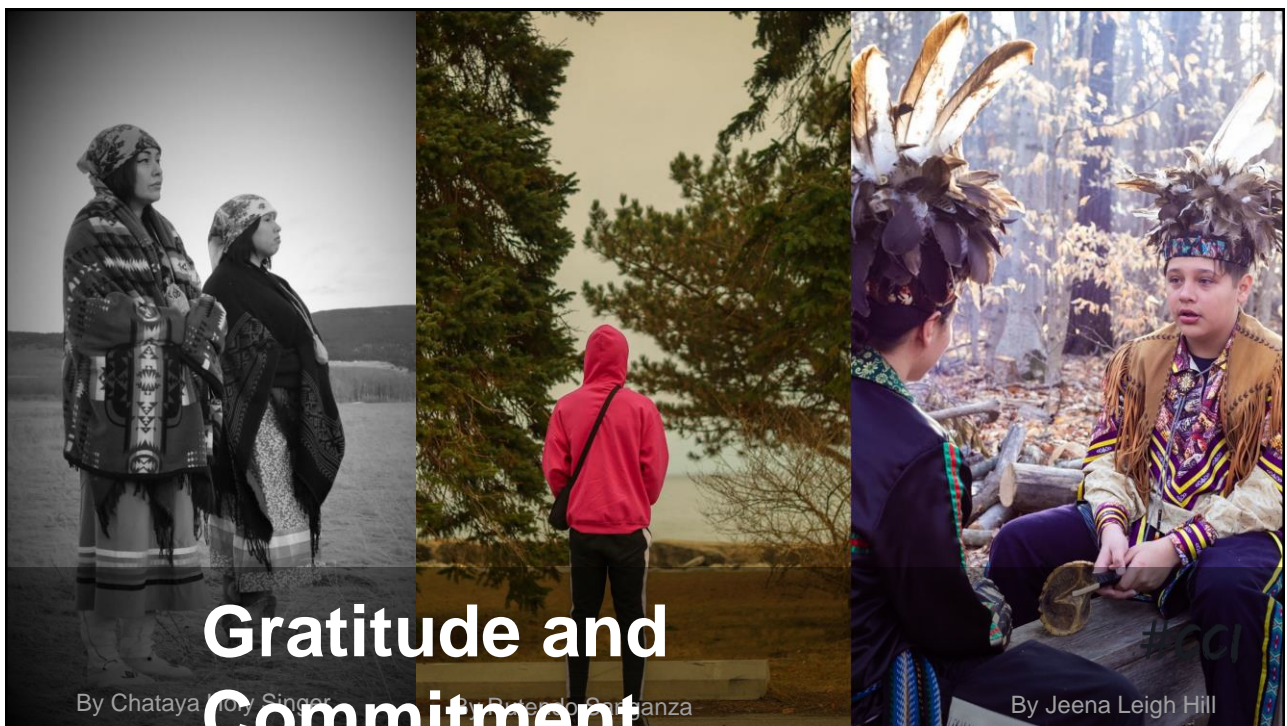


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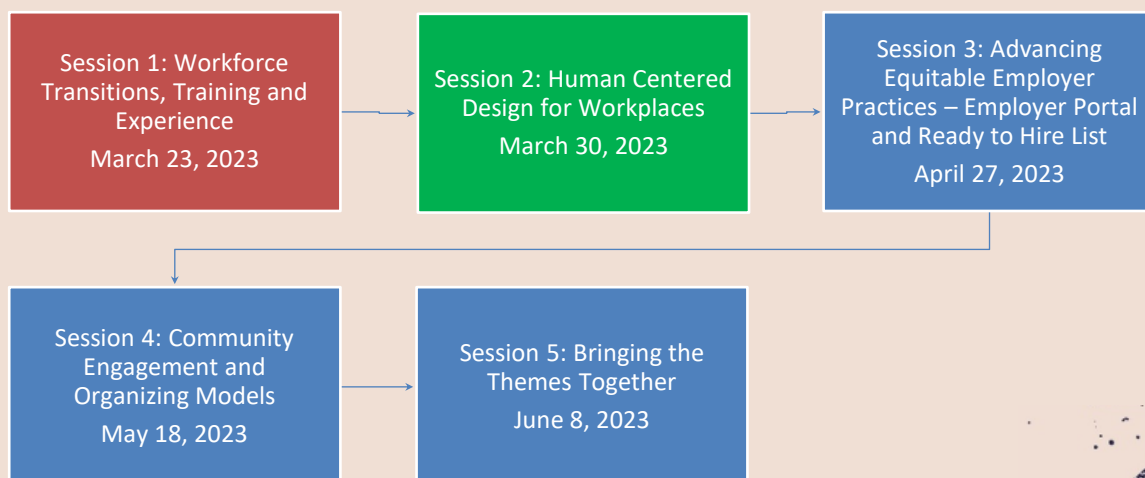
In the Tamarack **Learning Centre** we support our learners in the **five interconnected practices** that we believe lead to impactful **community change**.



