



U.S. Chamber of Commerce  
Foundation



## **TPM Job Quality Resource Guide**

# **Resource 2:**

# Employer Orientation to Job Quality

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This resource is intended to help employers better understand the national research landscape about job quality and resources that can support adoption of new business practices. This section will also help employers secure internal buy-in and evaluate the success of job quality initiatives on the metrics that matter most to them.

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## 2.1 Orienting Employers to Job Quality

This resource provides employers with an orientation to job quality and the organizations and initiatives focused on job quality. It is a part of a set of resources that, when combined with the introduction, make up the TPM (Talent Pipeline Management®) Job Quality Resource Guide. Strategic and sustainable employer-led initiatives and partnerships to improve job quality require employers to understand partner language, priorities, and discourse about job quality and how to connect partner goals with their business goals.

This orientation aims to help employers better connect their own pain points to local and national organizations providing services, expertise, and funding to support job quality with the goal of creating more effective, long-term job quality initiatives that produce value for workers, employers, and communities. This resource guide is designed to help employers clearly articulate their job design priorities and challenges to partners, workers, and candidates within the context of local, state, and national initiatives focused on improving job quality.

## 2.2 A Variety of Organizations Are Working on Policy, Practice, and Research Efforts Related to Understanding and Improving Job Quality for Workers

While all employers have to navigate and comply with a range of federal, state, and local employment laws and regulations designed to protect workers (e.g., minimum wage), individual employers and employer collaboratives interested in making job design changes that improve job quality can collaborate with

a range of partners to support their efforts. Below is a list of the different types of organizations that commonly incorporate job quality priorities, standards, or incentives into their funding, advocacy, and partnership efforts.

### Key Takeaways

A wide range of organizations—from unions and public agencies to colleges, workforce boards, nonprofits, and economic development entities—shape and influence job quality through their policies, incentives, and partnerships. Understanding how each of these partners defines, supports, and measures job quality helps employers engage more effectively and align their job design efforts with community expectations, funding priorities, and regulatory requirements.

Figure 2.1: Types of Organizations Involved in Job Quality Efforts and Their Roles

Type of Organization	Common Ways They Engage in Job Quality Efforts
Unions and organized labor	<ul style="list-style-type: none"> <li>Engage in collective bargaining on behalf of workers</li> <li>Administer and oversee training and apprenticeship programs to increase advancement opportunities.</li> <li>Advocate for public policy on behalf of workers</li> </ul>
Federal, state, and local agencies	<ul style="list-style-type: none"> <li>Incorporate requirements or incentives for prevailing wage, local hire, and other job quality features into contracting</li> <li>Evaluate and prioritize workforce and education grants and discretionary funds to industries, regions, employers, and projects with a demonstrated ability to help workers and students secure, stay, and advance in quality jobs, based on their definition (e.g., living wages, health benefits, worker engagement).</li> <li>Set and enforce worker protection laws and regulations</li> </ul>
Local workforce development boards	<ul style="list-style-type: none"> <li>Prioritize training investments and employer incentives to employers that provide a living wage.</li> <li>Conduct research, establish sector strategies, and set up programs in local industries that offer quality jobs, based on their own definition of what that means.</li> </ul>
Colleges and universities	<ul style="list-style-type: none"> <li>Prioritize curriculum, partnership, and support for students interested in working for local employers and industries with demonstrated track record offering/providing quality jobs.</li> </ul>
Non-profit workforce agencies	<ul style="list-style-type: none"> <li>Often measured and required to track and report back to public and philanthropic funders on their ability to get individuals into jobs that offer living wages, health benefits, stable full-time schedules, job retention, advancement, and other job quality features often defined by funders.</li> </ul>
Economic development and planning agencies	<ul style="list-style-type: none"> <li>Focus business attraction and retention efforts and incentives on employers committing to providing living wages, full-time work with benefits.</li> <li>Conduct research on the number of quality jobs in a local community or region which can influence local and state strategies, priorities, and public investments.</li> </ul>

While Figure 2.1 does not represent the full range of organizations that participate in, advocate for, or are interested in increasing job quality in their given community, it represents the common types of organizations that engage in local job quality efforts. Understanding the common ways these organizations approach job quality, including their incentives, requirements, and metrics, can help inform how employers can productively engage with these organizations on a job quality initiative.

