

**UCS** United Community Services  
of Johnson County

# Good Jobs Workshop

Session #1  
November 16, 2015

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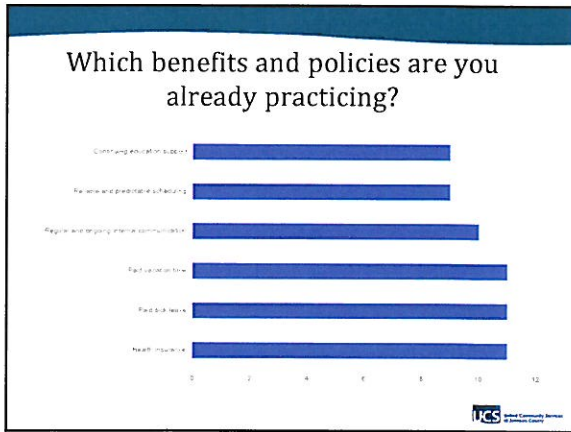
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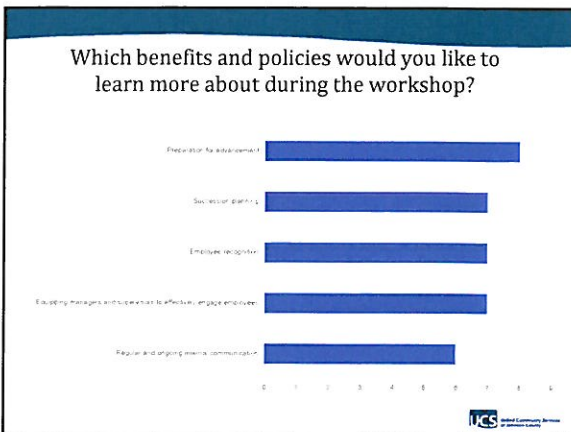
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### Top Attraction Drivers

Employer View	Employee View
1 Career advancement opportunities	Base pay/salary
2 Base pay/salary	Job security
3 Challenging work	Career advancement opportunities
4 Organization's reputation as good employer	Learning and development opportunities
5 Organization's mission/vision/values	Challenging work
6 Learning and development opportunities	Organization's reputation as good employer
7 Job security	Vacation/paid time off

Sources: Talent Management & Rewards Study, Global Workforce Survey




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### Top Retention Drivers

Employer View	Employee View
1 Base pay/salary	Base pay/salary
2 Career advancement opportunities	Career advancement opportunities
3 Relationship with supervisor/ manager	Trust/confidence in senior leadership
4 Manage/limit work-related stress	Job security
5 Learning and development opportunities	Length of commute
6 Short-term incentives	Relationship with supervisor/ manager
7 Challenging work	Manage/limit work-related stress

Sources: Talent Management & Rewards Study, Global Workforce Survey




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### "Good Jobs" Hierarchy of Needs

Adapted from Maslow's Hierarchy of Needs




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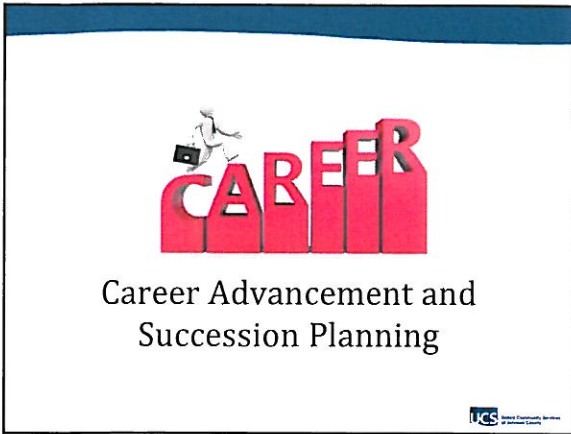
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**CAREER**

Career Advancement and  
Succession Planning

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**Discussion**

Think of someone who impacted your career by giving you opportunities for advancement or development.

What did they do to support you?

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**Succession Planning**

Acknowledges that staff will not be with an organization indefinitely and it provides a plan and process for addressing the changes that will occur when they leave.

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### Why is Succession Planning Important?

- Ensures the organization is prepared with a plan to support service continuity.
- Provides a continuing supply of qualified, motivated people who are prepared to take over when current senior staff and other key employees leave.
- Fosters an alignment between your organization's vision and your human resources that demonstrates an understanding of the need to have appropriate staffing to achieve strategic plans.
- Demonstrates a commitment to developing career paths.
- Supports an external reputation as an employer that invests in its people.
- Sends a message to your employees that they are valuable.



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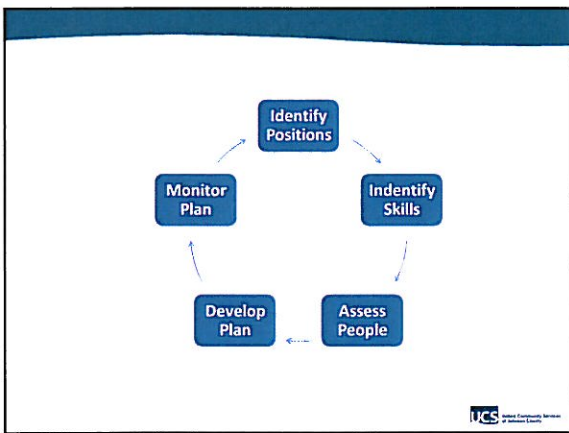
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### Employee Recognition and Rewards



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**Discussion**

Why are Rewards and Recognition in the workplace important?

What type of Rewards and Recognition programs do you currently have in place?

What is the difference between Rewards and Recognition?



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**Possible Rewards and Ways to Recognize Individuals**

- Time Off
- Cash
- Public Acknowledgement
- Provide More Training Opportunities
- Promotions
- Celebrations
- Thank you Notes



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How do you know what the employee appreciates?

**ASK THEM!**



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**Employee Engagement & Internal Communication**




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**Discussion**

- What was something you learned the hard way on the job?
- What was that experience like?
- What would you have done to improve that experience?




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**Employee Engagement**

... is the means or strategy by which an organization seeks to build a partnership between the organization and its employees, such that:

- Employees fully understand and are committed to achieve the organization's objectives
- The organization respects the personal aspirations and ambitions of its employees




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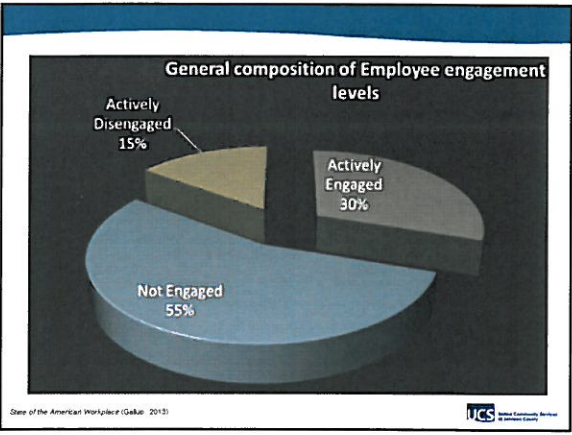
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### Why is Employee Engagement Important?

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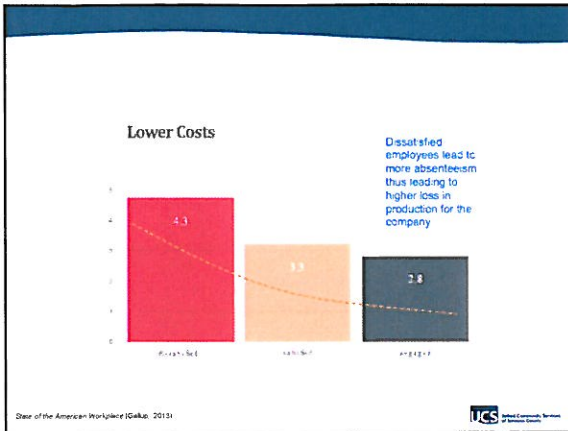
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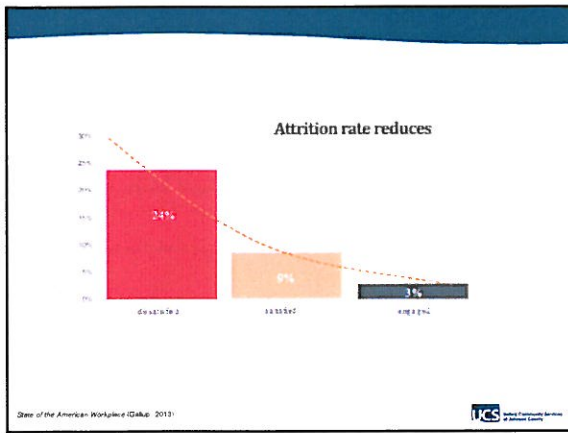
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### Disengaged employees cost American businesses \$300 billion annually in productivity losses.

