
Quality Jobs: A Summary of Definitions, Frameworks, and Metrics and Why they Matter

A briefing paper based on two James Irvine Foundation Better Careers Initiative Grantee Strategic Learning Sessions held in 2021

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Introduction

The James Irvine Foundation’s mission is to work toward a California where all low-income workers have the power to advance economically. Toward that end, the Foundation has long supported education and workforce initiatives designed to help Californians access jobs—especially quality jobs.

Better Careers invests in innovative, high-impact organizations serving Californians seeking middle-skill jobs that offer high wages and career opportunities. The work of Better Careers and its grantees is rooted in an understanding of the structural and systemic racial barriers and injustices that make quality jobs and careers difficult for women, Black, Indigenous, and people of color, youth, justice-involved individuals, and people with disabilities to access, and recognizes the recent and ongoing trauma inflicted by COVID-19 and concurrent social unrest.

The pandemic laid bare the scale of poor-quality jobs in California, despite their importance to a well-functioning economy and community. California's Future of Work Commission found that nearly one in three California workers earned less than \$15 per hour in a state where a living wage for a family requires at least double that figure.¹ The end of COVID social protections and financial support made tackling the lack of quality jobs an urgent priority for stakeholders from all corners.

Primarily for these reasons, Better Careers Initiative grantees chose quality jobs as the primary topic for its two grantee-focused strategic learning sessions held in 2021. Social Policy Research Associates (SPR), the Better Careers Initiative's Developmental Evaluator, organized and facilitated both virtual sessions, the first of which was held on September 29th, 2021 and the second on December 1, 2021 (Agendas for both sessions are included as Appendix C).²

Origins of the Current Focus on Job Quality

Job quality has long been a point of tension in American history—in part because of the pervasiveness of risky, poor-quality jobs that did not offer a path to better opportunities for workers who built the infrastructure the nation needed to prosper. The Fair Labor Standards

¹ <https://www.labor.ca.gov/labor-and-workforce-development-agency/fowc/>

² Unless otherwise noted, all material included in this briefing paper is taken from either PowerPoint slides presented during these sessions or transcripts of session recordings.

Act and other New-Deal era policies sought to remedy this by introducing a minimum wage, overtime pay, and data collection systems for hours worked and pay—which made it possible to assess job quality, at least in part. And following the end of the Second World War, those aspects of job quality did improve for many Americans, at least through through the 1960s.³

However, beginning in the late 1970s, when technology-driven growth and global competition became top economic and policy priorities, American industry sought to remain competitive on a world stage, putting [pressure on workers](#) to increase productivity, reigning in wage growth, and reducing union power. As labor markets (especially those in wealthy countries) produced proportionally more low-paying jobs and fewer of those jobs were unionized, scholars and analysts raised concerns and questions about the impact of this kind of US job growth on job quality.⁴ These concerns also led to the creation of [Good Jobs First](#), an advocacy organization that was founded in 1998 with the aim of pushing economic development efforts to include a focus on job quality. It launched in New York and sparked a wave of activism, but public policy interest in job quality was slow to catch on and lacked early champions within government.

After the 2008 recession—and prolonged recovery—things changed. [Scholars, advocates, and funders](#) pressed for higher-paying jobs and better working conditions and supported initiatives toward that end. More [policy makers](#) began paying attention the quality of employment and not solely its presence or absence, including both economic and non-economic characteristics of jobs. Zeynep Ton made a business case for quality jobs in a 2012 piece for the [Harvard Business Review](#). We saw the emergence of industry-leading publications, such as the International Economic Development Council’s [Creating Quality Jobs](#) report, [new studies](#) and [research into key policy proposals](#). These research and advocacy efforts were complemented by the establishment of major quality jobs initiatives, including the [Good Jobs Institute](#) (founded by Zeynep Ton in 2017), the Aspen Institute’s [Job Quality Center of Excellence](#), and the National Fund for Workforce Solutions’ [Job Quality Resource Center](#).

