


Step By Step Checklist	Associated Tool
<p><b>Step 1: Educate Yourself</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Find out what the conditions and costs of living are for your community</li> <li><input type="checkbox"/> Think about how this concept will fit in your organization</li> <li><input type="checkbox"/> List the reasons why your organization should consider this</li> <li><input type="checkbox"/> Determine where you are at right now with employee compensation</li> </ul>	<ul style="list-style-type: none"> <li>A. List of Websites and Internet Tools</li> <li>B. Agency Culture &amp; Values Worksheet</li> <li>C. Reasons to Consider Living Wage Handouts</li> <li>D. Benefit Value Worksheet</li> </ul>
<p><b>Step 2: Get Conceptual Buy-In</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Think about who the initial stakeholders are that need to be on board for this initiative to move forward</li> <li><input type="checkbox"/> Recruit a champion for this initiative</li> </ul>	<ul style="list-style-type: none"> <li>E. List of Characteristics and Role of Champion</li> </ul>
<p><b>Step 3: Find Your Number</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Start with the cost of living in your area for someone to be able to meet the basic human needs</li> <li><input type="checkbox"/> Calculate how that information breaks down by family composition</li> <li><input type="checkbox"/> Consider what your current employee population looks like</li> <li><input type="checkbox"/> Determine who the most vulnerable of your employees are</li> <li><input type="checkbox"/> Based on the information, determine the cost of living amount that applies to your vulnerable population and develop a wage floor</li> </ul>	<ul style="list-style-type: none"> <li>Refer to Tool A</li> <li>Refer to Tool A</li> <li>F. Vulnerable Employees Worksheet</li> <li>G. Living Wage Calculation Worksheet</li> </ul>
<p><b>Step 4: Develop an Impact Study</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Think about which departments within your organization need to be represented when preparing this study and what their role will be</li> <li><input type="checkbox"/> Consider the current compensation including nonmonetary benefits</li> <li><input type="checkbox"/> Calculate the gap between your identified cost of living target and your employees' total compensation</li> <li><input type="checkbox"/> Identify how many staff members are currently making less than your target wage floor</li> <li><input type="checkbox"/> Consider the distribution of those target staff within your organization</li> <li><input type="checkbox"/> Analyze what it will cost to raise them to the floor</li> <li><input type="checkbox"/> Identify possible sources of funds to cover the amount</li> <li><input type="checkbox"/> Make a decision about what your organization can afford right now</li> </ul>	<ul style="list-style-type: none"> <li>H. List of Roles</li> <li>Refer to Tool D</li> <li>Refer to Tool G Part 2</li> <li>I. Impact Study Worksheet</li> </ul> <div style="text-align: center;">  </div>
<p><b>Step 5: Buy-in Round Two</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Present information from the Impact Study to your initial stakeholders</li> <li><input type="checkbox"/> Get approval and buy-in to proceed</li> </ul>	
<p><b>Step 6: Make a Plan</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Anticipate concerns and objections and be prepared to address them</li> <li><input type="checkbox"/> Be prepared to address secondary issues <ul style="list-style-type: none"> <li>-Supervisor Differential</li> <li>-Equity Issues</li> <li>-Pay for Work Mindset and Displacement Concerns</li> <li>-Market Rate and Stewardship</li> </ul> </li> <li><input type="checkbox"/> Develop a list of tasks and assign deadlines</li> </ul>	<ul style="list-style-type: none"> <li>J. Answers to Common Objections</li> <li>K. Project Management Outline</li> </ul>
<p><b>Step 7: Bring Managers Onboard</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Put together a communication protocol to ensure the right message gets passed along (who says what when)</li> <li><input type="checkbox"/> Be prepared to talk about how this will impact programs</li> </ul>	<ul style="list-style-type: none"> <li>L. Communication Plan Worksheet Part 1</li> </ul>
<p><b>Step 8: Implementation</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Plan in advance for how you will communicate things to front line staff</li> <li><input type="checkbox"/> If you choose to move to your goal using a step up plan, set firm dates for when each step will be reached</li> </ul>	<ul style="list-style-type: none"> <li>L. Communication Plan Worksheet Part 2</li> </ul>
<p><b>Step 9: Periodic Review</b></p> <ul style="list-style-type: none"> <li><input type="checkbox"/> Be aware of changes in the cost of living for your community</li> <li><input type="checkbox"/> Remember that changes in benefits can affect your floor</li> <li><input type="checkbox"/> Set specific timeframes for reviewing your data</li> </ul>	