The estimated turnover costs to replace an employee vary, but can be as high as **100% to 300%** of their base salary.

State of the American Workplace (Gallup, 2013)

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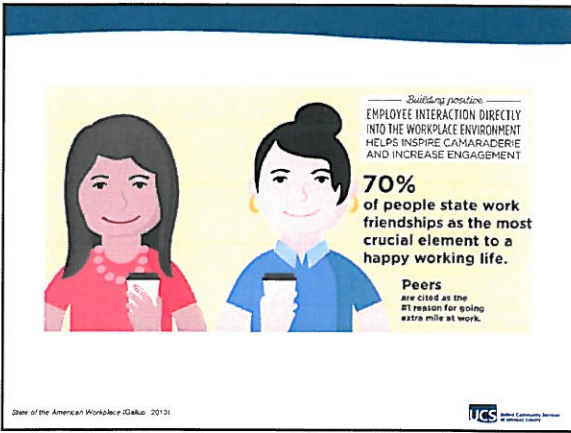
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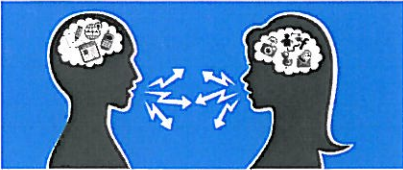
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## Internal Communication



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Employee communication contributes to relationships, morale, productivity, cost control, teamwork, safety, reduced turnover, and improved service delivery.



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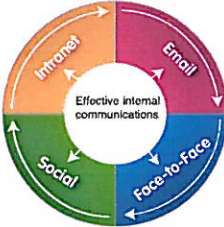
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## Examples of Internal Communication



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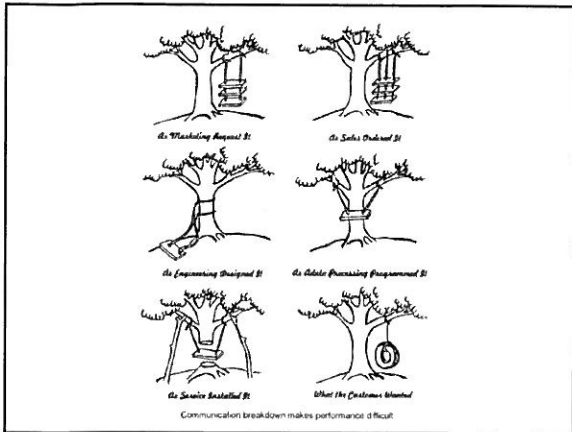
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### Mistakes to Avoid

1. Letting information trickle down from the top
2. Not asking for feedback
3. Ignoring employee expectations
4. Using outdated methods
5. Procrastination




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### Ten Mistakes to Avoid

6. Not repeating your message
7. Poor email skills
8. Being a poor listener
9. Making it too complicated
10. Not making a plan in the first place




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**Next Steps**

- Call to action
- Preview of next workshop
- Evaluation
- Final reflection



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## **The Gallup Q12 Index**

Gallup's employee engagement work is based on more than 30 years of in-depth behavioral economic research involving more than 17 million employees. Through rigorous research, Gallup has identified 12 core elements -- the Q12 -- that link powerfully to key business outcomes. These 12 statements emerged as those that best predict employee and workgroup performance.

The Twelve Questions are:

1. Do you know what is expected of you at work?
2. Do you have the materials and equipment to do your work right?
3. At work, do you have the opportunity to do what you do best every day?
4. In the last seven days, have you received recognition or praise for doing good work?
5. Does your supervisor, or someone at work, seem to care about you as a person?
6. Is there someone at work who encourages your development?
7. At work, do your opinions seem to count?
8. Does the mission/purpose of your company make you feel your job is important?
9. Are your associates (fellow employees) committed to doing quality work?
10. Do you have a best friend at work?
11. In the last six months, has someone at work talked to you about your progress?
12. In the last year, have you had opportunities to learn and grow?

From [www.gallup.com](http://www.gallup.com)

# Career Development Action Plan

Name: \_\_\_\_\_ Date: \_\_\_\_\_ Supervisor: \_\_\_\_\_

## Self-Assessment Summary Statements

Career motivators in my current position:

Skills and competencies to be developed:

Vision of Future Career Directions:

## Career Goals

Short-Term (1 year):

Medium-Term (2-5 years):

Long-Term (5+ years):

# Career Development Action Plan

Name: \_\_\_\_\_ Date: \_\_\_\_\_ Supervisor: \_\_\_\_\_

## Development Activities and Experiences

Activity	Action Steps	Milestones/Success Measures	Target Completion Date

## Resources Needed

Individuals to Contact for Networking/Support	Release Time or Financial Costs	Other

## Roadmap Review

Check-in Meetings: \_\_\_\_\_

Final Review Meeting: \_\_\_\_\_

## CAREER PLANNING QUESTIONNAIRE

As important as it is to build strengths and development areas that employees need now, it is also important to build skills that employees will need for future roles. This conversation guide is designed to ensure that you have a firm understanding of your employees' career aspirations; by assuming that employees will follow a particular career path, you risk expending effort developing skills that they may not want or need in the future.

Conversation Guide	
Questions to Ask Your Employee	Employee Responses
<b>Questions About Your Current Goals</b>	
1) What is your favorite part of your current role?	
2) What would you describe as your biggest strength?	
3) What one skill would you like to develop to improve in your current role?	
<b>Questions About Your Future Role(s)</b>	
1) Where do you see yourself in 1 to 3 years?	
2) Where do you see yourself in 10 years?	
3) If there is one task or project type you'd like to do more frequently in your future roles, what would you select?	
4) If there is one task or project type you'd like to do less frequently in your future roles, what would you select?	
<b>Questions About My Role</b>	
1) How can I best help you in your current role?	
2) How can I best help you achieve your career goals?	
3) Are there other individuals you would like me to enlist to help you achieve your career goals? (e.g., a colleague in a role you're interested in pursuing)	

# Career Development Conversations

## Self-Assessment

- Tell me about the projects you have done that you're proud of.
- What activities do you engage in on your job that get you the most excited or that are the most interesting to you?
- Tell me about when you've felt like you had a "great day at work." What happened that day?
- What are the conditions under which you do your best work?
- What do you think your talents and skills are? Let me tell you what I think differentiates you from others and what value I believe you bring to the university.
- What are your short-term and long-term career goals?
- What values are important to you? Do your values get to show up at work?

## Skill Development

- What developmental experiences might help you progress toward career goals?
- What education or training might help you in your employee progress?
- How can I help you get ready to do well in this project/activity we've selected for you?
- Career Management
- Let's set up a follow-up meeting schedule so that we are checking in on your career development progress regularly.

# Respect

You know when you have respect. You know when you don't. But what is respect really? And, how is respect demonstrated at work?

You can demonstrate respect with simple, yet powerful actions. These ideas will help you avoid needless, insensitive, unmeant disrespect, too.

- Treat people with courtesy, politeness, and kindness.
- Encourage coworkers to express opinions and ideas.
- Listen to what others have to say before expressing your viewpoint. Never speak over, butt in, or cut off another person.
- Use people's ideas to change or improve work. Let employees know you used their idea, or, better yet, encourage the person with the idea to implement the idea.
- Never insult people, name call, disparage or put down people or their ideas.
- Do not nit-pick, constantly criticize over little things, belittle, judge, demean or patronize. A series of seemingly trivial actions, added up over time, constitutes bullying.
- Treat people the same no matter their race, religion, gender, size, age, or country of origin. Implement policies and procedures consistently so people feel that they are treated fairly and equally. Treating people differently can constitute harassment or a hostile work environment.
  