³ Paul Osterman, *Securing Prosperity: How the American Labor Market has Changed and What to do About It*. Princeton, N.J., Princeton University Press, 1999)

⁴ In addition to Osterman, see also Bound, John and George Johnson. 1995. “What are the Causes of Rising Wage Inequality in the United States?” *Economic Policy Review*, Vol. 1, No. 1; Fortin, Nicole M., and Thomas Lemieux. 1997. “Institutional Changes and Rising Wage Inequality: Is There a Linkage?” *Journal of Economic Perspectives*, 11 (2): 75-96. and Morris, Martina and Bruce Western. 1999. “Inequality in Earnings at the Close of the Twentieth Century.” *Annual Review of Sociology*, Vol. 25: 623-657.

Since 2020, and with the COVID crisis and [Great Resignation](#) lending a sense of urgency, federal policy with the specific intent to boost job quality has emerged across agencies and departments, resulting in a flurry of federal efforts, including the following:

- In January 2022, the US Department of Labor (DOL) launched the [Good Jobs Initiative](#) to improve job quality in the US by providing workers with better information about their employment rights, engaging with employers about improving job quality, and developing partnerships across the federal government designed to support job quality in a cohesive, integrated way.
- In April 2022, DOL followed up by establishing the [Job Quality Measurement Initiative](#) in partnership with the Families and Workers Fund.
- On August, 2022, the US Department of Commerce awarded grants to 32 workforce training partnerships in 31 states and territories, launched a Community of Practice, and convened a Good Jobs Technical Assistance Summit for over 200 as part of its \$500 million [Good Jobs Challenge](#).
- In September 2022, DOL awarded Jobs for the Future (JFF) and its partners (including SPR) a contract to launch a Job Quality Academy in 2023.

Job Quality Definitions, Metrics, and Frameworks

The rise of job quality as a policy priority creates a need to define terms—what do we mean when we say “job quality”? And how do we know which jobs are “high quality?” A growing number of definitions, metrics, and frameworks have emerged over several decades to inform these questions, including those developed by eight Better Careers Grantees (included in Appendix A) and by five state and national organizations (included in Appendix B). This first section summarizes a number of shared aspects of these job quality tools.

The Shared 'Basics'

Although the definitions, metrics, and frameworks included in Appendices A and B vary greatly in their specifics, most share at least the following basic requirements for what quality jobs must offer:

- **Decent compensation**, is included in all of them, whether labeled as “family-supporting wages,” “a living wage,” or “compensation that goes beyond meeting basic needs.”
- **Opportunities for advancement**, is included by all but one, whether called “upward mobility,” “career/worker advancement,” or “career pathways.”

- **Fair scheduling**, is included in all but two, whether labeled "predictable," "stable," or "set."
- **Benefits**, often further defined as requiring health, retirement benefits, and paid sick leave or time off, is included in all but two of the definitions, frameworks, and metrics.

Beyond the 'Basics'

In addition to these shared 'basics,' many definitions, frameworks, and metrics include other elements that can be grouped into three broad categories: safety and security; opportunities for skills development; and culture.

Safety and Security

A number of the descriptions, frameworks and metrics call for quality jobs to offer safe working environments that reduce the risk of being hurt on the job. They also call for employers that follow applicable labor laws, and do not practice "wage theft or worker misclassification" (California's 2020-2023 State Plan), for example, improperly categorizing workers as independent contractors instead of employees. And they call for work environments that are safe and free from racial or gender "discrimination and harassment" (California EDGE Coalition).

Opportunities for Skills Development

Several descriptions and frameworks require that quality jobs offer opportunities for "learning and development" (San Diego Workforce Partnership) and for acquiring "new transferable skills" (Dream Corps TECH). They also require employers to "invest in workers' skills" (California's 2020-2023 State Plan), provide "mentoring and coaching" (National Fund for Workforce Solutions), both of which are required to create a work environment in which workers can build their skills.

