Q+A Follow Up to Data and Measurement Session

- **I'm wondering if there are metrics folks are using in the area of transportation and job quality?**

Some things you might consider:

- Availability of transportation benefit and % covered by employer
- Affordability: cost ratio of benefits to salary received
- Average commute time, broken down by race, gender, or other demographics
- Variance in success outcomes (time to placement, wages, etc.) for individuals requiring or prioritizing transportation benefits vs. those who do not (at various points in time) (if looking at it internally or in regards to programmatic delivery)

These can provide an indication of the potential job quality of a position or role and then you can assess whether you want to set particular standards for your programs or area. For example, you might consider leveraging subsidies to support transportation if affordability falls below a certain threshold.

One other consideration with elements like transportation is that their perceived importance, in relationship to other elements, can differ greatly by person. Someone with young children might be willing to commute a longer distance for a position if that position included childcare benefits, for example.

A few pieces that might be of interest:

[Impact of Commute Time on Job Quality](#)

[Commuting Hurts Productivity](#)

[Commuting has a Direct Impact on Productivity and Satisfaction](#)

- **How can you go about collecting data directly from workers?**

Worker data can generally be collected through surveys, focus groups, interviews or as part of programmatic interventions. Surveys can be done in a number of ways ranging from single question, text based responses to social media engagement or more multi-question approaches. The use of trusted communicators within existing community groups can be another powerful way to ensure that individuals' voices are heard. Important considerations when collecting data from workers include:

- Burden - Focusing data collection on what is most meaningful; reducing or eliminating duplicative processes.
- Protection of Privacy - Making the protection of worker data and civil rights the building block for all engagement approaches.
- Value of Time - Compensating workers for their time and their perspectives is a key way to ensure that diverse communities are meaningfully engaged. Consider valuing the

amount of time needed to complete a given task at the living wage rate when determining compensations strategies. Considerations for compensating and training service delivery organizations to carry out measurement work are also important (e.g. inclusion of time/funds in contracts to cover the work).

- **What are strategies to address job quality in public sectors that can overcome resistance such as unions etc...**

Strategies will differ depending on the element of job quality you are seeking to implement. For example, unions are generally big proponents of fair wages, benefits and training but may not necessarily have diverse representation in every field. Tailoring your message to the audience is generally the best approach.

For example, conversations that resonate with employers will depend on the pain point they are seeking to solve. A focus on productivity or cost saving through reduced turnover may be the best framing for a budget conscious organization. A family owned business with a soon to retire CEO may be interested in legacy and smooth transition so introducing them to employee ownership (As an entrance to job quality that also addresses their concerns) may resonate best. Large employers, especially those with ESG reporting requirements or public DEI commitments, may resonate most with equity centered approaches that demonstrate improving the quality of the jobs as the mechanism to increase equity for their workers.

Each Opportunity for Change in the JQP includes a section on Key Challenges along with possible responses to help get stakeholders onboard. Check out one example [here](#).

- **How are others gathering employee satisfaction?**

Employee satisfaction is often collected (internally) through survey, focus group or interview as well as various internal messaging/ideation platforms. For employee satisfaction data from external employers, consider using platforms such as Glassdoor, the Shift Project, Indeed, or LinkedIn.

The [Families and Workers Fund](#) recently funded Rick Wartzman of the Drucker Institute to explore how crowdsourcing of employer data can strengthen and scale existing job quality data infrastructure in the absence of mandated disclosure, including identifying potential shortcomings in current crowdsourcing indicators, such as data bias, and strategies to address those issues. The project produced an inventory of existing crowdsourced and worker-provided job quality metrics (such as the data collected via Glassdoor, the Shift Project, and PayScale) and a set of recommendations for collecting and utilizing such data.

Additionally, the Worker Empowerment Research Network (A team of academic researchers from MIT and Cornell) developed a set of validated survey questions to better capture worker voice in public and commercial data collection. They recommended a set of questions to assess workers' ability to exercise voice and create

change within their workplaces through both individual and collective action, and offered tactical pathways to implementation in both federal statistical and commercial surveys.

