Job Quality in the Age of COVID-19: Strengthening Frontline Management and Supporting Workers

The Aspen Institute Economic Opportunities Program
Agenda

Welcome
Maureen Conway, The Aspen Institute Economic Opportunities Program

Using Zoom

Job Quality in Practice

Opening Remarks
Dan Porterfield, The Aspen Institute

Speaker Presentations
Emily Dieppa, PHI
Katie Lynn-Vecqueray, WorkLife Partnership
Liddy Romero, WorkLab Innovations

Q&A

March 31, 2020
Using Zoom

Webinar controls and assistance
- Attendees are muted.
- Chat and Q&A functions are available at the bottom of the Zoom window. Move your cursor down and these functions will appear.
- If you have a technical issue, contact EOP using the chat box or via email, eop.program@aspeninst.org.
- Webinar is being recorded. Video and slides will be shared afterward.

Participation
- Volunteer! Send questions at any time via the Q&A box. We will take questions at the end.
Job Quality in Practice

With support from Prudential Financial, we are engaged in an effort to encourage the development of job quality practices that promote access to economic opportunity. In the coming months, we will provide actionable tools and guidance to support leaders across geographies and fields to engage in practical action to improve jobs in their local communities and connect to a growing national conversation.
Webinars
1. Assessing Job Quality and Equity in Your Local Labor Market: A Closer Look at Race, Gender, and Place
2. To Boost Job Quality, Money Matters: Practical Tools for Engaging Investors and Lenders Toward Change
3. How Can Workforce Leaders Boost Job Quality?
5. April 21 – Worker Voice as an Essential Element of Job Quality: Tools for Business and Advocates
6. May 12 – Promoting Worker Ownership and Improving Job Quality

Project Overview
as.pn/jobqualitypractice

Join our mailing list for upcoming webinars and announcements
as.pn/eopmail
Daniel Porterfield
President and CEO, The Aspen Institute
Speakers

Emily Dieppa
Workforce Innovations Consultant, PHI

Katie Lynn-Vecqueray
Customer Success Manager, WorkLife Partnership

Liddy Romero
Managing Director, WorkLab Innovations
Battling COVID19: The Importance of Quality Supervision in Supporting the Direct Care Workforce

Emily Dieppa, Workforce Innovations Consultant
COVID-19 and the Direct Care Workforce

100,000?
Rapidly growing number of COVID-19 cases in the United States

4.5 Million Direct Care Workers
Personal Care Aides, Home Health Aides, Certified Nursing Assistants

- Healthcare Coverage
- Paid Time Off
- Proper Training
- Accessible Childcare
- Personal Protective Equipment

References available upon request
Direct Care Workers in the Headlines

The New York Times

She Had to Choose: Her Epileptic Patient or Her 7-Year-Old Daughter

The fragile, low-paying existence of home health aides at the epicenter of the pandemic.

The Washington Post

Unprotected and unprepared: Home health aides who care for sick, elderly brace for covid-19

Millions of poorly paid workers are being given little support even as they risk spreading the coronavirus

'We want to live': At-risk adults, home health care workers fear coronavirus
Crisis Calls for Collaboration

Now, more than ever, workers and employers will need to work together to ensure the health and safety of workers and the people they care for.

<table>
<thead>
<tr>
<th>Workers</th>
<th>Employers</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Keeping themselves healthy</td>
<td>- Managing staff schedules</td>
</tr>
<tr>
<td>- Securing childcare</td>
<td>- Creating policies and procedures</td>
</tr>
<tr>
<td>- Caring for older family members</td>
<td>- Ensuring continuity of care</td>
</tr>
</tbody>
</table>
PHI Coaching Approach®

We help shift communication norms and embed coaching throughout an organization.

