

# Business Exemplars of Good Jobs

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**Final Presentation**

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**START  
CENTER**

STRATEGIC ANALYSIS,  
RESEARCH & TRAINING CENTER

Department of Global Health | University of Washington



# OVERVIEW

- START Center
- Project Overview
- Approach
- Case Studies
  - MOD Pizza
  - Marlin Steel Wire
  - Sunland Home Care
  - Costco
- Key Insights
- Appendices



# PROJECT TEAM



**Angela Yang**  
MBA Student  
Project Manager



**Chidozie Declan Iwu, MPH, MSc**  
PhD Student, Epidemiology  
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**Anna Sutton, MPH**  
PhD Student, Epidemiology  
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Public Policy, Business  
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# START OVERVIEW



Leverages leading content expertise from across the University of Washington



Provides high quality research and analytic support to the Bill & Melinda Gates Foundation and global and public health decision-makers



Provides structured mentorship and training to University of Washington graduate research assistants

# PROJECT OVERVIEW



# PROJECT REQUEST

Mini case studies that profile businesses who have successfully implemented “good jobs” practices and address:

1. What incentivized or encouraged them to implement that practice or practices?
2. What has been the impact of the practice on the business’s health and well-being (e.g., the bottom line, employee retention, and other resiliency impacts)?
3. What has been the impact of the practice on the employees’ economic mobility--economic success (income and wealth), power and autonomy, and being valued in one’s community?



# GOOD JOB PRINCIPLES

## Good Jobs: A Working Definition

### Economic Stability

- Stable, family-sustaining pay
- Sufficient, accessible, and broadly available benefits
- Fair, reliable scheduling practices
- Safe, healthy, and accessible working conditions

### Economic Mobility

- Clear and equitable hiring and advancement pathways
- Accessible, paid training and development opportunities
- Wealth-building opportunities



### Equity, Respect & Voice

- Organizational and management culture, policies, and practices that:
  - are transparent and enable accountability
  - support a sense of belonging and purpose
  - advance DEIA\*
  - and address discrimination.
- Ability to improve the workplace, such as through collective action or participatory management practices

\*DEIA: diversity, equity, inclusion, and accessibility



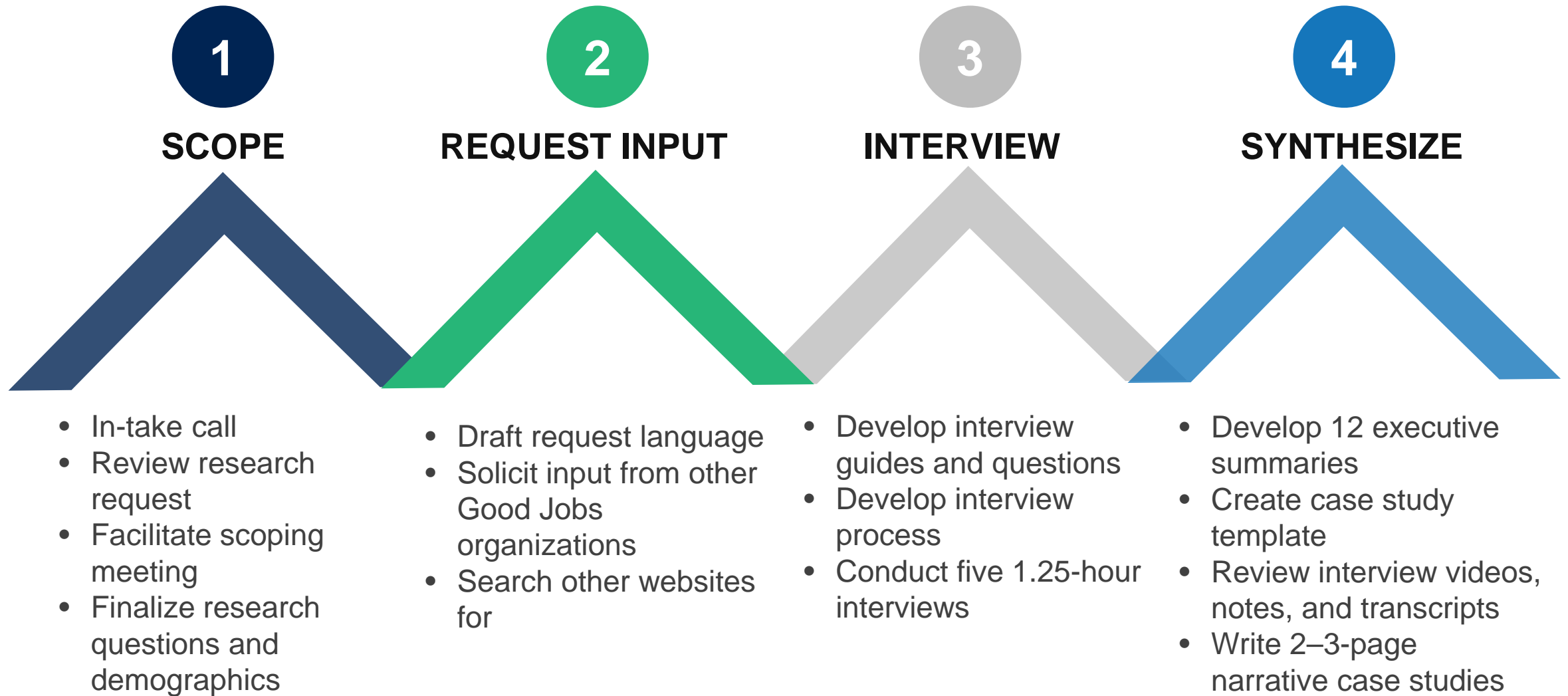
1. Pay
2. Working Conditions
3. Wealth Building Opportunities
4. Training/Development

