

# Job Quality Frameworks

Illinois Future of Work Task Force

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# The Urban Institute's Organizing Framework for Elements of Job Quality

TABLE 1

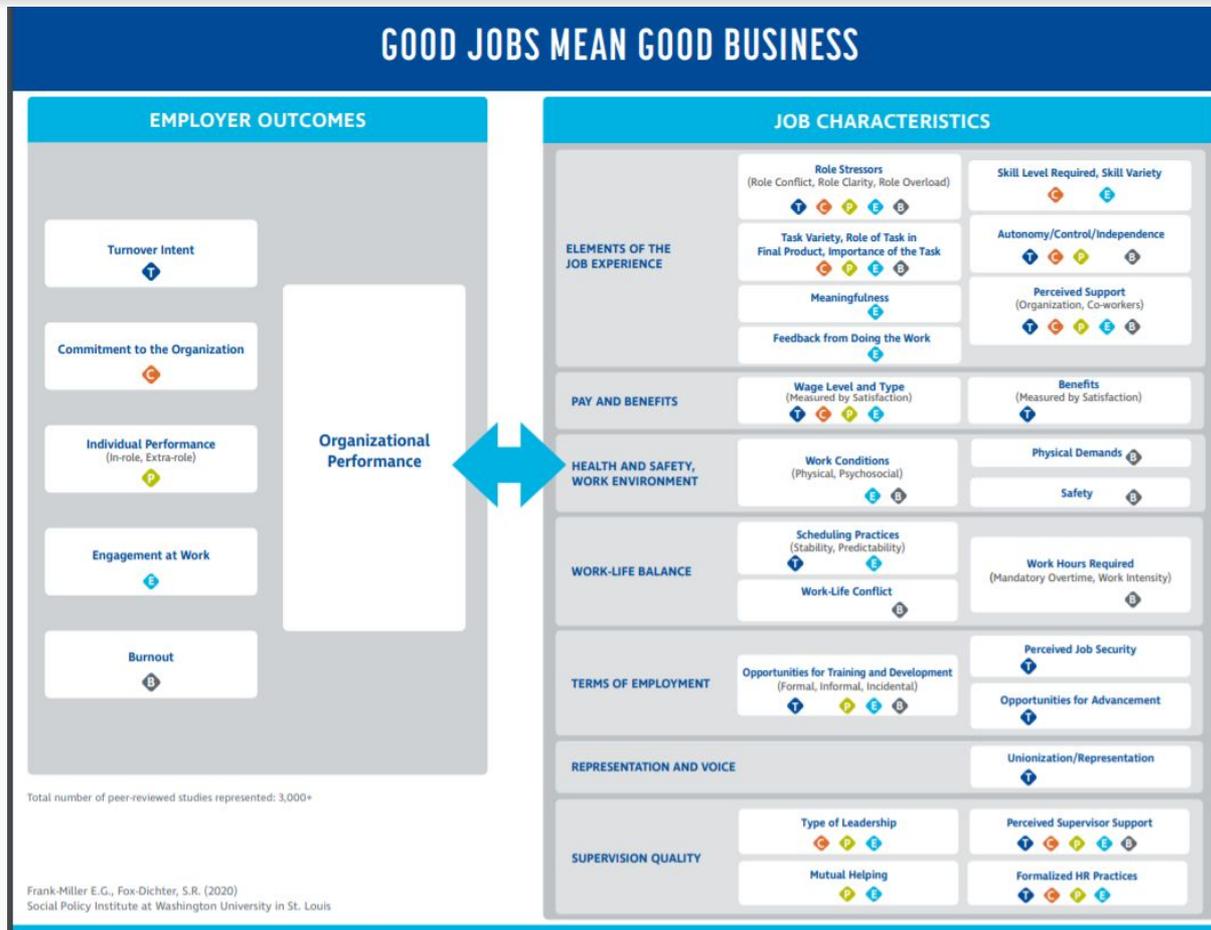
Organizing Framework for Elements of Job Quality