## 2.3 Review of National Data, Frameworks, and Discourse on Job Quality

Some employers and practitioners are working to identify the critical elements that define a “Good Job” as a starting point to improve job quality in their businesses and in their communities. While TPM and the U.S. Chamber of Commerce Foundation do not promote a single definition of what a quality job is, it can be helpful to understand some national perspectives informing state and local government, education, and non-profit actions and efforts in this area.

The Aspen Institute developed one such definition with more than 100 leaders representing business, labor, workforce development, policy, philanthropy, and research institutions. The definition is both foundational and aspirational—this group’s perspective is that job quality indicators are foundational to all good jobs in all sectors and all stages of a career with the aspiration of creating good jobs where all or most of these indicators are high. To learn more about the process, definition, and signatories of this working definition, read the [Aspen Institute Statement on Good Jobs](#)<sup>1</sup>.

Figure 2.2: Example of a Working Definition of a Good Job

### Good Jobs: A Working Definition

#### Economic Stability

- Stable, family-sustaining pay
- Sufficient, accessible, and broadly available benefits
- Fair, reliable scheduling practices
- Safe, healthy, and accessible working conditions

#### Economic Mobility

- Clear and equitable hiring and advancement pathways
- Accessible, paid training and development opportunities
- Wealth-building opportunities



#### Economic Stability

- Organizational and management culture, policies, and practices that:
  - are transparent and enable accountability
  - support a sense of belonging and purpose
  - advance DEIA\*
  - and address discrimination.
- Ability to improve the workplace, such as through collective action or participatory management practices

\*DEIA: diversity, equity, inclusion, and accessibility

The [Shift Work Forward Job Design Framework](#)<sup>2</sup> and [Jobs for the Future](#)<sup>3</sup> are examples of other national workforce organizations that have advanced frameworks that are used by advocacy organizations, technical assistance providers colleges and universities, and public federal, state, and local agencies.

1. <https://www.aspeninstitute.org/programs/good-jobs-champions-group/>  
 2. <https://shiftworkforward.org/resource/job-design-framework/>  
 3. <https://www.jff.org/quality-jobs/>

## Key Takeaways

Many employers and practitioners look to national guidance to understand the core elements of a “Good Job.” While TPM and the U.S. Chamber of Commerce Foundation do not endorse a single definition, several widely used frameworks help shape state, local, education, workforce, and nonprofit efforts to improve job quality.

## 2.4 Good Jobs Are Good Business: The Business Case for Designing Quality Jobs

Low job quality can have negative impacts on individual workers, their families, local communities, and regional economics. Many employers recognize this and desire to provide higher quality jobs. However, making job quality investments and changes can often feel overwhelming, impractical, or incompatible with business goals. Employer and employee collaboratives can work through these common barriers by connecting job design changes to TPM performance measures and common pain points. A well-designed and executed job quality strategy can address employer pain points, improve employee satisfaction and retention, and improve company performance. Specific leading and lagging measures from TPM impacted by job quality include:

- Increasing number of qualified candidates from education and training providers that compete for your critical jobs, reducing the time to hire.
- Increased employee satisfaction and performance (Source: [Gallup](#)<sup>4</sup>)
- Increased retention, reducing the cost of turnover (Source: [SHRM](#)<sup>5</sup>)

Quantifying the true costs of low-quality jobs and the financial benefits of job redesign efforts can help make the business case for employers, external stakeholders, and employees. According to the authors of the

[Financial Case for Good Retail Jobs](#)<sup>6</sup>, Bach, Kalloch, and Ton, companies that prioritize minimizing labor costs often face pervasive issues such as high turnover, poor attendance, and inconsistent customer service. These “bad jobs” generate significant hidden costs—including expenses related to rehiring, retraining, operational inefficiencies, and lost revenue—which outweigh any short-term savings from low wages and limited investment in employees.

They propose a structured method for quantifying both the true costs of low-quality job designs and the financial benefits of job redesign efforts. The method involves:

- Calculating costs associated with employee turnover and absenteeism
- Estimating the revenue gains from improved customer experience and operational stability
- Comparing these metrics against investments in better pay, training, empowerment, and work conditions

Employers looking to determine the potential impacts of quality jobs initiatives can utilize the [Cost of Turnover Tool](#)<sup>7</sup> (Aspen Institute), a simple, “back of the envelope” calculator to estimate how much it costs your business to replace staff.

