

Better Business Outcomes Through A More Secure Workforce

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Presenters:

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Better Business Outcomes Through A More Secure Workforce

Agenda

- **Benefits of a Secure Workforce/Understanding Precarious Employment - 5 minutes**
- **Five Key Practices to Increase Workforce Security - 5 minutes**
- **Four Useful Resources - 5 minutes**
- **How One Employer Adapted His Business Model to Increase Workforce Security and Productivity - 20 minutes**
- **Question and Answer Period - 15 minutes**

Benefits of a Secure Workforce

Building a secure workforce can lead to increased employee engagement and satisfaction; as a result, employees tend to more aligned with an organization's mission and purpose.

This, in turn, can lead to:

- Increased productivity and profitability
- Reduced turnover (and associated costs)
- Reduced absenteeism
- Enhanced reputation as a good place to work and to do business

Why Addressing Workforce Security is Timely

- Attracting and retaining talent has been a growing priority for Ontario businesses for some time now, with a recent survey finding that 86 percent of firms experienced difficulty hiring in the preceding six months.
- With the record low unemployment rates, the competition for motivated and competent workers is heating up.

What is Precarious Employment?

“Insecure or precarious employment (PE)” describes states of employment that do not have the security or benefits generally found in more traditional or standard employment relationships.

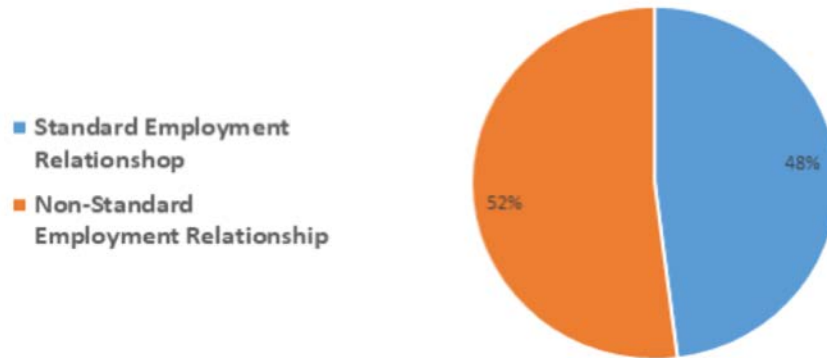
What is Precarious Employment?

Elements of PE can include:

- Job classification (part time, temporary, contract, gig, seasonal)
- Lack of benefits (i.e. dental/vision/drugs)
- Scheduling fluctuations
- Earnings variability

What is Precarious Employment?

Standard Vs. Non-Standard Employment Relationships in
Niagara's Workforce (Aged 25-64)



*Uncertain Jobs, Certain Impacts report (PEPiN) - <http://pepniagara.ca/pepin-report/>

*Poverty and Employment Precarity in Southern Ontario (PEPSO) reports - <https://pepso.ca/>

Precarious Employment Impacts Businesses

Employers who engage in business models with a high percentage of PE may find:

- Higher turnover
- Difficulty in recruiting and retaining quality employees
- Higher absenteeism
- Disengagement/lower job satisfaction
- Lower productivity, higher job errors

All of these come at a cost to the employer

Precarious Employment Impacts Workers

Employees who are precariously employed may experience challenges with:

- Meeting cost of living requirements
- Physical and mental health
- Family commitments
- Community and social connections
- Career advancement

Building Better Business Outcomes Through a More Secure Workforce

- An increasing number of employers are choosing to grow successful businesses on a foundation of stable employment, healthy working conditions, and high employee engagement and satisfaction
- Many businesses are being much more intentional about creating security within their workforce through a variety of practices

Building Better Business Outcomes Through a More Secure Workforce - Five Key Practices

1. Compensation
2. Benefits
3. Scheduling
4. Training and Professional Development
5. Inclusion

Building Better Business Outcomes Through a More Secure Workforce - Five Key Practices