### **Living Wage Calculator - Penn State University**

- Best overall online calculator, 2008 data, state/county/city level for 50 states + DC
- Downloadable spreadsheet with instructions for adjusting for larger families and adding additional factors
- <http://www.livingwage.geog.psu.edu>

### **Family Budget Estimator - Center for Public Policy Priorities**

- Best format and details, 2007 data, but city/metro data is for Texas only
- Downloadable spreadsheet can be used with data from other sources or modified with additional factors
- [http://www.cppp.org/fbe/estimator\\_step1.php](http://www.cppp.org/fbe/estimator_step1.php)

### **Basic Family Budget Calculator - Economic Policy Institute**

- 2007 data, state/metro level for 50 states + DC
- Quick but basic online calculator with only a few factors. Downloadable Excel data tables can be used in the CPPP spreadsheet.
- [http://www.epi.org/content/budget\\_calculator](http://www.epi.org/content/budget_calculator)

### **Self-Sufficiency Calculator - Center for Women's Welfare**

- Self-Sufficiency Calculators for 8 states + DC
- Self-Sufficiency Standards downloadable spreadsheet for 37 states, county/metro level
- <http://www.selfsufficiencystandard.org/pubs.html>

### **Family Resource Simulator - National Center for Children in Poverty**

- Illustrates the impact of "work supports" such as earned income tax credits and child care assistance on family budget. Detailed bottom-up calculator with multiple inputs including wages for a specific family circumstance.
- Major metro areas in 24 states + DC
- <http://www.nccp.org/tools/frs/>

### **Out of Reach: Affordable Housing Calculator - National Low Income Housing Coalition**

- Calculator for the wages required rent an apartment
- County/metro level in 50 states + DC + PR
- <http://www.nlihc.org/oor/oor2011/>

### **Basic Economic Security Tables - Wider Opportunities for Women**

- Downloadable Excel data table for the US and some states
- <http://www.wowonline.org/usbest/>

## B: Organizational Culture Worksheet

Use this worksheet to help you identify the proper approach and key stakeholders within your agency based on the organizational culture.

<p><b>Tie In to Organization's Ethics</b></p> <p>Connection to Mission</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>Connection to Values</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>Connection to History</p> <p>_____</p> <p>_____</p> <p>_____</p>	<p><b>Relationship to Strategic Vision</b></p> <p><input type="checkbox"/> Strategic Plan</p> <p>_____</p> <p>_____</p> <p><input type="checkbox"/> Short Term Goals</p> <p>_____</p> <p>_____</p> <p><input type="checkbox"/> Long Term Goals</p> <p>_____</p> <p>_____</p> <p>_____</p>
<p><b>Organization's Typical Reaction to Change</b></p> <p><input type="checkbox"/> Embrace It</p> <p><input type="checkbox"/> Tolerate It</p> <p><input type="checkbox"/> Resist It</p>	<p><b>Organization's Speed</b></p> <p><input type="checkbox"/> Full Speed Ahead</p> <p><input type="checkbox"/> Situational</p> <p><input type="checkbox"/> Slow and Steady</p>
<p><b>Organization's Preferred Communication</b></p> <p>Type _____</p> <p>Frequency _____</p> <p>Preferred Modes _____</p> <p>Style _____</p>	<p><b>Acceptable Ways of Offering Opinions</b></p> <p><input type="checkbox"/> Rational Debate</p> <p><input type="checkbox"/> Impassioned Discussions</p> <p><input type="checkbox"/> On the Spot Brainstorming</p> <p><input type="checkbox"/> Other _____</p>
<p><b>Stakeholder Groups</b></p> <p>Formal Groups</p> <p><input type="checkbox"/> Board Members</p> <p><input type="checkbox"/> Leadership Team</p> <p><input type="checkbox"/> Human Resources</p> <p><input type="checkbox"/> Accounting</p> <p><input type="checkbox"/> Committee _____</p> <p><input type="checkbox"/> Other _____</p> <p>Informal Groups</p> <p>_____</p> <p>_____</p> <p>_____</p> <p>_____</p>	<p><b>Organizational Leaders</b></p> <p>Positional Power</p> <p>_____</p> <p>_____</p> <p>Expert Power</p> <p>_____</p> <p>_____</p> <p>Referent Power</p> <p>_____</p> <p>_____</p> <p>_____</p>

## 1. Definition

**Living wage:** a combination of wages and other benefits that is sufficient to provide individuals and their families with a standard of living in keeping with human dignity. The term is often used to indicate a wage rate mandated by state or local law that is higher than the federally mandated minimum wage. Proponents of a living wage consider it an essential tool for lifting workers out of poverty. Opponents argue that market forces should set wages and that the imposition of living wage laws will lead to the loss of jobs.