In **Vibrant Communities**, we support **cities and local leaders** to implement large-scale change initiatives to **reduce poverty, deepen community, build youth futures and address climate transitions**.

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Workforce Transitions - Employer Practices Community of Practice



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Session 1: Workforce Transitions, Training and Experience

Who is in the Virtual Room?

Getting to Know Each Other

- Introduce yourself in the Chat Box
- Introduce your organization

Session 2: Workforce Transitions, Training and Experience

Agenda for Today

1. Welcome, Land Acknowledgement and Setting the Context for the Session
2. Human Centered Design Poll
3. Human Centered Design for Workplaces – Learning from our Colleagues
4. Question and Conversations
5. Meet the Speakers for Session 3: Advancing Equitable Employer Practices -
Emplo

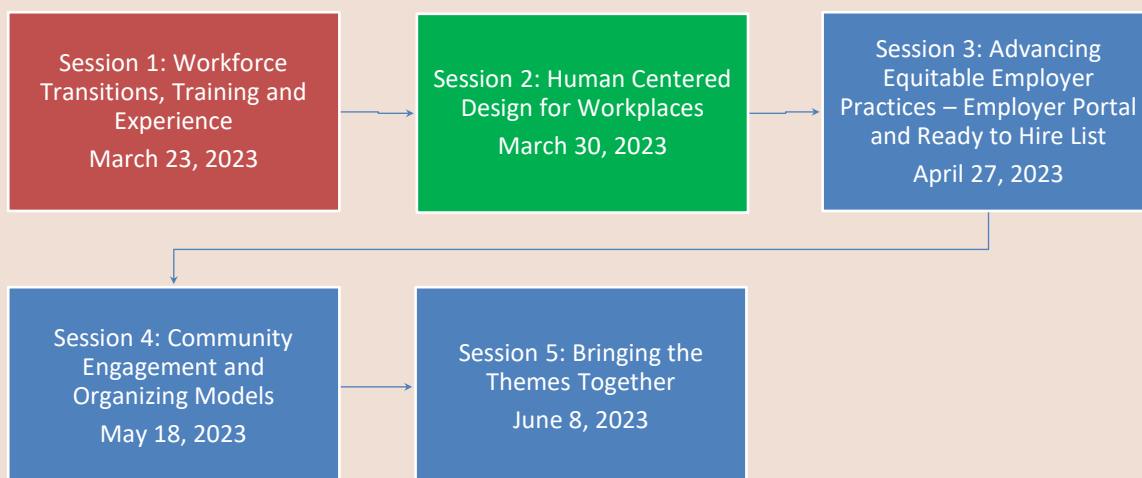
Community of Practice

- A community of practice (CoP) is a group of people who share a common concern, a set of problems, or an interest in a topic and who come together to fulfill both individual and group goals.
- Communities of practice often focus on sharing best practices and creating new knowledge to advance a domain of professional practice. Interaction on an ongoing basis is an important part of this.
- The Employer Practices - Community of Practice will be a web-based collaborative environment to communicate, connect and conduct community activities.



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Workforce Transitions - Employer Practices Community of Practice



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Employer Practices - Co-Design Team

The Employer Practices Community of Practice Co-Design Team

- Bassel Ramli – Jump Start Refugee
- Crystal Kalaitzakis – Momentum Centre
- Tom Strong - The National Fund for Workforce Solutions
- Carolyn Yang -TechEquity Collaborative
- Rochelle T. Cooks – The Welcoming Center
- Kannyka Pouk – Centre for South-East Asians
- Abdulla Daoud – The Refugee Centre



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Human Centered Design for Workplaces

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Meet the Speakers

Human Centered Design for Workplaces



Abdulla Daoud
The Refugee
Centre, Canada



Tom Strong
National Fund for
Workforce
Solutions, United
States



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The Refugee Centre

Founded in December 2015

A group of professionals built an organization to help strengthen the refugee & immigrant population through unity and integration.