Source: The Families and Workers Fund and Aspen Institute Economic Opportunities Program

# APPROACH



# PROJECT PLAN



# NARROWING DOWN

## Identifying Case Study Participants



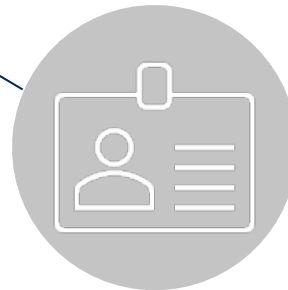
### **Review of Common Business Websites**

- Reviewed websites such as Forbes, Glassdoor, LinkedIn, Great Places to Work
- 26 identified companies



### **BMGF Connections in Industry**

- Drafted email to request input from other organizations working on Good Jobs
- 8 additional identified companies



### **Contacting Potential Interviewees**

- Out of 34 companies:
- Contacted 8 companies
- Conducted 5 interviews

# COMPANY OVERVIEW

Company	Good Job Principle	Large (>250) or Small (<250)	Location	Industry
<b>MOD Pizza</b>	Pay	Large	Seattle, WA	Hospitality
<b>Sunland Home Care</b>	Working Conditions	Small	Phoenix, AZ	Home Care Services
<b>Marlin Steel Wire</b>	Pay	Small	Baltimore, MD	Manufacturing
<b>Costco</b>	Training/Development	Large	Issaquah, WA	Retail
<i>Discover</i>	<i>Training/Development and Wealth Building Opportunities</i>	<i>Large</i>	<i>Chatham, IL</i>	<i>Financial Services</i>

# FINDINGS





## Company Overview

## Principle

## Rationale

## Approach

### Awards:

Inc.5000 list

Fortune:

20 Best Workplaces in Retail

Best Workplace for Women

Best Workplace for Diversity

**Robin Hamm, Head of Social Impact**

**Dayna Eberhardt, Chief People Officer**



MOD Pizza is a 2,530-employee restaurant business that believes in compensating employees for a good day's work and providing additional benefits, training, and a positive work environment to support their team members.

“MOD exists to serve people, in order to contribute to a world that works for and includes everyone. ”

MOD Pizza encourages businesses to consider the concept of "doing good" and "doing well."



## Company Overview

## Principle

## Rationale

## Approach

### Pay

**Fair Pay Practices:** MOD's goal is to provide a **fair wage**. This means exceeding the local minimum wage and aiming for 50<sup>th</sup> percentile. MOD conducts surveys and analyzes industry benchmarks at a very granular level, even considering zip codes to ensure consistency across their markets and states.

MOD conducts **pay adjustments** twice a year.

**Bridge Fund Crisis Relief Program:** Offers crisis relief support internally funded by employee payroll deductions.

### Working Conditions and Benefits

MOD Pizza recognizes that it is just one aspect among many that contribute to a positive working environment. They offer **flexibility in scheduling** and **offer additional benefits and opportunities** for stable employment, future mobility, and career growth to foster fairness and belonging.



