Defining Job Quality for Reemployment and Recovery
State Action Planning Template

NGA's State Roadmap for Workforce Recovery offers Governors and state leaders a framework for organizing state workforce response and recovery activities to accomplish four critical objectives necessary for a stronger, more resilient, and more equitable post-pandemic economy:

1. Expand access to essential support services;

2. Rapidly connect jobseekers to work;

3. Advance digital access and skill development; and

4. Enhance job quality for all workers.

These objectives cannot be addressed effectively through siloed activities across disparate agencies or initiatives, and Governors are taking action to integrate these objectives across recovery programs and policies. Connecting jobseekers to training and employment opportunities that lead to high-quality jobs and career pathways – and supporting access to essential supports, digital skills, and connectivity – can boost economic mobility for families, advance equity in the workforce, improve productivity for businesses, and create lasting regional economic growth. This action planning template focuses on actions that state leaders can take to connect jobseekers with high-quality employment and place a greater emphasis on job quality via resource allocation, program and policy development.

This action planning template is designed to help state leaders:

- Convene relevant stakeholders and decision makers to develop a statewide standard of job quality;

- Define key elements of job quality in their state (i.e. wage, schedule, working conditions, opportunities for advancement);

- Develop a plan to assess job quality based on those definitions; and

- Apply results of job quality assessments to inform job training and placement investments and priorities.

How to Use this Template

This template includes four sections:

- Defining Job Quality;
- Assessing the Current State of Job Quality;
- Establishing a Plan to Measure Job Quality; and
- Applying the Definition of Job Quality to Inform Job Training and Placement.

It may be useful to read through each section before beginning the exercise in the Defining Job Quality section. Some pieces of this action planning template may be more or less relevant to your state, and you may wish to tailor your use of the template to suit your needs by selecting pieces for your in-state team to use while omitting others.

To optimize your state's use of this template, assemble a team that is committed to participating in each exercise and carrying out the actions the group identifies. It should take a team of five to six decision-makers in your state approximately one hour to complete each section. This process may take place over the course of several weeks.

Defining job quality and effectively applying this definition to inform reemployment and recovery efforts relies on the inclusion of many relevant stakeholders, including but not limited to:

- The Governor's Office
- The state workforce agency
- The state LMI agency or division
- The state human services agency
- The state workforce development board
- Key training partners including community and technical colleges

Below are several resources that may help your state identify which elements of job quality you want to prioritize and how you can use a clear, measurable definition of job quality to improve outcomes for jobseekers:

- [To Build Back Better, Job Quality is the Key](#): The Aspen Institute, Corporation for a Skilled Workforce, The Federal Reserve Bank of Atlanta, National Fund for Workforce Solutions
- [Job Quality Tools Library](#): The Aspen Institute
- [Designing a 'Good Job': Job Design Framework](#): National Fund for Workforce Solutions
- [Dashboard for Alabamians to Visualize Income Determinations](#): The Federal Reserve Bank of Atlanta, Alabama Works!
- [How to build Job Quality into Your Workforce Development Approach](#): San Diego Workforce Partnership

Defining Job Quality

What elements of job quality should be included in our definition? (i.e. wage, schedule, working conditions, opportunities for advancement)					

How does this definition take into consideration family sustaining wages, self-sufficiency and potential benefit cliffs?

What does a 'high-quality' job look like in this state?

What portion of exiting jobs are defined as relatively 'high-quality'? How many workers have access to those jobs? What are the characteristics of those workers? Which workers are left out?

Assessing the Current State of Job Quality

What job quality standards are used in this state? If so, what are they? (e.g. state minimum wage, state safety regulations, criteria for employer partners, etc.)
Which entities (employers, state agencies, local workforce boards, etc.) apply these standards? Are standards across these entities consistent?
What industries are higher-quality jobs concentrated in? What do career pathways look like in those industries?

Assessing the Current State of Job Quality (cont.)

Which existing career pathways in this state lead to high-quality jobs? How well established and accessible are training opportunities within those pathways?

What existing initiatives, legislative or regulatory directives, or prominent employers in the state promote job quality? How may these efforts inform a job quality definition or priorities?

How are existing job quality standards currently monitored and evaluated?

Establishing a Plan to Measure Job Quality

In this section, answer the following questions to identify elements of job quality that should be prioritized (i.e. wage, schedule, working conditions, opportunities for advancement), and then identify corresponding metrics and strategies for data collection

- Of the elements discussed in the Defining Job Quality section, what elements are most important to this state?
- What metrics can be used to measure this element of job quality?
- What are the sources of this data?
- Is this data readily available?

	Element 1	Element 2	Element 3
What elements of job quality are most important?			
What metrics can be used to measure this element?			
What are the sources of this data?			
Is this data readily available?			

Applying the Definition of Job Quality to Inform Job Training and Placement

What programs, agencies, processes or other partnerships are well positioned to help prioritize key elements of job quality in job training and placement efforts? What existing or potential partnerships may be leveraged? (Governor's Office, procurement processes, employer partners, training providers)

Choose the 3 entities listed above that could have the greatest impact. What actions could each of them take to prioritize key elements of job quality in job training and placement efforts?		

How will we ensure that efforts to connect jobseekers with high-quality jobs are equitable and reaching jobseekers who may have traditionally been excluded from opportunities to enter high-quality jobs?

What is the best way to ensure that these efforts help workers progress toward self-sufficiency are considering potential benefit cliffs?

Who should be responsible for implementing and evaluating new standards and processes?