



## Mississippi Valley Workforce Development Board

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### **Operations Committee Meeting Agenda**

**Wednesday, February 8, 2023, at 4:00 p.m.**

In-person at HNI Recruitment Center 816 E 5<sup>th</sup> Street Muscatine, IA 52761

Called to Order	Matthew Nicol
Roll Call	Mandy Tripp
*Excused Absences	Matthew Nicol
*Approval of Agenda	Matthew Nicol
*Approval of Previous Meeting Minutes	Matthew Nicol

#### **STANDING REPORTS**

One-Stop Operator Report (Page 6)	Nick Clayton
Adult/DW/RR Report (Page 15)	Kendra Schaapveld
Title III Report (Page 23)	Jana Wittenberg

#### **NEW BUSINESS**

*Customer Satisfaction Survey Policy (Page 28)	Matthew Nicol
Job Quality Academy (Page 31)	Matthew Nicol
Using LMI Data	Mandy T./Miranda S.

Other Business	
Public Comment	
Adjourn	Matthew Nicol

\*Items Requiring a Vote, \*\* Items Requiring a Roll Call Vote

#### **Accommodations**

Accommodations are available upon request for individuals with disabilities. If you need accommodation, please contact Andrea Taylor at [associate@mississippivalleyworkforce.org](mailto:associate@mississippivalleyworkforce.org) or at 1-844-967-5365 option 2.



## Mississippi Valley Workforce Development Board

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### **Operations Committee Meeting**

Wednesday, January 11, 2023, at 4:00 p.m. via Zoom

**Members Present:** Mathew Nicol, Kirby Phillips, Mandy Parchert, and Scott Schneider

**Members Absent:** Jana Wittenberg, Ryan Drew, and Tim Gobble

**CEOs Present:** none

**Staff Present:** Miranda Swafford, Executive Director, Andrea Taylor, Associate Director, and Mandy Tripp, Executive Assistant

**Service Provider Staff Present:** Kendra Schaapveld, Project Director, Tabytha Seigfried, Quality Assurance Specialist, Taylor Longstreth, Operations Manager, and Shannon Weaver, Operations Manager

**One-Stop Operator:** vacant

*\*Items Requiring a Vote, \*\* Items Requiring a Roll Call Vote*

### **CALLED TO ORDER**

Nicol called the meeting to order at 4:01 p.m.

### **EXCUSED ABSENCES**

Phillips made a motion to accept the absences of Wittenberg, Drew, and Gobble, seconded by Parchert, and the motion carried.

### **QUORUM**

The committee had a quorum to conduct business.

### **\*APPROVAL OF AGENDA**

Schneider made a motion to approve the agenda, seconded by Phillips, and the motion carried.

### **\*APPROVAL OF PREVIOUS MINUTES**

Phillips made a motion to approve the previous meeting minutes, seconded by Parchert, and the motion carried.

## **STANDING REPORTS**

### **ONE-STOP OPERATOR REPORT**

Tripp reviewed the numbers for December. Burlington averaged 29 visitors per day. Davenport had an average of 84 visitors per day. Facebook's total reach in Davenport was 6,119 and Burlington's Facebook total reach was 52,382. Customer satisfaction was 85.7 % in December, the areas of concern remain consistent with trouble getting phone assistance and the website being difficult to navigate.

Swafford advised the new One-Stop Operator will be Nick Clayton and he will start on January 23, 2023.

### **ADULT/DW/RR REPORT**

Schaapveld reported for December they had 2 enrollments for Adult, 1 Dislocated Worker, and 0 NDWG. Caseload numbers reflect 114 active and 100 follow-up participants in Adult and 128 active and 52 follow-up participants in the Dislocated Worker program. There was 1 occupational skills training and 1WBL and 0 NDWG OJT. Legacy in Action reports a 91.23 % customer satisfaction rate. Outcomes included 1 OJT start, 7 measurable skill gains, 3 unsubsidized employment, and 8 credential attainments. Schaapveld advised the rapid response efforts were focused on West Liberty Foods.

### **NEW BUSINESS**

#### **\*UNLIKELY TO RETURN ELIGIBILITY POLICY**

Nicol asked Swafford if the policy is required, and she advised it is required. Weaver provided an excellent example of when this criterion is used to determine if the person would be returning to the same field and the other factors used to determine their eligibility. The example provided clarity and Parchert made a motion to approve the policy as written, it was seconded by Phillips and the motion was carried.

#### **Q1 PERFORMANCE**

Swafford advised the information for Q1 is data for July 1- September 30, 2022. All performance levels were met in the Adult program, the DW program fell short in employment 2<sup>nd</sup> quarter and median earnings 2<sup>nd</sup> quarter. The other three negotiated goals were met in the DW program.

#### **OTHER BUSINESS**

Nicol advised the contract with Amplified Digital was terminated today by mutual agreement. Nicol advised the next steps will be to use Canva to create some consistent templates to be used across the group. TAG will be contacted to get a quote to create the youth logo. Hootsuite has been chosen to be the centralized social media tool. Finally, Kriebler Group will be contacted to see if they can determine how to brand the centers, to remove the “unemployment office” mindset.

Swafford requested topics for the February 8<sup>th</sup>, 2023, in-person meeting in Muscatine and the ideas presented were success stories, a dry run of Nicol’s presentation for the NAWB conference, getting someone from NAWB to present virtually on how to apply LMI data to make decisions locally.


#### **PUBLIC COMMENT**

There was no public comment.

#### **ADJOURNED**


Phillips made a motion to adjourn the meeting, seconded by Parchert, motion carried, Nicol adjourned the meeting at 4:42 p.m.

# One-Stop Operator Report



**IowaWORKS**  
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One-Stop Operator  
January 2023



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## January Hiring Events/Job Fairs



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Date	Type	Location	Job Seekers
01/09/2023	Multiple Hiring Event	Davenport IowaWORKS	13
01/10/2023	Hire Talent Tuesdays Job Fair	Mt. Pleasant Armory	103



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# MVWA January Workshops



Workshop	Burlington	Davenport
Resumes	3	25
Job Search	8	49
Financial Literacy	0	0
Interviewing	81	33
Career Interest	1	7
Personal Growth	3	17
Work Readiness	5	0
Labor Market Info	4	0
Unemployment Info	8	16
Job Finding Club	24	38
Career Services	1	0
Other*	1	0



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# January VOS Numbers Burlington



**VOSGreeter® - by Office**  
 Report Date: 02/01/2023  
 Region/LWDB: Mississippi Valley LWDA  
 Start Date: 1/1/2023  
 End Date: 1/31/2023  
 Report Run Time: 2/1/2023 3:54:41 PM