	Elements that provide benefits in current job	Elements that support advancement
Pay	Level of pay Predictability of pay	
Benefits	Health insurance Retirement plans Leave Other benefits (disability insurance, etc.)	Educational benefits (tuition assistance, etc.)
Working conditions	Stable, predictable hours Control over hours/location Job security Safety Nondiscrimination	
Business culture and job design	Culture of belonging Culture of diversity, equity and inclusion Strong organizational mission Meaningfulness of tasks	Focus on personal growth (mentoring, etc.) Focus on achievement/recognition Autonomy/power to change things Diversity of tasks Clearly defined career paths
On-the-job skill development	Training for specific tasks	Cross-training Advancement training and education

## CONNECTING JOB CHARACTERISTICS AND EMPLOYER OUTCOMES



# National Fund for Workforce Solutions' Job Quality Outcome Maps Cont.



# National Fund for Workforce Solutions' Job Design Framework

## JOB DESIGN FRAMEWORK

### A FRAME OF RACIAL EQUITY AND INCLUSION

Racial equity is essential for good jobs and good workplaces. You can start wherever you want in this framework, but the job elements listed below will have the most impact if you apply them with an equity mindset.

### The Pillars

#### CORE

The basic elements of a good job

##### **Compensation**

Sustainable pay and benefits

##### **Work Environment**

Stable hours and scheduling

Safety

Job security

##### **Supervision Quality**

Fairness and respect

Open communication

Anti-discrimination and anti-profiling policies

Transparent grievance process

#### SUPPORT

Help workers perform well and achieve stability

##### **Training**

Entry-level training

Cross-training

##### **Internal Assistance**

Supervisory training

Financial counseling

Cash assistance

Formal HR practices

##### **External Supports**

Tax credits

Childcare, transportation, housing (etc.) support

#### OPPORTUNITY

Help employees advance in their careers and develop their skills

##### **Career Development**

Specialized training

Educational benefits

Formal career pathways

##### **Mentoring and Coaching**

Peer mentorship

Job coaching

##### **Acknowledgment**

Internal and external recognition

Leveling of perks

Individual and team bonuses

Other financial incentives

#### VOICE

Employees are empowered, engaged, and have agency

##### **Engagement**

Measurement of engagement

Meaningfulness

Mattering

##### **Improvement**

Inclusive, continuous improvement processes

##### **Participation**

Participatory management

Autonomous teams

Formal representation

Employee stock ownership

### The Result

Becoming an employer of choice is a strategy, not an accident. Designing your jobs for equity and inclusion will help you build a great company where your employees thrive.

# Good Jobs Institute's Good Jobs Scorecard

## COMPONENT 1:

### EMPLOYEES

Are you meeting employees' basic needs and providing financial stability?

*Examine key employee metrics*

**Basic Needs:**

1. Pay
2. Benefits
3. Schedules
4. Career Paths
5. Safety & Security

**Employee Stability:**

1. Turnover
2. Absenteeism

## COMPONENT 2:

### CUSTOMERS

Are you creating the conditions for customer loyalty?

*Examine customer satisfaction metrics*

**Internal company data like:**

1. Mystery shopper evaluations
2. Customer surveys
3. Customer focus groups

**Publicly available data like:**

1. Social media sentiment
2. Market share
3. Rankings (ACSI, Yelp, etc.)

## COMPONENT 3:

### OPERATIONAL PERFORMANCE

Have you reached operational excellence or do you operate in mediocrity? Is your performance getting better or worse over time?

*Examine key areas of operational performance*

1. Sales
2. Costs
3. Productivity
4. Operational Execution

# San Diego Workforce Partnership's Job Quality Framework & Indicators



## Job Quality Indicators



### Job Necessities

- 1.1 Living Wage
- 1.2 Safe Working Conditions
- 1.3 Appropriate Classification
- 1.4 HR Infrastructure
- 1.5 Stable Scheduling



### Job Opportunities

- 2.1 Performance Management
- 2.2 Open Communication
- 2.3 Learning and Development
- 2.4 Empowerment and Support