## 2. Related Catholic Social Teachings

The social teachings of the Catholic Church call for a floor of well-being on which all can stand, including a living wage that can support workers and their families in dignity. Over the past hundred years the Church has published numerous documents that address this issue, beginning with *Rerum Novarum* in 1891. In this encyclical (letter), Pope Leo XIII said that neither socialism nor capitalism was an adequate solution to the abuses of workers during the Industrial Revolution. He asserted that the relationship between employers and employees should include a “just salary” that would enable workers to support not only themselves but their families. Leo viewed the worker’s right to a sufficient wage as a dictate of natural justice that superseded the salary negotiations between employer and employee and the dictates of the free market. He said that a worker’s wage should be determined by the laws of justice and equity, and that any other procedure would be a clear violation of justice, even if the agreement was freely entered into by employer and employee.

Forty years later, in the encyclical *Quadragesimo Anno*, Pope Pius XI reaffirmed the principles of *Rerum Novarum*, and said that both socialism and capitalism, if unrestrained, would lead to abuses of workers. Socialism would lead to a denial of the right of workers to own their own property, and capitalism would lead to extreme individualism, leaving the poor unprotected. Although the gender roles in the quote below reflect 1931 sensibilities, the concerns about family integrity are relevant today.

*“In the first place, the worker must be paid a wage sufficient to support him and his family. That the rest of the family should also contribute to the common support, according to the capacity of each, is certainly right, as can be observed especially in the families of farmers, but also in the families of many craftsmen and small shopkeepers... . Every effort must therefore be made that fathers of families receive a wage large enough to meet ordinary family needs adequately.”*

In 1960, Pope John XXIII issued the encyclical *Mater et Magistra*, restating and reaffirming both *Rerum Novarum* and *Quadragesimo Anno*. He said that the human person was the criterion for evaluating socioeconomic situations, and that it was the calling of the Church as well as individual Christians to overcome excessive inequality among the various sectors of society.

*“Factors Determining Just Wage*

*“We therefore consider it Our duty to reaffirm that the remuneration of work is not something that can be left to the laws of the marketplace; nor should it be a decision left to the will of the more powerful. It must be determined in accordance with justice and equity; which means that workers must be paid a wage which allows them to live a truly human life and to fulfill their family obligations in a worthy manner.”*

1963’s *Pacem in Terris*, another encyclical from John XXIII, enumerated the rights of human beings, including the right to a just wage.

*“A further consequence of man's personal dignity is his right to engage in economic activities suited to his degree of responsibility. The worker is likewise entitled to a wage that is determined in accordance with the precepts of justice. This needs stressing. The amount a worker receives must be sufficient, in proportion to available funds, to allow him and his family a standard of living consistent with human dignity.”*

# C: Reasons for a Living Wage

In 1986, the US Conference of Catholic Bishops issued a document titled *Economic Justice for All: A Pastoral Letter on Catholic Social Teaching and the U.S. Economy*. This letter addressed many areas where social and economic issues overlap, noting that “The lack of a mutually supportive relation between family life and economic life is one of the most serious problems facing the United States today.” USCCB particularly noted that the Church, her agencies and institutions were not exempt from the moral principles governing justice in economic endeavors, that they should be exemplary employers in this regard, and that justice (not charity) demanded certain minimum wage guarantees.

