



# Job Quality Benchmarking Tool and Initiative

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# Why Job Quality?

1. To achieve economic mobility for clients and their families
2. To leverage tight market conditions to build good employer habits
3. To move the focus on good jobs from a hobby to our mission

Voice  
Salary Career  
Diversity  
Growth  
Professional  
Environment  
Values

# Job Quality Benchmarking Initiative Benefits

## Stakeholder Benefits:

1. **Clients** – Faster economic mobility for job seekers and their families through access to higher quality jobs.
2. **Employers** – Access to comparative quantitative and qualitative data to increase competitiveness.
3. **JVS** – Ability to make data driven decisions around employer engagement to strategically deploy limited resources.



# Evolution of the Job Quality Index

## Development

- Using the Job Design Framework from the National Fund, we surveyed staff and job seekers and condensed data to 5 highest ranking pillars.
- We created a short, tight survey with questions for each pillar pooling local and national surveying expertise.

## Testing

- We tested the survey with employers to make sure it was informed by and responsive to their needs.
- The dual events of the COVID-19 pandemic and the racial reckoning in the US brought additional areas of great interest to workers.

## Iteration

- To keep the survey short enough, questions under each are brief, designed to give broad brush comparisons and allowing for deeper exploration through consulting
- We rolled new categories into “Supportive Work Environment” instead of standing alone.

5 Pillars	# of scored questions
Salary/Wage	2
Schedule Flexibility/Predictability	5
Availability of Benefits	3
Access to a Career Ladder	6
Supportive Work Environment	19
<i>Safety</i>	4
<i>Training</i>	4
<i>Supervision/Feedback/Rewards</i>	6
<i>Diversity &amp; Inclusion</i>	5



New pillars, such as organizational leadership, are being explored by the learning group, with the key goal of keeping the summary report concise.

### New Sub-Pillars

1. Diversity, Equity & Inclusion
2. Safety at Work

# Sample Summary Report

## • Employer Practice Change

- Wage Increases
  - \$3.00/hr wage increase negotiation due to benchmarking data
- Restructured benefit packages
- Investment in ESOL as part of talent pipeline model
- Combining Job Requisitions
  - Collapse of 3 per diem/PT positions into 1 benefitted FTE
- Relaxing of inflexible hiring standards in healthcare

## • Client Outcomes

- Increase in Wages
  - 52% increase in annual earnings (\$13,000/year) for Pharm Techs
  - 25% increase in annual earnings (\$6,400/year) for CNAs
- Increase in Hours & Better Schedules
  - Secured stable healthcare scheduling with multiple employer partners
  - Pharm Techs 8 more hours/week
  - CNAs 5 more hours/week



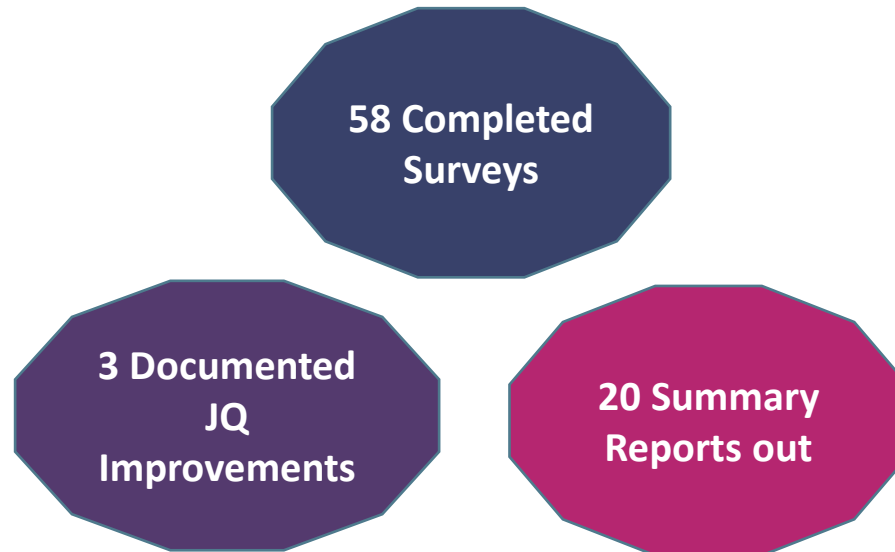
# Benchmark Employer Participation Levels