- Include all coworkers in meetings, discussions, training, and events. While not every person can participate in every activity, do not marginalize, exclude or leave any one person out. Provide an equal opportunity for employees to participate in committees, task forces, or continuous improvement teams. Solicit volunteers and try to involve every volunteer.
- Praise much more frequently than you criticize. Encourage praise and recognition from employee to employee as well as from the supervisor.
- The golden rule does apply at work, or, as professional speaker Leslie Charles, says, "Implement the platinum rule: treat others as they wish to be treated."

There are many other ways to demonstrate respect at work. These ten constitute a solid foundation. Implemented consistently at work, these respectful actions help ensure a respectful, considerate, professional work place.



Here are our five tips for creating respectful interaction in the workplace. These Rules of Respect are primarily used in our workshops but these rules are so universal they could be adopted and used in a multitude of workplace scenarios to ensure respectful interactions among employees.

**1. Show curiosity for the views of others.**

Science has shown us that mirror neurons work to create empathy among individuals. By taking the point of view of the people we work with we can better understand their motivations.

**2. Seek ways to grow, stretch and change.**

Sometimes we tend to think that our view is the correct one, because it's all we know. But there are many sources of knowledge that exist within the workplace and all we have to do is take the time to explore them. Learn about that new co-worker or have lunch with someone in another department.

**3. Look for opportunities to connect with and support others.**

When we interact with others in the workplace, it's easier to conquer our differences by finding ways to connect first. Does that co-worker with the different political beliefs also value family as much as you? This allows you to create a connection with the person based on commonality.

**4. Allow yourself to be wrong on occasion.**

Often when we assume we are right, we reduce the amount of new information that we take in, because obviously we know it all already! A better approach would be to accept that you may not be right all the time and allow yourself to learn from your co-workers' differences.

**5. Engage others in ways that build their self-esteem.**

Discussions of difference or diversity in the workplace can sometimes get ugly with people hurling personal insults at one another. Instead, try to boost the self-esteem of others when discussing such hotly contested topics. Building self-esteem is a major step toward creating a respectful workplace.

By practicing these simple tips on a regular basis, you can ensure that respect is not just another corporate buzzword in the workplace but an action that all employees partake in. And hopefully, before long, these rules will become ones that we all follow without giving them much thought.

# Respectful Workplace

A respectful workplace is one where each employee is treated fairly, regardless of work experience, time with the company, gender, cultural background or any other distinguishing factor. This type of environment promotes healthy and positive working relationships between all employees, customers and other stakeholders. A major advantage of a respectful workplace is that it allows employees to function at their best, which in turn increases the likelihood of financial success.

## Basics

A respectful workplace program has numerous objectives, all designed to maximize staff cooperation and productivity. These objectives typically include ensuring that all employees are aware of company policies on how to interact with one another, how to conduct themselves while on the job, and the courses of action that will be undertaken when an individual violates these rules. A good program will educate employees on how to resolve conflicts and provide the means for facilitating the resolution process. It will also provide guidance on appropriate behaviors and communication techniques.

## Disrespectful Behavior

Disrespectful behavior can be described as acts which create a negative or threatening atmosphere in the workplace. Companies should implement and enforce policies that protect their workers from all acts categorized as disrespectful behavior. For example, if an employee engages in bullying behavior, the company should have a policy in place outlining the disciplinary action she will face. To help support a respectful workplace, companies should also have training programs that teach employees how to avoid and deal with disrespectful behavior.

## Resolving Issues

When no attempts are made to resolve conflict, the situation could escalate. A good workplace program offers resources that employees can use to effectively resolve their conflicts in a productive manner. Examples of these types of services include counseling, education/training, and team building programs. Employees should also be encouraged to report acts of disrespectful behavior. The company should have a process employees can follow to report incidents without fear of reprisal from management or coworkers.

## Demonstrating Respectful Behavior

Harmonious and healthy working relationships begin with respectful behavior. Workers should be encouraged to treat each other with professionalism and positive reinforcement. Management should take the lead in demonstrating how to build respectful relationships. Whenever possible,

avoid giving negative feedback. If a situation arises where an employee must be taken to task for his performance or behavior, it should be delivered in private and with constructive intent. Never criticize an employee in front of his work mates.

## **Six Areas Guide Your Conversations During Employee Engagement Meetings**

*Adapted from Sheila Margolis, Workplace Culture Institute*

### **FIT (Meaningfulness, Harmony)**

- When you come to work each day, what do you look forward to?
- What could be added to or changed in your job to make it more satisfying?
- What can I do differently to best assist you?
- Are you fully using your talents?
- What is one thing you'd like to change in this department?

### **TRUST (Integrity & Honesty, Fairness & Consistency, Competence)**

- Do you feel you are treated with honesty?
- Do you feel procedures and interactions are fair?
- Are actions consistent?
- Are you proud of the organization? What could make you more proud?

### **CARING (Relationships/Friendships, Belonging, Teamwork, Support)**

- Do you feel like a part of the team?
- How easy do I make it for you to do great work?
- What tools, resources, or support do you need to do your job well?

### **COMMUNICATION (Certainty, Transparency, Openness)**

- Are you clear about your roles, goals, and expectations?
- What information do you need to help you in your job?
- Do you feel like your opinions count? How could this be improved?

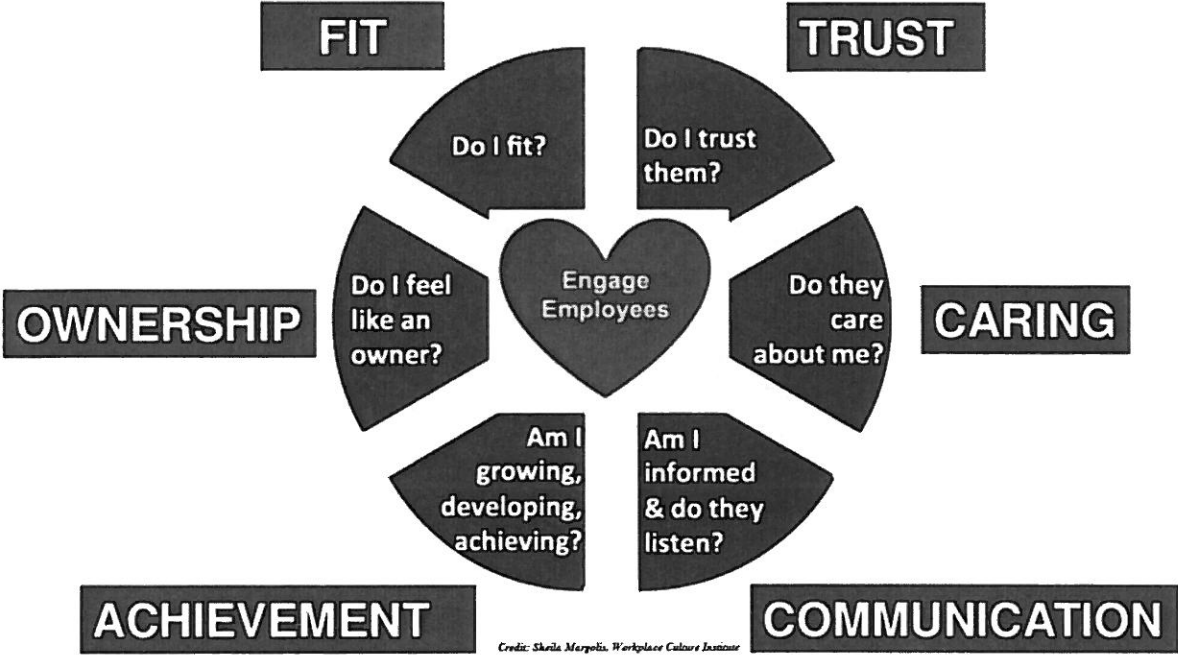
### **ACHIEVEMENT (Feedback & Progress, Recognition, Learning & Development)**

- Are you progressing in your career goals here?
- What would you like to be learning?
- Does your work challenge you and help you grow and develop?
- Do you feel like you are appreciated and recognized for doing good work?

### **OWNERSHIP (Autonomy, Involvement, Flexibility)**

- Are there ways you would like to participate more in decisions affecting your work?
- Do you have enough flexibility and freedom in your job to do great work?

