

QUALITY JOBS

PURPOSE

This policy provides guidance on quality jobs. This policy supersedes Local Policy Bulletin #2019-18 Quality Jobs, dated June 25, 2020. Retain this policy until further notice.

REFERENCES

- Workforce Innovation and Opportunity Act, Public Law 113-128

POLICY

A quality job creates a high standard of living for an employee. The US Department of Commerce defines a quality job as:

Quality Jobs: *All members of the workforce are respected and valued as important to an organization's success. The organization's policies, practices, and environment ensure high levels of well-being, compensation, empowerment, and growth. Leaders create systems to foster a diverse, equitable, and inclusive workplace.*

The concepts in the definition can be defined as:

1. *Well-being: Quality jobs prioritize the physical, mental, and emotional well-being of workers, promoting a healthy work-life balance and providing resources for employee support systems and engagement initiatives.*
2. *Compensation: Workers in quality jobs receive fair and competitive compensation that aligns with labor market standards, ensuring that their wages reflect their skills, qualifications, and contributions.*
3. *Empowerment: Quality jobs empower workers by providing opportunities for career development and advancement, enabling them to grow and progress within the organization*
4. *Growth: These jobs offer pathways for personal and professional growth, including training programs, skill development initiatives, and the potential for upward mobility, which enhance workers' long-term prospects and economic mobility.*

Through WIOA, states and local areas can leverage workforce training funds to improve the quality of front-line jobs. WIOA's increased emphasis on work-based learning models, incumbent worker training, and on-the-job training grants—coupled with state and local options under the law to set standards for employer participation in such programs—create new partnership opportunities with high-road employers, enabling workers to earn while they learn as well as promoting improved job quality.

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State and local WIOA programs offer employment and training services that help workers—especially low-income individuals and those with barriers to employment—improve their skills and succeed in the labor market. However, many WIOA participants are placed in low-wage jobs with no benefits, no paid leave, and unfair scheduling practices. Such low-quality jobs have high turnover, hurting workers and programs. When former WIOA participants quickly leave jobs that lack benefits or workplace protections, they lose wages, experience job dislocation, and churn back to the workforce system—leaving participants worse off and squandering limited WIOA resources.

This policy sets job quality criteria for employers to receive work-based training placements and establishes job quality standards as part of the performance expectations for WDBVC contractors and subrecipients.

This policy is based on the National Fund’s Job Design Framework. The framework allows staff to choose the combination of items that best fits their customers' needs. It is vital for staff to understand what comprises each element of the chart in Attachment I. The framework is divided into three categories for designing a good job: Core, Opportunity, and Voice. Each of these categories and the elements within them is important to understand when connecting customers with good jobs.

Each pillar in the National Fund’s Job Design Framework has subcategories that align with the definition of a quality job. The metrics can be used to do the following:

- Monitor growth of the job quality dimension across industries in the region.
- Understand the state of job quality in the region.
- Understand how workforce board employers compare in job quality dimension compared to non-workforce employers and governmental agencies in the region.

With this information at hand, staff shall ensure that the jobs they connect their customers with include elements described in the framework.

The updated framework includes an evidence-based outcome symbol system that links job design elements to validated business metrics, such as retention, commitment, engagement, performance, and reduced burnout. Staff are encouraged to reference these outcome indicators when making the case for job-quality improvements to employer partners.

Core: Compensation <i>Category: Compensation</i>	
Sustainable pay	<ul style="list-style-type: none"> • % of employees making a living annual wage
Benefits	<ul style="list-style-type: none"> • Is paid sick leave available to all employees? How many days? • % eligible for insurance and/ or % of frontline employees who have benefits package • Annual cost to employees for health insurance (monthly premiums + deductible) • # of weeks of paid family leave • % of employees who lose unused PTO days • % of employees enrolled in Employee Assistance Programs

Core: Work Environment <i>Category: Well-being</i>	
Stable hours and scheduling	<ul style="list-style-type: none"> • # of weeks' notice for schedules • % full-time employees
Safety	<ul style="list-style-type: none"> • # of safety incidents from employees in the last year
Job Security	<ul style="list-style-type: none"> • # of layoffs in the last 5 years • Employee Turnover
Role Clarity	<ul style="list-style-type: none"> • Presence of written job descriptions accessible to all employees • Presence of documented performance expectations provided at onboarding
Wrap-around Supports	<ul style="list-style-type: none"> • Presence of tax credit options for employees or flexibility for employees • Presence of childcare options/subsidy for employees or flexibility for employee to meet their childcare needs • Presence of transportation options/subsidy for employees or flexibility for employee to meet their transportation needs • Presence of housing options/subsidy for employees or flexibility for employee to meet their housing needs