## Full Buckets



## Focus Roles\*

- Food Service Worker
- Home Health Aid
- Teacher's Assistant
- Custodian
- Housekeeper
- Security Guard
- Biotechnician
- Retail Associate

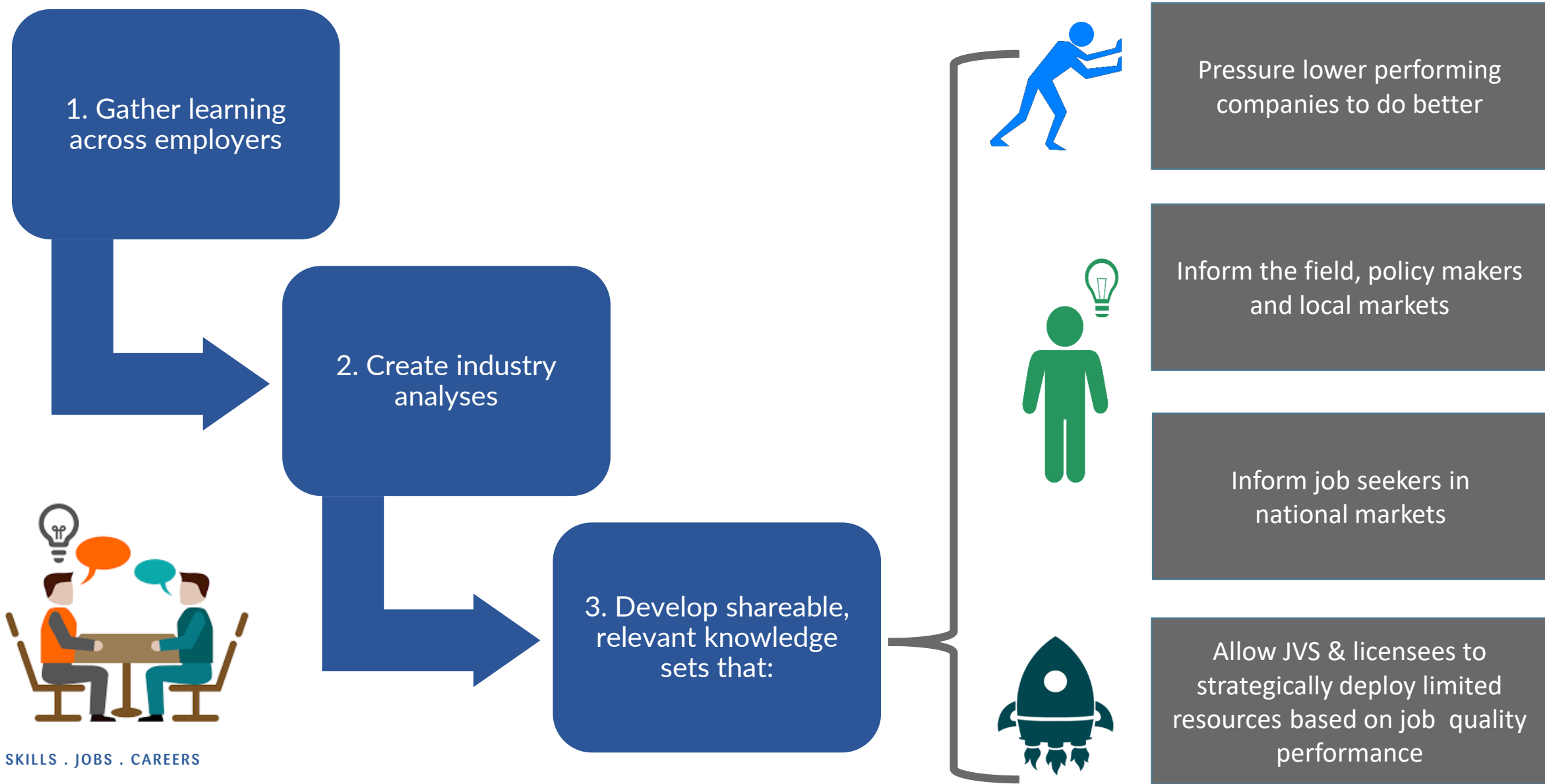


\*In Mass., 17% of the population are immigrants. Yet in JVS's focus roles, immigrants constitute up to 57% of the workforce.

(Source: Boston's Immigrants: An Essential Component of a Strong Economy, 2017, p4.)

- As new licensee partners are added, they identify their own focus roles and prioritize filling buckets. This maximizes the value to their job seekers and to employers completing the JQI.
- A full bucket is currently defined as a job title that has 5 or more employers who have taken the survey. This is the point when we begin sending out summary and detail reports.
- Focus roles are positions where many job seekers, including primarily refugees and immigrants, begin employment journeys. When developing the index, using job placement data from the last 5 years, JVS identified 20 job roles that will have greatest impact on frontline employees we train and coach. We, therefore, are strategically trying to fill those buckets first.

# Plan for Driving Systems Change



# Employer Participation & Incentives

## Increasing Participation

- Next JVS Economic Opportunity Forum focused on Job Quality
- Implement a 10 Day Job Quality Employer Challenge using model from our licensee in Northern Kentucky
- Explore how JQ Index could be used for Boston's vendor contract procurement (model in Baltimore through CivicWorks, which scores on family-sustaining wages & benefits, employee feedback, racial equity, and inclusion)
- Partnerships with industry orgs (Mass Senior Care, Mass Assisted Living Assoc., Mass Restaurant Assoc., Mass Life Sciences Center, The Care Institute, etc.)
- Partnerships with Chambers of Commerce and Assoc. Industries of Mass
- SkillWorks Boston piloting non-profit grantmaking based on results of JQ survey
- JVS requires a certain level of JQ to work with an employer on pipeline programs, etc.
- Expanding the number of licensees throughout the country



## Incentives

- **Free Summary Reports for for-profits**