Culture

Increasingly, quality jobs descriptions and frameworks also include a workplace culture dimension, whether requiring a culture that emphasizes empowering workers with voice and agency, or one that provides workers with a sense of dignity or respect and belonging. In terms of voice and agency, the California Workforce Development Board's (CWDB's) High Road Training Partnership (H RTP) defines those terms as meaning that "worker knowledge and expertise is valued and respected," while EDGE Coalition states that employers that offer good jobs "...welcome workers' concerns and ideas." ReWork the Bay, meanwhile, captures both concepts by requiring that workers have a "Say... in what happens at work and how they work, not just what they get from working."

Multiple definitions and frameworks also require quality jobs to offer "dignity," (ReWork the Bay), as well as "mutual respect" among workers and supervisors as part of "belonging." (Good Jobs Institute) The Center for Employment Opportunities (CEO), a national provider of services for individuals returning from incarceration, makes the feeling of belonging within a workplace the primary focus of their job "satisfaction" job quality factor, because in user testing of their job quality scale, they found that, among their participants, "Feeling respected and the camaraderie of their fellow employees was very important."⁵

Finally, a few organizations include meaningfulness in their job quality definitions or frameworks. For example, San Diego Workforce Partnership includes "Meaningful Work" as an indicator of job quality. The Good Job Institute's Quality Jobs Framework, also includes "meaningfulness," regarding both the work itself and its significance to customers

The Need for Flexibility

A number of Better Careers grantees noted that flexibility is a critical to their use their job quality definitions, frameworks, and metrics. For this reason, in San Diego Workforce Partnership's "Formula for Job Quality," a key variable in determining the particular requirements of a quality job for a specific individual is that person's "circumstances," and "relevant context (e.g., education, experience, transportation options, family situation)." As a San Diego Workforce Partnership manager put it, "There is no one-size-fits all in job quality, because each job seeker's circumstances will affect what is most important to them in a

quality job. "It could be wages for one, it might be benefits for another employee. It might be flexibility for working at home."

HopeBuilders also emphasizes that it uses a flexible approach with its job quality indicators,

requiring each job to meet only three of the four indicators. As a HopeBuilders program leader stated: "some people may choose certain positions that are not paying above minimum wage because of things like, it's closer to their home and it works better for them."

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-Manager

San Diego Workforce Partnership

⁵ Source: Unpublished document provided by CEO to SPR in preparation for the September 29, 2021 Better Careers Grantee Strategic Learning Session.

Due to the importance of flexibility related to job quality, another Better Careers grantee, Rubicon Programs has chosen not to adopt a specific quality jobs definition, but instead uses an informal quality jobs framework that focuses on three factors: compensation, quality of life, and career pathways. A Rubicon staff member stated that this approach works well for them because they serve many different populations of adult job-seekers, from formerly incarcerated individuals to highly skilled laid-off workers, and no single definition of a quality will work for individuals from both of these two groups because they at different "specific point(s) in their journey. For instance, a person might come [to Rubicon] straight out of prison and really just need a job [to earn] income. That's not [a job] we would call high quality, necessarily, but it is appropriate for that point in time." This staff person emphasized that because Rubicon aims to work with its participants for up to three years, they do hope they can get all participants into jobs that pay well, provide benefits, and offer career progression opportunities. However, he also emphasized that these differences in job-seeker circumstances are why his

organization has resisted in developing a formal definition of a quality job. "When you have a definition, it ends up making this idea of a quality job black and white...where it's 'Hey these are the five [quality job] elements, check, check, check..Oh, hey, you only got four so it's not a quality job,' versus [it is] a quality job based on a continuum of quality..." based on the job-seeker's specific situation.