# Six Areas Guide Your Conversations During Employee Engagement Meetings



Staff Favorites

Name:

Title/Position:

Birthday:

Hire Date

I prefer to be recognized:      Publicly      Privately      No Preference

Favorite Sweet Snack: \_\_\_\_\_ Favorite Salty Snack: \_\_\_\_\_

Favorite Cold Beverage: \_\_\_\_\_ Favorite Warm Beverage : \_\_\_\_\_

Favorite Color: \_\_\_\_\_ Favorite Sports Team: \_\_\_\_\_

Favorite Restaurant: \_\_\_\_\_ Other  
favorites: \_\_\_\_\_

\_\_\_\_\_

I collect: \_\_\_\_\_

I love receiving: \_\_\_\_\_

My hobbies are:

\_\_\_\_\_  
\_\_\_\_\_



Strategies for Employee Engagement and Internal Communications  
“Good Jobs” Workshop

**Get to know employees as individuals.** Scheduling regular, intentional one-on-one conversations with employees is a great way to build relationships and let employees know that you care about them. A workplace culture that encourages relationships at all levels can increase engagement throughout the organization. You can also use tools such as *StrengthsFinder* to discover the unique talents and aptitudes that your employees possess.

**Survey your employees.** Part of employee engagement involves asking the people who work for you what would make them happier and more productive on the job, and implementing their requests where practical. Survey templates are available from various HR sources, or you can create your own. Surveys can be distributed annually, or more frequently to get “pulse” on employee engagement.

**Distribute an organizational newsletter.** Employees in large organizations might not know what’s going on in other departments or divisions, leading them to feel disconnected from the big picture. A periodic organizational newsletter helps keep employees informed and engaged.

**Plan community service activities for employees.** Participation in the community is a great way to strengthen relationships within the organization, and helps employees feel more connected to the community they are serving. Designate a day to close the office and do a service project together. The service project does not have to align with your mission; for example, a mental health agency could volunteer at a food pantry.

**Use Social Media.** Online platforms can be a great way for organizations to empower people to share stories, exchange ideas, and disseminate best practices. A free, simple online blog can be created and shared with employees. One successful example is the case of REI, a retailer that sells outdoor recreation gear. REI launched a “company campfire”, an executive blog which also includes news about employee awards, featured products and research, and “the question of the month.” More than half of their 11,000 employees have logged on to the campfire.

**Make it a strategic priority.** Include employee engagement in your overall strategic planning. Develop and implement a well-planned strategy that can be replicated at all levels of the organization. Then, train managers and supervisors in the plan so that they can implement it with employees.

**Think beyond the mission.** Your employees know the mission of your organization, but do they know the vision, values, and goals that drive the mission? Leadership should clearly and regularly articulate these things to employees. An inspiring, shared vision can unite employees, while a shared set of values in pursuit of organizational goals can help employees see where they fit in the big picture.

**Develop a mentoring program.** Mentoring helps employees develop professional goals and connect with colleagues. It shows employees at all levels that the organization is invested in their growth and development. Mentoring programs can also serve as a training pipeline that prepares employees for advancement and leadership roles.



# Human Resources Management Resources

**Abbott, Langer and Associates, Inc.** <http://www.abbott-langer.com/snosumm.html>  
Find a summary of the *Compensation in Nonprofit Organizations*.

**About Nonprofits and Charitable Organizations** <http://www.nonprofit.about.com>  
This website provides information on nonprofits including human resources links, surveys and articles on timely topics.

**Alliance for Nonprofit Management** <http://www.allianceonline.org>  
The Alliance for Nonprofit Management, a professional association of individuals and organizations, is devoted to improving the management and governance capacity of nonprofits and to assisting nonprofits in fulfilling their mission.

**American Society of Association Executives (ASAE)** <http://www.asaenet.org>  
ASAE, known as the association of associations, is considered by some to be the advocate for the nonprofit sector. The society is dedicated to advancing the value of voluntary associations to society and supporting the professionalism of the individuals who lead them.

**The Association for Research on Nonprofit Organizations and Voluntary Action (ARNOVA)** <http://www.arnova.org>  
ARNOVA is an international membership organization dedicated to fostering through research, an understanding of the nonprofit sector, philanthropy and volunteerism. It provides the latest theoretical and empirical work by scholars in the field, up-to-date book reviews, occasional commentary and an insights section.

**Center for Nonprofit Management (Nonprofit Resource Library)** <http://www.cnmsocal.org>  
The Center for Nonprofit Management fosters healthy neighborhoods and communities by improving the performance of nonprofit organizations, addressing critical issues, and serving underserved populations. Services include: consulting, professional development, compensation and benefits surveys and a nonprofit resource library.

**Nonprofit Connect** <http://www.npconnect.org/>  
Nonprofit Connect links the nonprofit community to education, resources and networking so organizations can more effectively achieve their missions. Nonprofit Connect also has a job bank (Job Source) on its website which gives nonprofit, educational, or governmental organizations an opportunity to post available jobs in the Kansas City region.

**Charity Channel** <http://www.charitychannel.com>  
The Charity Channel community is comprised of nonprofit sector professionals from around the world who volunteer their time, advice, information, tips and articles for the benefit of the community. It is a place where nonprofit professionals can learn from each other, share information and work together to advance the cause of philanthropy. They offer seminars, consultation and educational services.

**CompassPoint Nonprofit Services** <http://compasspoint.org>  
CompassPoint Nonprofit Services is a nonprofit training, consulting and research organization providing nonprofits with the management tools, concepts and strategies necessary to shape change in their communities. Their services include consulting, workshops, conferences, and e-learning. The website also provides links to resources on the topics of human resources, management, planning, and executive leadership.

**Chronicle of Philanthropy** <http://philanthropy.com>  
Find articles and news about the nonprofit world including salary surveys.

**Executive Service Corps of Greater Kansas City (ESC)** <http://www.esckc.org/>  
ESC provides management consulting, training, and project implementation to Greater Kansas City nonprofit organizations.

**Free Management Library for Nonprofits and For-Profits** <http://managementhelp.org/>  
This library for nonprofits and for-profits provides quality, affordable management consulting and board recruitment services to thousands of nonprofit groups. Areas of service include accounting and financial management, human resources, legal, leadership development, board development and planning.

**GuideStar** <http://www.guidestar.org>  
GuideStar is a source for program and financial information about more than one million American charitable nonprofit organizations including the Salary Search, GuideStar's nonprofit compensation research tool.

**Idealists Tools for Nonprofits** <http://www.idealists.org/>  
This website provides information about recruiting and managing volunteers, fundraising, technology for nonprofit organizations and a human resource guide.

# Human Resources Management Resources

**Interactive Knowledge for Nonprofit Organizations Worldwide (IKNOW)** <http://www.iknow.org>  
IKNOW offers information on human resources, compensation planning, employee relations, employment benefit planning and management skills. It also provides links to websites on human resources information.

**Internal Revenue Service (IRS)** <http://www.irs.gov/charities/topic/index.html>  
IRS provides information helping nonprofits understand and meet their tax responsibilities, including how to participate in electronic filing for exempt organizations, and items of educational guidance relating to tax-exempt organizations.

**Job Star –Nonprofit Salary Survey Links** <http://jobstar.org/tools/salary>  
Job Star is a free public library service offering users access to a collection of career and job search information as well as to [Job Star Job Bank](#), a database of middle- to senior-level jobs and the Future step recruiting service.

**Kansas Department of Labor (KDOL)** <http://www.dol.ks.gov/index.html>  
KDOL houses a research unit that compiles critical data on employment in Kansas.

**Midwest Center for Nonprofit Leadership (MCNL)** <http://www.mcnl.org>  
MCNL offers an extensive set of leadership seminars and workshops every year. It houses various print, multi-media and Internet-based resources covering such topics as fund-raising, leadership and management development and building the capacity of your nonprofit organization.

**National Center of Nonprofit Enterprise** <http://www.nationalcne.org/>  
A Task Force Report: Compensation in Nonprofit Organizations.

**National Council of Nonprofits (NCN)** <http://www.councilofnonprofits.org/>  
NCNA is a 501(c)(3) organization of state and regional associations providing services to nonprofits, including: management training and professional development, leadership and convening and communications.

**Nonprofit and Philanthropy Good Practice** <http://nonprofitbasics.com>  
The Nonprofit Good Practice Guide is a source for widely-accepted and innovative nonprofit practices including staff development and organizational capacity, and management and leadership. Nonprofitbasics.org offers answers to questions about managing nonprofits and foundations.

