



# RFA Workforce Fellows

Leading by Example

January 11, 2023

**Let's warm up that chat box...**

**....What is one thing about your work  
that inspires you?**

- The program will begin shortly
- Please turn on your video
- Please mute your microphone
- You are welcome to use the chat box for discussions or questions throughout the session!
- Please rename your screen to
  - “Name, Preferred Pronouns, State, City/County”
  - *Example: **Brooke Valle, She/Her, Avon Lake, Ohio***



# Welcome and Introductions

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# Today's Presenters



**Jess Valand**

Director, Economic and Workforce Development



**Brooke Valle**

Independent Consultant  
Former Workforce CSO and Workforce Fellow

## By the end of this session participants will...

- ✔ Become more familiar with the foundational tenets and levers of change from the job quality framework
- ✔ Hear real life examples to inspire their own work
- ✔ Identify tactical next steps to move their work forward
- ✔ Understand the support available to advance work locally

# Review of Foundational Tenets

The tenets provide a guide to help you build, refine or implement your local job quality framework.



# A framework matters because...

- It provides common language, goals and the basis for measurement.
- It explains why your agency is involved in job quality/equity work and how your organization thinks about job quality and equity.
- It helps internal and external stakeholders understand how job quality and equity are interconnected at the local level, and explains “Why this matters” and “Why this matters to our organization.”
- It articulates your organization’s values on this topic, and can shape decision making and action down the road.

# Job Quality Levers

Procurement



Empowerment



Levers help to narrow your focus.

Don't be afraid to start small; don't bite off too much too soon!

Policy



HR Practices



Monitoring & Enforcement







# Interest Area Poll

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**What lever are you interested in starting with?**

**PLEASE COMPLETE THE QUICK POLL ON THE  
SCREEN. THIS WILL INFORM THE BREAKOUT  
GROUP YOU ARE PLACED IN.**



# Real Life Examples

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# Procurement Examples

**What: Vendor Requirements**

**Where: Travis County, Texas**

**Mechanism: Procurement process changes**



**Description: In 2016, the Travis County purchasing offices adopted the Better Builder Certification that defines job quality standards for public construction projects. These standards were defined by workers themselves through grassroots organizing with low-income construction workers of color, many of whom spoke limited English.**

# Procurement Examples: Special Highlight

**What: Prevailing Wage and Apprenticeship Guidance**

**Where: Internal Revenue Service, Treasury**  
**Mechanism: Procurement process changes**

**Description: The Treasury published updated guidance which provides clean energy and climate tax credits and deductions for employers delivering on Inflation Reduction Act funded construction projects. To maximize many of the available clean energy and climate tax incentives, firms need to pay workers a “prevailing wage” and employ a certain number of apprentices from registered apprenticeship programs.**



See [DOL guides](#) for more resources.

# Empowerment Examples

**What: Employee Ownership**

**Where: New York, New York**

**Mechanism: Providing subsidized support**



**Description: New York City developed the nation’s largest municipal initiative for education and technical assistance around employee ownership and conversion. Business owners can access \$10,000 of technical assistance services and a hotline “Owners2Owners” for businesses to learn more, and have targeted financing and grant opportunities for worker cooperatives.**

# Policy Examples

**What: Childcare Policy**

**Where: King County, Washington**

**Mechanism: Passing a levy**



**Description: King County passed the “Best Start for Kids” levies, with the most recent local measure generating \$800M to expand access, affordability and quality of the region’s childcare system, including a child care worker wage-increase demonstration project. The King County departments of Community and Human Services (DCHS) is leading implementation focused on increasing access and affordability for high quality child care for working families and for job quality for child care workers.**

# HR Practice Examples

**What:** Job Quality Input Wall

**Where:** Madison, Wisconsin

**Mechanism:** Collecting stakeholder feedback

**Description:** Using the Results for America job quality framework, fellows replicated the eight component wheel onto a wall in shared office space. Fellows then oriented the HR Team and Executive Leadership citywide to the framework requesting input using color coded post-it notes to answer – what do we want to stop, start, and continue doing in alignment with the job quality framework?