## Company Overview

## Principle

## Rationale

## Approach

### Mission and Strategy

MOD founders aimed to create employment opportunities after the 2008 economic crisis. This history influences the company's decision-making process and commitment to be socially responsible.

It is important to set **multi-year goals**, such as five or ten years, while still having **meaningful milestones within shorter time frames**, like three years.

### Social Impact Role

As MOD Pizza experienced significant growth, they invested in a dedicated social impact team. This team worked closely with consultants to streamline existing initiatives and identify areas for deeper impact.

MOD offers a **record expungement program**, and has explored other housing, access to voting rights programs.



Company  
Overview

Principle

Rationale

Approach

## Challenges

**Policies and laws** in certain states may impact pay regulations and can cause discrepancies in neighboring cities.

(i.e., Washington wage law impacted Washington workers, however nearby Idaho workers also needed to be compensated fairly)

**Cost of business is a challenge and educating employees** is essential. Wage increases at the frontline level can impact multiple layers above to maintain equity, resulting in a compression effect.

## Impact

MOD conducts **employee engagement surveys** to gather feedback and assess the overall satisfaction and morale of their workforce.

MOD's **turnover rate is around 100%**, compared to industry rates of 200%. Even during the "great resignation" period, MOD continued to receive a high number of job applications.



**Company  
Overview**

**Principle**

**Rationale**

**Approach**

**Awards:**

**Great Place to Work:**

2019-2020, 2020-2021,  
2021-2022

**Best of Homecare:**

2023 - Leader in  
Experience, Provider of  
Choice, Employer of  
Choice

**Traci Beagley,  
Founder & CEO**



**Mission and Values Statement:** [Sunland's] mission is to inspire, educate and connect gifted care professionals to seniors and to provide support to enhance the relationship of our team and clients. [They] value excellence, humility, personal development and service to others.

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**Company Overview**

**Principle**

**Rationale**

**Approach**

**Working Conditions**

- Paid orientation
- Paid hands-on skills training
- Training in the field with mentor prior to first placement
- Paid lunchtime feedback sessions
- Weekly pay
- Flexible hours and scheduling
- Employee club tiers based on hours worked

**Other Good Jobs Principles**

- Starting hourly wage of \$17.00
- Health insurance, dental insurance, vision insurance
- 401(k) match

**Company  
Overview**

**Principle**

**Rationale**

**Approach**

**Priorities:**

- Providing meaningful jobs
- Mitigating caregiver turnover rates
- Recognizing caregiver economic fragility

**Traci's motivation**

“Our hiring practices, our training practices - they are the best and that really helps me sleep at night. I know that we are putting good people in the homes but, just as important as putting good people in the homes here in the Valley, I really want to provide meaningful jobs for people, and I find a lot of joy and satisfaction in that.”

**Company  
Overview**

**Principle**

**Rationale**

**Approach**

**Strategies**

- Going beyond state and locally mandated policies
- Encouraging caregiver feedback and acting on it
- Training and support at the individual and group level
- Employee recognition

**Impact**

“Based on the feedback that we've been given, our caregivers feel like they're part of a team - they feel like we listen to them when they have a concern. They feel valued. They feel appreciated.”

- Higher retention (40-60% attrition v 80% industry average)
- Business growth
- Recognition and awards based on employee and client feedback





## Company Overview

## Principle

## Rationale

## Approach

### Awards

Inc. 5000  
Inner City 100  
Precision Metalforming  
Pioneer  
Forbes Small Giant

Marlin Steel Wire was bought by Drew Greenblatt and moved from Brooklyn, NY to Baltimore, MD. The custom metal form company started with 9 employees and now has acquired additional assets in Indiana and Michigan.

### Drew Greenblatt, CEO



Drew credits organizational behavior teachings at Tulane during his MBA program for his approach to wages and wealth building. "Paying people well really gets their attention"

Quality Engineered Quick ®



## Company Overview

## Principle

## Rationale

## Approach

**2688 days** without a lost time accident in Baltimore, 1600 days without a safety incident in Indiana. “We start meetings asking about safety, we scrutinize near misses, and we upgrade equipment regularly” “We welcome OSHA and ask for ideas to improve safety”

## Working Conditions

**SHARP accredited** - “a level of safety achieved by only 5 companies in Maryland”

Immediately after acquiring Madsen in Indiana, Drew replaced outdated carpets in bathrooms, and updated the lighting so that employees are working in a well-lit area.

