

Good Jobs Strategy

A revamped system of business operation that prioritizes investments in the workforce.

Location: Implemented nationwide

Purpose: To help companies simultaneously invest in employees, create good jobs with dignity and meaning, and achieve low prices for customers through smart operational choices.

Lead Stakeholders: Business, Community

Process: Developed in 2017, the Good Jobs Strategy (GJS) is a business framework to improve employee working conditions and leverage these improvements for greater productivity. It aligns corporate and frontline operations through four key principles:

- Focus & Simplify: Clarify services and why customers choose the company.
- Standardize & Empower: Establish clear, uniform processes, enabling employees to work independently without redundant oversight.
- Cross-train: Equip employees with skills for multiple tasks, allowing flexibility to meet shifting demands.
- Operate with Slack: Staff above workload expectations, creating room for training and preventing constant crisis management.

Outcomes:

- A case study business saw same-store **sales growth increase** from average annual rate of **6.5% to 11.0%**, average **hourly wage of store employees increase 18%** in 3 years, and employee **turnover decrease nearly 45%** in the same 3-year window.
- Another case study business that implemented GJS saw **turnover drop by 53%**, **absenteeism by 66%**. Saved **\$1.2 million dollars** through improvement ideas solicited from employees.