20 business days in January  
 773 Individuals = 38.65/day

Office	Individuals	%	Veterans	%	Language	%
<b>Burlington</b>	<b>773</b>	<b>30.07%</b>	<b>16</b>	<b>0.62%</b>	<b>0</b>	<b>0.00%</b>
File UI Claim / Questions	308	39.84%	6	0.23%	0	0.00%
File Temporary Unemployment Claim	226	29.24%	2	0.08%	0	0.00%
I am here to see a specific staff member	80	10.35%	4	0.16%	0	0.00%
Find a Job	71	9.18%	2	0.08%	0	0.00%
Unsure / Other	81	10.48%	3	0.12%	0	0.00%
RESEA Appointment	3	0.39%	0	0.00%	0	0.00%
RESEA-Amanda	8	1.03%	0	0.00%	0	0.00%
RCM-Demeatria	1	0.13%	0	0.00%	0	0.00%
AJC Workshops	6	0.78%	0	0.00%	0	0.00%
Hiring Event	2	0.26%	0	0.00%	0	0.00%
PJ Orientation	2	0.26%	0	0.00%	0	0.00%
NCRC	4	0.52%	0	0.00%	0	0.00%
AJC 101	1	0.13%	0	0.00%	0	0.00%
AJC Orientation	1	0.13%	0	0.00%	0	0.00%



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# January VOS Numbers Davenport



### VOSGreeter® - by Office

Report Date: 02/01/2023  
 Region/LWDB: Mississippi Valley LWDA  
 Start Date: 1/1/2023  
 End Date: 1/31/2023  
 Report Run Time: 2/1/2023 3:54:41 PM

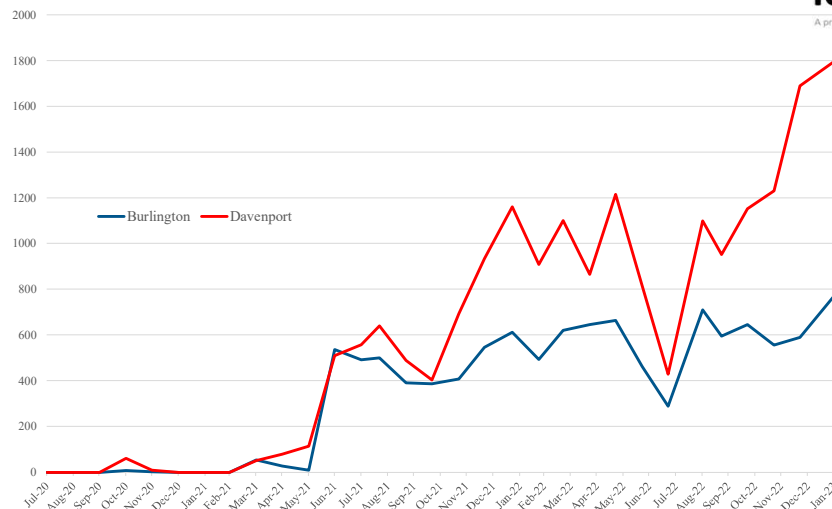
20 business days in December  
 1,798 Individuals = 89.9/day

Office	Individuals	%	Veterans	%	Language	%
<b>Davenport</b>	<b>1,798</b>	<b>69.93%</b>	<b>75</b>	<b>2.92%</b>	<b>0</b>	<b>0.00%</b>
File UI Claim / Questions	971	54.00%	38	1.48%	0	0.00%
File Temporary Unemployment Claim	400	22.25%	16	0.62%	0	0.00%
Find a Job	182	10.12%	5	0.19%	0	0.00%
I am here to see a specific staff member	68	3.78%	5	0.19%	0	0.00%
RESEA-Tina	6	0.33%	0	0.00%	0	0.00%
Unsure / Other	146	8.12%	7	0.27%	0	0.00%
RESEA Appointment	16	0.89%	0	0.00%	0	0.00%
RESEA-Amy	11	0.61%	0	0.00%	0	0.00%
Virtual Job Club	1	0.06%	1	0.04%	0	0.00%
AJC 101	2	0.11%	1	0.04%	0	0.00%
Hiring Event	40	2.22%	4	0.16%	0	0.00%
AJC Workshops	11	0.61%	1	0.04%	0	0.00%
NCRC-National Career Readiness Readiness Certificate	2	0.11%	0	0.00%	0	0.00%
Interview & Negotiate	1	0.06%	0	0.00%	0	0.00%
Create a Great Resume	1	0.06%	0	0.00%	0	0.00%
RCM-Andrea	3	0.17%	0	0.00%	0	0.00%
AJC Orientation	1	0.06%	0	0.00%	0	0.00%
JS Orientation	2	0.11%	0	0.00%	0	0.00%
PJ Orientation	2	0.11%	0	0.00%	0	0.00%



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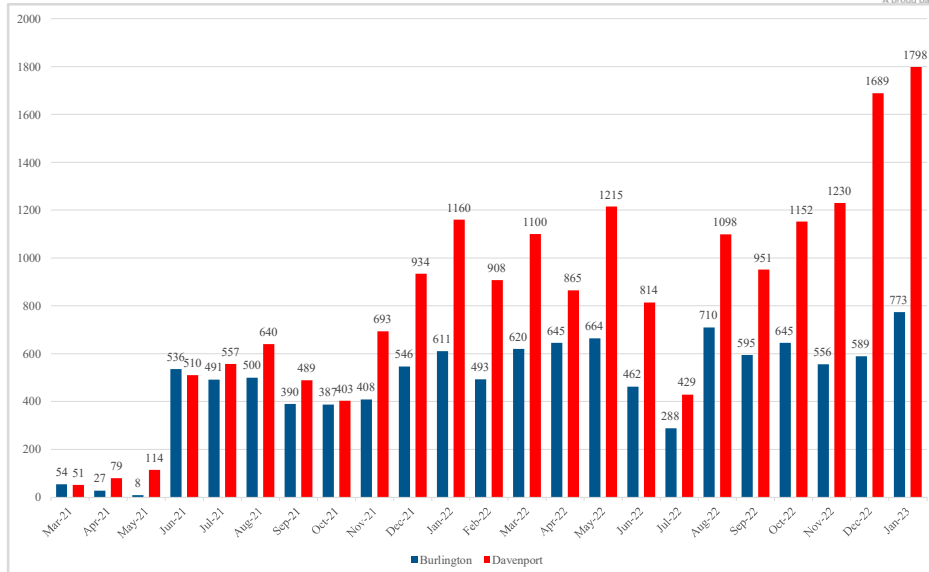
# Historical VOS Numbers



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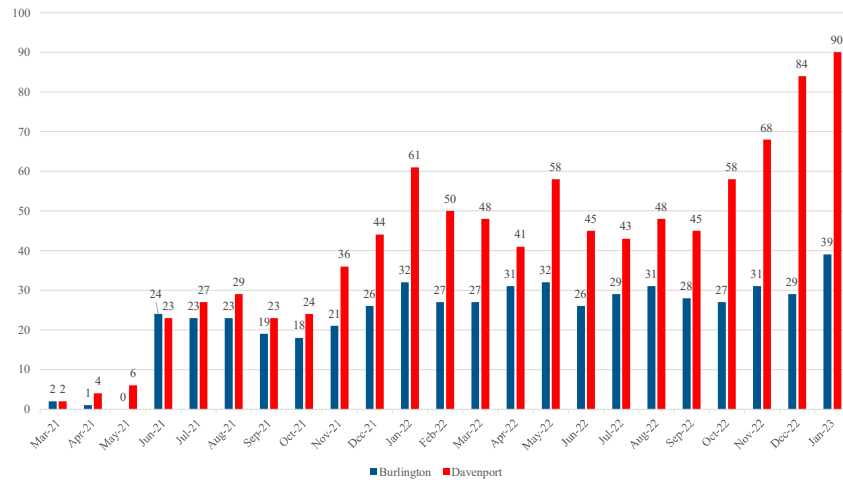
# Historical VOS Numbers



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# Historical VOS Numbers Daily Avg.



