



Quality Jobs Framework

About this framework



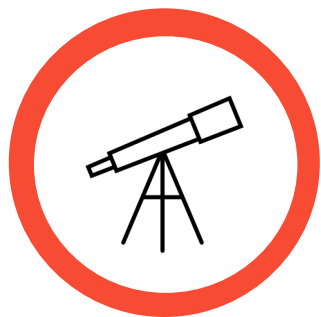
Jobs for the Future’s Quality Jobs Framework provides a comprehensive definition of a quality job. It highlights what all workers deserve in addition to good pay and benefits—the flexibility, autonomy, stability, and advancement opportunities that are essential for people to thrive.

This framework focuses on what employers, industry leaders, policymakers, and government agencies can do to improve job quality. It also serves as a starting point for identifying actions everyone throughout the learn-and-work ecosystem can take to help millions more people move into quality jobs and advance economically.

At Jobs for the Future (JFF), we believe this framework will play a crucial role in rallying our partners to join us in achieving our North Star goal, announced in 2023: In 10 years, 75 million people facing systemic barriers to advancement will work in quality jobs.*

** JFF focuses on removing systemic barriers to advancement for people whose highest level of education is less than a four-year degree, people of color and women of all backgrounds whose highest level of education is a four-year degree, and people with criminal records.*

How to use this framework



Explore

the key dimensions and elements of quality jobs



Apply

the framework to your specific work and context



Center

workers' voices to ensure that their perspectives are integrated



Collaborate

with partners, using the framework as a catalyst



Evaluate

and monitor your impact on job quality outcomes

Quality Jobs Framework



Compensation

All forms of pay, benefits, and leave that enable all workers to support themselves and their dependents at the local cost of living



Advancement

The policies and practices that provide all workers with equitable opportunities to grow their skills, knowledge, and careers within their organization or industry



Agency & Culture

The extent to which all workers are encouraged and supported to use their expertise to drive change within their organization and have a sense of belonging and value in the workplace



Structure

The foundational elements that support a safe, healthy, and stable environment for all workers



Compensation

All forms of pay, benefits, and leave that enable all workers to support themselves and their dependents at the local cost of living

Element

Actions

Drivers of Change

Living wage *

- Pay all workers at least a living wage that covers the local cost of living, providing additional benefits to mitigate the potential for wage increases to result in a loss of public benefits.
- Periodically review and adjust wages for all workers to reflect changes in the local cost of living.

- Employer practice
- Industry practice
- Policy change
- Policy enforcement

Comprehensive benefits

- Automatically enroll all part-time and full-time workers in comprehensive benefits plans within 30 days of employment and provide any needed navigation support.
- Develop a benefits package for all workers that includes health, dental, and vision insurance, as well as a retirement savings plan with an employer match.
- Ensure that health care coverage meets federal Affordable Care Act standards for affordability, minimum value, and essential services.

- Employer practice
- Industry practice
- Policy change
- Policy enforcement

Paid leave

- Provide all workers with a minimum of 6 weeks of paid family and sick leave.
- Provide all workers with a minimum of 15 additional paid vacation days per year.

- Employer practice
- Industry practice
- Policy change
- Policy enforcement

Pay equity and transparency

- Regularly audit the total pay and benefits packages for all workers and actively address any disparities to ensure fair, transparent, and equitable compensation processes.
- Provide clear and easily accessible information to all workers about compensation and benefits, including pay ranges and criteria.

- Employer practice
- Industry practice
- Policy change
- Policy enforcement

* Living Wage Calculator, Massachusetts Institute of Technology, <https://livingwage.mit.edu/>.



Advancement

The policies and practices that provide all workers with equitable opportunities to grow their skills, knowledge, and careers within their organization or industry

Element

Actions

Drivers of Change

Skills-based practices

- Base hiring and promotion decisions on skills and competencies, rather than on traditional criteria such as educational credentials, years of experience, and company tenure.
- Design jobs that provide challenging and meaningful work that utilizes workers' skills, and encourage workers to pursue ongoing professional development.

- Employer practice
- Industry practice

Transparent career pathways

- Develop clear and well-defined career pathways that outline the skills, experience, and competencies required to advance within the organization or industry.
- Regularly and transparently communicate career pathway opportunities to all workers.

- Employer practice
- Industry practice

Career coaching and training

- Provide tailored coaching and training opportunities to help all workers develop the skills and competencies they need to advance.
- Ensure that all workers receive professional development and training opportunities that lead to credentials or certifications that hold local and/or national labor market value.
- Provide or connect all workers with financial resources to remove barriers to their participation in professional development and training programs.

- Employer practice
- Industry practice

Inclusive internal advancement

- Prioritize internal advancement by filling job openings from within whenever possible.

- Employer practice



Agency & Culture

The extent to which all workers are encouraged and supported to use their expertise to drive change within their organization and have a sense of belonging and value in the workplace

Element

Actions

Drivers of Change

Belonging and psychological safety

- Cultivate a supportive work environment that fosters a sense of belonging, value, and respect for all workers.
- Build processes to ensure that all workers are recognized and appreciated for their contributions.

- Employer practice

Transparent HR function

- Ensure that all workers have access to transparent and responsive support on workplace issues, such as pay, benefits, and conflict resolution.
- Clearly communicate workers' rights and responsibilities and ensure that all feel comfortable seeking help or support when needed.

- Employer practice

Ability to organize

- Support the right of all workers to organize collectively without fear of retaliation or discrimination.

- Employer practice
- Industry practice
- Policy enforcement

Opportunities for input

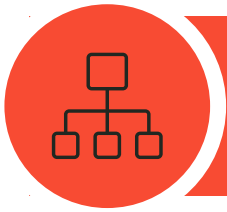
- Encourage and empower all workers to provide input into the development of their role and organizational decisions that affect the employee experience.
- Intentionally provide opportunities for all workers to share their ideas, suggestions, and expertise without fear of retaliation or discrimination.

- Employer practice

Meaningful commitment to diversity, equity, and inclusion (DEI)

- Prioritize DEI practices to address systemic barriers to advancement and ensure equitable treatment of all workers.
- Ensure that DEI commitments and accountability result in a diverse staff and management team that reflects the demographics of the communities and customers the organization serves.

- Employer practice
- Industry practice



Structure

The foundational elements that support a safe, healthy, and stable environment for all workers

Element

Actions

Drivers of Change

Safe, healthy, and accessible workplaces

- Ensure compliance with all state and federal laws regarding workplace health and safety, including anti-discrimination and anti-harassment policies.
- Provide reasonable accommodations to all workers with disabilities in accordance with federal law.

- Employer practice
- Industry practice
- Policy enforcement

Fair scheduling

- Create processes for all workers to provide input into their schedules.
- Ensure that full-time workers do not exceed 50 hours a week on average annually and receive overtime pay in accordance with state and federal labor laws.
- Provide all workers with their schedules and work locations 3+ weeks in advance and implement policies and practices to prevent last-minute changes.
- Provide workers with the option to work remotely for at least part of their workweek, if feasible within their job responsibilities.

- Employer practice
- Policy change
- Policy enforcement

Proper classification

- Properly classify all workers as employees, independent contractors, or other relevant categories, based on clear and transparent criteria and in accordance with federal law.
- Ensure that all workers receive relevant benefits and protections based on their classification.

- Employer practice
- Policy enforcement

Job security

- Implement policies and practices that protect all workers from arbitrary or discriminatory discipline or dismissal.
- Ensure the equitable application of all policies.

- Employer practice
- Policy change
- Policy enforcement



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