4. <https://www.gallup.com/394373/indicator-employee-engagement.aspx>

5. <https://www.shrm.org/topics-tools/tools/toolkits/managing-employee-retention>

6. <https://hbr.org/2019/06/the-financial-case-for-good-retail-jobs>

7. <https://www.aspeninstitute.org/publications/cost-of-turnover-tool/>

## Key Takeaways

Improving job quality isn't just good for workers—it strengthens business performance. By redesigning jobs to better meet employee needs, employers can reduce turnover, improve satisfaction and productivity, attract more qualified candidates, and ultimately lower hidden costs that come with low-quality jobs.

## 2.5 Employees, Colleagues, Supervisors, Managers, and Executive Leaders All Play a Role in Job Quality at an Organization

Job quality is shaped by multiple layers of influence within an organization, and every role, from frontline employees to executive leadership, contributes to the outcome.

**Employees** play a direct role by engaging in their work, providing feedback, and participating in improvement initiatives. Their experiences and insights often reveal gaps in scheduling, workload, or training that affect job quality.

**Colleagues and teams** influence job quality through collaboration and workplace culture. Supportive peer relationships can improve morale and productivity, while toxic dynamics can undermine engagement and retention.

**Supervisors** are critical because they manage day-to-day conditions, such as scheduling, workload distribution, and communication. They often serve as the first point of contact for addressing concerns and implementing changes that impact job satisfaction.

**Managers** oversee broader operational decisions, including staffing levels, resource allocation, and performance expectations. Their priorities can either reinforce or hinder efforts to create stable, well-supported roles.

**Executive leaders** set the tone and strategy for job quality by defining organizational values, approving investments in wages, training, and technology, as well as aligning job design with long-term business goals. Without leadership buy-in, systemic improvements are difficult to sustain.

Understanding these interconnected roles is essential for TPM and job quality initiatives. Effective strategies require collaboration across all levels, engaging employees for feedback, equipping supervisors with tools, aligning managers on operational goals, and securing executive commitment to invest in people. This holistic approach ensures that job quality improvements are practical, supported, and embedded in the organization's culture.

### Key Takeaways

Job quality is shaped by every level of an organization. From frontline employees to executive leaders, each role influences working conditions, culture, and opportunities for growth. Improving job quality requires coordination across all levels—engaging employees for feedback, equipping supervisors, aligning managers, and securing leadership commitment to ensure changes are practical, supported, and sustained.

## 2.6 Securing Buy-In for Change

Designing for job quality requires organizational commitment and resources. The entire company needs to be involved and committed, from HR to executives to hiring managers and frontline employees. Below are a few questions to consider:

- What are major pain points in your talent pipeline (e.g., long time to hire, low retention rates, lack of diversity in candidate pool and/or workforce)?
- To what extent do you attribute these pain points to the job quality offerings within your job design?
- Would employees and candidates agree with your assessment? How might you get their input?
- Would managers and other key decision makers agree with your assessment? How might you get their input?

The answers to the above questions will help inform the specific problem a job redesign may seek to solve, the critical data points needed to inform decision making a secure buy-in, the key stakeholders to engage, and how broad or narrow your focus will be.

### Key Takeaways

Securing buy-in for job quality efforts starts with clearly diagnosing talent pain points and gathering input from employees, managers, and key decision-makers. A shared understanding of the problem and its root causes is essential for prioritizing job design changes and building the organizational commitment needed to implement them effectively.

## 2.7 Connecting Job Design Goals with Common Employer Pain Points

In the TPM Academy core curriculum, employers and employer collaboratives are prompted to reflect on their key pain points for proactively managing their talent supply chain. In this section, we will explore how job quality efforts can address these pain points.