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# Services Provided Employers January



### Services Provided Employer Reports - by Service

LWIA/Region: Mississippi Valley LWDA  
 Filter By Date: Actual Date  
 Start Date: 1/1/2023  
 End Date: 1/31/2023  
 Report Run Time: 2/2/2023 9:45:32 AM

Service	Total Employers	Total Services
E01 - Assisted Employer with Accessing Untapped Labor Pools	4	4
EJ0 - Automatic Service - Job Order Created	131	841
E04 - Employers view internal resumes	22	202
E03 - Notification to Employer of Resumes via Virtual Recruiter	1	7
E05 - Provided Candidate Pre-Screening	1	1
E07 - Provided Employer Information and Support Services	45	48
E08 - Provided Incumbent Worker Training Services	3	3
E09 - Provided Job Fair Services	15	15
E10 - Provided Job Order Follow-up/Assistance	15	17
E13 - Provided Training Services	6	6
E14 - Provided Workforce Recruitment Assistance	25	27
E00 - Referred Qualified Applicants	2	2
E22 - Registered Apprenticeship - Handoff to Office of Apprenticeship	2	2
E21 - Registered Apprenticeship - In-Depth Meeting	3	3
E20 - Registered Apprenticeship - Intro Meeting	1	1
<b>Service</b>	<b>Total Employers</b>	<b>Total Services</b>
<b>Total Rows: 15</b>	<b>276</b>	<b>1,178</b>



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# Facebook January



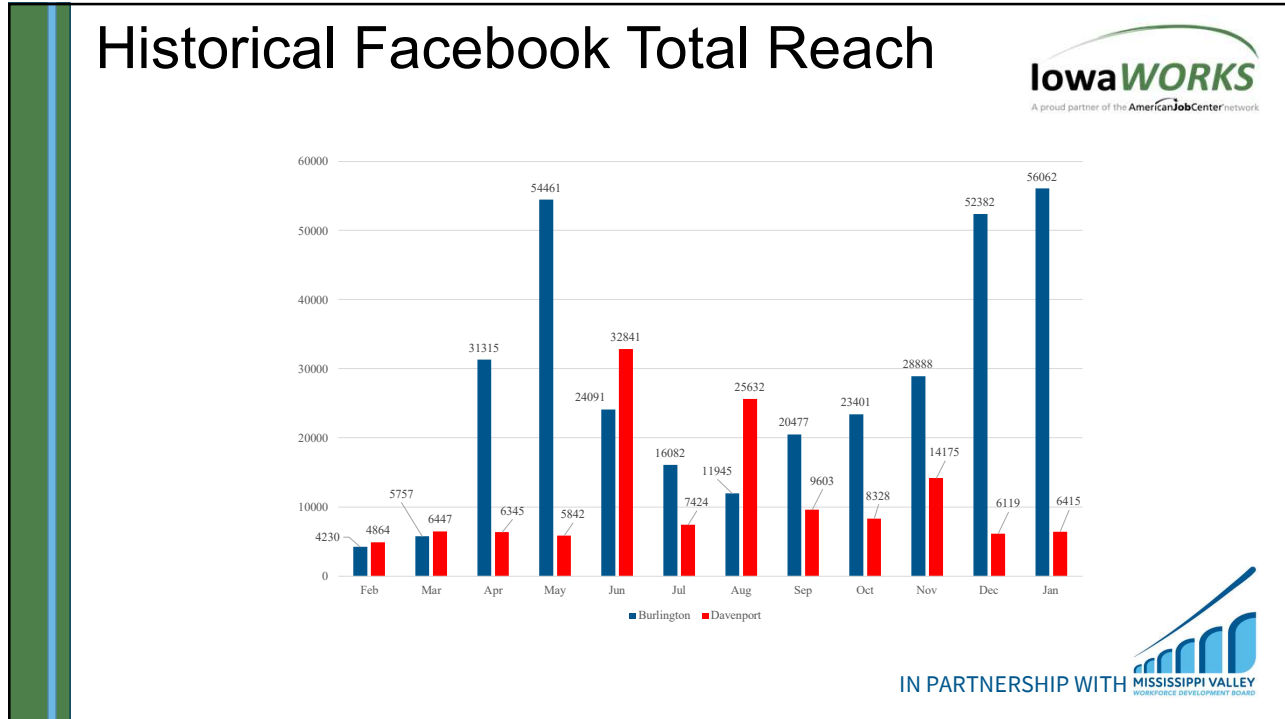
Office Page	Total Reach*	Impressions**
Davenport	6,415	9,426
Burlington	56,062	64,876

*\*Reach: The number of unique individuals who saw any of your content*

*\*\*Impressions: The number of times content is seen (e.g., 1 person sees the same content 3 times = 3 impressions)*




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## Customer Satisfaction January




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**Six questions in which respondents can report a level of satisfaction/dissatisfaction:**


1. Overall, please rate your satisfaction with IowaWORKS services/assistance
2. Overall, please rate your satisfaction with IowaWORKS staff
3. Overall, please rate our technology
4. Please rate the accessibility of our building (location/sidewalks/ramps/doorways/classrooms/restrooms)
5. Please rate the accessibility of our programming (computer access/materials/teaching styles)
6. Please rate the accessibility of our assistive technology (large-screen monitor/trackball mouse/variable height desk)

**Choices are: Very Dissatisfied, Somewhat Dissatisfied, Somewhat Satisfied, Very Satisfied**

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# Customer Satisfaction January



**32 of 48 (66%) responded “somewhat or very satisfied” to a majority of the questions**

- 7 were somewhat or very satisfied in **0/6 or 0/3** categories
- 1 was somewhat or very satisfied in **1/6** categories
- 1 was somewhat or very satisfied in **1/5** categories
- 4 was somewhat or very satisfied in **1/3** categories (these were considered “dissatisfied”)
- 3 was somewhat or very satisfied in **3/6** categories
- 1 was somewhat or very satisfied in **3/4** categories
- 2 were somewhat or very satisfied in **5/6** categories
- 29 were somewhat or very satisfied in **6/6 or 3/3** categories


Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
100%	100%	89%	100%	100%	100%	91.4%	92.5%	69.4%	85.1%	85.7%	66.7%



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# Customer Satisfaction January



**Areas of concern**


- “ System to difficult to navigate.”
- **“The website is difficult to navigate at times, and doesn't always respond to trying to go to following pages. I've had to restart processes, such as creating a claim for unemployment, multiple times before being allowed to finish.”**

**Positive comments**

- “Great people, easy access to work related information, eases your mind in knowing that you know there is help out there to find a promising career.”
- **“Every member of staff I have spoken to, only two or three on the phone, has been very kind and helpful.”**
- Removed do you want to be contacted question

**Other comments**

- One survey came back as negative. Comments were in Spanish and were all positive when translated.