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*- Program Leader
Rubicon Programs*

How Jobs Quality Definitions, Frameworks, and Metrics are Used

The job quality descriptions, frameworks, and metrics described above are being used in a variety of ways, whether to measure the success of workforce programs, to identify high-quality employer partners, to educate workers, to push employers to offer more quality jobs, and to engage in policy advocacy. In this section, we describe how Better Careers grantees have used their quality jobs descriptions, frameworks and metrics for each of these purposes.

Measuring the Success of Programming

One way that Better Careers grantees use their job quality definitions, frameworks and metrics is to measure the success of the workforce programs they offer and whether they need to improve those programs or even discontinue offering them. For example, after Jewish Vocational Services (JVS), which collects data on a variety of job quality metrics for two years after participants leave programming, learned that former participants employed in early childhood education occupations were feeling “stuck” and unable to advance, they questioned whether the organization should continue to offer training programs for that industry. As on JVS

manager stated, “That [job quality metric finding] was an indicator internally, that, well, maybe this is not a pathway that we want to train folks in because there is really no advancement.”

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– JVS Manager

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In another contrasting example, JVS was initially concerned that starting wages for the help desk workers they trained were slightly lower than desired. However, once staff learned via job quality metric data that help desk workers were usually able to advance to fairly quickly into other tech industry occupations that paid higher salaries, they realized that training participants for help desk roles was, in the words of a JVs manager, “really worth it.”

Identifying High Quality Employer Partners

Another way that some Better Careers grantees use their quality jobs tools is for vetting possible employer partners. This represents a sea change from an earlier era of workforce policy when any employer that offered a job was considered a good partner. As one example, HopeBuilders hosts initial conversations with potential employers to learn whether the jobs offered by those

employers meet all of its indicators for quality jobs. The organization then asks employers to visit its site and has a HopeBuilder staff member visit one of the

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– Program Leader
HopeBuilders

employer's work sites. Then, HopeBuilder staff members "dig deeper into the type of workplace that they [the employer] offer, learning about what the employer looks for in workers, its turnover rate, and its safety record." A program leader at HopeBuilders stated that the organization is "very, very explicit about what we expect for our candidates coming out of our program in terms of wage, schedule, and upward career opportunities [three of their quality job indicators], and we will turn employers away if they don't meet...our most basic requirements."

Helping Job Seekers and Workers Better Assess Job Opportunities

Several Better Careers grantees use their definitions, frameworks, or metrics to help job-seekers to better understand the various aspects of job quality that they should weigh when assessing a job

offer—both in the short-term and over time—to help them make better career decisions. For example, for the San Diego Workforce

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– Manager

San Diego Workforce Partnership

Partnership, the local

workforce development board for San Diego County, a key goal in developing its job quality formula, definition, and indicators was to educate job-seekers. Consequently, each job-seeker that receives job readiness assistance from the San Diego Workforce Partnership is coached on job quality. The hope is that during that coaching, those case managers can have what a manager called, "Open and honest communication [about]...job quality." Job seekers can also participate in a virtual workshop on those job quality materials. Then, those job seekers are sent an automated email from the board that directs them to its job quality materials, including a [video](#) on job quality. The goal of all of these efforts, according to the manager, is "...to make sure that when they're [job seekers] evaluating a job opportunity...that they're really thinking about, not just some of the obvious things that come up when they think about job quality, but rather what are the 20 things that you should be thinking about when you make that decision."

Rubicon Programs also purposefully coaches its participants to think carefully about how to compare job opportunities, "with the purpose of empowerment and giving them the tools and confidence to take this process by the reins and be stewards of their own financial futures," according to one program leader. However, in addition to counseling its job seekers

on job quality, Rubicon also follows up with them after they become employed, to help them "navigate and demystify" benefit programs (such as the opportunity to have money taken out of their paychecks for retirement) and career advancement opportunities as they arise.

