

An aerial view of a city skyline, likely Philadelphia, with a blue overlay. The image shows various skyscrapers and buildings, including the Independence Hall on the right. The text is overlaid on the left side of the image.

RFA Workforce Fellows

Measuring Job Quality

February 1, 2023

Let's warm up that chat box...

....What is one job quality accomplishment that you are proud of?

- 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



Brooke Valle

Independent Consultant

Former Workforce CSO and Workforce Fellow

By the end of this session participants will...

- ✔ Explore how agencies might measure job quality using the resources in the Job Quality Playbook
- ✔ Learn about questions, data and metrics that may be used to better understand job quality
- ✔ Become familiar with measurement work ongoing in other agencies
- ✔ Share questions and engage in dialogue with peers

Hearing from YOU!

Use the Slido link in the chat to access
the whiteboard

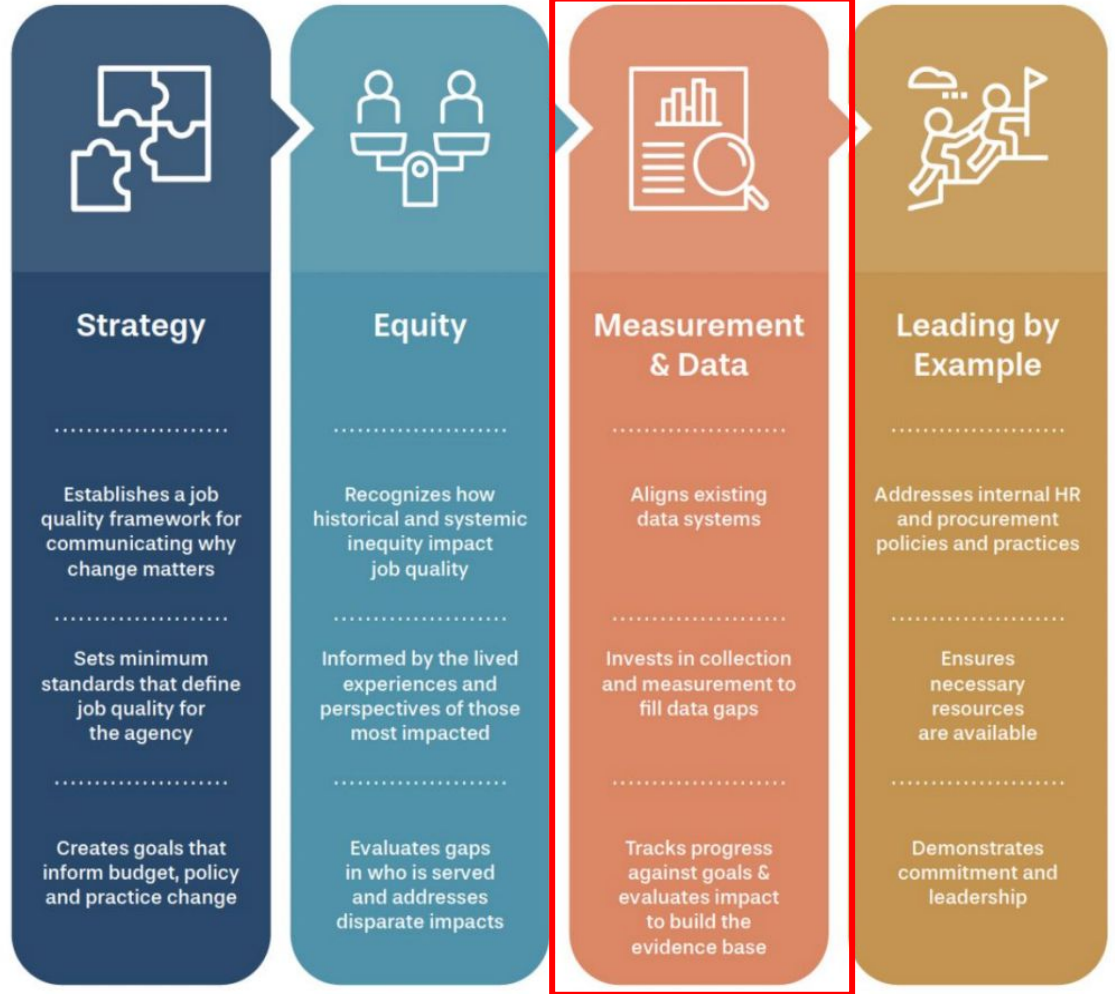
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Data and Measurement in the Job Quality Playbook