**National Center for Charitable Statistics** <http://nccsdataweb.urban.org>  
Working closely with the IRS and other government agencies, private sector service organizations, and the scholarly community, NCCS builds compatible national, state, and regional databases and develops uniform standards for reporting on the activities of charitable organizations.

**The Nonprofit Times** <http://nptimes.com>  
Conducts special reports on compensation issues for the nonprofit sector and a National Salary Survey.

**Professionals for Nonprofits Salary Surveys** <http://www.pnp-inc.com>  
This website provides a salary survey of New York City Nonprofits.

**Salary.com** <http://salary.com>  
The Salary.com website includes information about employee pay levels and compensation-related best practices, trends, and policies.

**Salary Expert** <http://www.salaryexpert.com>  
SalaryExpert.com is a source of online compensation data, including salary comparison, serving both individual employees and HR/Compensation professionals. Salary Expert reports not only factor in salary information, but also benefits and "cost-of-living" information.

**Society for Human Resource Management (SHRM)** [www.shrm.org](http://www.shrm.org)  
The SHRM is devoted to human resource management providing an essential and comprehensive set of resources.

**United States Small Business Association (SBA)** [www.sba.gov](http://www.sba.gov)  
SBA offers online courses, national training events, and management resources.

# Your Total Rewards Inventory

## Compensation

### Base Wages

- Salary Pay
- Hourly Pay
- Piece Rate Pay

### Premium Pay

- Shift Differential Pay
- Weekend/Holiday Pay
- On-Call Pay
- Call-In Pay
- Hazard Pay
- Bilingual Pay
- Skill-Based Pay

### Variable Pay

- Commissions
- Bonus Programs
  - Referral Bonus
  - Hiring Bonus
  - Retention Bonus
  - Project Completion Bonus
- Incentive Programs
  - Short-Term:
    - Profit Sharing
    - Individual Performance-Based
    - Performance Sharing
  - Long-Term:
    - Performance Shares
    - Stock Options/Stock Appreciation Rights (SARs)
    - Restricted Stock/Restricted Stock Units
    - Performance Cash

### Severance Pay & Outplacement Services

## Benefits

### Legally Required/Mandated

- Unemployment Insurance
- Workers' Compensation Insurance
- Social Security
- Medicare
- State Disability Insurance (if applicable)

### Health & Welfare

- Medical Plan
- Dental Plan
- Vision Plan
- Prescription Drug Plan
- Flexible Spending Accounts (FSAs)
- Health Reimbursement Accounts
- Health Savings Accounts (HSAs)
- Behavioral Health Plan
- Life Insurance
- Spouse/Dependent Life Insurance
- Accidental Death and Dismemberment (AD&D) Insurance
- Short-Term/Long-Term Disability Insurance

### Retirement

- Defined Benefit Plan
- Defined Contribution Plan
- Nonqualified Plan
- Retiree Benefits

### Pay for Time Not Worked

- Vacation
- Holiday
- Sick Leave
- Bereavement Leave

### Voluntary Benefits

- Long-Term Care
- Auto/Home Insurance
- Pet Insurance
- Legal Insurance
- Identity Theft Insurance
- Employee Discounts
- Concierge Services
- Parking

### Perquisites

- Company Car/Car Allowance
- Mobile Phone
- Laptop Computer

## Work-Life Effectiveness

### Workplace Flexibility

- Teleworking
  - Ad Hoc
  - Occasional/part-time
  - Full-Time Remote
- Flex time
- Compressed Workweek
- Shift Flexibility
- Part-Time/Reduced Work Schedule
- Job Sharing
- Phased Return to Work
- Seasonal Schedules
- Phased Retirement
- Career On/Off Ramps
- Results-Based Work Environment
- Alternate Worksites
- Hoteling

### Paid and Unpaid Time Off

- Maternity/Paternity Leave
- Adoption Leave
- Sabbaticals
- Paid Leave Bank and Buyback Program
- Personal Leave

### Health & Wellness

- Employee Assistance Program
- Outcomes-Based Wellness Program
- Participatory Wellness Program
- Health Risk Assessments
- On-Site Biometric Screenings
- Wellness Screenings
- On-Site Fitness Facilities
- Fitness Club Memberships
- Discounted/Subsidized Fitness Club Rates
- Weight Management Program
- Tobacco Cessation Program
- On-Site Massage
- Stress Management Programs
- Immunization Clinics
- Nutritional Counseling
- Healthy Cafeteria options
- Healthy Vending Machines
- On-Site Health Clinic
- On-Site Nurse
- 24-Hour Nurse Line
- On-Site Seminars (well-being, parenting, etc.)
- Health Coaching
- Health Fairs (on site, virtual)

To get a comprehensive view of your organization's value proposition, simply check off the rewards your organization provides.

### **Work-Life Effectiveness (cont.)**

#### **Community Involvement**

- Corporate Social Responsibility Programs/Green Initiatives
- Shared Leave Program
- Disaster Relief Funds
- Alumni Networks
- Community Volunteer Programs (paid/unpaid)
- Matching Gift Programs
- In-Kind Donations
- Employee Grants for Community Service

#### **Caring for Dependents**

- Resources and Referrals (child care/elder care)
- Child-Care Spending Accounts, Subsidies and Vouchers
- Discount Programs with Local and National Providers
- On-Site Child-Care/Elder-Care Center
- Emergency Backup Care (center-based, in-home or elder-care services)
- After School-Care Programs, Summer or Holiday Camps
- Special Needs Care (child/adult/elder)
- Dependent Care Travel-Related Expense Reimbursement
- Caregiver Support
- Special Dependent-Care Services

#### **Financial Support**

- Financial Planning Services and Education
- Financial Wellness Program
- Tax Preparation Assistance/Services
- Adoption Reimbursement
- Scholarships/Student Aid/Loans
- Commuter Benefits
  - Transit Subsidies
  - Pre-tax Parking Benefits
- College Savings Plans
- Savings Bonds

#### **Culture Change Initiatives**

- Work Redesign
- Team Effectiveness
- Women's Advancement Initiatives
- Multigenerational Initiatives
- Diversity/Inclusion Initiatives
- Work Environment Initiatives

### **Recognition**

#### **Recognition**

- Service Awards
- Retirement Awards
- Peer Recognition Awards
- Spot Awards
- Managerial Recognition Program
- Organization-wide Recognition Program
- Exceeding Performance Awards
- Employee of the Month/Year Awards
- Appreciation Luncheons, Outings, Formal Events
- Goal-Specific Awards (quality, efficiency, cost savings, productivity, safety)
- Employee Suggestion Program

### **Performance Management**

#### **Performance**

- 1:1 Meetings
- Pay Alignment and Connection with Rewards
- Performance Reviews
- Project Completion/Team Evaluations
- Performance Planning/Goal Setting Sessions
- Coaching

### **Talent Development**

#### **Learning Opportunities**

- Tuition Reimbursement
- Tuition Discounts
- Corporate Universities
- New Technology Training
- On-the-Job Learning
- Outside Seminars and Conferences
- Classroom Learning, Virtual Learning, Podcasts, Webinars
- Self-Development Tools

#### **Coaching/Mentoring**

- Leadership Training
- Exposure to Resident Experts
- Access to Information Networks
- Formal or Informal Mentoring Program

#### **Advancement Opportunities**

- Internships
- Apprenticeships
- Overseas Assignments
- Internal Job Postings
- Job Advancement/Promotion
- Career Ladders and Pathways
- Succession Planning
- On/Off Ramps Through Career Life Cycle
- Job Rotations

# Benefits, the Other Side of Compensation

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## Legally Mandated Benefits

- ▶ Social Security (6.2%)
- ▶ Medicare (1.45%)
- ▶ Unemployment
- ▶ Worker's Compensation Insurance

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## Redefining Benefits

- ▶ The war for talent continues to intensify:
  - ▶ US jobless rate (approx. 5%) is at seven-year low
  - ▶ Fewest unemployed/jobless people for each job opening since 2001
- ▶ The result: Employers must develop effective employee acquisition and retention strategies in order to staff, and these strategies have to equally satisfy a multigenerational and multicultural labor pool
- ▶ Effective total rewards management is crucial to effectively staffing and managing talent