Improving Employer Practices

Job quality definitions, frameworks, and related tools can also be used by workforce programs to improve job quality among existing (and potential) employer partners. This is the approach taken by SFMade, a Better Careers grantee that works as an intermediary with San Francisco Bay Area manufacturers, primarily those with 1 to 15 employees. As an intermediary, SFMade has developed strong and trusting relationships with these manufacturers and are often asked by them how to best attract more qualified staff. This allows SFMade to have in-depth discussions with these employers about their recruitment, hiring, and retention practices, as well as pitch ideas for improving them by increasing job quality.

Because these conversations with employers can be difficult due to the heavy lift or cost involved in improving many aspects of job quality, such as providing better benefits or training supervisors, SFMade's strategy is to be intentional about starting with easier-to-make changes. They also ask a lot of questions and use what one SFMade staff person called, a "motivational interviewing human centered design-oriented" approach to get employers to see things from a job seeker's point of view so that they can see how job quality changes can affect their hiring and retention success. "We're trying to help them connect the dots as to what a job seeker struggle might be [related to assessing a job's quality] and...what they can

do to look a lot better to job seekers out there, and when we have discussions that way, usually something clicks," and they're willing to make the change.

"We're trying to help them [employers] connect the dots as to what a job seeker struggle might be [related to assessing a job's quality] and...what they can do to look a lot better to job seekers out there, and when we have discussions that way, usually something clicks," and they're willing to make the change. – Manager SFMade

Dream Corps TECH, through its requirements for partnering, also pushes its employer partners to improve the quality of their jobs related to diversity, equity and inclusion (DEI). It does this by requiring that the employer staff who will interact with its participants undergo unconscious bias training. Dream Corps TECH requires this training as a condition of placing its participants with an employer to intentionally build empathy within the employer's

organization before their participants arrive, but it also has the effect of improving job quality related to DEI across the employer's entire organization.

Improving Job Quality within their own Organizations

A few Better Careers grantees reported using their quality jobs definitions and frameworks with their own employees. For example, Rubicon programs, which not only provides services to its participants, but sometimes ends up employing them as well, realized that it needed to look at its own jobs related to quality--especially those at entry level. In doing so, they realized that some of their own landscaping staff were making less than \$20 per hour, and that they needed to adjust their internal pay scales and pay those folks more. Doing this review, however, made the organization go through what one manager called "internal soul-searching" because ensuring that all of its positions adhere to quality jobs standards can make it difficult for the organization, "...especially when you're building out a new project, because maybe [the funding you have] is only going to pay for a part-time...unbenefited position," which is not a quality job. However, Rubicon Programs has decided that ensuring that all of its employees have quality jobs is important enough for the organization to forgo opportunities for new program development when funding is insufficient to do so.

In another example of using quality jobs definitions and indicators for internal purposes, San Diego Workforce Partnership is using its job quality definition and framework to inform its approach to internal employee management and engagement, partnership, and programming—including the allocation of \$17M in federal Workforce Investment and Opportunity Act funds in San Diego County and federal grants from over 40 foundations and other funders and agencies (about \$27M total in FY 2021). One of the organization's aims is culture change: it wants to raise the expectations of not only its program participants and employer partners, but also those of its own employees and service delivery partners.

What's Next?

Today, job quality is an idea on the rise ([outside the US, too](#)). At the same time, there is a long way to travel. To better coordinate work in this area around a shared set of ideas, indicators, and tools, as part of the above-mentioned Job Quality Measurement Initiative, JFF, in collaboration with the Families and Workers Fund, is developing a new four-part framework that builds on previous models and seeks to align field-level concepts and definitions.⁶

⁶ These models included: [JFF Good Jobs Framework](#), [DOL Good Jobs Initiative](#), [Families & Workers Statement on Good Jobs](#), [OECD Job Quality](#), [UN Handbook on Measuring Quality of Employment](#), [Urban Institute Measuring Job Quality](#).

