



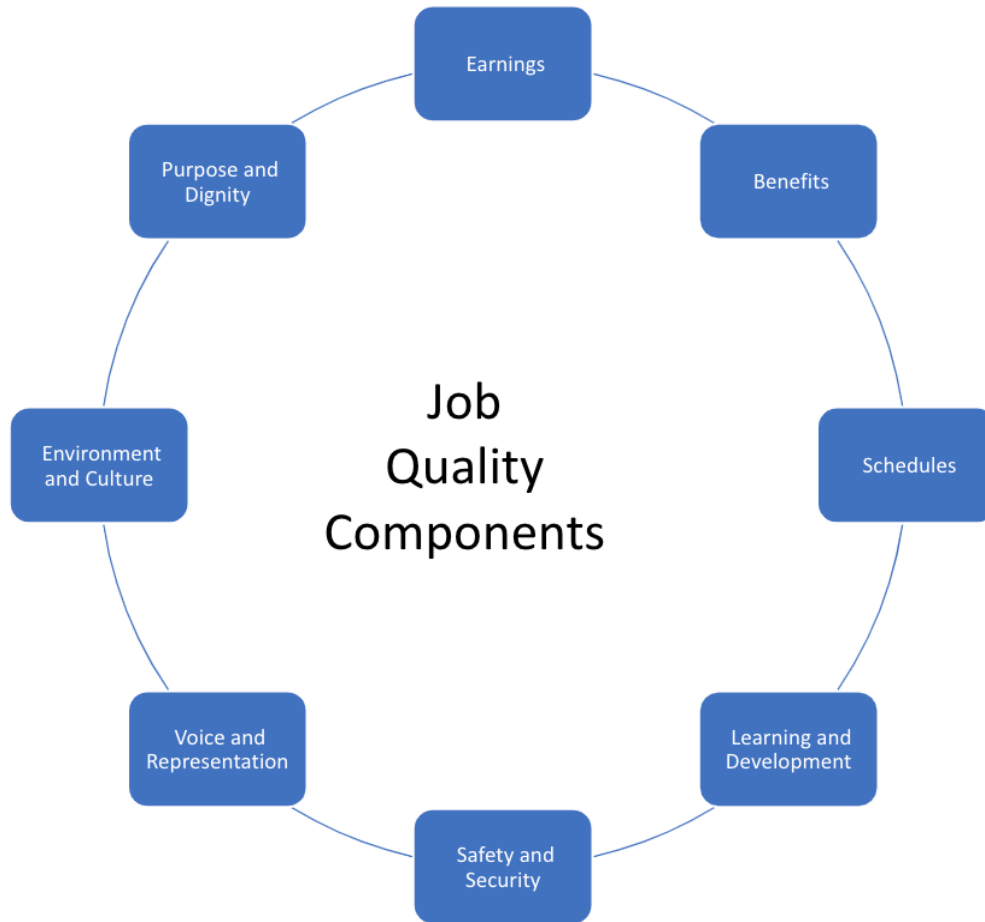
1. Job Quality Framework

Description: The concept of job quality encompasses a broad set of components ([Exhibit 1](#)). These components have been identified based on a review of nearly 30 existing job quality frameworks, measurement approaches, and policy recommendations identified through a landscape scan, as well as a number of public sector equity and inclusion models. Job quality impacts the entire lifecycle of the worker experience. The components are intended to provide a holistic, inclusive view of what makes a good job, taking into consideration not just basic needs or economic drivers, but also impacts to the worker outside of compensation, benefits, and safety.

Each job quality component is directly linked to equity. For example, rising income and assets are widely recognized as essential to mobility from poverty (Earnings, Benefits, Voice). Mobility also requires control over one's life, the ability to make choices, and the collective capacity to influence larger policies and actions that affect one's future (Schedule). Feeling the respect, dignity, and sense of belonging that come from contributing to one's community is an essential element of mobility from poverty (Purpose and Dignity, Environment and Culture). Opportunities to learn and earn through postsecondary as well as adult education and workforce development, provide a crucial avenue to economic and social mobility (Learning and Development).