Figure 2.3: Job Design Goal and Common Employer Pain Points

Job Design Goal	Common Employer Pain Points
<b>Goal 1:</b> Increase the number of qualified candidates that compete for open jobs	<ul style="list-style-type: none"> <li>Lengthy time to hire</li> <li>Lack of diversity in candidate pool and workforce</li> </ul>
<b>Goal 2:</b> Employees from different backgrounds can be successful on the job	<ul style="list-style-type: none"> <li>Low productivity and engagement</li> <li>High rates of turnover</li> <li>High cost of turnover</li> </ul>
<b>Goal 3:</b> Employees are sufficiently rewarded with financial and non-financial incentives based on their goals and needs	<ul style="list-style-type: none"> <li>Low rates of internal promotions</li> <li>High rates of turnover</li> <li>High cost of turnover</li> </ul>
<b>Goal 4:</b> Increase the number of employees that report high job satisfaction and stay long term	<ul style="list-style-type: none"> <li>Low rates of internal promotions</li> <li>Low productivity and engagement</li> <li>High rates of turnover</li> <li>High cost of turnover</li> </ul>
<b>Goal 5:</b> Higher rates of internal promotion from employees of different backgrounds	<ul style="list-style-type: none"> <li>Lack of diversity in more senior roles</li> <li>Low rates of internal promotions</li> <li>Low number of people in leadership/senior management roles that have been promoted internally</li> </ul>
<b>Goal 6:</b> Maximizing the value of existing talent	<ul style="list-style-type: none"> <li>Does the current design of our jobs maximize the skills and talents of our employees?</li> </ul>

### Key Takeaways

Job quality goals can directly address common employer pain points like low productivity and engagement, high rates of turnover, and lengthy time to hire.

## 2.8 Understanding How the Job Quality Features of Critical Jobs an Employer Offers Stack Up to Industry Benchmarks and Employee or Candidate Expectations Is an Important First Step

Employers and employer collaboratives can conduct job analysis to identify key competencies, credentials, and other hiring requirements for critical positions. Using the considerations and benchmarking tools below, employers can assess how each of the eight job quality features measure up as part of that job analysis.

With this analysis, employer and employer collaboratives should consider benchmarking job quality offerings and assessing the impact current offerings are having on key pain points. It is important to ensure employees (and learners from talent providers, if possible) from diverse backgrounds and roles have an opportunity to provide input into this analysis through surveys or stay interview data. This could be an internal exercise within a single company or an employer collaborative exercise facilitated by a TPM practitioner.

Table 1: Earnings Definition, Considerations, and Tools & Resources

Earnings: Compensation for work performed, including hourly wage or annual salary, commission, tips, bonus, or profit share.	
Job Quality Considerations <sup>8</sup>	Job Quality Tool and Resources
<ul style="list-style-type: none"> <li>Do we offer competitive compensation relative to our industry? Other job offerings available to qualified candidates in our talent pool?</li> <li>How often do we evaluate and adjust pay scales to remain competitive?</li> <li>Do we have pay disparities by race, gender, age, or geography?</li> <li>Does our compensation allow full-time workers to meet their needs given local cost of living?</li> <li>Does our compensation match what employees and candidates are looking for?</li> </ul>	<ul style="list-style-type: none"> <li><a href="https://livingwage.mit.edu/">MIT Living Wage Calculator<sup>9</sup></a>: Estimates the local cost of living based on typical expenses for multiple household types.</li> </ul>

8. Earnings considerations, tools, and changes should be discussed and implemented at the individual employer level (not in collaboration with two or more employers in a collaborative) in compliance with federal antitrust law prohibiting anti-competitive wage.

9. <https://livingwage.mit.edu/>

Table 2: Benefits Definition, Considerations, and Tools & Resources

<p><b>Benefits:</b> Health insurance, paid leave, employee education benefits, retirement plans, childcare subsidies or support, and other benefits, including those that address barriers to work. This includes support accessing and maximizing benefits provided (e.g., financial wellness and career coaching).</p>	
Job Quality Considerations	Job Quality Tool and Resources
<ul style="list-style-type: none"> <li>Do we offer competitive benefits packages?</li> <li>Are there differences in benefits offerings or enrollment across different groups? If so, why?</li> <li>To what extent do we tailor benefits to acknowledge that individual employees value different benefits in different ways?</li> <li>Is there one or more benefits we don't offer that existing employees or candidates are looking for?</li> <li>Do we adequately communicate total rewards (in addition to earnings) and provide support to employees to increase benefits access and usage?</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Opportunity Navigator</a><sup>10</sup>: Helps companies create a customized road to identify and improve benefits (and other job quality) offerings.</li> <li><a href="#">Summary of findings</a><sup>11</sup> from <a href="#">2019 WorldatWork PTO / Paid Parental Leave Program and Practices Survey</a><sup>12</sup> to be used for benchmarking Paid Leave offerings.</li> <li><a href="#">Employer Roadmap</a><sup>13</sup>: Childcare Solutions for Working Parents provides benchmarking data (as well as solutions) for childcare benefits to support caregiving employees.</li> </ul>