Total Rewards		
Compensation	Benefits	Workplace Experience
<ul style="list-style-type: none"><li>▶ Base salary</li><li>▶ Variable pay<ul style="list-style-type: none"><li>▶ Annual incentives</li><li>▶ Gain sharing</li><li>▶ Profit sharing</li></ul></li><li>▶ Long-term incentives</li><li>▶ Pay for performance</li><li>▶ Sales compensation</li></ul>	<ul style="list-style-type: none"><li>▶ Healthcare<ul style="list-style-type: none"><li>▶ Medical</li><li>▶ Prescription</li><li>▶ Dental</li><li>▶ Vision</li></ul></li><li>▶ Death &amp; disability</li><li>▶ Retirement</li><li>▶ Paid time off</li><li>▶ Long-term care</li><li>▶ Wellness</li><li>▶ Other</li></ul>	<ul style="list-style-type: none"><li>▶ Growth and development</li><li>▶ Talent management</li><li>▶ Succession planning</li><li>▶ Communication</li><li>▶ Connectivity to supervisor and leadership</li><li>▶ Work/life benefits</li><li>▶ Corporate leadership</li><li>▶ Recognition</li></ul>

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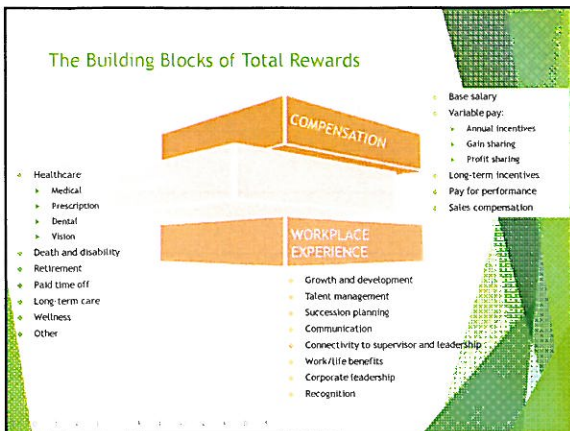
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### Current and Future Generations in the Workplace

<b>Traditionalist</b>	Born before 1946 Ages 70+
<b>Baby Boomers</b>	Born between 1946 and 1964 Ages 50s to 70s
<b>Generation X</b>	Born between 1965 and 1979 Ages 30s to 50s
<b>Generation Y (Millennials)</b>	Born between 1980s and mid-1990s Ages 20s to 30s
<b>Generation Z / Generation 2020</b>	Born between mid-1990s and today Ages <20 years old

GENERATIONS IN THE WORKPLACE

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### Important Aspects of Job Satisfaction by Generation

	Overall	Differences Based on Generation/Age
Career development opportunities	84%	Millennials (89%), Generation X (90%), Baby Boomers (75%)
Career advancement opportunities	83%	Millennials (94%), Generation X (87%), Baby Boomers (73%)
Company-paid general training	82%	Generation X (86%), Baby Boomers (74%)
Networking opportunities	76%	Millennials (83%), Baby Boomers (69%)
Organization's commitment to a diverse and inclusive workforce	74%	Millennials (80%), Baby Boomers (65%)
Organization's commitment to a "green" workplace	63%	Millennials (72%), Baby Boomers (55%)

SHRM Job Satisfaction and Engagement Report (2015)

GENERATIONS IN THE WORKPLACE

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### Top 10 Desired Employer Characteristics by Generation

	Blended RANK Order	Traditionals	Baby Boomers	Generation X	Millennials
Has strong values	1	1	1	2	2
Will develop my skills for the future	2	7	4	1	1
Offers flexible benefits and rewards	3	3	2	3	3
Offers ability to blend work and life	4	2	3	4	5
Is a good employer brand	5	4	5	6	8
Offers a clear career path	6	8	8	5	4
Has reputation for corporate social responsibility	7	6	6	7	7
Will allow me to work from any location	8	5	7	8	10
Will pay for my continuing education	9	9	9	9	9
Has employees I'd like to be friends with	10	10	10	10	6

Source: Joanna C. Anttila & Richard W. Lippitt, The 2015 Workplace

GENERATIONS IN THE WORKPLACE

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### Career Drivers by Generation

Identity Index	Born in 1946-1954	Gen Xers 1965-1979	Millennials 1980-2000
<b>Work Ethic:</b>	Driven; committed	Balanced; flexible; work hard, play hard	Fulfillment matters most
<b>Career Expectation:</b>	Rewards come after paying dues; build one career	Accumulate skills by taking on different projects/roles	Rapid promotion; meaningful work or exit; juggle many jobs
<b>Greatest Fear:</b>	Losing pension, savings, or job; being unable to retire	Being overshadowed by Millennials; being overlooked for promotions	Silence; unpluging; routine; eternal insomnia
<b>Strength:</b>	Consensus building; face-to-face networking; institutional wisdom; experience	Ability to work independently; tech literate; results oriented; flexible	Tech savvy; ability to rapidly obtain information
<b>Weakness:</b>	Resistant to new technology	Weak team players; skeptical of authority	Impatient; easily distracted; difficulty listening
<b>Engagement Drivers:</b>	Titles; public recognition; involvement	Flexibility in work hours; ability to work independently	Immediate (and constant) feedback; immediate rewards
<b>Keys to Retention:</b>	Salary; job security; health benefits	Salary; autonomy; promotion	Personal relationships; fast rewards
<b>Benefits Needs:</b>	Medical insurance; backup care for parents	Income protection; customizable plans; automatic 401(k) deferrals	Portability; forced savings; financial education

SHRM

GENERATIONS IN THE WORKPLACE

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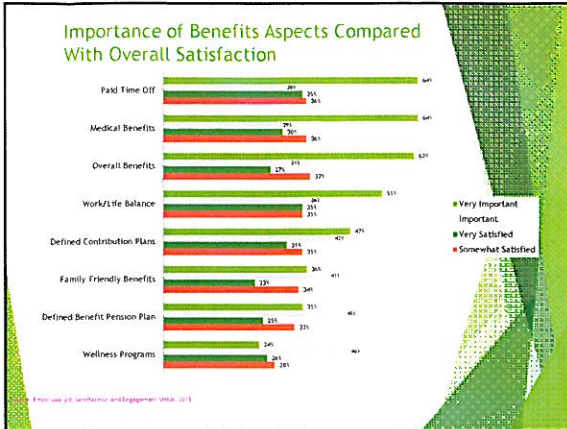
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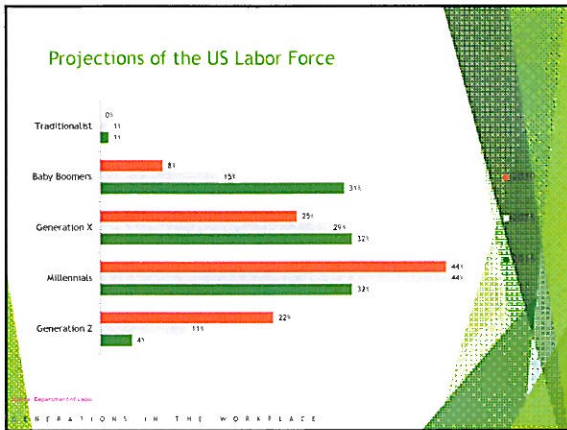
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## Voluntary/Worksite Benefits

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### Why Offer Voluntary Benefits

- ▶ Support a consumer-driven health plan
- ▶ Financial support
- ▶ Fill in coverage gaps
- ▶ Leverage additional services and technology
- ▶ Reduce workers' compensation claims risk
- ▶ Work/Life Balance
- ▶ Wellness
- ▶ Increase employee satisfaction, morale, & productivity

1 6 V O L U N T A R Y I N C R E A S I N G B E N E F I T S

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### Common Core Health & Welfare Benefits

- ▶ Medical Plan
  - ▶ 2015: Small employer - \$11,012 per employee cost
- ▶ Dental Plan
- ▶ Vision Plan
- ▶ Prescription Drug Plan
  - ▶ 2015: Drug Costs increase 8%
- ▶ Flexible Spending Accounts (FSA) - pre-tax
  - ▶ Dependent Care \$5,000
  - ▶ Medical Bank \$2,550
- ▶ Health Savings Accounts (HSA)
  - ▶ Employer or Employee contribution

Source: Mercer National Survey 2015

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### Consumer Directed Health Plans

Plan Type	2015 (%)	2016 (%)
HDHP with HSA	25	47
HDHP with HRA	18	27
HDHP with HRA and FSA	18	25
Other plan type with HRA (EPO or POS)	7	7

Source: Mercer Business Group Health 2014  
 2. Fidelity Four Seasons 2015 Employee Health Benefits Survey, September 2015

1 6 S T R A T E G I C P L A N N I N G

- #### Why It Matters/Key Considerations
- The number of individuals covered by HDHPs increased to 17.4 million as of January 2015, according to a study of US health insurance coverage for America's Health Insurance Plans (AHIP).
  - CDHP enrollees are more likely to take advantage of wellness programs and incentives.
  - Adults on CDHPs are significantly more likely to report being in excellent or good health.
  - Adults on CDHPs are significantly less likely to smoke and more likely to exercise.
  - CDHP enrollees are more likely to be highly educated.
  - CDHP plans typically trend 2 to 3% higher than traditional medical plan designs.

