Views on Workplace Quality - What Makes a Job "GOOD?"

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About Civic Works' Job Quality Initiative

Why Job Quality

- Workers thrive in jobs that meet their basic needs, have a supportive environment, where they feel valued, and support their advancement
- Employees who feel invested in, invest back in the business and strengthen business outcomes
- Employment disparities require the assessment of workplace practices with an equity lens

Our Work

- Assessing employer job quality
- Supporting employers around making their jobs better and more accessible
- Prioritizing employers with better jobs
- Supporting workforce practitioners and the workforce system around strengthening job quality within existing strategies

I. Employer Assessment - Procurement

	Max Points	Points Awarded
4) Community-based hiring and career advancement: Points: *a) Based on the number of workers that are program graduates.* *b) Track record of promoting graduates* *c) Track record of providing free professional development, during which employees receive their normal rate of compensation.* *d) Following best practices by providing your criminal record relevance screen to your background check provider, so that hiring managers only see convictions relevant to the position.*	20	
5) Providing family-sustaining wages and benefits: Points: *a) Providing family-sustaining wages to CSC graduates above the program minimum of $15.50 per hour after the first 90 days of hire* *b) Health insurance, with points prorated by amount employer subsidy* *c) Dental and vision insurance* *d) Health insurance for employee's dependents* *e) Pension or other retirement plans* *f) Paid leave benefits* *g)Predictable scheduling and overtime practices that support the financial stability of frontline employees* *h) Benefits that strengthen the immediate financial stability of employees, such as allowing paycheck advances, childcare subsidies* *i) Company provided tools and safety equipment*	20	
6) Employee feedback, racial equity and inclusion Points: *a) Facilitate effective employee feedback loops, which result in concrete changes in workplace policies and practices* *b) Disaggregate workforce data by race and gender* *c) Implement policies and practices to address racial and gender disparities within the company*	20	

Ranking criteria

- Number of people hired from community-based training programs
- Wages above the minimum standard
- Level of retirement and health benefits
- Track record of promotions, wage increases and professional support
- Paid sick days, paid maternity and elder care leave
- Racial equity and inclusion lens
- Public transit accessibility

I. Employer Assessment - Good Business Works (GBW)

About
- Home improvement, retail, and restaurant sectors
- Makes good jobs practices visible

Benefits for businesses meeting minimum standards
- Marketing as a good business
- Support strengthening workplace practices
- Peer-to-peer learning

I. Employer Assessment - GBW Application

Good Jobs Menu

Please select all of good jobs strategies you currently use in your workplace. It is not expected that you will check every box, but helps to identify your current strengths and potential for growth

Foster a Healthy & Supportive Workplace
Scheduling Practices
❏ No on-call scheduling or in-shift changes
❏ Flexible shift start/end times
❏ Accommodate childcare & family needs in scheduling
❏ Set schedules 2+ weeks in advance
❏ Provide full-time hours to all who want them
❏ Provide consistent, set schedules

Insurance
❏ Help employees access public insurance options
❏ Offer a stipend to help cover insurance costs
❏ Offer health, vision, dental and/ or retirement to all employees within 6 mos of hire
❏ Offer health, vision, dental, and/or retirement to all employees within 60 days of hire and/or with employer contribution

Equity & Inclusion Practices

Hiring & Recruitment

❏ Put job description language in clear, transparent language free from jargon

❏ Use a skills rubric to identify skills needed for the position and assess all candidates against it

❏ Remove non-essential job requirements—ie education & formal credentials

❏ Disaggregate retention and advancement data by gender

❏ Create mentorship opportunities to help employees of color in your company advance

❏ Create mentorship opportunities to help employees of non-cis gender identities in your company advance

❏ Ensure all training and professional development

General Categories

- Foster a Healthy & Supportive Workplace
- Provide Industry-Leading Wages & Benefits
- Skills Development & Career Pathways
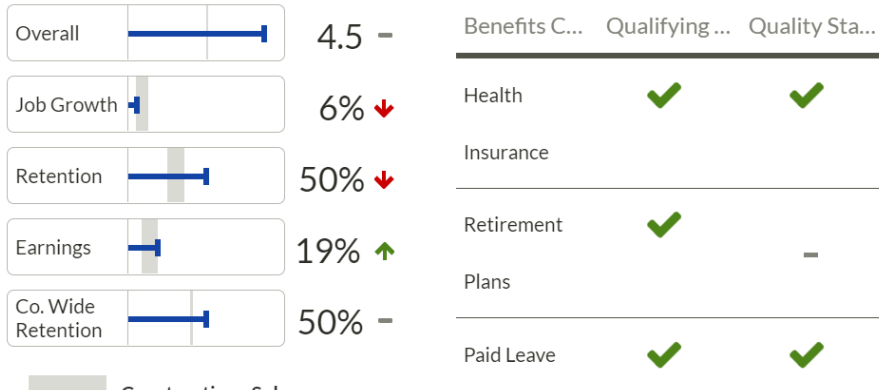
Equity and Inclusion Categories

- Hiring & Recruitment
- Supervision
- Advancement
- Equity Policies
- Training

Goal Setting

I. Employer Assessment - Working Metrics

★★★★½

Your overall score is excellent for **Construction : Solar, Renewables, Efficiency!**

Overall		4.5 –	
Job Growth		6% ↓	
Retention		50% ↓	
Earnings		19% ↑	
Co. Wide Retention		50% –	

Benefits C...	Qualifying ...	Quality Sta...
Health Insurance	✔	✔
Retirement Plans	✔	–
Paid Leave	✔	✔

▮ **Construction : Solar, Renewables, Efficiency** Industry Averages

★ Your Benefits credits increased your score **1/2** star!

