

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 wellbeing, 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

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opportunities with high-road employers, enabling workers to earn while they learn as well as promoting improved job quality.

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 fit the needs of their customers. It is vital for staff to understand what comprises each element of the chart in Attachment I. The framework is divided into three categories that go into designing a good job: Foundational, Support, and Opportunity. Each of these categories, and the elements within, are important to understand when connecting customers with good jobs.

Each of the pillars in the National Fund’s Job Design Framework have subcategories that align to 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 the jobs that they are connecting their customers with contain elements described in the framework.

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

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	<ul style="list-style-type: none"> • 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
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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

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. • 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

Support: Training <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

Support: Internal Assistance <i>Category: Growth</i>	
Supervisory Training	<ul style="list-style-type: none"> • Presence of supervisory training
Financial Counseling	<ul style="list-style-type: none"> • Presence of financial wellness program offered to employees • % of employees enrolled/participated in financial wellness program offerings
Cash Assistance	<ul style="list-style-type: none"> • Presence of cash assistance offered to employees
Formal HR Practices	<ul style="list-style-type: none"> • Presence of an HR process to assist employees with employment related issues
Retirement Benefits	<ul style="list-style-type: none"> • % of employees enrolled in a retirement benefits plan (e.g., 401K Plan) • Average amount saved in 401K or retirement plan / savings distribution

Support: External Supports <i>Category: Growth</i>	
Tax Credits	<ul style="list-style-type: none"> • Presence of tax credit options for employees or flexibility for employee
Childcare	<ul style="list-style-type: none"> • Presence of childcare options/subsidy for employees or flexibility for employee to meet their child care needs
Transportation	<ul style="list-style-type: none"> • Presence of transportation options/subsidy for employees or flexibility for employee to meet their transportation needs
Housing Support	<ul style="list-style-type: none"> • Presence of housing options/subsidy for employees or flexibility for employee to meet their housing needs

Opportunity: Career Development <i>Category: Empowerment</i>	
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 educational benefits program to help employee access more educational opportunities
Formal Career Pathways	<ul style="list-style-type: none"> • Presence of clear pathways and process for promotion to the next employment level

Opportunity: Mentoring and Coaching <i>Category: Empowerment</i>	
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: Acknowledgement <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)
Leveling up perks	<ul style="list-style-type: none"> • Presence of perks that employees get outside of their base salary
Individual and Team Bonuses	<ul style="list-style-type: none"> • Presence of individual or team bonus opportunities

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 • 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 • Indicator can be decided through focus groups with key stakeholders

Voice: Improvement <i>Category: Empowerment</i>	
Inclusive, continuous improvement process	<ul style="list-style-type: none"> • Employee Survey done once a year at 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 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 • 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 improved 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’ quality of jobs and to help expand job quality in the region. Job quality is the policies, practices, and environment in your organizations that ensure high levels of wellbeing, 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 what priorities they should look for in employment 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

A FRAME OF RACIAL EQUITY AND INCLUSION

Racial equity is essential for good jobs and good workplaces. You can start wherever you want in this framework, but the job elements listed below will have the most impact if you apply them with an equity mindset.

The Pillars

CORE

The basic elements of a good job

Compensation

Sustainable pay and benefits

Work Environment

Stable hours and scheduling

Safety

Job security

Supervision Quality

Fairness and respect

Open communication

Anti-discrimination and anti-profiling policies

Transparent grievance process

SUPPORT

Help workers perform well and achieve stability

Training

Entry-level training

Cross-training

Internal Assistance

Supervisory training

Financial counseling

Cash assistance

Formal HR practices

External Supports

Tax credits

Childcare, transportation, housing (etc.) support

OPPORTUNITY

Help employees advance in their careers and develop their skills

Career Development

Specialized training

Educational benefits

Formal career pathways

Mentoring and Coaching

Peer mentorship

Job coaching

Acknowledgment

Internal and external recognition

Leveling of perks

Individual and team bonuses

Other financial incentives

VOICE

Employees are empowered, engaged, and have agency

Engagement

Measurement of engagement

Meaningfulness

Mattering

Improvement

Inclusive, continuous improvement processes

Participation

Participatory management

Autonomous teams

Formal representation

Employee stock ownership

The Result

Becoming an employer of choice is a strategy, not an accident. Designing your jobs for equity and inclusion will help you build a great company where your employees thrive.



Job Quality Menu for Employers

This menu is meant to help you self-assess your business' quality of jobs and to help you expand job quality in the region. Job quality is the *policies, practices, and environment in your organizations that ensure high levels of **wellbeing, 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.

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
- Organization hires full-time employees more often than contractors
- Organization is safe for employees (Had less than 5 safety incidents in the last year)
- Organization has few layoffs (no more than 2 layoffs in the last 5 years)
- Organization has low employee turnover (in the last 5 years)

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
- Transparent grievance process exists, and employees know how to use the process

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
- Organization has funding allocated per employee for professional development/upskilling/reskilling programs

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

- Organization offers supervisory training
- Financial wellness program/s are offered to employees
- 401K or retirement plan is offered to employees
- Cash assistance program is available to employees
- There is a HR process to assist employees with employment related issues and questions

External Supports - focuses on supports given to employees to meet other needs they may have.

- Tax credit options for employees or flexibility for employee 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

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 employee access more educational opportunities
- Presence of clear pathways and process for promotion to the next employment level

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

Acknowledgement - 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 (i.e., relocations, expansions, etc.)
- Organization conducts an employee survey at least once a year
- Workers are covered by collective bargaining agreements
- There is worker voice in organizational boards, manager meetings, and/or leadership decisions
- Presence of an employee share ownership program

Equity and Inclusion - focuses on specific equity and inclusion programs

- Organization has efforts in place to diversify the workplace (gender, race, age, etc.)
- There is an accessibility audit and systemwide reasonable accommodation policies and procedure present
- 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
- Organization has and hires immigrant or refugee employees

Are there any opportunities you would like to provide your employees but need help in order to do so?

How is your organization doing when it comes to job quality?

How can your organization improve when it comes to job quality?

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



Job Quality Worksheet for Job Seekers

Sometimes job seekers do not think about job quality elements 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 what priorities they should 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 me and my family.
- 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 around scheduling, status of employment, and safety.

- I need a job where schedules are decided at least one week ahead of time.

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)

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 (process to raise a problem or complaint to the employer)

Training – focuses on the training provided on the job 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

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

- I need a job that offers supervisory training
- 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 a HR process to assist me with employment related issues and questions
- I need a job that provides a financial wellness program and financial education

External Supports - focuses on extra programs or services offered to you because you are an employee.

- I need a job that offers childcare options/subsidy or flexibility for me to meet my child care needs
- I need a job that provides transportation options/subsidy or flexibility for me to meet my transportation needs
- I need a job where there is housing options/subsidy or flexibility for me to meet my housing needs

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

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

Acknowledgement- 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 bonuses opportunities

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

- I need a job where there is a way I can provide input on important decisions (i.e., relocations, expansions, etc.)
- I need a job where an employee survey is done once a year minimum
- I need a job where there I am covered by a collective bargaining agreement

Equity and Inclusion - focuses on specific equity and inclusion programs

- I need a job where that provides systemwide 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 where that provides programs or accommodations to help improve English skills

Is there anything else you need in a job?