Core: Supervision Quality <i>Category: Well-being</i>	
Fairness and Respect	<ul style="list-style-type: none"> • Presence of a process for employees to address issues within their supervisor relationship
Open Communication	<ul style="list-style-type: none"> • Presence of regular 3, 6, and/or 12-month employee reviews
Anti-discrimination and anti-profiling policies	<ul style="list-style-type: none"> • Presence of and/or # of high-quality and regularly scheduled anti-discrimination, anti-violence, anti-hostility, and anti-harassment trainings.

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	<ul style="list-style-type: none"> • Presence of clear reporting processes and policies around anti-discrimination, anti-violence, anti-hostility, and anti-harassment training.
Transparent Grievance Policy	<ul style="list-style-type: none"> • Presence of a transparent grievance process
Inclusive Leadership	<ul style="list-style-type: none"> • Presence of documented inclusive leadership practices or training for managers • % of managers who have completed inclusive leadership or equity-focused training
Formalized HR Practices	<ul style="list-style-type: none"> • Presence of an HR process to assist employees with employment-related issues • Presence of a documented onboarding process for new hires

Opportunity: Training and Opportunities for Advancement <i>Category: Empowerment</i>	
Entry-level training	<ul style="list-style-type: none"> • % of employees promoted from within • # of employees retrained by the employer
Cross-Training	<ul style="list-style-type: none"> • Funding allocated per employee for professional development/upskilling programs • # of workers who completed upskill programs
Specialized Training	<ul style="list-style-type: none"> • Presence of specialized training to help employee grow into their role and/or in the company
Educational Benefits	<ul style="list-style-type: none"> • Presence of an educational benefits program to help employees access more educational opportunities
Formal Career Pathways	<ul style="list-style-type: none"> • Presence of clear pathways and processes for promotion to the next employment level
Apprenticeship	<ul style="list-style-type: none"> • Presence of structured training with hands-on experience, supported by mentorship, and typically includes clear, progressive compensation levels that increase as skills and competencies develop.
Skill Level and Task Variety	<ul style="list-style-type: none"> • Presence of documented role complexity progression (skill laddering) • % of employees with access to varied task assignments that build transferable skills

Opportunity: Leadership <i>Category: Empowerment</i>	
Feedback from Doing the Work	<ul style="list-style-type: none"> • Presence of structured feedback loops between frontline workers and supervisors • % of employees who report receiving actionable feedback on their performance

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Supportive Supervision	<ul style="list-style-type: none"> • Presence of supervisory training program • % of supervisors who have completed supervisory effectiveness training
Peer Mentorship	<ul style="list-style-type: none"> • Presence of Peer Mentorship programs that employees can access
Job Coaching	<ul style="list-style-type: none"> • Presence of Job Coaching programs that employees can access

Opportunity: Acknowledgment <i>Category: Empowerment</i>	
Internal and External Recognition	<ul style="list-style-type: none"> • Presence of internal and external recognition program (i.e., Employee of the Month)
Compensation	<ul style="list-style-type: none"> • Presence of individual or team bonus opportunities • Presence of perks that employees get outside of their base salary

Voice: Engagement <i>Category: Empowerment</i>	
Measurement of engagement	<ul style="list-style-type: none"> • Creation of special committees of employees to provide input on important decisions (e.g., relocations, expansions, etc.)
Meaningfulness	<ul style="list-style-type: none"> • Employees indicate feeling meaning in their work in an annual survey • The indicator can be decided through focus groups with key stakeholders
Mattering	<ul style="list-style-type: none"> • Employees indicate feeling meaning in their work in an annual survey • The indicator can be decided through focus groups with key stakeholders
Task Importance	<ul style="list-style-type: none"> • % of employees who report understanding how their work contributes to the organizational mission • Presence of regular communications connecting employee work to organizational impact
Supportive Co-workers	<ul style="list-style-type: none"> • Presence of team-based or peer support structures • % of employees who report positive co-worker relationships in the annual survey
Autonomy and Independence	<ul style="list-style-type: none"> • Presence of employee-led project teams or autonomous work assignments • % of employees who report having appropriate independence in their role