## Additional Good Jobs Principles

- Regular training for new equipment and new skills
- Starting pay: \$19.67/hr
- 100% Tuition reimbursement
- 4% 401k match



## Company Overview

## Principle

## Rationale

## Approach

### Priorities

Pay: Michigan factory starting wage will be \$20.50/hr where the three biggest employers in the area are paying \$14.50/hr.

“There's a lot of competitors out there ... so we're diligently taking great care of our teammates so they take great care of our clients”

### Mission and Motivation:

“We're going to attract the smartest people the most people most likely focused on quality and then we're gonna retain them after we train them and they're gonna stay a long time”



## Company Overview

## Principle

## Rationale

## Approach

### Community Building

9 out of 18 employees, **moved their families to Baltimore** after eight months of new pay practices, and safety and working condition improvements.

Baltimore Orioles game, Christmas party, family picnics, etc.

### Impact

“We had this big factory here and I could come in and park and I could park sideways because it didn't matter there's nobody else in the parking lot... because we raised wages so much...people have real careers, **now the parking lot in front of our factory is completely packed** and in some cases we're double and triple parked.”

“Now more than **50% of our employees own their own home**...which is a huge testament to how well we pay and how comfortable they are to exit rental properties and move into finding a mortgage and actually buying.”

## Company Overview

## Principle

## Rationale

## Approach

### Awards

#### Comparably:

2022 Best Company  
Perks & Benefits

**Best Places to Work in  
Seattle** 2022, 2021

#### Yahoo Finance:

2022 Company of the  
Year

**Glassdoor Employees'  
Choice Award**

**Pat Callans, Chief  
People Officer**



Costco, with its 850 warehouses, is well known for fostering highly engaged employees who passionately advocate for the brand.

**>90% of officers** in the companies are promoted from within, and **>90% of general managers** in their 850 warehouses started as hourly workers.

“Foundationally, it’s about taking care of employees. So, if you’re going to have a good company you need to hire and retain good employees.”



## Company Overview

## Principle

## Rationale

## Approach

### Training and Development

#### **Paid training:**

- On the Job Training (i.e., service assistants to service clerks, front end associate)
- Supervisor in Training
- Leadership 101 Training
- Merchandising training

### Other Good Jobs Principles

**Benefits:** 90+% of hourly employees are eligible for benefits and 90+% have elected benefits which speaks to the affordability of it.

**Pay:** Starting wage is around \$17.50, average wage is approaching \$30.

#### **Tuition Reimbursement**



## Company Overview

## Principle

## Rationale

## Approach

### Mission and Values

“It’s actually kind of like magical...where you have a manager coming up to you saying ‘**Have you ever thought about becoming a supervisor?** I really like your work ethic, I really like your energy, I really like you know the way that you deal with people’... that's really that's a powerful conversation”

### Opportunities

Employees are encouraged to apply for new positions and managers also have career conversations with employees. The development of people is key.

“I was a beneficiary of this myself... was probably five years into my career at Costco and Jim Sinegal you know asked me he's like OK like you're doing great and but did have you ever thought about doing something outside the legal department...”





Company  
Overview

Principle

Rationale

Approach

Challenges

"Some may say that only hiring from within has negatives, however it has worked for us."

Impact

Over 60% of U.S. employees have five or more years with Costco, and over one-third have more than 10 years.

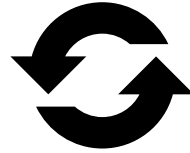
Costco conducts an annual global employee engagement survey to obtain feedback concerning ethics, compliance and engagement. The survey has had a **significant participation rate of 75%** and indicates a high level of satisfaction by employees with their work environment.

# KEY INSIGHTS

# KEY INSIGHTS



A strong vision and mission by leadership is key, and there needs to be personal commitment.



Good Jobs policies and practices need to be continuously improved upon



Success of a company is more about holistic good jobs principles, and most companies are likely to have more than one good job principle.

**Leaders need to be steadfast in their sense of responsibility to their employees**

# QUESTIONS?

[start@uw.edu](mailto:start@uw.edu)

# THANK YOU



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# APPENDIX

# RESOURCES