Contact the Families and Workers Fund referencing the Job Quality Measurement Initiative (JQMI) for more information on either of the above, as these projects are relatively new.

- **Are there disagreements on whether the measurements are too restrictive?**

Yes. There are a number of considerations when implementing job quality metrics, among the most important of which is the inclusion of the voice of those who will be impacted by the process in the development and collection of metrics.

To strike the right balance, of meaningful but manageable data:

- Get specific about what you are trying to achieve or understand - logic models are great tools for this
- Center equity in your measurement approach - consider what and how data is collected and disaggregated
- Be open to subtracting not just adding (e.g. removing metrics or collection requirements that don't serve the JQ work)
  - **Are there a set of measures that R4A believes should be in every data set so we can compare apples to apples on a national level.**

While there is a lot of work ongoing at the national level, particularly the Department of Labor and agencies engaged in both the Infrastructure and Chips Act, there is not yet a single standard.

That said, RFA recommends that organizations start by measuring the Job Necessities (earnings, safety and security, schedules). Examples of specific metrics can be found in the corresponding metrics section of the JQP. Our favorite living wage calculator from MIT is also linked in the JQP. This data is relevant to all workers, and is more easily quantifiable than some of the other elements as data is available through existing resources such as UI and OSHA records. There is also a lot of movement at the national level to expand the inclusion of survey data on these elements, particularly scheduling, in the existing statistical (survey) collection done nationally.

- **How to effectively capture wage data across a large metropolitan region and 2 states.**
- Standardize programmatic reporting requirements that include wage reporting for city/county funding by specifying reporting requirements in RFPs and subsequent award packages. Provide awardee training to ensure they know where and how to consistently capture/track data.
- Work with state authorities to expand the access to and use of UI wage data as a powerful way to leverage existing infrastructure to track standardized data. Comparison of this existing data to living wage thresholds (see our favorite living wage calculator here) will provide insight into the quality of jobs across the state.

The Urban Institute recently conducted a landscape scan of UI wage records at the state level and provided recommendations to strengthen and standardize collection of job quality data across the United States, leveraging the unique benefits of employer-reported UI data. Bill Congdon, a co-chair of the JQMI Administrative working group, spearheaded this project, which mapped the current UI records data landscape, identified key constraints to developing standard and enhanced records, and identified promising directions for enhancements that better capture job quality and workforce equity. Contact the [Families and Workers Fund](#) referencing the [Job Quality Measurement Initiative](#) (JQMI) for more information on either of the above, as these projects are relatively new.

- Collect/track earnings and tips separately to better understand employer reliance on gratuities
  - **Does tracking start at the local or state level? It feels like we could start tracking just to overhaul when the state has policy around it.**

Both. RFA encourages local organizations to take advantage of their procurements, programs and internal shifts to move forward job quality initiatives while simultaneously engaging state leadership around implementing more cross cutting reporting standards. Change takes time and each effort taken at the local level can directly improve the lives of individuals in the community.

While some issues, like changes to unemployment insurance and related data, must happen at the state level, local level experience / business cases can directly inform the change. Additionally, populations vary from location to location. Local areas play an exceedingly important role in ensuring the voice of those impacted is surfaced and included in designing, operationalizing and monitoring any new job quality program.

- **How do you entice employers to share data that they wouldn't otherwise make public?**

Employer data collection can be approached through a number of different lenses.Some approaches include:

- Incentives - Provision of access to resources (e.g. loan funds, business consulting, help with employee ownership transitions, wage subsidies, additional points in public sector procurements) in exchange for expanded reporting. The approach that [CDFI funds](#) take in awarding funding is one example of how job quality might be included as an incentive. Groups like the Organization for Economic Cooperation and Development (OECD) and [venture capital funds](#) are also exploring ways to incentivize job quality by including it as a consideration for capital access.
- Requirements - Incorporating job quality data reporting into existing business processes. This could include business registration or licensing, tax payments, SEC disclosures (similar to recent human capital report requirements in the Form

K), etc. Check out the [Better Builder](#) in Texas for examples of how to infuse job quality requirements into purchasing.