*“...Work with adequate pay for all who seek it is the primary means of achieving basic justice in our society.*

*Basic justice also calls for the establishment of a floor of material well-being on which all can stand...*

*...The way power is distributed in a free market economy frequently gives employers greater bargaining power than employees in the negotiation of labor contracts. Such unequal power may press workers into a choice between an inadequate wage or no wage at all. But justice, not charity, demands certain minimum wage guarantees. The provision of wages and other benefits sufficient to support a family in dignity is a basic necessity to prevent this exploitation of workers.”*

*On the parish and diocesan level, through its agencies and institutions, the Church employs many people; it has investments; it has extensive properties for worship and mission. All the moral principles that govern the just operation of any economic endeavor apply to the Church and its agencies and institutions; indeed the Church should be exemplary. (emphasis in the original).”*

*We bishops commit ourselves to the principle that those who serve the Church - laity, clergy, and religious - should receive a sufficient livelihood and the social benefits provided by responsible employers in our nation.”*

## 3. Related Protestant Social Teachings

Mainline Protestant theologians generally hold a position on economics that is based in the Bible, that focuses on protecting the poor, and that recognizes of the essential dignity of the human person created in God’s image. This position is in accord with the Catholic position.

<http://www.baylor.edu/christianethics/GlobalWealthStudyGuide5.pdf>

In 1999, the Evangelical Lutheran Church in America issued *Sufficient Sustainable Livelihood for All* which declared that employers have a responsibility to treat workers with dignity and respect, as reflected in their pay, benefits, working conditions, job security and ongoing training. This document also affirmed the church’s intent to “compensate all people we call or employ at an amount sufficient for them to live in dignity.”

The General Convention of the Episcopal Church has passed multiple resolutions in recent years supporting community living wage campaigns and supporting paying a living wage to their own employees.

<http://www.thewitness.org/agw/gillett.041002.html>

Church of Christ minister, theologian and Old Testament scholar Dr. Walter Brueggemann wrote the following regarding solidarity with the poor. <http://www.thewitness.org/archive/may2002/entitledneighbors.html>

*The Exodus narrative, the Mosaic legislation, and the prophetic poetry are all agreed. The rich are not autonomous, but are under divine mandate to act in solidarity with the poor. It is the bottom line of this biblical, theological tradition. If solidarity with the poor is not to be welfare (that offends and is currently out of style among us) and is not to be charity (that never fully touches the big systemic issues), then a fair, living wage is precisely the vehicle through which a) we express a deep theological conviction about God’s*

# C: Reasons for a Living Wage

*will for the neighbor, b) we enact neighborly solidarity that cannot be denied, c) the advantaged are sheltered from the destructive consequences of acquisitiveness.*

## 4. Related Jewish Social Teachings

Rabbi Jill Jacobs argues for a legislated living wage from three principles of Jewish labor law and from a tradition of rabbinic intervention and influence in local labor laws. The three principles are the concept of *minhag hamakom* (the legal force of local custom), the responsibilities of an employer to an employee, and the responsibilities of an employee to an employer.

Jacobs says that two biblical verses provide the foundation for much of Jewish labor law. Jewish law distinguishes between two classes of workers—the *po'el*, who does unskilled work and is paid by the day; and the *kablan*, an artisan who does contract work and is paid by the product. The two texts below deal with the *po'el*, who is most similar to today's low-wage hourly workers.

*“Do not oppress your neighbor and do not rob him. Do not keep the wages of the worker with you until morning” (Leviticus 19:13).*

*“Do not oppress the hired laborer who is poor and needy, whether he is one of your people or one of the sojourners in your land within your gates. Give him his wages in the daytime, and do not let the sun set on them, for he is poor, and his life depends on them, lest he cry out to God about you, for this will be counted as a sin for you” (Deuteronomy 24:14–15).*

Rabbi Jacobs makes the following comments on these two verses:

*These verses are significant in their acknowledgment of the essential power and wealth imbalance between employer and employee. The texts understand both the employer's power to rob the employee and the employee's dependence on the wages. From these verses, we understand workers to be a protected category, perhaps similar to widows, orphans and sojourners. The Deuteronomy verses further include sojourners among the protected workers, thereby prohibiting us from distinguishing between Jewish and non-Jewish workers. From the biblical text, we therefore derive a few general principles. First, workers are understood to be poor and deserving of our protection. Second, both Jews and non-Jews are considered to be included in the category of protected workers. Third, the texts assert the need for specific legislation to prevent the oppression of workers.*

## 5. Examples in the Nonprofit Sector

In 2001, the group Senior Human Resource Executives of Large Catholic Health Systems drew up a statement of *Seven Principles Concerning the Just Wage*. The first principle was “Catholic health care organizations should establish plans to move them toward a just wage.” The fourth principle noted that “Competitive pay rates and market position can significantly challenge a Catholic organization's ability to pay just wages. At least in the case of lower-paid workers, however, such organizations should pay wages at or above the prevailing market rates and provide benefits that support family needs and the development of the worker.”