1. Compensation

- Competitive compensation attracts better workers and reduces turnover
- Understand the cost of living for your community to assist in determining base wage

*Niagara's Cost of Living and Living Wage reports - <https://www.wipeoutpoverty.ca/wagesandwork>

*Ontario Living Wage Network <http://www.ontariolivingwage.ca/>

Building Better Business Outcomes Through a More Secure Workforce - Five Key Practices

2. Benefits

- Health benefit package
- Disability and life insurance
- Enhanced policies regarding paid sick and/or personal days, flex time or alternative work options
- RRSPs or other retirement contributions

Building Better Business Outcomes Through a More Secure Workforce - Five Key Practices

3. Scheduling

Make work schedules more predictable, stable, and consistent

- Advanced notice of scheduling
- Guaranteed minimum hours
- Include worker input in scheduling

Building Better Business Outcomes Through a More Secure Workforce - Five Key Practices

4. Training and Professional Development

- Regular and on-going training/PD opportunities can offer staff access to cross training to broaden skill sets and can help prepare them for internal or external career pathways

Building Better Business Outcomes Through a More Secure Workforce - Five Key Practices

5. Inclusion

- Ensure all staff, regardless of job classification, are included in work-related activities (i.e. communication, social) both as participants and leaders - create a culture of equality, participation, and inclusion
- Ask for and value contributions of all employees; ensure opportunities for staff voice

Building Better Business Outcomes Through a More Secure Workforce - Four Useful Resources

- **Better Business Outcomes Through Workforce Security Toolkit**
<https://www.unitedwaygt.org/research-and-reports>
- **The Ontario Nonprofit Network Decent Work Charter and Toolkit**
<https://theonnc.ca/our-work/our-people/decent-work/>
- **The Better Way Alliance** <https://betterwayalliance.ca/>
- **Good Job Institute** <https://goodjobsinstitute.org/>

Building Better Business Outcomes Through a More Secure Workforce - Resources

Better Business Outcomes Through Workforce Security toolkit was developed by KPMG and United Way Toronto and York Region and provides employers the tools to assess their current practices, adjust these practices, and improve the well-being of their non-standard workforce while improving their business results.

*Better Business Outcomes Through Workforce Security toolkit - <https://www.unitedwaygt.org/research-and-reports>

Building Better Business Outcomes Through a More Secure Workforce - Resources

The toolkit's goal is to give employers straightforward, incremental practice and policy actions they can take to help make their workforce more secure and ultimately strengthen their business.

Three components of the toolkit:

- A business case framework that shows how improving workforce security benefits business outcomes
- A number of successful case studies from a diverse group of employers
- An assessment tool employers can use to identify practical steps they can take for their own workforces

Building Better Business Outcomes Through a More Secure Workforce - Resources

The Ontario Nonprofit Network Decent Work Project has created a Decent Work Charter and Toolkit that is meant to guide organizations in identifying areas where decent work practices are being achieved and areas where they would like to improve.

*The Ontario Nonprofit Network Decent Work Project - <https://theonn.ca/our-work/our-people/decent-work/>

Building Better Business Outcomes Through a More Secure Workforce - Resources

The **Better Way Alliance** has brought together business owners from across Ontario who share their experiences and champion a decent work for the bottom line of their organizations and the health of our economy.

*Better Way Alliance - <https://betterwayalliance.ca/>

Building Better Business Outcomes Through a More Secure Workforce - Resources

Good Jobs Institute offers on-line tools and resources, as well as useful case studies, for employers who want to learn ways to develop their own good jobs strategy through operational changes and investments in employees.

*Good Jobs Institute <https://goodjobsinstitute.org/>

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Change is Tough. Right?

If I were my employee, would I want to work for me?

Is Change or Improvement Necessary?

- Do an authentic assessment - Identify what's going right and what's going wrong, giving equal attention to both.
- Get the perspectives of your employees by talking with them and working alongside them.
- What are my values? (personally and professionally)

What Did My Prior Model Look Like?