10. <https://www.opportunitynavigator.org/>

11. <https://worldatwork.org/research/paid-time-off-programs-and-practices>

12. <https://worldatwork.org/research/paid-time-off-programs-and-practices>

13. <https://www.uschamber.com/workforce/employer-roadmap-childcare-solutions-for-working-parents>

Table 3: Safety and Security Definition, Considerations, and Tools & Resources

<p><b>Safety and Security:</b> Policies and practices to promote physical safety (precautions against disease or injury) as well as mental and emotional safety (e.g., training and clear policies for reporting, investigating, and addressing harassment or discrimination). This also includes psychosocial safety and the level of role stressors employees experience (e.g., extent employees feel safe to take risks, feel cared for by colleagues, are clear on what is expected, and extent work tasks create ongoing conflict with other colleagues, teams, or departments).</p>	
Job Quality Considerations	Job Quality Tool and Resources
<ul style="list-style-type: none"> <li>Do we provide the best available safety training and personal protective equipment (PPE) to prevent disease, injury, or death?</li> <li>What is in place to ensure our work environment is free from discrimination and harassment? How well do our employees know the process for reporting incidents? How safe do different employee groups feel in reporting incidents?</li> <li>Is psychological safety part of our work culture?</li> <li>Do employees feel safe expressing their opinions without fear of consequences?</li> <li>What role-stressors exist in our job design (unclear expectations, conflicts with other roles)?</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">National Safety Council Benchmarking Tool</a><sup>14</sup>: Allows employers to compare injury and illness incidence rates with national averages.</li> <li>OSHA resources on <a href="#">PPE standards</a><sup>15</sup>, <a href="#">safety and health indicators</a><sup>16</sup>, and <a href="#">workplace violence</a><sup>17</sup>.</li> <li><a href="#">Psychological Safety Research and Practices at Google</a><sup>18</sup>: 6-minute video on Google's approach and research to creating psychological safety in the workplace</li> <li><a href="#">5-minute psychological safety audit</a><sup>19</sup>: 7 questions to ask employees to better understand the current state of psychological safety within a team, department, or organization.</li> </ul>

14. <https://injuryfacts.nsc.org/work/industry-incidence-rates/how-to-benchmark/>

15. <https://www.osha.gov/personal-protective-equipment>

16. <https://www.osha.gov/leading-indicators>

17. <https://www.osha.gov/workplace-violence/resources>

18. <https://www.youtube.com/watch?v=zrLI-Osg88>

19. <https://www.educationsupport.org.uk/media/jlfn3cju/practical-tool-2-psychological-safety-audit.pdf>

Table 4: When and Where Work is Performed Definition, Considerations, and Tools & Resources

When and Where Work is Performed Definition, Considerations, and Tools & Resources: Employee input on work schedule and location (if applicable), predictable hours, advance notice of schedule changes, and compensation when using on-call scheduling.	
Job Quality Considerations	Job Quality Tool and Resources
<ul style="list-style-type: none"> <li>Do employees have input or control on when and where work is performed?</li> <li>Do we provide predictable schedules so workers and families can organize caregiving, healthcare appointments, education, or other commitments?</li> <li>Do we provide advance notice of schedule changes?</li> <li>If using “on-call” scheduling, are workers compensated if they are not called in? Are workers compensated for a portion of their shift if they are sent home early?</li> </ul>	<ul style="list-style-type: none"> <li><u>Good Jobs, Good Business Toolkit</u><sup>20</sup>: Tool from Pacific Community Ventures to define and plan efforts to provide more predictable scheduling practices.</li> <li><u>The Gap Inc.</u><sup>21</sup>: Review of stable scheduling pilot at 28 stores in San Francisco and Chicago in 2015. Discusses business case, employer pain points, and results of changes to schedules.</li> <li><u>Advantages and Challenges of Hybrid Work</u><sup>22</sup>: Gallup research on what workers say are the best and worst parts of hybrid work.</li> </ul>