Further, more support is needed for organizations to experiment and learn from each other about how to best to use these concepts and definitions. Happily, as mentioned above, DOL has funded JFF (and its partners, including SPR), to launch a Job Quality Academy in 2023 that will support DOL-funded workforce development grantees in advancing job quality through their own workforce development programs and initiatives. And in California, ReWork the Bay has also funded JFF to work with three nonprofit workforce providers in Fresno County, Los Angeles County, and Northern San Francisco Bay Area counties to promote job quality for its client-facing staff members.

Appendix A. Better Careers Grantee Quality Jobs Definitions, Frameworks, and Metrics

<p>California EDGE Coalition</p>	<p>Quality Job Definition “Good jobs are safe, free from discrimination and harassment, pay family-supporting wages, provide valuable benefits, welcome workers’ concerns and ideas, provide for worker advancement, and give workers the stability, predictability, and support necessary to take care of family needs that arise outside of the workplace.”</p>
<p>Center for Employment Opportunity (CEO)</p>	<p>“Job Quality Scale from 0-10 based on five evenly weighted Factors”</p> <ul style="list-style-type: none"> • “Satisfaction”—most points for: “Completely [satisfied about belonging within the workplace].” • “Wages”—most points for: “Equal or greater than living wage [in metro area].” • “Hours/Schedule”—most points for: “Completely [meets needs].” • “Benefits”—most points for “Health, PTO, Retirement Plan.” • “Commute”—most points for “Completely [satisfied with commute].”
<p>Dream Corps TECH</p>	<p>“Quality Job...attributes that are top of mind for our Dream Corps TECH program:</p> <ul style="list-style-type: none"> • “The job and applicable skill sets needed to succeed in the role are in alignment with skill sets that are needed in “the future of work.” This means that the role will not be eliminated as technological advances continue, shifting existing systems that drive the Global Economy. • The job pays a meaningful wage that is in alignment with (or surpasses) the average cost of living in the state (\$70K+ in CA) • A person in this job is able to leverage transferable skill sets from previous roles and acquire new transferable skills that impact their upward mobility. • This job exists in a department or organization that provides opportunities for upward mobility. • This job exists in a department or organization that has a lower attrition rate.”
<p>Hope Builders</p>	<p>“Quality Job Includes at least 3 of the below [indicators]:</p> <ul style="list-style-type: none"> • Wage is at least \$2 per hour above the local minimum [wage in 2021]; adjusted annually; ...[starting point for]moving young adults towards a living wage • Full-time with predictable schedule • Offers access to upward career trajectory • Middle-skill job”
<p>JFF/Turning Basin Labs</p>	<p>Worker-developed Job Quality Framework.⁷ Framework is grounded in a two by two matrix:</p> <ul style="list-style-type: none"> • Ideal matrix endpoints: “Having Ownership” (whether “material/economic” or psychological) and “Having Autonomy” (able to “Define/create career,” “Find/change jobs” and “Set schedules”) • Least idea matrix endpoints: “Being policed” (“Micromanagement over tasks, dress code, “Racial and gender discrimination, ‘soul-crushing’”) and “Lacking Options” (“Pressured to do tasks,” “Forced to do overtime,” “Trapped in a job”)
<p>JVS</p>	<p>“Job Quality Measures</p> <ul style="list-style-type: none"> • Job type (FT, PT, Temp, Perm) • Wage growth over time (\$ annual, or % increase)

⁷ See Worker-Led Research Job Quality Report: https://jfforg-prod-new.s3.amazonaws.com/media/documents/Worker-Led_Research_Report_072121_AD.pdf