Voice: Improvement <i>Category: Empowerment</i>	
Inclusive, continuous improvement process	<ul style="list-style-type: none"> Employee Survey done once a year at a minimum

Voice: Participation <i>Category: Empowerment</i>	
Participatory management	<ul style="list-style-type: none"> Presence of worker voice in company boards Appointed employees as board members or members of existing management teams
Autonomous teams	<ul style="list-style-type: none"> Employees have autonomy over projects
Formal representation	<ul style="list-style-type: none"> % of workers covered by collective bargaining agreements Appointed directors to meet regularly with employees to provide the worker perspective at board and/or manager meetings
Employee stock ownership	<ul style="list-style-type: none"> Presence of an employee share ownership program

Equity and Inclusion <i>Category: Empowerment</i>	
Age Distribution	<ul style="list-style-type: none"> Elder Employee Accommodations The age of workers is spread across working-age ranges
DEI Hire Initiatives	<ul style="list-style-type: none"> Diversity of the workforce as compared to the population Gender representation as compared to the population (50/50) % of increased diversity of applicants and hires
ADA & Language Accommodations	<ul style="list-style-type: none"> Presence of an accessibility audit and systemwide reasonable accommodation policies and procedures. Presence of programs or accommodations to help improve English skills that lead to promotions, higher wages, or increased morale for English Language Learners
Immigrant/Refugee Background	<ul style="list-style-type: none"> # of immigrant or refugee job seekers hired in their previously credentialed field.

A Job Quality Menu for Employers is attached to help assess a business’s job quality and expand job quality in the region. Job quality refers to the policies, practices, and environment within your organization that ensure high levels of well-being, compensation, empowerment, and growth for employees. The Job Quality Worksheet will help job seekers and the service providers who support them identify what they need in a job and which priorities to look for in employment

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opportunities. These sheets are not a mandate, but rather an opportunity to assess employment opportunities and possibly improve conditions for workers.

ACTION

Bring this policy to the attention of all affected staff.

INQUIRIES

Inquiries regarding this policy can be addressed to the WDBVC at 805-477-5306.

/S/ Rebecca Evans, Executive Director
Workforce Development Board of Ventura County

ATTACHMENTS:

- Attachment I - Job Design Framework
- Attachment II - Job Quality Menu for Employers
- Attachment III - Job Quality Worksheet for Job Seekers

Job Design Framework

The Job Design Framework is a tool to help companies improve job and workplace quality the same way you might improve products or services. It is rooted in the idea that any company can be an employer of choice, but you need a strategy for getting there.

Begin With Equitable and Inclusive Leadership

The pillars below describe the workplace qualities that matter most to employees. These qualities have the greatest impact when everyone can access them, regardless of background. Employers who are inclusive are better able to hire, keep, and promote from a broad range of workers which is good for both their organization and their community. You can start anywhere in this framework, but you'll see the strongest results when many people across roles and levels are involved in the workplace redesign effort.

The Pillars

Core

Employees' basic needs are satisfactorily met through their work and internal/external supports.

Compensation

- Competitive pay and benefits*

Work Environment

- Work conditions and safety (physical, psychological)*
- Flexible and stable scheduling*
- Job security*
- Wrap-around supports (i.e. childcare, transportation, tax credits, etc.)*
- Role clarity[●]
- Formalized HR practices*

Opportunity

Employees have opportunities to develop their skills and advance their careers.

Skill and Career Development

- Opportunities for training*
- Opportunities for advancement*
- Skill level and variety*
- Task variety*

Leadership

- Feedback from doing the work*
- Inclusive leadership*
- Supportive supervision[●]

Voice

Employees are empowered, engaged, and have agency.

Engagement

- Autonomy and independence[●]
- Task importance*
- Supportive co-workers[●]
- Experience meaning at work*

Participation

- Formal representation*
- Employee stock ownership[§]
- Participatory management[§]

How Will This Impact My Business?

Over 50 years of organizational science studies show that workplace design choices are closely connected with several universal and validated business metrics. By designing better jobs, you can design a better business as well. See our Job Design Outcome Maps for more details.