### Job Features

- 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



# Employment Quality for Illinois: EQ-IL - University of Illinois at Urbana-Champaign

COMPONENTS	Compensation	Employer supports and benefits coverage	Paid time off	Outlook	Hours	Scheduling	Health	Job content and meaningful work	Supportiveness
DIMENSIONS	Wage rates	Healthcare	Sick leave (for self and family)	Job security and permanence	Match between desired and actual time at work	Timing of shift	Physical risks and hazards	Meaningfulness and usefulness	Interpersonal/Social relationships/Conflict
	Penalties/wage gaps	Retirement	Parental leave	Training and lifelong learning	Mandatory overtime hours	Control over schedule	Mental health risks and stress	Voice, input, representation, and due process	Relationship with superiors
	Bonuses and raises	Childcare	Caregiving	Opportunities for advancement	Hours volatility	Predictability of schedule	Fatigue	Interest and engagement	Relationship with co-workers
		Tuition	Personal time			Worksite choice	Mistreatment and abuse	Autonomy with job tasks and time	Accommodations for disability and work-family balance
		Commute							
OUTCOMES	Job satisfaction <--> Life satisfaction <--> Work-life balance/Conflict/Integration <--> Health								

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COMPONENTS	Compensation	Employer supports and benefits coverage	Paid time off	Outlook	Hours	Scheduling	Health	Job content and meaningful work	Supportiveness
<p>Characteristics of Good Quality Jobs</p>	<ul style="list-style-type: none"> <li>- Growing compensation for labor</li> <li>- Perception of fairness</li> <li>- Livable wages</li> </ul>	<ul style="list-style-type: none"> <li>- Options in benefit choice</li> <li>- Benefits available for different life stages</li> <li>- Affordable and of good quality</li> <li>- Transferable</li> </ul>	<ul style="list-style-type: none"> <li>- Adequacy or availability - Use without fear of retaliation</li> </ul>	<ul style="list-style-type: none"> <li>- Just-cause protections (control over job termination)</li> <li>- Widespread access to training opportunities</li> <li>- Access to advancement paths</li> <li>- Full development of human capital such as skills in high demand</li> </ul>	<ul style="list-style-type: none"> <li>- Hours are adequate, stable and do not exceed preferences</li> </ul>	<ul style="list-style-type: none"> <li>- Work performed during preferred shift time</li> <li>- Ability to refuse undesirable schedules</li> <li>- Ample advance notice of schedule and schedule changes</li> <li>- Hybrid worksite options if feasible</li> </ul>	<ul style="list-style-type: none"> <li>- Personal safety</li> <li>- Processes to improve health and safety in workplace</li> </ul>	<ul style="list-style-type: none"> <li>- Personal enjoyment and growth, learning, creativity, and problem-solving</li> <li>- Resources to do job well</li> <li>- Stable employment relations, labor peace</li> </ul>	<ul style="list-style-type: none"> <li>- Sense of belonging and teamwork</li> <li>- Mutual respect and conflict resolution between coworkers and between labor and management</li> <li>- Recognition and feedback from management</li> <li>- Network connections, social organization, and inclusion</li> </ul>
<p>Characteristics of Poor Quality Jobs</p>	<ul style="list-style-type: none"> <li>- Sub-minimum wages</li> <li>- Wage theft</li> <li>- Inequity and discrimination in compensation (pay gaps)</li> <li>- Stagnant or fixed wage rates</li> </ul>	<ul style="list-style-type: none"> <li>- Unavailable or unaffordable</li> <li>- Poor quality</li> </ul>	<ul style="list-style-type: none"> <li>- Unavailable or unpaid</li> <li>- Usage subject to employer retaliation</li> </ul>	<ul style="list-style-type: none"> <li>- Precarious job or contingent work arrangements with no norm of continued employment with employer, i.e. temporary and contract work</li> </ul>	<ul style="list-style-type: none"> <li>- Hours are inadequate (i.e. involuntary part-time work) - Hours are unstable</li> </ul>	<ul style="list-style-type: none"> <li>- Undesired shift times</li> <li>- Little to no advance notice</li> <li>- On-call work, especially uncompensated time spent on-call</li> </ul>	<ul style="list-style-type: none"> <li>- Risk of worker injury, illness and death</li> <li>- Inadequate protections and risk mitigations</li> </ul>	<ul style="list-style-type: none"> <li>- Routinization, monotony, alienation</li> <li>- No or little input in work processes</li> </ul>	<ul style="list-style-type: none"> <li>- Disorganized/divided/dysfunctional workforce</li> <li>- Polarized workforce (existence of both regular employees and temporary workers)</li> </ul>

# Small Group Discussion Questions

How do you think that creating a “Good Jobs Framework” based on job quality index could be useful for this taskforce and for our state?

What is missing from this list of criterias that you find is very important as we consider a "Good Jobs Framework for IL?"

What are the three most important criterias to you from this list?