Aim: To re-establish the way nonprofits work and strengthen the communities they are involved with.

Modern day obstacles and problems need modern day solutions, thus the creation of The Refugee Centre.



LE CENTRE DE RÉFUGIÉS
THE REFUGEE CENTRE

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Human Centered Design

Human Centered Design for Workplaces is an approach to designing workplaces that prioritizes the needs, preferences, and experiences of the people who work there. The goal is to create a work environment that is not only functional and efficient but also supportive, inspiring, and enjoyable to be in.

At the heart of Human Centered Design for Workplaces is the understanding that people are the most valuable asset in any organization, and that a well-designed workplace can have a significant impact on their well-being, productivity, and creativity. The approach involves conducting research to understand the needs and preferences of the people who work in the space, and then using that information to design a workplace that meets those needs.



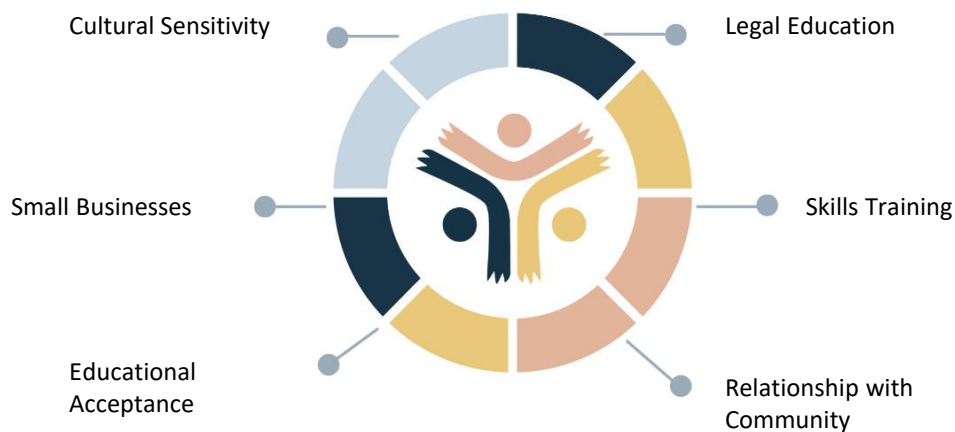
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Human Centered Design: With Refugees



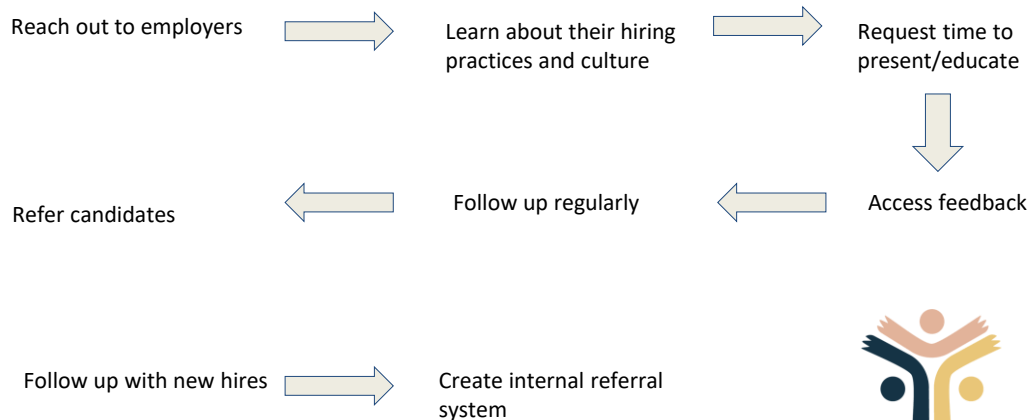
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Human Centered Design: With Employers



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Human Centered Design: Map



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Human Centered Design: Case Study

- Galenvs Sciences is a biotechnology company that we worked with to implement our human centered design approach.
- We started with 3 employees from our skills training program.
- Now we are at 12 and counting!