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# MVWA (January) Partner Referrals

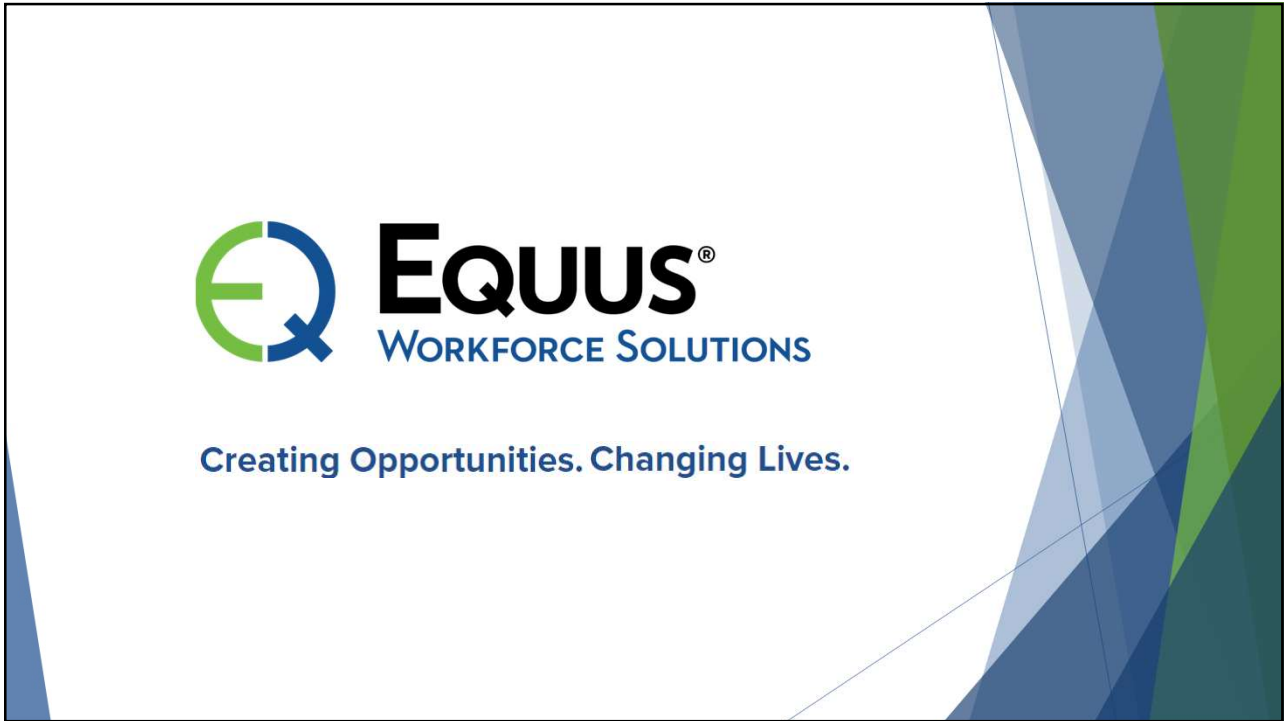


Referred To	Burlington	Davenport
AARP	1	0
CTE	0	0
Title I Adult/DW	14	7
Title I Youth	20	9
Title II (AEL/HiSED)	1	2
Title IV (Voc Rehab)	2	3
Title IV (IDB)	2	0
Veterans	2	2

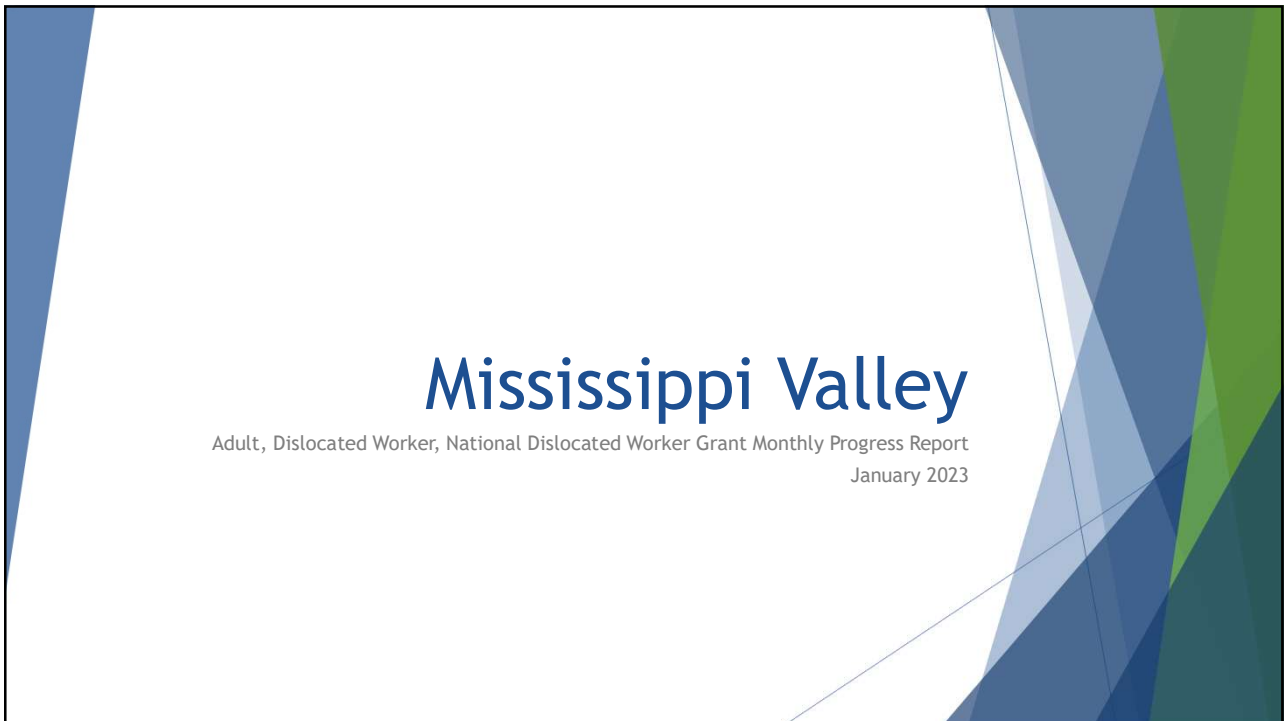
Referred From	# of Referrals
AEL/HiSED	15
Promise Jobs	16
Proteus	0
RCM/RESEA	12
Title I	0
Title III	8
Title IV	10
Trade/TAA	0
SAFER	4



