lured many drivers into the TNC market with inciting earnings as high as \$35 per hour. By July 2014, drivers on the UberX platform were earning \$1.50 per mile (30% cheaper than cabs) and surges were minimal. By October 2014, the rate slipped to \$1.20/mile (40% less than cabs). A year after launching the rate was set to \$1.00 per mile, then \$0.95/mile. Many drivers felt secure with Uber's commitment and in a show of mutuality, they invested by upgrading their vehicles feeling secure that the floor for rates had been reached.*

*January 9, 2016 Uber, unexpectedly (and virtually unannounced), reduced UberX fares to a new low of \$0.65/mile. This dramatically reduces earnings for drivers that still have to pay 20% commission back to Uber Technologies, Inc.*

**Why is this important?**

Drivers have direct costs that include gas, repairs & maintenance.

## SIGN

First Name \*

Last Name \*

Email \*

Postal code \*

Country

I am an Uber driver

**SIGN**

## Pulse Poll of Self-Identified Uber Drivers

- Within 24 hours, 250 drivers responded
- Drivers reported losing an average of \$200 per week in income
- Volunteers to speak to media

### Uber Drivers' Response to Fare Cuts

Uber reduced fares in many cities in January 2016. To understand how the new fares are impacting drivers, please take a few minutes to fill out this survey for drivers.

NOTE: This survey is not affiliated with Uber Technologies, Inc.

\* Required

Are you currently driving for Uber? \*

Yes

No

Other : \_\_\_\_\_

In what city do you drive for Uber?

Your answer \_\_\_\_\_

How long have you been driving for Uber?