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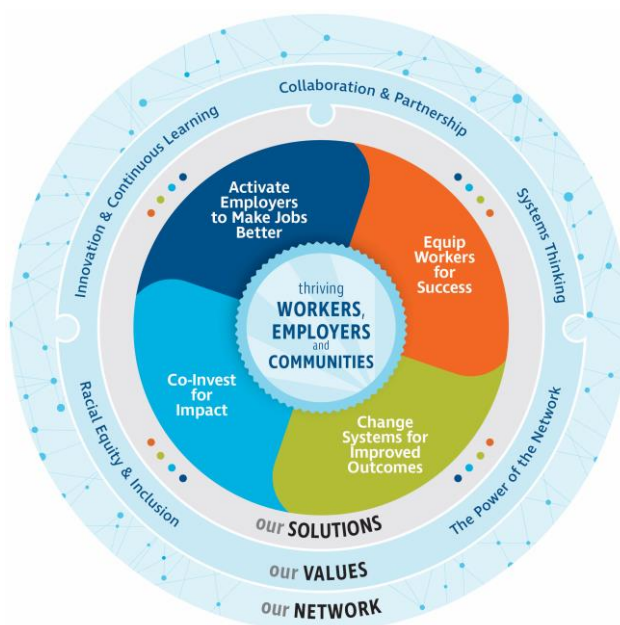


Nationally Powered, Locally Driven

32

Member communities who participate in our network, innovate, and help us learn

We collaborate with workers, employers, and communities to advance a skilled workforce, promote good jobs, and invest in equitable outcomes



18

Here's one story



19

But is it true?

Turns out there's a history here...

1999

Their Service Shoe Repair shop, at 649 Cleveland St., is for sale. Cecil, 78, and Henry, 73, would take about \$80,000 for the business, which has been in the same leased space for 45 years. But they don't seem extremely optimistic about finding a buyer. **"Nobody wants to work anymore,"** Cecil said. "They all want to work in front of a computer and make lots of money."

1940

In 1940, The Wisconsin State Journal **published** that Gov. Julius Heil was speaking about recent legislation when he said, "The trouble is everybody is on relief or a pension — **nobody wants to work anymore.**" The article ended there without any further elaboration.

1916

"Well, as near as I can find out," he answered, "the reason for food scarcity is that **nobody wants to work as hard as they used to.** I asked a man who was in here the other day, why he didn't raise more livestock and make his own butter."

1894

In 1894 the Rooks County Record in Stockton, Kansas, **published** a letter sent in by a reader. "With all of the mines of the country shut down by strikers, what will the poor editor do for coal next winter? It is becoming apparent that **nobody wants to work these hard times.**"

Research by Paul Fairie, Univ. of Calgary

"NOBODY WANTS TO WORK ANY MORE!"

A brief history of capitalists complaining that nobody wants to work for starvation wages

2022	According to a new survey released by TinyPulse, 1 in 5 executive leaders agree with this statement: "No one wants to work". These same leaders cite a "lack of response to job
2014	What has happened to the work ethic in America? Nobody wants to work anymore. It has not always been that way. When I first started to work as a teenager, I saw people work hard.
2006	like nobody wants to work anymore and when they do
1999	"Nobody wants to work anymore," Cecil said. "They all want to work in
1981	off this land last week. But they just fooled around. They didn't want to work. Nobody wants to work anymore.
1979	"Nobody wants to work anymore."
1969	— disgusted businessman called "Nobody Wants to Work Anymore." Talking about un-
1952	everybody was getting too darned lazy and nobody wants to work anymore. That's the truth if I ever heard it.
1940	trouble is everybody is on relief or a pension — nobody wants to work anymore."
1937	ams counties are complaining that "Nobody wants to work anymore." There is work, it is reported, for 15
1922	it is because nobody wants to work any more unless they can
1916	he answered, "the reason for food scarcity is that nobody wants to work as hard as they used to. I asked a
1905	unreliable. None want to work for wages.
1894	next winter? It is becoming apparent that nobody wants to work these hard times.

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The Labor Market Challenge

Number of unemployed persons per job opening, seasonally adjusted
Click and drag within the chart to zoom in on time periods



Source: U.S. Bureau of Labor Statistics.

There are currently almost 2 job openings per unemployed person in the US

Which means job seekers have more choices than they have had in decades

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Looking at the Wrong Problem

In workforce, we tend to look at everything through the lens of the “skills gap.” That still matters, but in many ways that’s *yesterday’s* problem.

Today’s problem is that people have *choices*, and employers are too frequently selling “products” they don’t want to buy: their jobs.

People *do* want to work, but they need a new value proposition

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Job Quality

A good job for one worker may not be a good job for another. But the more investments an employer makes in job quality, the better their odds of attracting and retaining the best workers.



Employers Need a People Strategy

- Jobs, like products and services, are something that can be *designed*
 - Being an "employer of choice" is more important than ever, and it doesn't happen by accident
 - Companies can design their jobs and workplaces as intentionally as they design their products or services



Photo by Timothy Barlin on Unsplash

Design Your Workplaces with Your Employees

But *how* do you redesign jobs and workplaces? Today we're going to teach you a method – one that leverages the direct wisdom of your own workforce.