- **Free Detailed Reports for non-profits**
- **Increasing levels of access to talent pool and JVS resources based on JQ score**
- **Marketing & amplification through JVS website & staff for companies making improvements**
- **Procurement of grant dollars through funding strategy**
- **Replication of incentives through licensees**



# Partner Engagement Strategy

## Leverage 500+ JVS employer partners

- Currently we have a very engaged # of employers including 80 key employers. Overlay JVS Employer Engagement strategy with JQI scores to more deeply engage with companies with better jobs to smartly use limited resources.
- Leverage volatile & tight labor market to encourage practice change by restricting or opening the flow of talent to employers
- Sell additional JVS services to employer with benchmarking, such as incumbent worker training or pre-employment training



## Initiate Consulting Practice

- Go deep with employers in 6-month partnerships implementing & testing improvements in specific “areas to focus” from benchmarking findings
- Share licensee best practices and expand body of knowledge for all

## Create Job Quality Champions

- Highlight & amplify employers who made adjustments to their jobs and strived for improved job quality



## Grow National Community of Practice

- Host licensee learning labs
- Present at national forums
- Participating in related communities of practice, such as Aspen Institute, National Fund for Workforce Solutions

# Leveraging Practice Change

## Amplifying Employer Successes

- Employer Spotlights on JVS website
- New website for employers with digitized best practices
- Create an Employer Learning Lab
- Explore procurement strategy with City of Boston
- Share successful strategies among licensees

## Informing the Field

- Currently exploring partnership with Cincinnati Women's Fund around digitizing (and customizing to the geographic region or state) the best practices manual
- Present Index, Practice Changes and Strategy in national venues
- Partnership with Aspen Institute through Job Quality Fellowship to disseminate learnings
- Collect, document and broadcast licensee strategies across all partners