## 6. Examples in the Public Sector

Since 1994, around 110 municipalities have passed living wage ordinances, beginning with the city of Baltimore. The Baltimore ordinance required private contractors who received city funds to pay their workers enough to lift them above the federal poverty level. The ordinance initially set the pay floor at \$6.10, approximately \$1 above the \$5.15 federal minimum wage of the time, and increasing over time to remain above the poverty level. A 1999 study found that the overall impact to Baltimore's budget was a 1.2% increase, less than the rate of inflation. However, the prevalence of part-time workers meant that a living wage did not ensure a living income for every worker.

# C: Reasons for a Living Wage

In addition to Baltimore, impact studies have been conducted on living wage ordinances in San Francisco, Santa Monica, Los Angeles, New York, Atlanta, Miami, New Orleans, Boston, Detroit, New Haven, Hartford and other cities. Cost increases to employers were found to average between 1 and 2 percent, with a range of 0.3% to 3.9%.

## 7. Additional Resources

### **A discussion of the mainstream Protestant, Catholic, and Jewish positions**

Barend de Vries, *Champions of the Poor: The Economic Consequences of Judeo-Christian Values* (Washington: Georgetown University Press, 1998).

### **An evangelical Christian perspective**

Ronald Sider, *Just Generosity: A New Vision for Overcoming Poverty in America* (Grand Rapids, MI: Baker, 1999).

### **A Muslim perspective**

<http://www.the-platform.org.uk/2010/01/26/a-decade-on-how-can-we-reduce-poverty-in-our-communities/>

### **An interfaith perspective**

<http://letjusticeroll.org/>

### **Living wage studies, articles, databases and references from UC Berkeley**

<http://laborcenter.berkeley.edu/livingwage/resources.shtml>

## 8. Notes

Use this worksheet to help you calculate the full value of nonmonetary compensation that your employees receive.

### Employee Benefits (Include Value of Agency Paid Portions of Premiums)

<input type="checkbox"/> Health Insurance	Monthly _____	x 12 =	\$ _____
<input type="checkbox"/> Dental/Vision	Monthly _____	x 12 =	\$ _____
<input type="checkbox"/> Life Insurance/ AD&D	Monthly _____	x 12 =	\$ _____
<input type="checkbox"/> Long/Short Term Disability	Monthly _____	x 12 =	\$ _____
<input type="checkbox"/> HSA Contribution	Monthly _____	x 12 =	\$ _____
<input type="checkbox"/> Other _____	Monthly _____	x 12 =	\$ _____

### Employee Retirement Benefits (Include Value of Agency Match or Contributions)

<input type="checkbox"/> Match	Percent _____	Max Amount \$ _____
<input type="checkbox"/> Flat Dollar Amount		\$ _____
<input type="checkbox"/> Other _____		\$ _____

### Other Agency Provided Benefits (Include Value of Benefits)

<input type="checkbox"/> On-Site Child Care	Weekly _____	x 52 =	\$ _____
<input type="checkbox"/> Child Care Reimbursement	Weekly _____	x 52 =	\$ _____
<input type="checkbox"/> Free Lunch or Other Meals	Weekly _____	x 52 =	\$ _____
<input type="checkbox"/> Transportation Benefits	Weekly _____	x 52 =	\$ _____
<input type="checkbox"/> Other _____	Weekly _____	x 52 =	\$ _____

Overall Value \$ \_\_\_\_\_

Divide by 2080 to get hourly equivalent

\$ \_\_\_\_\_

*How vulnerable is the employee to loss of compensation should he or she have to miss work due to illness, to take care of child or other family members, or for other reasons?*

### Protection Against Loss of Wages

- Sick Pay
- Vacation Pay
- Holiday Pay
- Other Paid Leave
- Short Term Disability
- Long Term Disability
- Hardship or Other Loans
- Other \_\_\_\_\_



## E: Organizational Champion

### A. Characteristics of a Champion

Champions are people who:

1. Are optimistic and see opportunities instead of obstacles
2. Can influence and energize others
3. Accept risk
4. Have a taste for crossing boundaries
5. Give others credit and remain humble about their own roles
6. Repeat their successes – they have done this kind of thing before

What names popped into your head just now? Who are the people in your organization that demonstrate these characteristics? Write down their names:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_
4. \_\_\_\_\_

(If you have trouble thinking of someone, consider your peers, your past and present mentors, members of the board, and retirees or other former employees who are still connected.)