What These Symbols Signal

- * Associated with one or more positive business outcomes from the Job Design Outcome Maps (Retention, Commitment, Engagement, Performance, Burnout)
- Associated with all five outcomes from the Job Design Outcome Maps
- § Associated with improved financial outcomes

Job Quality Menu for Employers

This menu is meant to help you self-assess the quality of jobs in your business and expand job quality in the region. Job quality refers to the policies, practices, and environment within *your organization that ensure high levels of well-being, compensation, empowerment, and growth* for employees. This is not a mandate, but rather an opportunity to assess your employment opportunities and possibly improve conditions for workers. Use the menu below to check off all the items your company offers to assess your organization’s job quality and identify possible areas of improvement.

- Company-wide Job Quality Assessment
- Role-Specific Job Quality Assessment – Job Title: _____

Compensation - focuses on how employees are compensated for their work.

- Wages are competitive for my organization’s industry and adjusted for regional cost-of-living indicators
- Paid sick leave is available
- Paid health insurance is available
- Paid family leave is available

Work Environment - focuses on the work environment policies and procedures

- Schedules are decided at least one week ahead of time to account for life scheduling
- An organization hires full-time employees more often than contractors
- Organization is safe for employees (Had fewer than 5 safety incidents in the last year)
- The organization has had a few layoffs (no more than 2 layoffs in the last 5 years)
- The organization has low employee turnover (in the last 5 years)
- Role clarity: employees have written job descriptions and documented performance expectations
- Tax credit options for employees or flexibility for employees at my organization
- Childcare options/subsidy/supports for employees or flexibility for employee to meet their childcare needs
- Transportation options/subsidy for employees or flexibility for employee to meet their transportation needs
- Housing options/subsidy for employees or flexibility for employee to meet their housing needs

Supervision Quality - focuses on organizational policies that improve supervision quality

- A process exists for employees to address issues within their supervisor relationship
- Presence of regular 3, 6, and/or 12-month employee reviews
- Org. provides regularly scheduled anti-discrimination, anti-violence, anti-hostility, and anti-harassment trainings
- Clear reporting processes and policies around anti-discrimination, anti-violence, anti-hostility, and anti-harassment
- A transparent grievance process exists, and employees know how to use the process
- Inclusive leadership: managers have completed equity-focused or inclusive leadership training
- Formalized HR practices: a documented HR process exists to assist employees with employment-related issues and onboarding

Training (Empowerment) - focuses on employee training opportunities.

- Employees are promoted from within (in the last 3 years)
- Employees have opportunities to be retrained and advance within the organization
- The organization has funding allocated per employee for professional development/upskilling/reskilling programs
- Skill level and task variety: employees have access to varied assignments that build transferable skills

Internal Assistance - focuses on the support given to employees while working within an organization.

- Financial wellness program/s are offered to employees
- A 401K or retirement plan is offered to employees
- The cash assistance program is available to employees

Career Development - focuses on career development opportunities that employees have access to.

- Presence of specialized training to help employee grow into their role and/or in the company
- Educational benefits program to help employees access more educational opportunities
- Presence of clear pathways and processes for promotion to the next employment level

Leadership - focuses on supervisory effectiveness and feedback.

- Feedback from doing the work: structured feedback loops exist between frontline workers and supervisors
- Supportive supervision: supervisors have completed a supervisory effectiveness training program

Mentorship and Coaching - focuses on mentorship and coaching programs available to employees.

- Presence of peer mentorship programs that employees can access
- Presence of job coaching programs that employees can access

Acknowledgment - focuses on the organization's policies that recognize and celebrate employee work.

- There is an internal and external recognition program (i.e., Employee of the Month) at my organization
- There are perks that employees get outside of their base salary at my organization
- There are individual or team bonus opportunities at my organization

Engagement & Participation - how employees impact and influence organizational decision-making

- There is a way for employees to provide input on important decisions (e.g., relocations, expansions).
- The organization conducts an employee survey at least once a year
- Workers are covered by collective bargaining agreements
- There is a worker voice in organizational boards, manager meetings, and/or leadership decisions
- Presence of an employee share ownership program
- Task importance: employees are regularly informed how their work connects to the organizational mission
- Supportive co-workers: team-based or peer support structures are in place
- Autonomy and independence: employees have appropriate independence in how they structure their work

Equity and Inclusion - focuses on specific equity and inclusion programs

- The organization has efforts in place to diversify the workplace (gender, race, age, etc.)
- There is an accessibility audit and systemwide reasonable accommodation policies and procedures present
- The organization has and hires employees older than 65
- Presence of programs or accommodations to support English skills that lead to promotions, higher wages, or increased morale for English Language Learners
- The organization has and hires immigrant or refugee employees

What insights stood out to you, or what did you learn about your organization based on your responses?