	<ul style="list-style-type: none"> • Retention (%) • Benefits (health, dental, 401k)(%) • Job satisfaction (y/n, reasons why not) • ‘Do you feel more secure financially than you did a year ago?’ (%)”
ReWork the Bay https://reworkthebay.org/	<p>“Quality, empowered jobs</p> <ul style="list-style-type: none"> • Pay – compensation that goes beyond meeting basic needs, to enable economic security, including family-sustaining wages, health care, paid sick leave, paid family leave, and the opportunity to put money aside for unexpected challenges and retirement. • Say – People having agency over what happens at work and how they work, not just what they get from worker. It ensures that work is stable, offers dignity and predictable work schedules, and is healthy and safe.”
San Diego Workforce Partnership https://workforce.org/jobquality/	<p>“Formula for Job Quality: Job Necessities + Job Opportunities + Job Features = Job Quality: A high-quality job provides all the necessities, a path of opportunity, and features that align well with individuals’ goals and circumstances.</p> <p>Job Quality Indicators</p> <ol style="list-style-type: none"> 1. Job Necessities <ol style="list-style-type: none"> 1.1 Living Wage 1.2 Safe Working Conditions 1.3 Appropriate Classification 1.4 HR infrastructure 1.5 Stable Scheduling 2. Job Opportunities <ol style="list-style-type: none"> 2.1 Performance Management 2.2 Open Communication 2.3 Learning and Development 2.4 Empowerment and Support 3. Job Features <ol style="list-style-type: none"> 3.1 Health and Wellness 3.2 Food, Transportation, Child Care and Housing 3.3 Family and Medical Leave and Paid Time Off 3.4 Schedule Flexibility 3.5 Employee Engagement 3.6 Financial Supports 3.7 Job Security 3.8 Meaningful Work”

Source: Each grantee shared these definitions, metrics, or frameworks during the September 29, 2021 Better Careers Grantee Strategic Learning Session.

Appendix B: Key Government and National Job Quality Definitions and Frameworks

Source	Definition	Key Elements
California WIOA Plan 2020-2023 Source: https://wioaplans.ed.gov/node/19266	"At a minimum, quality jobs are characterized by: family-supporting wages, benefits, safe working conditions, fair scheduling practices, and career advancement opportunities that are transparent."	"In practice, job quality means strategically supporting California's leading high road employers and connecting individuals to the greatest extent feasible to the best jobs....[this] serves job seekers and workers by placing them in employment that allows them to sustain a high quality of life for themselves, their families, and broader community that depends on their earnings. It also levels the industry playing field by rewarding employers that follow the rules (e.g., no wage theft or worker misclassification) and compete based on quality and respect for those who help create value."
California Workforce Development Board High Road Training Partnership definition https://cwdb.ca.gov/wp-content/uploads/sites/43/2020/08/OneSheet_Job-Quality_ACCESSIBLE.pdf	"Quality jobs provide family-sustaining wages, health benefits, a pension, worker advancement opportunities, and collective worker input and are stable, predictable, safe, and free of discrimination."	Five elements embedded in equitable, thriving, and sustainable model of economic growth: <ol style="list-style-type: none"> 1. Family sustaining wages 2. Career pathways 3. Stable & predictable schedules 4. Worker voice & agency 5. Healthy work environment
Good Jobs Institute https://goodjobsinstitute.org/what-is-a-good-job/	"A good job needs to meet basic needs and offer conditions for engagement and motivation."	Framework: Nine elements in two categories: <ol style="list-style-type: none"> 1. Basic Needs <ul style="list-style-type: none"> • Fair pay & benefits • Predictable & fair scheduling • advancement opportunities/higher pay • Security & safety 2. Higher Needs <ul style="list-style-type: none"> • Meaningfulness • Personal growth • Belonging • Achievement • Recognition