Over 1 year

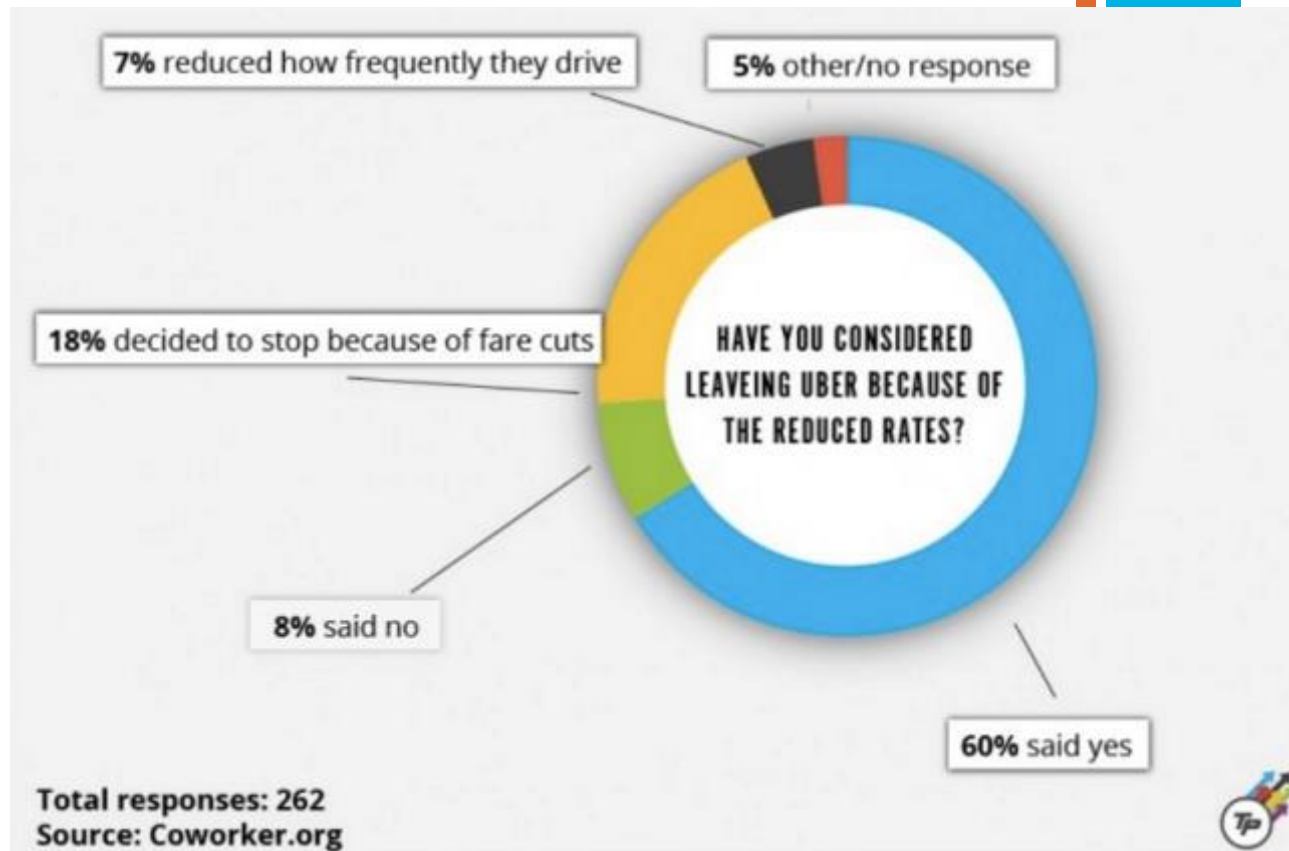
Between 9 months and 1 year

Between 6 months and 9 months

Feb. 4, 2016

## More Than 60 Percent Of Uber Drivers Are Thinking About Quitting

“The 35 percent cuts have taken a serious toll, Julie said. The 57 year-old made \$36 over the past three days and has been averaging about \$4 an hour—after Uber takes its cut—since the company's ‘Winter Slump’ program went into effect.”



“I delivered my baby boy on January 5th 2016. I began driving for Uber due to the fact my job does not provide maternity leave. I am unable to return to my job for a month until I have doctors clearance, so I really have no choice but to continue driving for UBER and making less than the minimum wage.”

- Coworker.org user & Uber driver in Pittsburgh, 2016

# Let's talk

## JESS KUTCH, Coworker.org

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- LinkedIn: [linkedin.com/in/jesskutch](https://www.linkedin.com/in/jesskutch)



NEW MEXICO  
DIRECT CAREGIVERS  
COALITION



Adrienne R. Smith  
President and CEO

Meet New Mexico Direct Caregivers  
Coalition:

NMDCC advocates for direct care workers' education, training, benefits, wages and professional development so they may better serve people who are elderly and those with disabilities

# New Mexico Workforce

- Sector is fastest-growing in state, second-fastest growing in the country
- Caregivers earn \$9-\$12 per hour on average
- Many must work second or even third job
- Approaches and Programs:
  - Raise the Floor, Build the Ladder Values
  - Training, education for caregivers
  - Creation of Caregiver Cooperative
  - Public Campaigns and awareness

# Solution 1. Good Jobs Code

**Raise the Floor  
and  
Build the Ladder**

## Career Advancement





**We believe that all workers have the right to:**

- 1. Safety**
- 2. Stability & Flexibility**
- 3. Transparency**
- 4. Equity & Shared Prosperity**
- 5. Inclusion & Input**
- 6. Growth & Development**

**What does this mean for New Mexico's care workforce?**

- ♦ Ongoing training opportunities and staff check-ins
- ♦ Schedules that allow for a work-life balance
- ♦ Understanding of how one's job fits within workplace goals
- ♦ Opportunities to thrive as individual employees
- ♦ Worker opinions that are sought-after and respected
- ♦ Employees who seek opportunities to grow and learn at work

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New Mexico's caregivers have compiled these rights and believe they represent the aspects that make a good job.

Join us in our efforts to support the more than 60,000 New Mexicans currently employed in the direct care workforce. Contact us today!



NewMexicoDirectCaregiversCoalition



[www.nmdcc.org](http://www.nmdcc.org)



NMCaregivers

# Solution 2. Statewide Legislative Task Force

- Short-Term: recommend to legislators full, exemplary implementation FLSA in NM (completed)
- NM among 2 states in country (CT)
- Long-Term: recommend to legislators ways to make direct care jobs “quality” jobs (underway)

# Questions and Discussion

# Register for the Next Job Quality Webinar

- **Webinar 3:** April 26, 2018 | In Search of the Employment “High Road”: A Research Perspective on Developing Good Jobs
  - The Good Companies, Good Jobs Initiative at the MIT Sloan School of Management
- For more information about this series:
  - Visit: [www.investinwork.org/conference](http://www.investinwork.org/conference)
  - Contact: Steven Shepelwich, Federal Reserve Bank of Kansas City, [steven.shepelwich@kc.frb.org](mailto:steven.shepelwich@kc.frb.org)

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