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Foundational Tenets





Finding and Using Data

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Sources of Data

- **Administrative Data** - Federal, state, and local data, particularly state wage and workforce data. **Examples - unemployment insurance wage records, IRS data**
- **Commercial/Employer Data** - Private sector data gathered through worker surveys or individual employer data collection efforts. **Examples - Glassdoor, the Shift Project, Burning Glass, Indeed, LinkedIn, Employer-specific Pulse, exit or other surveys, etc.**
- **Performance Data** - Data gathered from state and local agencies and public and private contractors as part of workforce programming / public procurement to track programmatic progress/success. **Examples - WIOA, SNAP or CDBG program data, Children's Services case files**
- **Statistical Data** - Large-scale federal surveys and datasets such as data collected and disseminated by the Census Bureau and the Bureau of Labor Statistics. **Examples - Current Population Survey, American Community Survey, Statistics of US Businesses**
- **Crowdsources/Individual Insights** - Qualitative data collected directly from a user / participant in the program or effort. **Examples - Exit surveys, focus groups, customer satisfaction survey**

10 Job Quality Measurement Considerations

1. **Give yourself grace - the field of JQ measurement is still nascent so the entire field is collectively learning as the work evolves**
2. **Get specific about what you are trying to achieve or understand - logic models are great tools for this**
3. **Center equity in your measurement approach - consider what and how data is collected and disaggregated**
4. **Engage those who will be impacted in the development of your measurement approach (e.g. your data/IT team, contracts, HR or subrecipients)**
5. **Focus on a meaningful but manageable number of metrics - start with the data you have**

10 JQ Measurement Considerations (continued)

6. Be open to subtracting not just adding (e.g. removing metrics or collection requirements that don't serve the JQ work)
7. Leverage a mix of incentives and requirements to achieve the desired results
8. Invest time in training / building competencies of staff, especially where data collection or analysis is a new function
9. Consider piloting with one program, team or office before rolling out across an organization
10. Create feedback channels to allow your agency to learn as you go



Highlights from the Field

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Highlights from the Field: Colorado

Where are you in your JQ measurement work:

We have defined our goals, desired outputs and outcomes (logic model) and are working to create metrics

What has been most helpful:

- 1) Using a logic model to guide our work
- 2) Engaging stakeholders in the design process
- 3) Starting with a specific population, program or funding stream and adjusting / expanding over time
- 4) Understanding existing data sources and limitations
- 5) Leveraging existing examples of data/evidence collection to structure our approach

Highlights from the Field: Colorado (cont)

What has been most successful:

- Taking the time to understand rural Colorado's environment by each local subarea and then comparing the results as we begin to draft standards for our project.
- The discussions with local subarea leadership in an effort to determine the metric to use when quantifying the percentage of quality jobs listed in their local communities.
- The discussions and current efforts related to elevate staff capacity within our business development staff/representatives as we work to provide business education and engagement on the quality jobs framework.

What advice would you give:

- Spend the time on building a strong foundation for the framework. It is essential to fully understand the climate before determining the direction to take.
- Discover what others are doing and utilize the Playbook – so much work has already been done with proven success – you can leverage the work of others and build on it to help advance the strategies more efficiently.