# Adult/DW/RR Report



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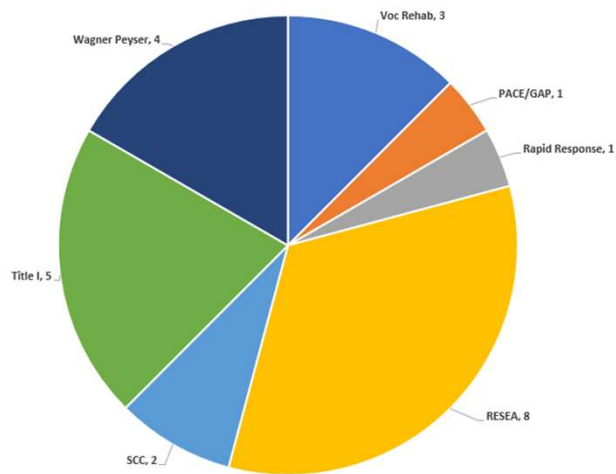
2

## Rapid Response

- ▶ January 10, 2023 12 pm Mount Pleasant National Guard Armory
  - ▶ Job Fair for impacted workers
  - ▶ 45 employers and services agencies present
  - ▶ Open to the public

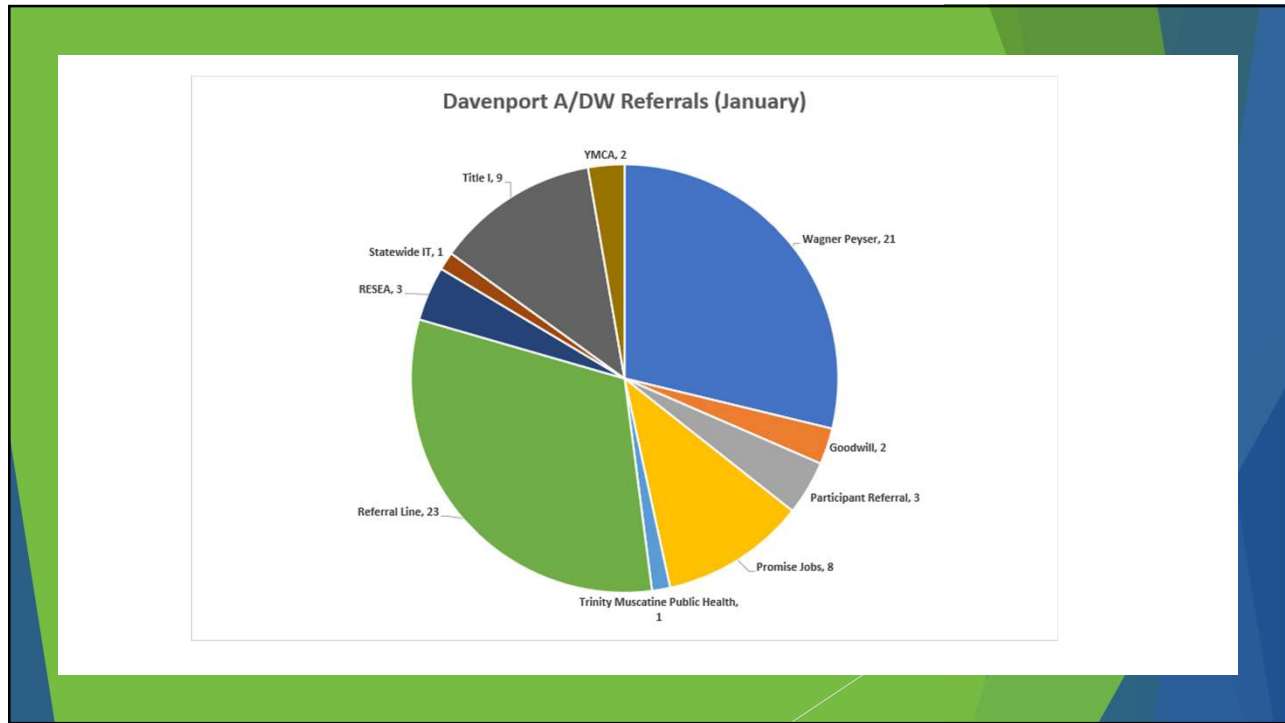
3

Burlington A/DW Referrals (January)



4





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## Enrollments

	January	YTD Goal	YTD Actual	% of Goal
Adult	3	125 (Total)	50	
Dislocated Worker	1	125 (Total)	62	90%
National Dislocated Worker Grant	0	40 co-enrolled	127	315%

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## Caseload

### Adult

- ▶ 95 Active
- ▶ 100 Follow Up
- ▶ 33.5 Average caseload
- ▶ 21 Exit
  - ▶ 11 Employed
  - ▶ 9 Unknown
  - ▶ 1 Not Employed

### Dislocated Worker

- ▶ 120 Active
- ▶ 59 Follow Up
- ▶ 39.83 Average caseload
- ▶ 8 Exit
  - ▶ 7 Employed
  - ▶ 1 Unknown

7

## Occupational Skills Training

	January	YTD Goal	YTD Actual	% of Goal
Occupational Skills Training	11	125	141	113%

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## Work Based Learning

	January	YTD Goal	YTD Actual	% of Goal
Work Based Learning	1	30	10	33%
NDWG OJT	0	28	3	11%

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MISSISSIPPI VALLEY IOWA ADW	01/20/23	Alicia & Logan both were EXCELLENT! They listened carefully to my situation and questions. They really helped and are helping me to move forward to a better job & career.
MISSISSIPPI VALLEY IOWA ADW	01/06/23	Everything went excellent. In all areas, people is very helpful and friendly I really wanna to thank you!!! :)
MISSISSIPPI VALLEY IOWA ADW	01/03/23	Great people!
MISSISSIPPI VALLEY IOWA ADW	01/30/23	I feel that more information should have been given up front as to differences between programs. I thought since I was getting help from the state it would allow me to get my degree while on unemployment; however, that was denied as I was not enrolled in a "high demand" field. My understanding was it should have been. Still pleased with the program, just might have made different choices.
MISSISSIPPI VALLEY IOWA ADW	01/14/23	I found myself in a terrible situation with no financial future in sight. When I was put in contact with you we talked about options and a plan was initiated that day. You followed through with what you said that you would do and I also did my part. Now my future looks bright and I have been employed since. I feel accomplished thanks to you. Thank you for the opportunity.

94.34% Customer Satisfaction Rate

27 Surveys completed

Legacy in Action

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▶ Lee County, Healthcare

Dislocated Worker Industries

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### Outcomes

Credentials  
• 3

2  
Unsubsidized  
employment

1 MSG

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## Participant Highlights

▶ Scott Co. Adult participant was able to receive a Pell Grant for his IT Associate's Degree at Eastern Iowa Community College and will be receiving support services in the form of mileage reimbursement. Participant has been having difficulties accessing his medications due to a nation-wide shortage, has been paying out of pocket to maintain access due to insurance backorders. We were able to provide him a Need Related Payment to assist with costs. Participant is eligible for Federal Work Study, and we are communicating with his academic advisor to set up employment and discuss potential work-based learning opportunities while completing his degree program.