Are there any opportunities you would like to offer your employees but need help delivering?

Which area of business performance would you most like to improve? For example, this could include reducing vacancies, increasing employee retention, enhancing employee engagement or performance, or addressing burnout.

Where do you see the greatest opportunities to improve job quality or overall business outcomes?

Are there additional ways your organization supports employee success or invests in job quality that were not captured in this survey?

What is the next job quality opportunity you want to tackle? _____



Job Quality Worksheet for Job Seekers

Sometimes, job seekers do not consider quality-of-work factors beyond pay and job role. This checklist will help job seekers and the service providers who support them identify what they need in a job and which priorities to look for in employment opportunities. Check off the items most important to you under each category.

What are the things in my life that my next job will need to be aware of and potentially work around? (e.g., childcare, flexibility due to healthcare needs, etc.)

The minimum wage I need is: _____

Compensation - focused on how much you are paid and includes wages, employment status, benefits, long-term financial wellness, and distribution of pay across the organization/industry.

- I need a job where paid sick leave is available
- I need a job that provides health insurance for my family and me.
- I need a job where paid family leave is available

Work Environment - focuses on how your work environment is set up and includes understanding your needs regarding scheduling, employment status, and safety.

- I need a job where schedules are set at least one week in advance.

My other scheduling needs are _____.

- I need a job where I am a full-time employee
- I need a secure job (where there have been few layoffs and low employee turnover)
- I need a job where my role and performance expectations are clearly written and explained to me

Supervision Quality - focuses on any needs you have around how you are supervised on the job.

- I need a job where there is a process for me to address issues with my supervisor
- I need a job that provides anti-discrimination, anti-violence, anti-hostility, and anti-harassment trainings
- I need a job with clear reporting processes and policies around anti-discrimination, anti-violence, anti-hostility, and anti-harassment
- I need a job that has a transparent grievance process (a process to raise a problem or complaint to the employer)
- I need a job where managers practice inclusive leadership and have received training on equity in the workplace

Training – focuses on on-the-job training and opportunities to advance.

- I need a job that provides opportunities to move up and be promoted within the organization
- I need a job that provides training and retraining on the job
- I need a job that provides professional development/upskilling/reskilling programs
- I need a job that gives me access to a variety of tasks and assignments that help me build transferable skills

Internal Assistance - focuses on the type of support you will need while you are working.

- I need a job that provides a 401K or retirement plan
- I need a job that provides a cash assistance program
- I need a job that has an HR process to assist me with employment-related issues and questions
- I need a job that provides a financial wellness program and financial education

Are there any other supports you need that will help you maintain your employment:

Career Development- focuses on programs and services offered to get you on track for a promotion and/or other career development you may need.

- I need a job where there is specialized training to help me grow into my role and/or in the company
- I need a job that provides educational benefits to expand my learning
- I need a job where there is a clear pathway and process for promotion to the next employment level

Leadership- focuses on feedback and supervisory support at the job.

- I need a job where I receive regular, useful feedback from my supervisor on how I am doing
- I need a job where my supervisor has received training on how to be an effective and supportive manager

Mentor and Coaching - focuses on mentorship and coaching you may need in your role.

- I need a job where there is a peer mentorship program that I can access
- I need a job where there is a job coaching program that helps me explore job growth

Acknowledgment- focuses on how the company appreciates you and your work.

- I need a job where there is an internal and external recognition program (i.e., Employee of the Month)
- I need a job where there are individual or team bonus opportunities

Engagement & Improvement & Participation - focuses on how the company listens to you and engages employees in decision-making

- I need a job where I can provide input on important decisions (e.g., relocations, expansions).
- I need a job where an employee survey is done once a year, at a minimum
- I need a job where I am covered by a collective bargaining agreement
- I need a job where my work feels meaningful and connects to something bigger than just my tasks
- I need a job where I feel like my contributions matter to the team and organization
- I need a job where I have some independence and autonomy in how I structure and approach my work
- I need a job where co-workers are supportive and collaborative

Equity and Inclusion - focuses on specific equity and inclusion programs

- I need a job that provides system-wide ADA accessibility and accommodation
- I need a job that has supports in place for older employees (over 65)
- I need a job that has a diverse workforce (gender and race)
- I need a job that provides programs or accommodations to help improve my English skills

Is there anything else you need in a job?