Highlights from the Field: Oregon/Washington

Where are you in your JQ measurement work:

We are assessing or inventorying current data systems to support data collection

What has been most helpful:

- 1) Using a logic model to guide our work
- 2) Engaging stakeholders in the design process (most notably when we were designing and drafting our Quality Job Framework)
- 3) Starting with a specific population, program or funding stream and adjusting / expanding over time
- 4) Understanding existing data sources and limitations
- 5) Leveraging existing examples of data/evidence collection to structure our approach

Highlights from the Field: Oregon/Washington (cont)

What has been most successful:

- Allowing ourselves time to build out our internal alignment (within our individual organizations, across our 3 workforce board organizations, adding a state focused dimension which brings in both Oregon and Washington state levels)
- Divide and conquer approach – each of our local areas are identifying one project or area to focus on, getting started on it, and then will report progress back to the full group
- Inventorying our current state (especially of our programs, communication material & strategies, RFP and procurement processes, ability to track and capture metrics (amongst 3 workforce boards and 2 states)
- Quality Jobs Playbook will be a game changer for us – a great tool and vital resource

What advice would you give:

- Identify something small to start on and focus your attention there
- Don't forget to count small steps made (such as focusing time and attention on building internal alignment and other areas of capacity/team building)
- Lean on RFA fellows and the RFA network

Highlights from the Field: Madison, Wisconsin

Where are you in your JQ measurement work:

We are assessing or inventorying current data systems to support data collection

What has been most helpful:

Engaging stakeholders in the design process (most notably when we were designing and drafting our Quality Job Framework)

What has been most successful:

- Gaining HR Management Team consensus on designing the measurements that matter most for our specific project in order to gain broader buy-in for our project

What advice would you give:

- Don't forget to involve those who stand to be impacted early and often throughout the process
- Normalize the language used around job quality so everyone is operating from a common set of definitions

Highlights from the Field: Texas

Where are you in your JQ measurement work:

We have updated our procurement processes to support data/evidence collection

THECB has established a new evidence-based grant program, the Perkins Equitable Access and Opportunity Program (PEAOP) that implements the full, five-tier Texas Evidence-Based Grant-Making (TEBGM) model.

THECB is incrementally incorporating the TEBGM model into its general Perkins State Leadership grant program.

We have established a set of metrics but not yet collected data or are in a pilot/testing phase

For the new PEAOP program, THECB is working to establish a set of metrics and means of collecting data for program evaluation.

Highlights from the Field: Texas (cont)

What has been most helpful:

- 1) Using a logic model to guide our work
- 2) Engaging stakeholders in the design process
- 3) Starting with a specific program or funding stream and adjusting / expanding over time

The purpose of the new PEAOP program is to establish evidence-based approaches to mitigating or eliminating barriers for students in the Perkins Special Populations categories. THECB has strengthened its evidence-based accountability for the forthcoming second PEAOP solicitation to require tracking of a specific student cohort during and after program participation as an indication of program efficacy. THECB is expanding the approach from the PEAOP program to its general State Leadership grant program.

- 4) Understanding existing data sources and limitations
- 5) Leveraging existing examples of data/evidence collection to structure our approach
- 6) Continuous review and improvement

THECB is currently developing an objective evaluation protocol that incorporates continuous review and improvement. THECB will begin statewide professional development on the developed protocol during spring 2023.

Highlights from the Field: Texas (cont)

What has been most successful:

- Creating the evidence based framework
- Hiring a third party evaluator
- Communication and feedback in the design with our subcontractors

What advice would you give:

- Bring finance team in early
- Communicate and prepare intended audience prior to releasing procurement
 - THECB participated with other members of the State Fellowship in a training
 - webinar on RFA and the state's TEBGM model prior to release of the first solicitation.
 - Program staff conducted a second training webinar after release of the solicitation for application development under the model.
- Active involvement of upper management throughout process
 - THECB's leadership and board approved program development and the initial solicitation. Agency support is helpful as THECB develops and expands the program.



Q+A Session



Wrap Up & Next Steps

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Upcoming Sessions and Resources

- ✓ **Office Hours Available**
 - Email jack@results4america.org to find a time
- ✓ **February 8, 3:30pm EST - Job Quality Playbook launch event!**
 - Share with your colleagues
- ✓ **February 15, 4pm EST - “Evaluation & Negotiation” with Harvard GPL**
 - Training session for Evidence-Based Workforce Spending fellows
 - Learn more about effective RFP proposal evaluation
- ✓ **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**
- **jack@results4america.org**

Don't forget to schedule office hours!