20. [https://www.pacificcommunityventures.org/wp-content/uploads/sites/6/PCV\\_Good-Jobs-Good-Business.pdf#:~:text=Operate%20With%20Slack%20also%20enables%20employees%20to%20have%20more%20predictable%20schedules&text=Learn%20how%20Cooperative%20Home%20Care%20Associates%20\(CHCA\)%20used%20innovative%20scheduling](https://www.pacificcommunityventures.org/wp-content/uploads/sites/6/PCV_Good-Jobs-Good-Business.pdf#:~:text=Operate%20With%20Slack%20also%20enables%20employees%20to%20have%20more%20predictable%20schedules&text=Learn%20how%20Cooperative%20Home%20Care%20Associates%20(CHCA)%20used%20innovative%20scheduling)

21. <https://worklifelaw.org/projects/stable-scheduling-study/report/>

22. <https://www.gallup.com/workplace/398135/advantages-challenges-hybrid-work.aspx>

Table 5: How Work is Performed Definition, Considerations, and Tools & Resources

How Work is Performed: Use of skills, proper tools, and technology to be productive, connect with co-workers, level of input, autonomy and control in the performance of duties, and extent employees feel their work tasks are significant, interesting, challenging, and aligned to business objectives.	
Job Quality Considerations	Job Quality Tools and Resources
<ul style="list-style-type: none"> <li>Do employees have autonomy and control in the performance of duties?</li> <li>Are workers engaged in discussions on what are the skills, tools and technologies they need to be successful?</li> <li>Is the work performed something that people want to do and would find meaningful?</li> <li>Do workers feel challenged? Do workers feel their skills are fully utilized?</li> <li>Do employees have positive workplace relationships?</li> </ul>	<ul style="list-style-type: none"> <li><u>Jobs for the Future</u><sup>23</sup>: Blog post that offers an overview of human-centered design that led to creation of a maturity model.</li> </ul>

23. <https://www.jff.org/blog/what-human-centered-design-looks-workforce-system/>

Table 6: Learning, Development, and Advancement Definition, Considerations, and Tools & Resources

Learning, Development, and Advancement Definition, Considerations, and Tools & Resources: Pre-employment training partnerships, onboarding, technical skill training, cross-training, mentoring and coaching, sponsorship, upskilling opportunities such as apprenticeship or targeted degree programs, and structured promotion pathways.	
Job Quality Considerations	Job Quality Tools and Resources
<ul style="list-style-type: none"> <li>Do workers have training and support to be successful?</li> <li>Are we satisfied with the internal upward career mobility? Are certain employee populations experiencing a higher rate of promotion than others?</li> <li>Are there opportunities to improve onboarding, cross-training, and company-wide training opportunities?</li> <li>Do we offer meaningful mentorship and sponsorship opportunities?</li> <li>Do we offer any structured learning opportunities? If so, do they specifically connect to advancement?</li> <li>Do we adequately communicate advancement opportunities and the pathways to achieve them to current employees?</li> <li>Do we provide direction, incentives, and training to managers to make learning, development, and advancement a major responsibility?</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Upskilling playbook</a><sup>24</sup>: Employer tool from the Aspen Institute to assess and implement different internal training programs.</li> <li><a href="#">Opportunity Navigator</a><sup>25</sup>: Helps companies create a customized roadmap to identify and improve learning, development, and advancement, among other job quality benefits.</li> <li><a href="#">Measuring the Impact of Skills-Based Talent Practices</a><sup>26</sup>: Provides a blueprint for how to benchmark, design, and measure the impact of key skills-based talent practices at your company intended for HR and DEI leaders tasked with expanding DEI outcomes, economic opportunity, and mobility.</li> </ul>

24. <https://www.aspeninstitute.org/publications/upskilling-playbook/>

25. <https://www.opportunitynavigator.org/>

26. <https://s3.amazonaws.com/brt.org/Business-RoundtableMultiplePathwaysInitiativeMeasuringtheImpactofSkills-BasedTalentPractices.pdf>

Table 7: Employee Voice and Engagement Definition, Considerations, and Tools & Resources