Local areas may choose to refer to these as components of high road jobs, good jobs, jobs standards or other nomenclature that resonates with local needs, related projects, investments or the political climate.

Exhibit 1: Job Quality Components



Description: Each of the components includes several elements ([Exhibit 2](#)). The elements further define job quality and give the user concrete examples of each component. Workforce and economic development agencies may choose to rename elements as they finalize their own job quality strategies to ensure the language is responsive to local perspectives and aligned with other projects, strategies or investments that may be happening in their community.

Exhibit 2: Job Quality Elements and their Descriptions

Component	Elements	Description
Earnings	Base Pay	Includes all forms of employee payment for work performed
	Bonus	
	Profit Sharing	
Benefits	Health and Wellbeing	Includes health insurance, health incentives, paid leave for specific needs (sick days, family leave, parental leave, medical leave or short-term disability leave) and paid time off for flexible use (e.g. vacation days), as well as availability and frequency of financial, legal or other counseling services
	Education	Includes availability of educational subsidies, scholarships, or stipends, as well as compensation for educational achievement, and English language learning support
	Wealth Building	Includes retirement savings plans with or without match (401K, 403B, etc.), as well as homeownership assistance programs
	Supportive Services	Includes family care (children, elders, individuals with disabilities) facilities, navigation, and financial support; transportation assistance, navigation or provision, and flexible cash assistance, loans or grants to employees
	Safety Net	Includes unemployment insurance and assistance in accessing federal and/or state system benefits
Schedules	Flexible	Individual has input or control over when and where work is performed
	Stable	Individual has advance notice of schedule, adequate hours and predictable schedules that enable workers to meet their family caregiving and other commitments
	Fair	Includes fair on-call practices, such that if workers are on-call, they are compensated if not called in; and reporting time pay, compensating workers for their shift or some portion of their shift if they are sent home early
Learning and Career Development	Career Path Support	Includes formal or informal mentoring, coaching or visioning support
	Training and Skill Development	Includes entry-level training, cross-training, supervisory training, and specialized technical or soft skills training delivered through a variety of mediums including but not limited to on the job learning, simulation or other experiential learning, classroom instruction and milestone testing. Training may be delivered by the employer or an external party
	Recognition and	Includes internal and external recognition (formalized programs and

	Advancement	informal approaches), Individual and team bonuses and other incentives such as perks, giveaways or awards
Safety and Security	Physical	Includes appropriate protections and risk mitigation to address disease, injury, or death
	Mental and Emotional	Includes appropriate accommodations for lived experience, environmental features to support psychosocial wellbeing, policies, practices and training to ensure environment is free from discrimination, harassment, and supportive of equity
	Structural	Includes appropriate job classification, protection of individual rights including freedom from wage theft, slavery, human trafficking or child labor, and formalized HR function with associated policies, communications channels and recourse options
Voice and Representation	Formal representation	Includes union or similar body participation opportunities and support
	Participatory management	Includes employee stock ownership, co-op structure or like ownership opportunities
	Employee engagement	Includes processes for actively soliciting employee input such as surveys, stay interviews and leadership conversations, as well as inclusive, continuous process improvement
Environment and Culture	Use of Skills	Includes non-economic aspects of jobs including the nature and content of the work performed, alignment of the work with knowledge and experience of the individual, manageable stress level and work-life balance, space for entrepreneurship, creativity and innovation, as well autonomy and control in the performance of duties
	Sense of Connection	Includes workplace relationships, social dialogue and workers' involvement
	Stability and Security	Includes retention programs, mitigation approaches to address or openly communicate risks of job loss, efforts to prepare the workforce for changing capacity and needs including building transferable skills, organizational continuity exercises and proactive planning to prevent workforce reductions and minimize the impact of any necessary reductions, as well openly communicating overall economic performance and productivity of the company, organization, or industry
Purpose and Dignity	Meaningfulness and Mattering	Includes sense that work and individual's role is important as well as an individual's understanding of organizational direction and strategy
	Personal Alignment	Includes connection of work to individual passions or beliefs