Photo by ["My Life Through A Lens"](#) on [Unsplash](#)

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Why Human Centered Design and Job Quality?

- The promise of HCD when it comes to job quality: bringing those closest to the problem & including their voices in solving it
- This process is a way of working that employs **empathy**, **creativity**, and **rationality** to define, explore and solve problems.



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Our Guide to Designing a Human-Centered Workplace

1. Plan for Job Outcomes
2. Launch a Collaborative Workgroup
3. Learn from Employees
4. Design & Test Solutions
5. Measure the Impact



Photo by [2H Media](#) on [Unsplash](#)

<https://nationalfund.org/human-centered-workplace-guide/intro-to-guide/>

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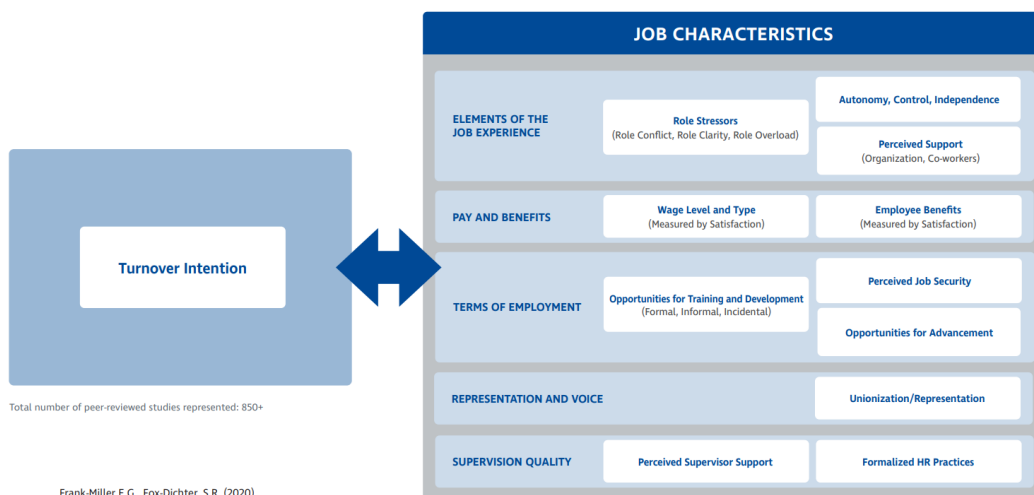
Making the Business Case with Job Quality Outcome Maps



- The *Job Quality Outcome Maps* project is study of the evidence base for improving jobs
- Five employer outcomes that are associated with 26 job design choices
- Over 50 years and 3000+ management studies represented in these maps
- Funded by Bill & Melinda Gates Foundation and conducted by Workforce & Organization Research Center (WORC)

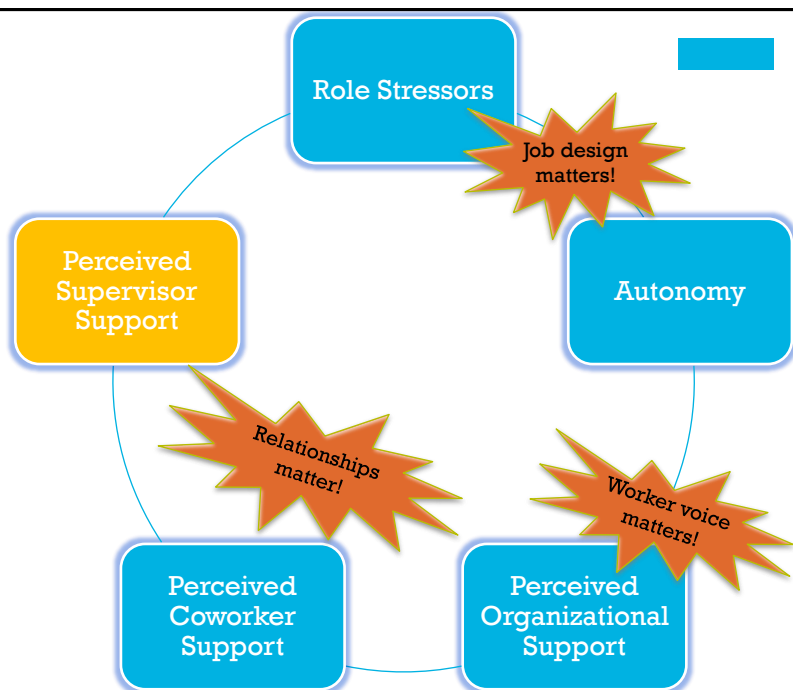
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Job Quality Outcome Map: *Turnover Intention*