### B. Role of a Champion

Champions are distinct because they:

1. Adopt the project as their own
2. Show personal commitment to the project
3. Vigorously support the project beyond their job requirements
4. Generate support from others in the organization
5. Overcome opposition from others in the organization
6. Help the project through critical times

Now think about the names you wrote. Which of them can you see doing these things for your project? Who would be successful at it? These are your candidates. Write down their names:

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

When you get back to work, make an appointment with your top candidate, present your project idea and ask them to help you make it a reality.

Markham, Stephen K. & Griffin, Abbie. (1998). The breakfast of champions: Associations between champions and product development environments, practices and performance. *Journal of Product Innovation Management* 15(5).

Linder, Jane C. (2008). *Spiral up. . . and other management secrets behind wildly successful initiatives*. Saranac Lake, NY: AMACOM.

## F: Vulnerable Employees

*Use this worksheet to help you determine which of your employees might be the most vulnerable and most need the protection of a Living Wage. As a reminder, these are NOT criteria for making pay or promotion decisions.*

Demographic Factor	What's the impact of this factor?	Resulting Vulnerability (High, Medium, Low)
Gender		
Age		
Single or married		
Child - infant		
Child - preschool		
Child - school age		
Child - teenager		
Hourly or salaried		
Full-time or part-time		
Benefits or none		
Caregiver for disabled spouse, child, parent?		
Spouse has income		
Other		

Based on your analysis, the combination of demographic factors resulting in the greatest vulnerability would be: \_\_\_\_\_  
\_\_\_\_\_

### Questions to Consider:

- What public benefits are available in your state/county/city for the working poor?
- What is the cutoff level of income or resources for each of these benefits?
- Is there a crossover zone where each \$1 of increased income causes the loss of more than \$1 in public benefits

## Part 1: Identify Target Population and Annual Cost of Living

Using one of the several Living Wage Calculators based on the cost of living for your community or your own manual calculations, determine the hourly cost of living for any relevant household demographics.

- One Adult \$ \_\_\_\_\_
- One Adult, One Child \$ \_\_\_\_\_
- One Adult, Multiple Children \$ \_\_\_\_\_
- Two Adults, One Child \$ \_\_\_\_\_
- Two Adults, Multiple Children \$ \_\_\_\_\_
- Other Household Make-Up \$ \_\_\_\_\_
  
- Blend of Multiple Structures \$ \_\_\_\_\_

## Part 2: Identify Target Wage Floor (Agency Minimum Wage)

Once you have determined the cost of living in your community for your identified employee population, determine the minimum hourly rate that each employee would need to make in order to earn a living wage for your area.

Hourly Cost of Living Rate for Identified Population: \$ \_\_\_\_\_  
*(See Above)*

Subtract\* Hourly Value of Non-Monetary Benefits: - \$ \_\_\_\_\_  
*(Refer to Tool D)*

Agency Wage Floor = \$

*\*Some Living Wage Calculators already include the value of nonmonetary benefits received from an employer. If the calculator you use includes these benefits, then do not subtract them here.*



## H: Roles for an Impact Study

Use this worksheet to help you determine which departments and functions should be involved in the impact study, and what their roles should be. Write the names of the selected individuals in the last column.

Department or Function	Role	Selected Individual
<input type="checkbox"/> Project Lead or Project Champion	Chair the meeting	
<input type="checkbox"/> CEO/ED/President or their designee	Address overall agency strategy, make decisions	
<input type="checkbox"/> Chief Financial Officer or Accounting Director	Address agency financial strategy, identify sources of funds, make decisions	
<input type="checkbox"/> Accounting	Calculate cost of current salary and benefits, calculate the gap between current compensation and the desired living wage, calculate financial impact of the compensation and benefits changes in the various what-if scenarios, calculate the cost of the final salary and benefits changes for each program and for the agency overall	
<input type="checkbox"/> Human Resources	Provide salary info for current staff, provide benefits enrollment levels and cost factors for current staff, ensure that all decisions comply with legal and regulatory guidelines, evaluate the project impact on the agency compensation and benefits mix, integrate the project with the overall HR strategy	
<input type="checkbox"/> Admin assistant	Take minutes, provide clerical support	
<input type="checkbox"/> Other		
<input type="checkbox"/> Other		



# I: Impact Study Worksheet

Use this worksheet to calculate some of the possible economic considerations of implementing a living wage program in your agency.