Employee Voice and Engagement: Valuing and acting upon employee input and engagement through surveys, stay interviews, employee resource groups, and meaningful task forces or improvement teams. In some cases, this may also include open-book management, broad employee ownership (e.g., through Employee Stock Ownership Plans, or ESOPs), participatory management (co-operative), and productive relationships with organized labor.	
Job Quality Considerations	Job Quality Tools and Resources
<ul style="list-style-type: none"> <li>How do we currently seek employee input and how do employees in different roles and backgrounds perceive these efforts?</li> <li>How do employees participate in continuous improvement processes?</li> <li>Do employees feel a sense of ownership of their work and the business?</li> <li>Do all (not just a select few) employees have any ownership or formal decision-making role through an ESOP, co-op, or other broad-based employee ownership structures? If so, how well is that communicated and how does it impact engagement?</li> <li>Are our employees under a collective bargaining agreement? If so, how does that impact job design?</li> </ul>	<ul style="list-style-type: none"> <li><a href="#">Gallup Employee Engagement Index</a><sup>27</sup>: Widely cited benchmarks and trends of employee engagement using decades of survey data.</li> <li><a href="#">Engaging Frontline Employee Voice</a><sup>28</sup>: Tool from Talent Rewire to help employers create an environment and culture where employees can safely provide input.</li> <li><a href="#">Open Book Management</a><sup>29</sup>: Book by John Case describing the basic ideas, pioneering businesses, challenges, and tools for sharing business financials and decision making with all employees.</li> <li><a href="#">KY Chamber Employee Voice Survey</a><sup>30</sup>: The Kentucky Chamber Workforce Center, a TPM partner, developed this survey in partnership with employer collaborative members to gather perspectives and input on key job quality considerations in critical equine related jobs.</li> </ul>

27. <https://www.gallup.com/394373/indicator-employee-engagement.aspx>

28. <https://www.talentrewire.org/resources-and-tools/engaging-frontline-employee-voice/>

29. <https://www.amazon.com/Open-Book-Management-Coming-Business-Revolution/dp/0887308023>

30. <https://www.tpmacademy.org/wp-content/uploads/2024/08/KY-Chamber-Employee-Voice-Survey.pdf>

Table 8: Management and Supervision Definition, Considerations, and Tools & Resources

<p><b>Management and Supervision:</b> The culture established, modeled, and reinforced by the leadership and management teams. This includes the qualities, management competencies, and communication practices of individuals responsible for managing people and the quality of relationships employees have with direct supervisors. This may also include the level and quality of team-based models and shared leadership opportunities for all employees.</p>	
Job Quality Considerations	Job Quality Tools and Resources
<ul style="list-style-type: none"> <li>• How well do leaders and people managers model our core values?</li> <li>• How do employees participate in continuous improvement processes?</li> <li>• How do employees describe our organizational culture? Are there differences depending on an employee's background, role, or geography?</li> <li>• What training and support do we provide people-managers?</li> <li>• Are managers and supervisors incentivized and/or held accountable for employee satisfaction, retention, and internal promotion metrics? What is the quality of relationships between employees and their supervisors?</li> </ul>	<ul style="list-style-type: none"> <li>• <a href="#">How to Measure Company Culture<sup>31</sup></a>: Quick guide from the Academy to Innovate HR to establish starting points for measuring culture</li> </ul>

31. <https://www.aihr.com/blog/how-to-measure-company-culture/>

Table 9: Benchmarking Job Quality Offerings and Their Impact on Pain Points

Benchmarking	Impact on Pain Points
<p>How do job quality offerings compare to competitors, employee expectations, and company aspirations?</p> <p><b>1</b> = significantly behind competitors, below employee expectations, and/or company aspirations</p> <p><b>2</b> = a little behind competitors, below employee expectations, and/or company aspirations</p> <p><b>3</b> = in-line with competitors, employee expectations, and/or company aspirations</p> <p><b>4</b> = ahead of most competitors, employee expectations, and/or company aspirations</p> <p><b>5</b> = national leader far exceeding competitors, exceeding employee expectations, and/or achieving company aspirational goals.</p>	<p>How does this feature impact job satisfaction, time to hire, turnover, or other TPM metrics?</p> <p><b>High:</b> Significant impact on the talent metrics that matter most</p> <p><b>Medium:</b> Some impact on the talent metrics that matter most</p> <p><b>Low:</b> Minimal impact on the talent metrics that matter most</p>

## Key Takeaways

Through conducting structured job analysis and using benchmarking tools, employers and employer collaboratives can identify how well each job quality feature is performing and understand its impact on talent challenges, ensuring decisions are grounded in real employee and candidate experiences.