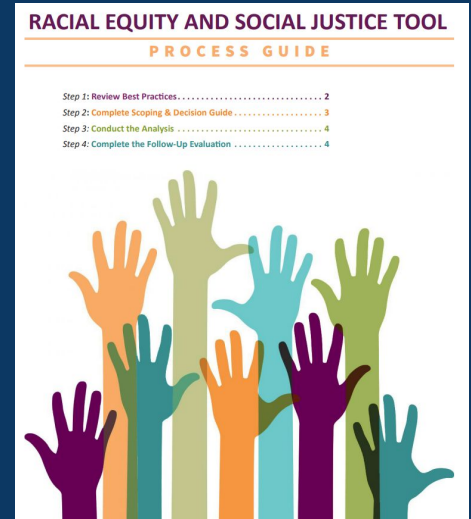
# HR Practice Examples

**What:** Involving those who stand to be impacted

**Where:** Madison, Wisconsin

**Mechanism:** Conducting a racial equity analysis of a process pain point

**Description:** Using the City's Racial Equity & Social Justice Process Guide and Comprehensive Equity Analysis tools, fellows facilitated dialogue with individuals impacted by a part of the fellowship's focus, the position study process. Collectively surfacing the benefits, burdens, and unintended consequences of how this work is done now gave way to a series of recommendations fellows will integrate into personnel rules updates.



# HR Practice Examples

**What: Housing Support**

**Where: Baltimore, Maryland**

**Mechanism: Creating an internal benefit program**



**Description: The Live Near Your Work program partners with first-time home buyers by matching \$2,500 from the employer with \$2,500 from the City of Baltimore (for a combined total of \$5,000 in assistance for the employee) to be applied to down payments and closing costs. Currently 100+ employers are enrolled in the program.**

# Monitoring and Enforcement Examples

**What: Education and Enforcement**

**Where: Minneapolis, Minnesota**

**Mechanism: Establishing dedicated staff**



**Description: In 2016, the city created the Labor Standards Enforcement Division within the city's Department of Civil Rights. The office enforces the city's paid sick and safe time, minimum wage, wage theft, and freelance worker protections laws, as well as COVID-19 safety policies through a team of five employees. The office also provides a variety of educational and support resources to employers to help them understand existing and future requirements.**



# Breakout: Action Planning

# Breakout Discussion Questions

Using your selected lever:

- What is one step you can take to move the needle?
- What is the biggest challenge you anticipate and how might you address it?
- What support do you need?

# Next Step Commitments

## In the chat please write:

- The lever you selected
- The action you are committing to complete between now and your next TA meeting
- What you need from RFA to be successful

**Example: My lever is procurement. I am committing to understanding what my agency's process and requirements are for updating procurement guidance/documentation. The help I need from RFA is to see sample procurement documents from other agencies.**



# Wrap Up & Next Steps

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# Upcoming Sessions and Resources

- ✓ **Office Hours Available**
  - Email [jack@results4america.org](mailto:jack@results4america.org) to find a time
- ✓ **Public JQP Launch - Invite your colleagues and partners**
  - Email blast with more info & webinar registration coming 1/24
  - We'd like your support in sharing this launch with your networks!
  - Webinar 2/8
- ✓ **February 1, 4pm EST - Job Quality Measurement session**
- ✓ **April 26-27 Convening (No training in March)**
  - More Convening information to be available shortly



**WE WANT TO SUPPORT YOU!**

**PLEASE COMPLETE THE QUICK POLL ON THE  
SCREEN**



**THANK YOU!**

**Please send any follow-up questions to:**

- **[morgan@results4america.org](mailto:morgan@results4america.org)**
- **[jack@results4america.org](mailto:jack@results4america.org)**

**Don't forget to schedule office hours!**