What is the hourly Living Wage Floor you identified using Tool G Part 2? \$ \_\_\_\_\_

What is the breakdown of staff members who make less than that floor?

Program/Department	# Affected Employees	Total Cost to Move All to Floor	- Recoverable Cost	= Agency Funded Cost
Final Price Tag For Agency				\$ _____

What are some ways you can fund the Living Wage changes now?

Additional Fundraising: \$ \_\_\_\_\_

Cost Savings in Other Areas: \$ \_\_\_\_\_

Value of New Benefits: \$ \_\_\_\_\_

New Funding Sources: \$ \_\_\_\_\_

Other \_\_\_\_\_: \$ \_\_\_\_\_

Other \_\_\_\_\_: \$ \_\_\_\_\_

Other \_\_\_\_\_: \$ \_\_\_\_\_

Total: \$ \_\_\_\_\_

What can you afford to pay towards a living wage right now?

- \$ \_\_\_\_\_

What is the gap between agency final price tag and what you can afford to do right now?

= \$ \_\_\_\_\_

If you are not able to get to where you need to be today, what plans can you put into place to implement a living wage incrementally?

2011	2012	2013	2014



## J: Common Objections to Living Wage

The following are some common misunderstandings and arguments that have been made regarding living wage campaigns.

*Myth: Workers should earn what their skills are worth. The market determines the value of their labor.*

Truth: The lowest income bracket has been getting steadily poorer and the real value of minimum wage has steadily declined since 1968. This has occurred despite increasing productivity in US workplaces. Low wage workers live in extreme poverty and can not afford decent housing, nutritional intake, health care or basic necessities for them or their families. This is not a question of abstract market theory; this is about real people who work two and three jobs just to scrape by. Working families should not live in poverty.

The situation for low wage workers is still getting worse. Facts courtesy of the Economic Policy Institute: "Wages for the lowest-paid 10% of workers fell 9.3% between 1979 and 1999. In 1999 26.8% of the workforce earned poverty-level wages, an increase from 23.7% in 1979." The inflation-adjusted value of the minimum wage was 17% lower in 2009 than it was in 1968.

*Myth: Paying a living wage will put the workers you're trying to help out of a job. If you are paying higher wages, you will attract a higher skilled or educated worker. The people who have these jobs now will be displaced and out of work. We need low-wage jobs to guarantee work for low-skilled workers.*

Truth: Though displacement is often used as an argument against living wage implementation, there is no documentation of its occurring as a result of living wage policies. It is pure and groundless speculation. The issue is that compensation for entry level jobs should not mean poverty wages. More importantly, organizations can put policies in place to set up a system to monitor hiring trends and ensure that the agency doesn't implement hiring practices that are racist or classist.

*Myth: People need to start from the bottom and work their way up. That is the American way. If they are stuck in low paying jobs, it is because they haven't done their part to better themselves. Giving them a handout isn't going to help them to improve their employment outlook.*

Truth: The poverty of low-wage workers is inexcusable. Because it is impossible to survive on the current federal minimum wage, many workers are forced to take additional jobs to make ends meet. They work very hard and often have to sacrifice spending time with their families or even sleep in order to meet the basic necessities for their family. Were workers able to maintain a decent standard of living on the wages of one job (in other words, were to make a living wage) not only would they have more time to spend with their families, but were they so inclined, workers would have more time for technical, linguistic, or academic coursework, have time to participate in the political process, and more time to be involved in their communities.

A living wage is not a handout. By earning a living wage, workers in fact, are not longer dependent on government poverty programs. A living wage guarantees decent pay for decent work which is, if anything, part of the "American dream" to work free from exploitation. Poverty wages are a national problem, and we need to work together to raise the wage floor. The best place to start is at home in our communities.