# Title III Report



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**MVWA Title III Operations Committee Report  
February 2023**

**MVWA 2022 Unemployment Rate (Not Seasonally Adjusted)**

December 2022	
Iowa	3.1%
Des Moines Co.	4.6%
Henry Co.	3.3%
Lee Co.	4.4%
Louisa Co.	3.5%
Muscatine	3.3%
Jackson	3.4%
Clinton	4.0%
Scott	3.5%

**MVWA 2022 Labor Force (# In Labor Force/Unemployed)**

December 2022	
Iowa	
Des Moines Co.	18040/830
Henry Co.	9630/ 310
Lee Co.	15090/720
Louisa Co.	5890/210
Muscatine	20450/670
Jackson	10690/360
Clinton	22030/890
Scott	90500/3200

### Services Provided Individuals - by Office

Program: Title III - Wagner-Peyser (WP)  
 LWIA Record Set Location: Activity Record  
 State Region: State Region 1  
 Region/LWDB: Mississippi Valley LWDA  
 Office: Burlington  
 Veteran Information From: Both  
 Date Field: Create Date  
 Start Date: 1/1/2023  
 End Date: 1/31/2023

Office	Distinct Users	Total Services	% of Total
<a href="#">Burlington</a>	578	3,865	100.00%
Office	Distinct Users	Total Services	% of Total
	578	3,865	100%
<b>Total Rows: 1</b>			

### Services Provided Individuals - by Office

Program: Title III - Wagner-Peyser (WP)  
 LWIA Record Set Location: Activity Record  
 State Region: State Region 1  
 Region/LWDB: Mississippi Valley LWDA  
 Office: Davenport  
 Veteran Information From: Both  
 Date Field: Create Date  
 Start Date: 1/1/2023  
 End Date: 1/31/2023

Office	Distinct Users	Total Services	% of Total
<a href="#">Davenport</a>	991	6,715	100.00%
Office	Distinct Users	Total Services	% of Total
	991	6,715	100%
<b>Total Rows: 1</b>			



### Enrolled Individuals - By Office

Report Type: Title III - Wagner-Peyser (WP)  
 Region/LWDB: Mississippi Valley LWDA  
 One Stop Location: Burlington  
 Date Filter: Participation Date  
 Start Date: 1/1/2023  
 End Date: 2/2/2023  
 Report Run Time: 2/2/2023 5:40:29 PM

Office	Total	% Total
<a href="#">Burlington</a>	107	100.00%
Office	Total	% Total
<b>Total Rows: 1</b>	<b>107</b>	<b>100%</b>

### Enrolled Individuals - By Office

Report Type: Title III - Wagner-Peyser (WP)  
 Region/LWDB: Mississippi Valley LWDA  
 One Stop Location: Davenport  
 Date Filter: Participation Date  
 Start Date: 1/1/2023  
 End Date: 2/2/2023  
 Report Run Time: 2/2/2023 5:41:39 PM

Office	Total	% Total
<a href="#">Davenport</a>	182	100.00%
Office	Total	% Total
<b>Total Rows: 1</b>	<b>182</b>	<b>100%</b>

### Services Provided Individuals - by Veteran Status

Program: Title III - Wagner-Peyser (WP)  
 State Region: State Region 1  
 Region/LWDB: Mississippi Valley LWDA  
 Office: Burlington  
 State: Iowa  
 Veteran Information Record: Both  
 Filter By Date: Create Date  
 Start Date: 1/1/2023  
 End Date: 1/31/2023  
 Report Run Time: 2/2/2023 5:43:29 PM

Veteran Status	Distinct Users	Total Services	% of Total
<a href="#">No</a>	428	3,351	95.82%
<a href="#">Yes, Eligible Veteran</a>	22	146	4.18%
Veteran Status	Distinct Users	Total Services	% of Total
	450	3,497	100%
<b>Total Rows: 2</b>			

### Services Provided Individuals - by Veteran Status

Program: Title III - Wagner-Peyser (WP)  
 State Region: State Region 1  
 Region/LWDB: Mississippi Valley LWDA  
 Office: Davenport  
 State: Iowa  
 Veteran Information Record: Both  
 Filter By Date: Create Date  
 Start Date: 1/1/2023  
 End Date: 1/31/2023  
 Report Run Time: 2/2/2023 5:44:25 PM

Veteran Status	Distinct Users	Total Services	% of Total
<a href="#">No</a>	745	5,408	93.73%
<a href="#">Yes &lt;= 180 days</a>	1	43	0.75%
<a href="#">Yes, Eligible Veteran</a>	49	307	5.32%
<a href="#">Yes, Other Eligible Person</a>	4	12	0.21%
Veteran Status	Distinct Users	Total Services	% of Total
	799	5,770	100%
<b>Total Rows: 4</b>			

## \*Customer Satisfaction Survey Policy



# Mississippi Valley Workforce Development Board

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## CUSTOMER SATISFACTION SURVEY POLICY AND PROCEDURE

**APPROVED DATE:**

**EFFECTIVE DATE:**

### **PURPOSE**

The purpose of this policy and procedure is to outline the expectations of partners and the One Stop Operator regarding the customer satisfaction survey administered through Iowa*WORKS*.

### **BACKGROUND**

Local Workforce Development Boards are responsible for evaluating customer satisfaction levels in the Local Workforce Areas. Per the One Stop Certification standards the Iowa*WORKS* Centers must use customer feedback and data to assess and improve job seeker and employer satisfaction and the quality of services at the Center. This means that methods are in place to track customer satisfaction and feedback. These results are reported regularly to the local workforce development board and are used to refine service delivery within the center. The center maintains high customer satisfaction from job seekers and business customers as determined by the LWDB. Under WIOA local areas have two sets of customers: job seekers and businesses.

### **POLICY**

This policy will outline the frequency that survey data is to be reviewed and how complaints should be handled and who is responsible for contacting those individuals who would like to be contacted. The One-Stop Operator provides monthly reports to the MVWDB regarding customer satisfaction/quality of services to customers

### **Job Seeker Survey Process**

1. The OSO will check the customer satisfaction response sheet monthly to check for new completed surveys.
2. All positive and negative comments will be passed on to each center partner program management staff.
3. All complaints regarding unemployment claims, the Iowa*WORKS* system, and RCM programs will be directly given to the state to address on a monthly basis.
4. Monthly the OSO will provide a report on the customer satisfaction level, the number of surveys completed, and a list of all complaints received to the board.
5. The core partner team will evaluate customer feedback quarterly and use it to refine service delivery within the center.