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**Job Characteristic
Superstars
associated with
all 5 key
outcomes**



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How This Can Work: Mahaney Group

- Commercial construction company in Wichita, KS – 150 employees
- Stay interviews identified turnover intention, commitment to organization, job satisfaction as key outcomes
- Employee workgroup identified support from supervisors as critical variable
- Launched “Foremen TLC” supervisory training program to address issue, ran May – September 2021



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TURNOVER INTENTION

The average of the following questions:

"Thinking of the past 3 months, I often think about quitting my job."

"I am seriously thinking about quitting my job."

"I plan to look for a new job within the next 12 months."



32

TURNOVER INTENTION

The average of the following questions:

"Thinking of the past 3 months, I often think about quitting my job."

"I am seriously thinking about quitting my job."

"I plan to look for a new job within the next 12 months."

**STRONGLY
AGREE**



**STRONGLY
DISAGREE**

4.40/5.00

33

SIGNIFICANT INCREASES FROM MAY TO SEPTEMBER



7

WORC

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Questions?



Photo by [Camylla Battani](#) on [Unsplash](#)

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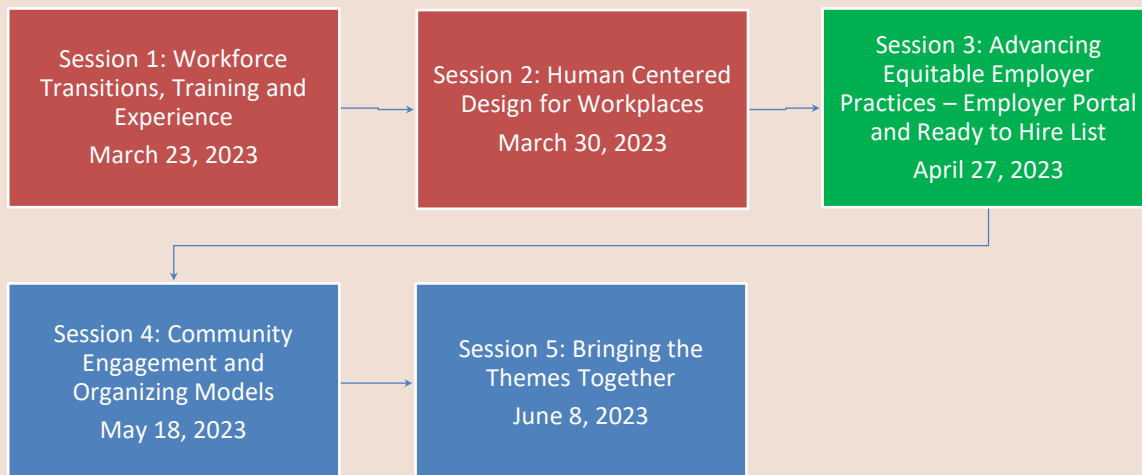
Questions and Conversation

What questions do you have for Abdulla and Tom?

What experiences do you have with Human Centered Design that you might want to share with your colleagues?

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Meet the Speakers

Advancing Equitable Employer Practices – Employer Portal and Ready to Hire List



Rosemarie Powell
Toronto Community
Benefits Network,
Canada



Carolyn Yang
TechEquity Center,
United States

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What are your next steps?

Share in the chat box.



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We Appreciate Your Perspective

Please complete this short survey.

Your responses will help us plan for future Community of Practice Sessions.

Survey Link: <https://www.surveymonkey.com/r/7F8KLJS>

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Workforce Transitions - Employer Practices Community of Practice

Session 1: Workforce
Transitions, Training and
Experience
March 23, 2023

Session 2: Human Centered
Design for Workplaces
March 30, 2023

Session 3: Advancing
Equitable Employer
Practices – Employer Portal
and Ready to Hire List
April 27, 2023

Session 4: Community
Engagement and
Organizing Models
May 18, 2023

Session 5: Bringing the
Themes Together
June 8, 2023

We look forward to having you
join us on March 30, 2023, at
2:00 – 3:30 pm ET for our next
Community of Practice call.

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THANK YOU!

 TAMARACK
INSTITUTE

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