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SOUTHWEST WASHINGTON



Clackamas
Workforce
Partnership
WORKFORCE DEVELOPMENT BOARD

2022

Quality Jobs Framework Executive Summary

Columbia-Willamette Workforce Collaborative Quality Jobs Initiative

A guide for advancing quality jobs in the region.





In June 2021, the Columbia-Willamette Workforce Collaborative (CWWC) engaged Estolano Advisors to assist in the development of the Quality Jobs Framework (Framework). The Framework is a part of the Quality Jobs Initiative (Initiative), a cross sectoral effort that seeks a regional approach to (1) defining quality jobs, (2) provide guidance on standards employers can be encouraged or incentivized to adopt, (3) identify resources to help employers implement in accordance with their workplace needs, and (4) develop a roadmap of actions and implementation steps.

The Framework was informed by the Quality Jobs Council, comprised of 19 cross-sectoral participants representing businesses, workers, labor, service providers, and government agencies located in the Portland-Southwest Washington Metropolitan area to develop and adopt a regional approach to creating quality jobs. The CWWC held six monthly Council meetings between August 2021 and January 2022. The Framework was developed in close collaboration with the Council and informed by: (1) a multipronged research approach which included a review of existing regional case studies; (2) a nationwide scan of best practices; and (3) a series of interviews with relevant organizations and leaders throughout the region to identify core components of a quality job.

Quality Jobs Framework

This Framework defines a set of quality job standards for the region. It provides actionable, detailed strategies that businesses, workforce boards, and other actors who operate in the region can adopt to advance quality jobs. This Framework references practical resources that can help each employer implement the quality job standards according to their unique workplace.

Where possible, the strategies include quantitative or qualitative metrics, or measures used to track the performance or production of a given strategy. Strong metrics are well-defined, measurable and provide a clear picture of performance towards a given strategy. The metrics identified in the report are an initial iteration. They should be refined in collaboration with employers and other community partners and updated based on evolving needs. Lastly, the Framework describes potential implementation steps the CWWC can take to continue the Initiative in its next phase.



Quality Jobs Standards

Quality Jobs Standards bring clarity to the conversations on job quality in the region and serve as a tool for the Workforce Development Boards (WDBs) to further focus their program offerings to job seekers and businesses, as well as their partnerships with employers and community-based organizations.

- A. Self-Sufficiency Wages:** A quality job provides sufficient income to afford a decent standard of living. For example, jobs that offer pay consistent with published self-sufficiency standards that consider family composition and cost of living.
- B. Safe Working Conditions/Worker Engagement:** A quality job offers employees dignity and respect and welcomes engagement in workplace operations. For example, quality jobs uphold and enforce anti-harassment and anti-discrimination policies and provide reasonable accommodation to employees with disabilities.
- C. Predictable Hours:** A quality job offers employees predictability on the number of hours they are offered per week to minimize hardship on employees and their families.
- D. Comprehensive Benefits:** A quality job provides basic benefits that increase economic security, improve health and overall well-being. Quality jobs include healthcare, childcare, transportation, wellness programs, and access to retirement savings programs, among other supports.
- E. Accessible Hiring and Onboarding Practices:** A quality job offers transparent and accessible hiring and onboarding practices to ensure that employer and employee are set for success.
- F. Training and Advancement Opportunities:** A quality job provides opportunities to build skills and access new roles and responsibilities in a workplace. For example, quality jobs offer internal pathways to support career progression, professional development, and incumbent worker training opportunities.