## 2.9 Measuring the Impact of Job Quality Efforts Is Critical for Continuous Improvement and Continued Investment in the Effort

Measuring the impact of job quality efforts is essential because it allows organizations to understand what improvements are working, where gaps remain, and how investments in people translate into operational and financial outcomes. Without measurement, leaders risk relying on assumptions rather than evidence, making it difficult to refine strategies or justify continued investment. Tracking metrics such as turnover, absenteeism, employee engagement, productivity, and customer satisfaction provides a clear picture of initiatives, reinforcing that improving work conditions is not only beneficial for employees but also a smart, sustainable business strategy.

Employers and employer collaboratives can use the results from benchmarking and impact on pain points assessment to identify the right job quality features and leading and lagging measures to incorporate into their TPM dashboards.

### Key Takeaways

By tracking clear metrics—such as turnover, absenteeism, engagement, and productivity—employers can refine strategies, make evidence-based decisions, and sustain long-term commitment to job quality improvements.

## 2.10 Recommended Actions for Employers

Employers should consider the following actions in working on job quality initiatives:

**Engage in an internal assessment and/or reflection process.** Reflect on the eight job quality features and how your critical jobs are designed. Discuss with colleagues how current job quality features for critical jobs stack up against competitors, employee and candidate needs and expectations, and any available industry benchmarks.

### Questions to Consider:

- Are our jobs designed in a way to improve the talent and overall business metrics we value the most?
- How do our offerings compare with employee needs and expectations, industry standards, and other career tracks or work experiences that employees choose to pursue?
- Are employees experiencing these job quality features differently based on race, gender, age, position, location, and other factors? If so, what might be the root causes of these differences?

**Consider your business goals and evaluate internal buy-in for job design changes that increase job quality.** Gather stakeholders internally from HR, corporate social responsibility or social impact, and the executive team to align on potential job design changes that improve job quality.

### Questions to Consider:

- What are major pain points in your talent pipeline (e.g., long time to hire, low retention rates, lack of diversity in candidate pool and/or workforce)?
- To what extent do you attribute these pain points to the job quality offerings within your job design?
- Would employees and candidates agree with your assessment? How might you get their input?
- Would managers and other key decision makers agree with your assessment? How might you get their input?
- How impactful would a job redesign effort be to improve one or more job quality features that candidates and employees are looking for?

**Explore the local landscape of organizations, agencies, and initiatives working on job quality and set up discussions to learn more.** Research public agencies, non-profit organizations, business associations, workforce development organizations, education institutions, labor organizations, and other stakeholders in your area that are working on job quality related issues. Shortlist those that appear best aligned to meet your needs and engage in initial dialogue to further explore partnership opportunities.

- a. Are there any existing national or local networks of organizations in your community?
- b. What are the range of organizations in the community that are focused on improving one or more of the eight job quality features for workers?
- c. Have you worked with these organizations before?
- d. If so, what was your experience like, and what do you hope will be different this time?
- e. If not, why not? Are there organizations you have not considered yet that could be helpful in achieving your goals?
- f. Are there any influencers in the community whose perspectives would be useful as you pursue outreach and/or who could connect you to resources or specific people?
- g. What level of control do we have in affecting change in job design for critical positions?

**Be mindful of best practices and common pitfalls as you explore potential partnerships and job quality changes.** Review case studies of partnerships that have worked well (in your industry or others). Set up the internal systems necessary for success and prepare for effective conversations with potential partners.

**Questions to Consider:**

- a. Do you have buy-in at multiple levels of the company?
- b. Have you designated clear owners with accountability for success?

**Questions for Potential Job Quality Partners?**

- a. What are the metrics, job quality requirements, and/or goals related to job quality your agency or organization is focused on or held to?
- b. When have you successfully worked with employer partners in the past, and what were some of the best practices from this initiative?
- c. Who will be my point of contact for this partnership, and how often should we plan to communicate?

## Key Takeaways

Effective job quality efforts start with honest internal reflection, strong leadership buy-in, and the right external partnerships. By assessing current job design, aligning stakeholders, and engaging community organizations that support job quality, employers can make informed, sustainable changes that strengthen their talent pipelines and improve outcomes for workers and the business.