- Values Alignment - Helping employers understand how understanding JQ data can address things they care about. This could include meeting their internal DEI commitments (including addressing occupational segregation), external Environmental, Social and Governance (ESG) reporting or productivity and retention needs. This could also include helping them think through job quality as an attraction mechanism for high quality candidates or hard to fill openings. Tools like [Working Metrics](#) are one resource to understand the data but the Job Quality [toolkit for employers from the Department of Commerce](#), [Good Jobs, Good Business Toolkit](#) from Pacific Community Ventures and [Good Jobs Institute's](#) business-centric scorecard and diagnostic are also very useful.

The Families and Workers Fund is collaborating with Kavya Vaghul and Matt Walsh (from [Just Capital](#) and [Lightcast](#) respectively), to address the lack of publicly available data on companies by (1) developing a standard set of employer-level job quality metrics that can be leveraged by businesses and investors, and (2) identifying a methodology by which to aggregate those metrics into a composite score to easily measure and compare company performance on key job quality issues. This includes a proposed set of next steps to pilot the proposed employer scorecard with key users. Contact the [Families and Workers Fund](#) referencing the [Job Quality Measurement Initiative](#) (JQMI) for more information on the above, as this project is relatively new.

- **What are specific key job quality indicators that impact employee satisfaction and retention?**

While each individual is different, and thus employee satisfaction and retention can be linked to multiple factors, the metrics included in the [Environment and Culture section](#) of the JQP include questions often incorporated into Pulse-type surveys commonly conducted by companies to understand employee satisfaction and engagement. The Society of Human Resource Management (SHRM) also publishes a useful set of j[ob satisfaction questions](#) for incorporation into surveys.

It is important, however, to keep in mind that employee satisfaction is usually driven by a number of factors so looking at any one aspect on its own may not provide a holistic understanding of the individual's needs or concerns. Finally, it is particularly critical to engage the employees/those who will be impacted in the design of such metrics to make sure their voice, and their needs, are fully reflected.

- **Has any work been done to expand how to measure job quality, factoring in multiple generations in the workplace - with each generation having a different interpretation of the job quality elements.**

Outside of the work shared during the call, we are only aware of limited work around considerations of job quality for adults vs youth. Discussions have primarily focused on how to properly engage each population as well as the acknowledgement that connecting individuals to

quality jobs requires not only equipping job seekers for the good jobs that exist but also making changes in the types of jobs available (demand). Analyzing occupational segregation in the local labor market can be a good place to start to better understand demand side opportunities. Check out this research by CAP as well as these workforce equity reports for more information on occupational segregation.

- **What are the top 1-2 job quality measures to monitor all aspects of the framework?**

RFA recommends that organizations start by measuring the Job Necessities (earnings, safety and security, schedules). Examples of specific metrics can be found in the corresponding metrics section of the JQP. Our favorite living wage calculator from MIT is also linked in the JQP. This data is relevant to all workers, and is more easily quantifiable than some of the other elements as data is available through existing resources such as UI and OSHA records.

- **How do we track as job quality continues to change?**

A couple of considerations:

1. Build in timeframes for updating living wage for your local area as the economy changes (for example, annually). When comparing data over time, look at whether they were at or above living wage at that point in time vs only the specific dollar amount.
2. Consider the % an employer contributes to benefits or affordability (e.g. cost vs what individuals earn) instead of a fixed dollar amount.
3. Consider piloting with one program, team or office before rolling out across an organization. Use this opportunity to build in feedback channels to allow your agency to learn as you go.
4. Incorporate worker voice collection as a key data point in your work. This will help you to stay informed as needs or perspectives of workers are shifting.
5. Much as priority sectors and industry partnerships are included in your strategic / regional planning, build job quality into the core of your business so that leadership is regularly assessing whether the work is accomplishing its intended goal .