PHI Coaching Approach® is a relational approach to managing and supporting employees and teams that helps them develop their interpersonal and problem-solving skills.
Building Core Communication Skills

**Active Listening**
- Monitor body language
- Use paraphrasing
- Ask open-ended questions

**Self-Management and Self-Reflection**
- Pull back
- Consider your own:
  - Personal styles
  - Preconceptions and assumptions
  - Judgments

**Clear, Non-Judgmental Communication**
- Be clear and direct
- Avoid blame or judgment
- Express belief in the person
The Role of Traditional Supervisors

• Raise a performance concern;
• Describe the rules and explain the consequences of breaking them;
• Offer or mandate solutions to the problem;
• Require compliance and penalize non-compliance.
Traditional Supervisors...

- Raise a performance concern;
- Describe the rules and explain the consequences of breaking them;
- Offer or mandate solutions to the problem;
- Require compliance and penalize non-compliance.

Coaching Supervisors...

- Establish a trusting and respectful relationship with employee;
- Raise a performance concern;
- Gather information from employee’s perspective;
- Engage employee in generating solutions;
- Help employee commit to action steps.
Employer Engagement

- We model the very coaching skills we teach.
- We underscore our business case.
- We include direct care workers.
Coaching in Action: VNSNY Partners in Care

62 Home Health Aides to 11,000
Coaching in Action

- Most vocal champion of the PHI Coaching Approach® was the CEO.
- Creation a cross-functional team to design, implement, and sustain a coaching culture.
- Strategic roll-out that prioritized relationships at the heart of the intervention.
Supporting the Direct Care Workforce

Over the next few weeks, PHI will be releasing a series of articles that explore the unique considerations for workers, employers, and policymakers during this critical moment.

www.phinationl.org
Emily Dieppa
Workforce Innovations Consultant
edieppa@phinational.org
Katie Lynn-Vecqueray
Customer Success Manager, WorkLife Partnership

Liddy Romero
Managing Director, WorkLab Innovations
Job Quality in the Age of Covid-19
We serve frontline workers

- Resource Navigator
- Cost-based
- Scale to 90+ employers since 2017
- Sector variety - all about mindset
- Katie’s Role as Customer Success Manager
Resource Navigator provides Access

Navigators apply a specialized knowledge base and skill set to client challenges

- I don’t think my boss will understand
- I don’t know where to start
- I’m afraid to open my mail

- Can they garnish my wages?

- Local resources
- Coaching & support
- Employer benefits
- Workplace dynamics
- Employee budget
- Work schedule
- Accessible location

Navigators partner with their clients to set them on a positive course

I know of some great resources that can help. Let’s make a plan to start!
Our communication is the ‘training’ we provide

- Customer support management
Employer practices that stand the test of time

Three ways in which we’ve built manager support for the frontlines
Data - Qualitative and Quantitative
Buy-in needed at all levels

- Manager Engagement
- Consultative partners
- Refine language
Bring value to the moment

• Consultative
• We are a resource in this journey
• We are a valued resources- we need to act like it
Bring value in the moment – COVID-19

- Change in delivery, frequency
- Connecting with managers directly
- Creating long-lasting champions when we step up
- “Prosperity for the Planet”
No Impact, No Income

- Our impact is measured by our employer’s engagement and investment
- AND in our ability to 1) reduce stress; 2) increase confidence; and 3) improve retention
- NPS
- Our Impact During COVID
Q&A

Ask questions through the Q&A box
Job Quality in Practice

Webinars

1. Assessing Job Quality and Equity in Your Local Labor Market: A Closer Look at Race, Gender, and Place
2. To Boost Job Quality, Money Matters: Practical Tools for Engaging Investors and Lenders Toward Change
3. How Can Workforce Leaders Boost Job Quality?
5. April 21 – Worker Voice as an Essential Element of Job Quality: Tools for Business and Advocates
6. May 12 – Promoting Worker Ownership and Improving Job Quality

Project Overview

as.pn/jobqualitypractice

Join our mailing list for upcoming webinars and announcements

as.pn/eopmail