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### Common Voluntary Benefit Options

- Critical Illness**: Provides lump-sum payment upon heart attack, stroke, cancer, major organ transplant, etc.
- Accident**: Provides benefits for covered accidents or injuries including broken bones and emergency care.
- Disability**: Provides a percentage of the employee's salary if he or she cannot work due to an accident or critical illness.
- Rehabilitation/Long-Term Care**: Gives an employee financial security with facility, long-term care if components begin to pay for expenses at the time of need.
- Medical Expense Reimbursement**: Covers some of the costs associated with a hospital stay and may provide extra coverage that a health plan doesn't.
- Cashless Reimbursement**: Includes dental, vision, dependent's ability to use their parent's or a child's purchase, dependent's dependent and spouse.
  - Identity Theft**: Gives employee access to services and resources following theft of their identity.
  - Legal Insurance**: Gives employees access to an attorney for a limited benefit.
  - Pet Insurance**: Provides necessary coverage for pet and dog for their medical care and more and Auto Insurance. Provides access to coverage at discounted group pricing.
- Others**

UNIVERSITY WORKSITE BENEFITS

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### Alternative Voluntary/Worksite Products

Supplemental Health Plans (Health and Well-Being)	Financial Security	Life Balance/Perks
Minimum Essential Coverage (MEC)	Permanent/Term Life	Auto/Home
Hospital Indemnity/Gap Plans	Short and Long-Term Disability	Legal Services
Critical Illness/Cancer	Long-Term Care	Pet Health
Accident	Identity Theft	Retail Discount Purchasing

UNIVERSITY WORKSITE BENEFITS

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### Common Voluntary Options: Critical Illness

**Concept—Employee Stop-Loss Plan**

- ▶ Just as a company insures against a high-impact claim, critical illness coverage insures an employee against common high-impact claim events.
- ▶ Coverage pays the employee an indemnity payment for the diagnosis of a critical illness.
- ▶ Can be an alternative to employer HSA seeding.

Single biggest reason for bankruptcy in America is serious illness (over 40% of all personal bankruptcies are due to medical expenses).

Health insurance is only part of the protection needed (78% of people filing for medical bankruptcy have health insurance).

UNIVERSITY WORKSITE BENEFITS

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**Common Voluntary Options: Accident**

**Employee On- or Off-the-Job Injury Protection**

- ▶ An employee is protected by workers' compensation if an injury occurs on the job; however, employees are subject to increasing out-of-pocket expenses if they are injured off the job.
- ▶ Accident insurance is a popular way to ensure cash comes in when an employee is paying for medical treatment due to an injury.

Nearly half of all Americans say they definitely or probably couldn't come up with \$2,000 in 30 days. National Bureau of Economic Research (2011)

OPTIONAL WORKSITE BENEFITS

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**Common Voluntary Options: Disability**

**Short-Term Disability**

- ▶ Offered to provide first-dollar coverage for groups without an employer-sponsored group plan.
- ▶ Can be offered to supplement a group plan's coverage gap for plans that have a lower monthly maximum.
- ▶ Income replacement for accidents and illnesses.
- ▶ Customizable plan options to fit benefit design needs.

**Long-Term Disability**

- ▶ Ensures employees' long-term income is protected.
- ▶ Coverage options ranging from two years through retirement age.
- ▶ Option to include retirement contribution protection.

OPTIONAL WORKSITE BENEFITS

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**Common Voluntary Options: Hospital Indemnity or GAP**

**Hospital Indemnity Insurance**

- ▶ Pays cash benefits directly to the insured.
  - ▶ Inpatient hospital confinement
  - ▶ Outpatient surgery
  - ▶ Diagnostics
- ▶ Stacks on top of medical plan and helps offset out of pocket expenses associated with hospital stays.

**GAP Insurance**

- ▶ Pays cash benefits directly to the insured.
- ▶ Works directly with the in-force medical plan to directly pay a portion of the member's out-of-pocket responsibility.
  - ▶ Inpatient services coverage (higher percentage)
  - ▶ Outpatient services coverage (lesser percentage)

OPTIONAL WORKSITE BENEFITS

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**Common Voluntary Options: Permanent Life Insurance**

**Traditional Permanent Life Insurance**

- ▶ Portable coverage for life
- ▶ Fixed premiums
- ▶ Not restricted to term limit (5, 10, 20 years)
- ▶ Builds cash value
- ▶ Guarantee issue coverage available

**Life Insurance with Long Term Care (LTC)**

- ▶ Permanent life insurance that converts to LTC protection
- ▶ Death benefit converts to LTC insurance
- ▶ Can be built to replenish the death benefit if used for LTC
- ▶ Fixed premiums
- ▶ Builds cash value
- ▶ Guarantee issue coverage available

UNIVERSITY WORKSITE BENEFITS

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**Common Voluntary Options: Retirement**

**3 Reasons to Participate**

- ▶ **Tax Break**
  - ▶ Traditional: pre-tax contrib, tax when receive withdrawal
  - ▶ Roth: post-tax contrib, tax-free withdrawals, incl earnings
- ▶ **Free Employer Money**
  - ▶ Employer Match
- ▶ **Social Security won't be enough**
  - ▶ Social Security to cover about 40% for retiree needs

**Retirement plan offerings**

- ▶ 2015 - 14% increase of small employers (<50) offering a retirement plan
  - ▶ 1/3 U.S. businesses (>20) offer a retirement plan
  - ▶ 98% U.S. Large employers (5K plus) offer a retirement plan

Source: Quarterly Small Business Retirement Plan Market Share, 28 Jan 16

UNIVERSITY WORKSITE BENEFITS

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**Common Voluntary Options: Retirement**

**SIMPLE IRAs**

- ▶ Easy to establish and maintain
- ▶ Low cost administration
- ▶ No IRS reporting or testing
- ▶ Employer contributions are immediately vested

**Plan Types**

Salary deferral plans include:

- **401(k)** - generally sponsored by public and private companies
- **403(b)** - sponsored by nonprofit organizations such as hospitals, schools and religious organizations
- **457(b)** - for government employees
- **SIMPLEs** - for small businesses

UNIVERSITY WORKSITE BENEFITS

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### Common Voluntary Options: Leave

- Paid**
  - Vacation
  - Sick Leave
  - Holiday
  - Funeral Leave
  - Paid Time Off (PTO) - combo vacation/sick
- Paid or Unpaid Leave**
  - Maternity Leave
  - Personnel Leave
  - FMLA (Family Medical Leave Act -1993)

© VOLUNTARY WORKSITE BENEFITS

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### Outsourcing Leave Management

**Employer Challenges With Leave/Absence**

Challenge	Percentage
Interacting with ADA and FMLA	55%
Tracking leave in part-time or irregular schedules	40%

**% of Employers Who Outsource Leave Management**

Year	Percentage of Employers
2011	14%
2010	25%
2013	38%

© 2013 The Employer Leave Management Survey  
McKinley & Associates and Quality Management Survey, 2013

**Why It Matters/Key Considerations**

- US Department of Labor In 2011, 10.5% of employees were absent on any given day.
- 8-9% of an employee's payroll goes toward the cost of unplanned employee absence.
- The direct cost for incidental absences and disability benefits on average is 1.5% of payroll of 4.9% of payroll!
- According to the EEOC, FMLA litigation averaged \$78,000 and average wage discrimination/termination suits averaged between \$200,000 and \$450,000.
- It is difficult for overburdened HR departments to stay current on evolving federal regulations and to track intermittent employee leave.
- Because they don't fully comprehend the nuances of the federal law, HR departments might inconsistently grant leave in an effort to be cautious. Over time, this can cost the company in terms of lost productivity and resources.