## **BUSINESS CUSTOMERS SURVEY PROCESS**

1. The designee monthly will send a survey out to business customers through the Iowa*WORKS* system, other databases, QR codes and links will be provided on Iowa*WORKS* Business Outreach materials.
2. All positive and negative comments will be passed on to each center partner program management staff when identified.
3. All complaints regarding unemployment claims and the Iowa*WORKS* system will be directly given to the state to address.
4. Monthly the designee will provide a report on the customer satisfaction level, the number of surveys completed, and a list of all complaints received to the board.
5. The Business Committee and local Business Service Teams will review this data quarterly to adjust service delivery and design as needed.

# Job Quality Academy

# Job Quality Academy

## Application Deadline March 14, 2023

The U. S. Department of Labor is launching the Job Quality Academy, presenting a unique opportunity to help the workforce system focus on enhancing good jobs and opportunities for workers.

The Academy is a professional development and strategic planning experience, with up to 16 community-representing teams receiving intensive technical assistance towards developing job quality action plans for their communities. Selected community teams will attend two three-day in-person summits in Washington, DC in the spring and summer of 2023. Teams will learn how good job principles can be incorporated into workforce development strategies from experts in the field. With support and technical assistance along the way, Job Quality Academy participants will develop an action plan to put these ideas into practice by the end of the Academy.

WDBs and SWAs should incorporate the Good Jobs Principles described below into their Workforce Innovation and Opportunity Act (WIOA) strategies, which are documented in state and local plans.

Job quality expectations are directly related to WIOA; the purpose of WIOA is to help people attain economic self-sufficiency, while giving employers opportunities to train, hire, and retain workers. WIOA Section 2(3) declares one purpose of the statute is: “To improve the quality of the workforce, reduce welfare dependency, increase economic self-sufficiency, meet the skill requirements of employers, and enhance the productivity and competitiveness of the Nation.” Improving the quality of the workforce and increasing economic self-sufficiency calls for jobseekers to secure good jobs with family sustaining wages and advancement opportunities.

Evidence-based workforce strategies such as career pathways and sector strategies, when appropriately designed and implemented, can increase the quality of jobs that program participants enter and close equity gaps among program participants. The workforce system can design services and develop sector partnerships with employers, educators, labor organizations, and community partners to create good jobs and well-defined career pathways starting from entry-level positions.

To address disparities, it is important for the workforce system not only to prioritize good jobs with living wages but to prioritize such outcomes for every segment of its population, particularly historically underserved communities. This should include reviewing outcomes by race, ethnicity, gender, disability status<sup>11</sup>, and veteran status, as well as intersectional analysis such as examining outcomes for women veterans or people of color with disabilities, and then targeting job quality strategies towards workers who have not obtained the same employment outcomes as their peers.

### **Key Attributes of Good Jobs**

**Defining a Good Job** — A good job helps workers achieve economic stability and mobility, while prioritizing diversity and worker voice. To this end, the Departments of Commerce and Labor have jointly identified eight key principles of a good job.<sup>13</sup> The Department strongly advises state and local workforce boards to integrate these principles into their policies, as appropriate. A foundational resource for workforce system partners, policymakers, and practitioners is the Department’s Good Jobs Initiative site (<https://www.dol.gov/general/good-jobs>).

- **Recruitment and Hiring.** Employers that prioritize good jobs are intentional in their recruitment and hiring activities. They actively recruit applicants from underserved communities, in recruitment drives designed to ensure equal opportunity as set forth under applicable nondiscrimination requirements. Further, applicants are evaluated using skills-based requirements, which may include nontraditional pathways and an emphasis on prior experience. Applicants and employees with disabilities are provided

reasonable accommodations, as<sup>10</sup>

- **Benefits.** Employers that prioritize good jobs provide both full- and part-time workers with family-sustaining benefits. These include, but are not limited to, health insurance, retirement plans, workers' compensation benefits, equal access to remote and telework work opportunities, and family benefits (such as paid leave and caregiving supports). Further, workers are empowered and encouraged to use those benefits.
- **Diversity, Equity, Inclusion, and Accessibility (DEIA).** All workers in a good job are respected, empowered, and treated fairly. DEIA is a core value in the workplace, and individuals from underserved populations (i.e., those adversely affected by persistent poverty, discrimination, or inequality) must not face systemic barriers to advancement. Workers in a good job also receive any necessary disability accommodation without difficulties or additional barriers.
- **Empowerment and Representation.** Workers can form and join unions and can engage in protected activity without fear of retaliation. Workers contribute to decisions about their work and organizational direction. Workers are informed of their rights and ways to resolve any issues that may develop on the job.
- **Job Security and Working Conditions.** Workers have a safe, healthy, and accessible workplace, built on input from workers and their representatives. Workers have job security without arbitrary or discriminatory discipline or dismissal. Workers also have adequate hours and predictable schedules. Workers are also free from harassment, discrimination, and retaliation at work, including at a minimum complying with EEO regulations. Finally, workers are properly classified under applicable laws; temporary or contractor labor solutions are minimized.
- **Organizational Culture.** All workers belong, are valued, contribute meaningfully to the organization, and are respected. This may be facilitated via strategies such as regular feedback sessions where workers can communicate with responsive, engaged leadership, through a transparent Human Resources infrastructure including processes for sharing concerns.
- **Pay.** All workers are paid a stable and predictable living wage, as determined by the local area cost of living,<sup>14</sup> before overtime, tips, and commissions. Workers' pay is fair, transparent, and equitable (i.e., workers with similar skills and experience are paid the same wage for the same work). Workers' wages grow commensurate with increased skills and experience.
- **Skills and Career Advancement.** Workers have equitable opportunities and tools to progress to future jobs. Workers have transparent promotion or advancement opportunities. Workers have access to high-quality occupational training, such as on-the-job training (OJT), and continuing education opportunities.

### **Embedding Good Jobs Principles into Workforce Development**

As states and local areas work towards embedding job quality principles into ongoing workforce development activities, tailored to the economy and community they serve, it will be important for workforce system program staff to be knowledgeable about these Good Jobs Principles, so they can empower workers and employer customers to prioritize job quality.

Below are some techniques the workforce system should implement to ensure job quality discussions are occurring with jobseekers, exiters, and potential employers. This is not an exhaustive list of ways the workforce system can integrate the Good Jobs Principles into its services.

#### *Services to Jobseekers, Workers, and Employers*

- Train jobseekers about good jobs. WIOA program staff, grantees, and workforce development partners can help individuals identify quality employment opportunities, understand and navigate benefit options, negotiate pay, and understand their workers' rights and where and how to seek recourse when those rights are violated. AJC workforce programs may also help jobseekers and workers find information about the quality of jobs within an industry, within specific occupations, or with respect to jobs of an individual employer.