Resources:

[http://www.livingwageaction.org/resources\\_faq.htm](http://www.livingwageaction.org/resources_faq.htm)

<http://www.epi.org/>

## K: Project Management Outline

Who	What	How	Why	When Due	When Done
Project Lead	Create Project Management Outline	Use Excel template	To assign and track implementation tasks	October 15, 2011	October 15, 2011
Project Lead	Develop communication plan for agency managers	Tool K: Communication Plan Worksheet Part 1	To achieve buy-in with managers and prep them to communicate with their staff	October 30, 2011	
Project Lead, Public Affairs	Develop communication plan for front-line staff	Tool K: Communication Plan Worksheet Part 2	To achieve buy-in with staff and address their questions and concerns	November 5, 2011	
Project Lead	Schedule meeting with managers	Google Calendar	Communication	November 10, 2011	
Project Lead, Champion, CEO	Bring managers onboard	Conference room	To achieve buy-in with managers and prep them to communicate with their staff	December 10, 2011	
HR, Managers	Review program-level impact on staff	Meetings	Understand the impact on the staff in each program, address any manager's concerns	January 15, 2012	
Managers, Accounting	Review program budgets and fine-tune financial impact estimates	Budget meetings	Understand the financial impact on each program, revise budgets	January 30, 2012	
Project Lead, Public Affairs	Schedule all-staff announcement date	Preferred methods - all-staff meeting, town halls, etc	To announce the plan, achieve buy-in with staff and address their questions and concerns	February 5, 2012	
Public Affairs, CEO, Managers	Publicize the plan with all staff	Town hall meetings, emails, videos, program staff meetings, etc	To socialize the concept with all staff and address any questions and concerns	March 1, 2012	
HR, Managers	Make salary adjustments	HR process	Step up or all-at-once adjustment on the planned dates	July 1, 2012	
HR	Convene Task Force	Recruit representatives from all agency functions and from multiple levels	Periodic review and revision of Living Wage calculations, recommend changes as needed to maintain a reasonable floor for vulnerable populations, keep agency staff engaged in the topic	July 15, 2012	
HR	Review agency impacts and report to Executive Team	Gather and evaluate data	Evaluate the impact against the goals of the project, maintain the topic as an agency priority	Quarterly or Annually	



# L: Communication Plan Worksheet

## Part 1

*This worksheet is intended to help you in planning how you will communicate the Living Wage program to various stakeholders.*

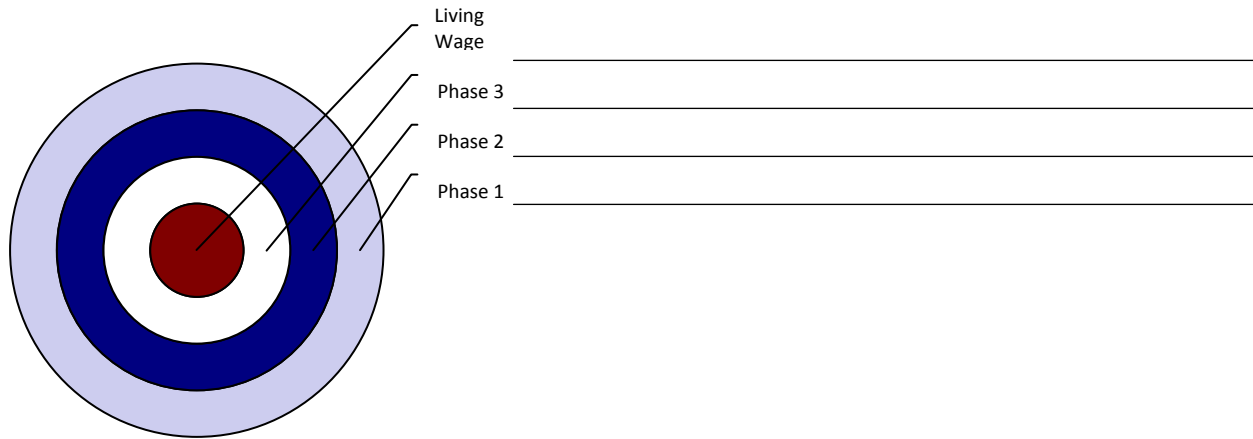
**Talking Points:** What are the top concepts that you want to communicate? Identifying these will help ensure everyone is giving the same message.

**Stakeholder Buy In:** Finding the right message for different stakeholders is key to success. Take time to think about how each group will be affected, what is important to them, and how they benefit from the change.

Stakeholder	Key Motivators	What's in it for me?
Target Vulnerable Employees		
Front Line Staff		
First Level Supervisors		
Mid-Level Managers		
Executive Leadership		

*This worksheet is intended to help you in planning how you will communicate the Living Wage program to various stakeholders.*

### Implementation Plan



### Communication Timeline

Message	To Who	By Whom	When