QJ Standards	Strategy
A. Self-Sufficiency Wages	<ol style="list-style-type: none"> 1 Calculate the cost of turnover. 2 Conduct a wage assessment. 3 Conduct a wage equity analysis. 4 Implement pay parity and wage protections for contracted workers. 5 Support implementation and/or enforcement of a self-sufficiency wage standard within the municipality, or across the region or state. 6 Establish wage boards at the state or local government.
B. Safe Working Conditions/Worker Engagement	<ol style="list-style-type: none"> 1 Uphold and enforce anti-discrimination, anti-violence, anti-hostility, and anti-harassment policies. 2 Provide reasonable accommodations for all employees. 3 Support English Language Learner (ELL) employees. 4 Ensure worker rights to collectively bargain. 5 Conduct regular employee surveys to gather input about worker's experiences in the workplace and inform the improved delivery of business services. 6 Add worker voice to company boards or management teams. 7 Develop an employee share ownership program. 8 Improve enforcement of labor and employment laws that establish worker protections.
C. Predictable Hours	<ol style="list-style-type: none"> 1 Adjust mandatory overtime and shift work policies when possible and provide clear expectations to applicants.
D. Comprehensive Benefits	<ol style="list-style-type: none"> 1 Extend benefits to all employees, including frontline staff and lowest paid workers. 2 Provide workers with paid sick leave, parental leave, medical leave, and other vacation or paid time off. 3 Provide or subsidize transportation for employees. 4 Offer childcare (and elder care/other family care) and other supports to employees. 5 Implement or improve flexible hours and paid time off policies that support employees' personal wellbeing and family. 6 Create or improve existing employee financial wellness programs. 7 Offer and promote the use of Employee Assistance Programs (EAPs). 8 Establish or expand portable retirement savings and medical benefits programs.

QJ Standards	Strategy
E. Accessible Hiring and Onboarding Practices	1 Standardize the use of ADA compliant job description text and accessibility of all job application materials.
	2 Post simple, skill-based job descriptions that include core competencies, essential job functions necessary to perform the job, and accurate salary range.
	3 Expand recruitment efforts to reach a larger pool of qualified, diverse applicants.
	4 Implement resume review technology that removes bias.
	5 Implement a standard interview process for all candidates that is still responsive to different job seeker needs.
	6 Provide comprehensive, effective, and consistent onboarding for all new hires.
	7 Assign formal or informal mentors to assist new employees with their transition (“buddy system”).
	8 Incorporate reasonable accommodation practices into onboarding.
	9 Improve enforcement of Ban the Box, discrimination, and reasonable accommodation laws.
	10 Improve existing workforce development sector-based partnerships. Create and/or support new sector-based partnerships in emerging or recovering sectors.
	11 Expand and improve direct-hire job training programs.
	12 Support foreign-born/trained job seekers in new credentialing process.
F. Training and Advancement Opportunities	1 Build clear internal pathways and opportunities to support career progression.
	2 Create and expand on-the-job, professional development, and incumbent worker training opportunities to support advancement and cross training.
	3 Create or update tuition assistance programs.
	4 Create local, regional, and state investment incentives for employers and workers that upskill, or reskill, workers for future jobs and swiftly changing industries.

In June 2021, the Columbia-Willamette Workforce Collaborative (CWWC) embarked on a process to define what a quality job means for the region. The CWWC is a partnership between the Portland-Southwest Washington Metropolitan region's three workforce development boards (workforce boards or WDBs) – [Workforce Southwest Washington](#), [Clackamas Workforce Partnership](#), and [Worksystems](#). CWWC participates in regional workforce and economic development planning to serve industry and direct public workforce dollars to develop a regional talent pool and strong economy.

The CWWC firmly believes in the value of work and the shared benefits afforded to workers, businesses, and the region's communities through good, high-quality jobs. CWWC created the Quality Jobs Initiative (Initiative) to address long-standing inequities including lack of access to good jobs and careers that allow people to support themselves and their families, and which perpetuate economic disparities. Through this work, CWWC seeks to increase the number of quality jobs and improve the regional economy for all. CWWC believes that quality jobs are not an issue for social services alone, but also a business imperative. Good, high-quality jobs – ones with competitive wages and benefits, predictable hours, necessary training, and opportunities for advancement – are good for business.

Importantly, CWWC will center Black people, Indigenous people, and People of Color; individuals with disabilities; immigrants; women; and individuals experiencing poverty who are disproportionately subject to low wage, and poor-quality working conditions.