- Employers upload their quarterly employee earnings data
- Evaluates retention, compensation, benefits, and workforce inclusion trends
- Generates scorecards and industry benchmarks
- Disaggregates data by race and gender

II. Employee Feedback - Engagement Survey

Employee Engagement Survey

We are partnering with Civic Works to administer a third-party employee engagement to help us continue to strengthen our workplace employment practices. Your feedback will help us build on our strengths and identify areas for growth as a company. The survey should take roughly **10-15 minutes** to complete. Please be sure to complete the survey by **Date**.

All survey responses are anonymous and will be kept completely confidential - Only the **Civic Works Job Quality Team** will have access to individual responses. The overall results shared with (Company X) will be generalized and done in aggregate.

1. I would recommend (Company X) to a friend looking for employment in the energy efficiency sector.
   ☐ Strongly Agree
   ☐ Agree
   ☐ Disagree
   ☐ Strongly Disagree

2. I clearly understand my job duties and expectations as defined by management.
   ☐ Strongly Agree
   ☐ Agree
   ☐ Disagree
   ☐ Strongly Disagree

- Customized survey with selected topics
- Full communication with the company
- Administer survey & analyze results
- Detect arising themes for job quality focus

II. Employee Feedback - Post-Survey Process

How Your Feedback Is

HELPING IMPROVE CIVIC WORKS

Civic Works

ANTI-HARASSMENT & DISCRIMINATION

Civic Works is instituting an updated anti-harassment policy and exploring safe reporting processes that will minimize the potential for retaliation against staff.

WAGE & COMPENSATION STUDY

We're exploring ways to fund a compensation study for staff positions. In FY21, we'll get price quotes and work to obtain funding. In FY22, if we're successful with getting funding for the study, we'll present the results of the study.
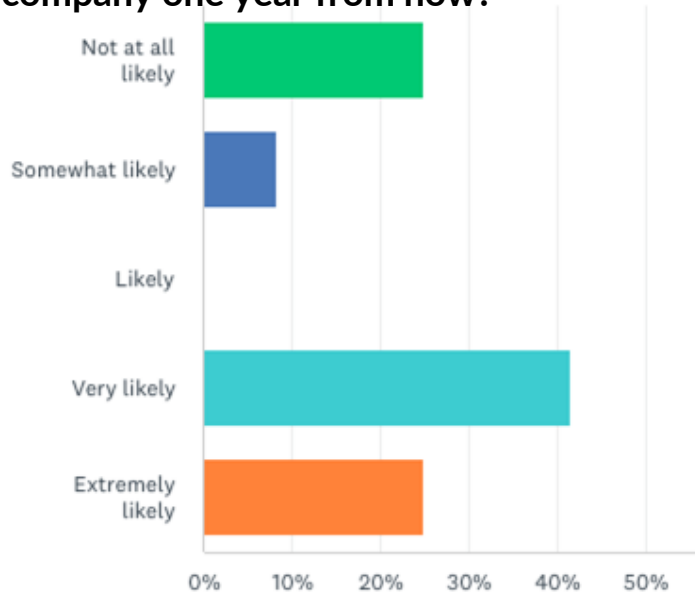
- Disaggregated data for equity
- Presented findings to staff
- With staff, developed project ideas for responding to feedback
- Implemented new projects with org leadership
- Communicated these data-driven outcomes back to staff members

II. Graduate Feedback

How likely are you to be working at this company one year from now?

- A 6-month post-placement survey, includes an assessment of job quality at their employer and their experience in the training program
- Regular retention calls collect feedback on day-to-day work experience and job quality
- We're in the process of implementing longer qualitative interviews with graduates one-year post-placement

III. Employer MOU

Employer Expectations

- Minimum score on the employer assessment
- Minimum starting wage
- Goal setting and active work toward improving job quality
- Employee surveys
- Tracking job quality outcomes
- Data disaggregation

Employer Benefits

- Prioritized access to interview graduates
- Prioritized access to incumbent worker trainings
- Provide priority access to procurement opportunities
- Good Business Works marketing

IV. Next Steps

Employer job quality data allows us to:

- Create employer profiles that allow for better job matching
- Prioritize employers with better jobs
- Engage employers around opportunities to improve job quality
- Compare employer and graduate provided data to assess implementation gaps

Civic Works' Next Steps:

- Streamline the job quality assessment questions and tools
- Develop a strategic roadmap to focus on the most impactful opportunities for supporting job quality within the workforce system
- Disseminate the assessment tools, recognizing they may still need additional customization