- Heavy reliance on outsourcing and temporary staffing
 - Incoherent compensation structure - majority earned just above minimum wage, most had second jobs to pay basic bills
 - General feeling of under-appreciation, lack of motivation, fatigue
 - High turnover rate - average of 75% annually
 - Errors, low profitability of 3%, losses during last recession
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What Did We Need to Do?

- Evaluate client/customer base, review products/services
 - Consult with staff on business goals and objectives
 - Reduce reliance on outsourcing and temp staffing
 - Evaluate internal compensations and expectations for employment
 - Reduce turnover
 - Reduce errors and improve profitability
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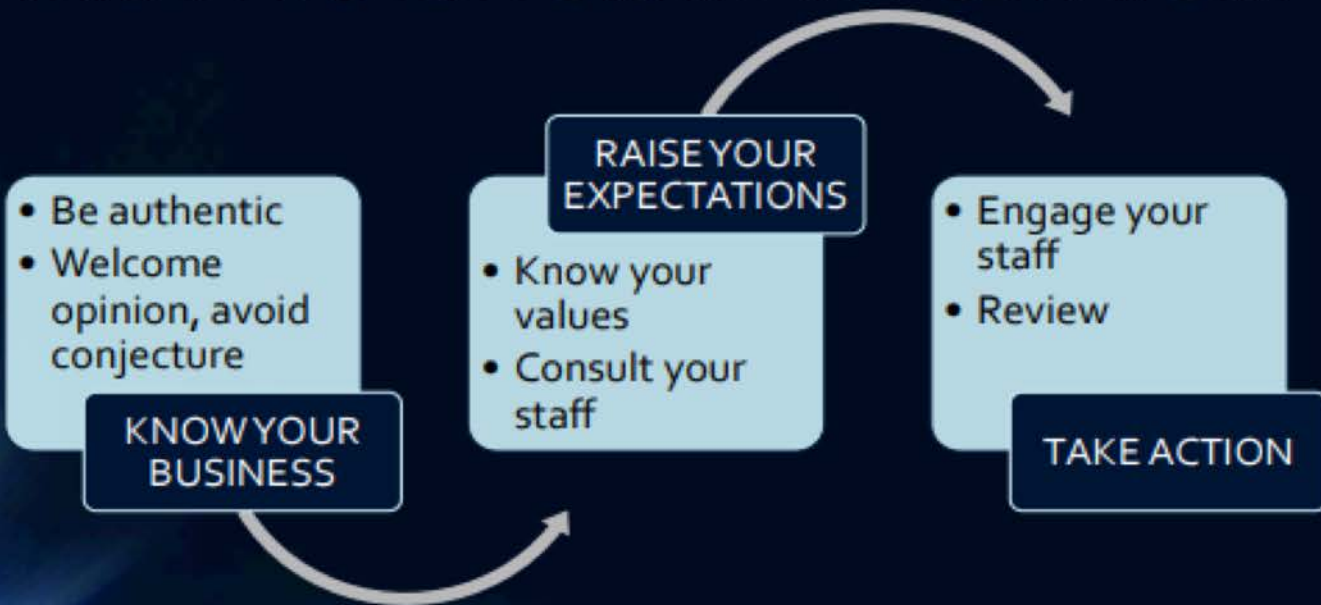
What We Did and How Did We Do?

- Stabilized client/customer base and sales, diversified products/services
 - Constant consultation with staff on business goals, objectives, and improvements
 - Reduced outsourcing, eliminated temporary staffing
 - Became a certified Living Wage employer
 - Reduced turnover from 75% to 10%
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What We Did and How Did We Do?

- Reduced errors and improved profitability from 3% to 13%
- Created stability in working hours and introduced flexibility
- Review employee compensations annually
- No direct increase was passed on to clients/customers services resulting from wage structure correction

THE APPROACH TOWARD #DECENTWORK



Questions?

Thank You!



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