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### Alternative Options: Employee Purchasing Program

**What Is It?**

- Alternate financing option available through payroll deduction
- Uses the paycheck like a credit card

**Why offer?**

- Employee access to purchase computers, electronics, appliances, auto repair, etc.
- Simple payroll deduction billed monthly
- No-interest financing
- Up-front, all-inclusive price, paid over time (usually 12 months)
- Employee avoids "predatory" lending services or borrowing from retirement
  - Payday loans, rent-to-own, title loans, etc.

**Employer Value**

- No cost and no liability
- Simple implementation and administration
- Possible improved employee retention
- Reduced 401(k) loan administration

**Employee Value**

- Accessible—no credit check
- Up-front product delivery
- Alternative to retirement withdrawals
- Alternative to subprime credit!

© VOLUNTARY WORKSITE BENEFITS

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### Alternative Options: Employee Purchasing Program

**Vendor Example: Purchasing Power**  
 ▶ <https://www.purchasingpower.com/>

**See how Purchasing Power compares to other financing options**

	CASH	PURCHASING POWER	CREDIT CARD
PAY OVER TIME	✗	✓	✓
NO CREDIT CHECK	✓	✓	✗
EASY PHYSICAL DEDUCTION	✗	✓	✗
MANAGEABLE PAYMENTS	✗	✓	✗
NO BALLOON INTEREST	✓	✓	✗
NO LATE FEES	✓	✓	✗

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### Alternative Options: Identity Theft Coverage

**Common Forms of Identity Theft**  
**Proactive Protection Against Identity Fraud**

- ◆ Financial
- ◆ Medical
- ◆ Social Security/governmental
- ◆ Driver's license
- ◆ Character/criminal

**ID Theft Protection—Key Features**

- ◆ Proactive credit and public database monitoring
- ◆ Personal information change verification
- ◆ Victim restoration service
- ◆ Internet monitoring

**\$24.7 billion**  
the cost of identity theft in 2012\*

**16.6 MILLION**  
US identity theft victims in 2012

**39%**  
of employees have identity theft protection

\* Employee Benefits Study - February 2013  
 Source: Identity Theft - US Department of Justice (2013)

CURTAIN VENDORALTY BENEFITS

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### Alternative Options: Identify Theft Program

**Top 3 Providers**

- ▶ LifeLock
- ▶ Legal Shield ID Shield
- ▶ Identify Force

▶ See full listing:  
 ▶ <https://bestidtheftcompanies.com/companies/>

Source: BestIDtheftcompanies.com

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### Alternative Options: Other

- ▶ Employee Discounts
  - ▶ Amusement park discounts, cellular service, etc.
- ▶ Pet Insurance
- ▶ Home & Auto Insurance
- ▶ Financial Advisement/Services
- ▶ Legal Insurance/Services
- ▶ Dry Cleaning Services
- ▶ Clothing Allowance
- ▶ Workplace Clothing
  - ▶ Blue jean, steel-toed boots

Source: DHRM 2014

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## Strategic Decision Areas

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### Total Rewards Design Process

Understand	Assess	Strategize	Recommend
Business goals Customer needs Program costs Employee expectations	Survey the market Survey employees Review current plan design Identify business implications Conduct gap analysis	Recalibrate HR strategy Design TR program to support strategy Assess financial implications	Present HR strategy Show link of TR programs to strategy Present financial impact Communicate

PROCESS TO DESIGN TOTAL REWARDS PROGRAMS

Total Rewards Programs

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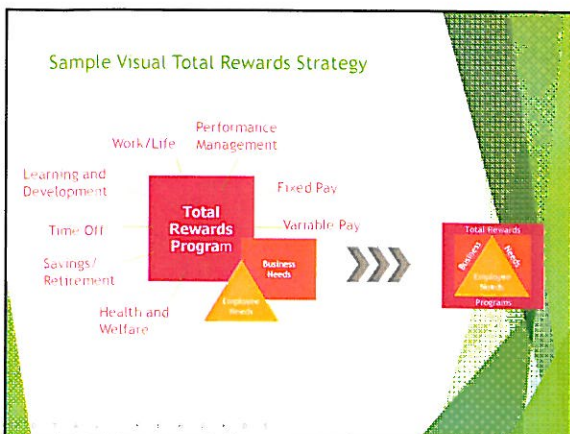
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### Retention

It's not the money that persuades generations of employees to stay; It's creating the right mix of financial, personal, and cultural factors that produce a sense of fit, loyalty, and opportunity."

*Lancaster & Stillman, 2002*

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# BROOKINGS

THE AVENUE *Rethinking Metropolitan America*

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Scott W. Allard | January 6, 2016 2:30pm

## How a rising minimum wage may impact the nonprofit sector



As the income inequality discussion continues to simmer across the country, municipal minimum wage ordinances have become hot topics of conversation in many cities. In January 2016, Seattle will implement its second step-up in the local minimum wage in 9 months, reaching \$13 for many employers in the city and edging closer to a \$15 an hour minimum that will apply to most firms by 2019. San Francisco will reach a \$15 an hour minimum by July 2018. Yet cities as diverse as Birmingham, Chicago, Los Angeles, and Louisville have enacted or proposed similar minimum wage laws. It is too early to discern true impact of these local wage ordinances, but speculation abounds regarding whether or how the higher wage will affect firms and the earnings of low-wage workers.

Less prominent in debate and discussion about the minimum wage is the potential impact that higher minimum wage rates may have for nonprofit organizations. Nonprofits perform many critical functions in our communities—often serving the most at-risk and disadvantaged. Yet, fiscal constraints often place a low ceiling on what many nonprofits can pay frontline staff. As a

result, many different types of nonprofit organizations—child care centers, home health care organizations, senior care providers—pay staff at rates near or below the targets set by the recent crop of local minimum wage laws. Our popular image of a minimum wage worker is the teen-age cashier at a drive-through window or the sales clerk at a retail store in the local strip mall, but many workers in these “helping professions” are being paid low wages.

Increases in the minimum wage are occurring at the same time that many nonprofit service organizations are confronted with fixed or declining revenue streams. Facing fiscal pressure, nonprofit service organizations may pursue one or more coping strategies. In addition to reductions in staffing or hours, commonly expected responses, nonprofits may cut back services offered, scale back service areas, or favor clients that can afford higher fees.

Such responses could reduce the amount and quality of the services provided to vulnerable populations. For example, elderly populations on fixed incomes may have fewer options for home care. Working poor parents may find higher child care costs prohibitively expensive. Employment service organizations may find it harder to place hard-to-serve jobseekers in jobs due to more competitive applicant pools.

At the same time, higher minimum wages could have positive consequences for nonprofit staffing and capacity. Higher wages could reduce employee turnover and increase staff morale and productivity. Organizations may not have to grapple with the contradiction of serving low-income persons, but paying modest wages.

The most recent set of wage ordinances take cities to unknown territory. Anticipating potential negative effects, Chicago has exempted individuals in subsidized employment programs from its recent minimum wage ordinance. The city of Seattle has set aside funds to help nonprofits meet the higher local minimum wage, but many nonprofit funding streams are beyond the city’s control and are not seeing similar adjustments.

In the coming years, more research on how local nonprofits are affected by local minimum wage laws needs to occur. We should expect there to be a mix of positive and negative effects within a particular nonprofit organization and across different types of organizations. Nonprofit organizations should be engaged as stakeholders in debates around higher local minimum

wages. And, nonprofits should actively engage in research efforts to document the impact of higher wages. In particular, nonprofits should work to compile data that can compare staffing, service delivery, and program outcomes before and after wage laws phase-in. Such data could provide important insight into the impact of local wage ordinances.

We also should be careful not to confuse other challenges confronting the nonprofit sector with the impact of higher minimum wages. For example, private philanthropy to human service nonprofits has failed to keep up with rising need and declining public sector revenue streams in most communities—realities that may pose more serious challenges than minimum wage laws, but ones without an obvious scapegoat.

In the end, ongoing debate around local minimum wage ordinances should provide us with the opportunity to re-examine how we support community-based nonprofits as a society and assess whether that support fits with all that we expect the nonprofit sector to accomplish for children and families in our communities.

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### Scott W. Allard

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