<p>National Fund for Workforce Solutions https://nationalfund.org/job-design-framework/</p>	<p>No single definition, as this is a framework for (employer) action rooted in racial equity and inclusion.</p>	<p>Framework: 4 Pillars, 12 Elements</p> <ol style="list-style-type: none"> 1. Core – the basic elements <ul style="list-style-type: none"> • Compensation • Work environment • Supervision quality 2. Support – boosts performance, stability <ul style="list-style-type: none"> • Training • Internal assistance • External supports 3. Opportunity – advancement, skill-building <ul style="list-style-type: none"> • Career development • Mentoring & coaching • Acknowledgement 4. Voice – agency, engagement <ul style="list-style-type: none"> • Engagement • Improvement • Participation
<p>US Departments of Commerce and Labor, Shared Job Quality framework https://www.dol.gov/general/good-jobs/principles-08/Job-Quality-Toolkit.pdf</p>	<p>"Quality jobs give dignity to work. They fulfill workers by bringing greater security to their lives and families, respect for their safety, and a voice to critique, contribute, or create community."</p>	<p>Framework includes the following principles:</p> <ol style="list-style-type: none"> 1. Recruiting & hiring 2. Benefits 3. Diversity, equity, inclusion & accessibility 4. Empowerment & representation 5. Job security & working conditions 6. Organizational culture 7. Pay 8. Skills & career advancement

Appendix C: Agendas from 2021 Better Careers Initiative Grantee Strategic Learning Sessions Focused on Quality Jobs

Agenda for Session 1, September 29, 2021

BETTER CAREERS GRANTEE STRATEGIC LEARNING CIRCLE

Topic: Quality Jobs

AGENDA

September 29, 2021

10:00 - 11:30 AM | Zoom

TIME	TOPIC	LEAD
10:00 - 10:10 (10 mins)	Welcome & Review of Agenda/ Meeting Objectives <ul style="list-style-type: none"> Welcome and check-in via chat Quick review of agenda Icebreaker question 	SPR(Kate)
10:10 - 10:20 (10 mins)	Introduction & Session Framing <ul style="list-style-type: none"> Quality Job Frameworks and Dimensions Overview from SPR(5 min) Worker-led job quality framework research from JFF (5 min) 	SPR (Jessica) & JFF
10:20 - 10:50 (30 mins)	Presentations of Grantee Definitions <ul style="list-style-type: none"> Grantees will briefly share their quality job definitions 	Grantees
10:50 - 11:25 (35 mins)	Questions & Discussion <ul style="list-style-type: none"> Any questions about JFF/SPR/grantee definitions/presentations? Any other questions 	SPR(Kate)
11:25 - 11:30 (5 mins)	Next Steps <ul style="list-style-type: none"> Should we have another session focusing on other quality job topics? If so, which ones (e.g., how do we measure quality job dimensions, etc.)? Notes will be shared after the meeting 	SPR(Kate)

Agenda for Session 2, December 1, 2021

BETTER CAREERS GRANTEE STRATEGIC LEARNING ACTIVITY

Topic: How are *Quality Jobs* definitions or metrics used?

AGENDA

December 1, 2021

9:30 - 11:00 AM | Zoom

TIME	TOPIC	LEAD
9:30 - 9:40 (10 mins)	Welcome & Review of Agenda/ Meeting Objectives <ul style="list-style-type: none"> Welcome and check-in via chat (name, title, organization) Quick recap of the first quality jobs session Quick review of agenda, including noting that this session goes beyond the quality job definitions we discussed last time and is focused on grantees sharing their experience using their definitions Poll question: How has your organization used a quality job definition or quality job metrics? (Multiple choice answer options: with employers; with participants/job seekers; internally within the organization; not currently using a definition, but thinking about quality jobs) 	SPR
9:40 - 10:35 (55 mins)	Grantee Panel Discussion (SPR will introduce the panelists and ask each 2-3 questions) <ul style="list-style-type: none"> Dream Corps Hope Builders JVS Rubicon San Diego Workforce Partnership SFMade 	Grantees
10:35 - 10:55 (20 mins)	Questions and Discussion <ul style="list-style-type: none"> Ask if there are any questions for grantees on the panel or comments/ takeaways anyone would like share SPR can pose additional large group discussion questions 	SPR
10:55 - 11:00 (5 mins)	Next Steps <ul style="list-style-type: none"> Feedback survey We'll share any materials from the session 	SPR