- Embed good job discussions in all career services. To improve employment outcomes for program participants, AJC staff should include discussions about job quality as a component of career services. For instance, quality career counseling includes discussions of good job characteristics such as pay, benefits, and career advancement into any career pathways discussion, individualized employment plan, or individualized service strategy. Such discussion is useful at any point in a jobseeker’s career.
- For example, workforce development practitioners and other youth workforce development practitioners should work with youth to ensure they are connected to the appropriate work experience or employment opportunity for them, e.g., work experiences that prepare them for a high-wage job, a pre-apprenticeship, or living wage work. Additionally, workforce development practitioners should ensure that women are presented with all employment and training opportunities, including in non-traditional sectors for women. If a participant is already employed but could benefit from better pay and working conditions, AJC and grantee staff can help that individual identify and pursue alternate good job opportunities such as through a Registered Apprenticeship or find training
- programs convenient for working adults and offer supportive services during training to aid their progress into higher-paying or otherwise good jobs.
- Ensure jobseekers access needed supportive services to attend necessary training that will lead to a good job. AJC program staff should help connect participants to the supportive services they need to complete training or a Registered Apprenticeship—such as transportation, childcare, and housing support—whether via WIOA or a partner program. This is particularly important to help vulnerable individuals stay in a training program or Registered Apprenticeship, rather than taking a lower-quality job or multiple jobs simply to make ends meet.
- Collect data about job quality for program exiters. Workforce grantees can also collect quality information through follow-up conversations and feedback processes for participants post-employment, to share their experiences once on the job such as the employer’s benefits, pay, and workers’ perceptions of worker empowerment, potential career growth with the employer, and compliance with equal opportunity and anti-discrimination laws and guidelines. Grantees or the local WDB may choose to collect this feedback as a component of their participant follow-up services or customer satisfaction surveys.

### *Services to Employers*

- Highlight job quality as a recruitment and retention strategy. WIOA program staff and workforce grantees can also incorporate job quality into services for businesses, particularly for smaller or medium sized employers that look to AJCs for recruitment and retention strategies. When examining new ways of increasing labor force participation, hiring, and retaining employees, an easy first step is a comparison of the cost of turnover versus the cost of increased wages or benefits.
- Assist employers in implementing Good Jobs Principles. Business services representatives can help employers attract and retain talent through becoming a Registered Apprenticeship sponsor, exploring pay scale adjustments and benefit options, and providing training on responsibilities for worker safety and health, preventing and addressing harassment in the workplace, and promoting equal opportunity for all. The local WDB and its employers may also choose to create a subcommittee that focuses on fostering the Good Jobs Principles.
- Work closely with local industry associations and employer groups. Local WDBs working to embed job quality can also partner with industry associations to test good job metrics and expand evidence-based strategies to support job quality. Interested employers or industry associations can use tools such as the Good Jobs Scorecard<sup>18</sup> and U.S. Department of Commerce Job Quality Toolkit<sup>19</sup> to self-assess and find opportunities to enhance the quality of their jobs.

### *Leveraging Good Jobs Career Pathways and Sector Strategies*

An effective good job strategy also entails engaging a group of employers through sector- based partnerships to invest in high quality career pathways that take workers from entry- level to more senior level positions characterized throughout by good job quality. Below are some methods LDBs and SWAs can leverage to ensure they are creating and supporting successful career pathways in local growth sectors.

- Create partnerships for success. Successful career pathways in local growth sectors involve an infrastructure of partners, including employers, industry associations, community colleges and other educators, unions and other training providers, worker centers and other worker voice advocates, community-based organizations, and supportive service providers.
- Use data to identify growth opportunities. The workforce system can leverage labor market information (LMI) to identify which industries have long-term growth and stability potential for workers. Within those industries, the workforce system can identify in demand and forecasted growth occupations, and the relative quality of these jobs, as well as the requisite certifications and training providers who can help a participant to secure a good job in the industry of their choice.
- Additionally, state and local LMI analysts can use the Department’s Career Trajectories and Occupational Transitions (CTOT) Dashboard to help identify quality job pathways in their area.<sup>20</sup> The CTOT dashboard is an interactive tool that allows users to explore data on how workers in mid-level occupations move through jobs and occupational clusters. It identifies potential “launchpad” occupations, which are associated with higher wage growth. This tool can be used in tandem with state longitudinal data to inform career guidance, including for youth.
- Develop a good jobs infrastructure by creating a robust high road sector strategy. High road sector strategies bring together employers, workers, and worker organizations such as labor unions and training entities to create partnerships that support good jobs, equity, and environmental sustainability. This partnership model promotes systems change and leverages worker voice to build an economy based on equity, skills, innovation, and shared prosperity. The resulting jobs provide family-supporting benefits, worker voice, transparency, livable and fair wages, and training opportunities for worker growth.<sup>21</sup> A state or local area can identify priority industries using LMI and invite employers with good job practices as a partner in the high road sector partnership. These sector partnerships do not just provide good jobs; they also recognize employers, workers, and worker organizations as industry experts and work to harness that expertise. The workforce system can create formal sector partnerships with those employers, as well as unions and other training providers, including labor management partnerships, to address and remedy employer challenges and help employers to continually improve job quality.

### **Developing a Good Jobs Framework**

Local WDBs can create a holistic framework to better define good jobs locally and ensure job quality is a top priority for both employers and jobseekers. A good jobs framework should reflect the eight principles and provide both employers and jobseekers with standards for evaluating quality. Local board members can also serve as model employers by incorporating a framework into their own businesses, demonstrating how the eight principles work in practice. Jobs For

## Application and Process

The Job Quality Academy is a professional development and strategic planning experience. By the end of the Academy, participants will:

1. Have a greater understanding of job quality principles
2. Know how to incorporate job quality into their policies and programs
3. Be prepared to take immediate actions and next steps on where to begin for the most impact

Applicants can identify a specific sector they wish to focus on, whether that's in-demand and growing sectors such as direct care or childcare, transportation, hospitality, manufacturing, broadband, or others.

Academy will include two 3-day in-person summits in Washington, DC. These summits will focus on helping teams define job quality within their communities; embed good jobs principles into policies, partnerships, and programs; develop localized frameworks for use by partners, including employers; and develop methods and tools for assessing progress. Between summits, the work will continue with teams from participants' local communities. Teams will apply and test strategies that fit their communities during this time, and have access to coaching, as well as opportunities to brainstorm with each other about what works, what doesn't, and what matters most when implementing job quality theories in practice.

### Academy Benefits

- Intensive professional development for four to five months on cutting-edge job quality practices tailored to a workforce audience.
- One-on-one technical assistance and coaching from national subject matter experts to support strategic planning around job quality.
- Community engagement with like-minded, leading-edge organizations committed to creating good jobs in their communities.
- Support in developing strategic plans focusing on job quality.
- Travel expenses to DC paid for five team members for both Academy summits.

### Required Partners (5, with Board as Lead Partner)

- Required partner organizations must include an organization that represents worker voice
- Other partners may include employer/industry partners, community-based organizations, American Job Centers and affiliates, or other similar organizations.

### Required Application Information

1. Letter from each partner organization expressing commitment to participate in the Job
1. Describe how the lead organization and partners currently define job quality.
2. Describe, in detail, a specific opportunity in your community that can be maximized or expanded upon with the supports provided through the Job Quality Academy.
3. Identify specific sectors or employers on which you intend to focus to improve job quality within your community. Why has your team chosen this sector? If not currently engaged, how will you plan on engaging them through the Academy experience?
4. How might the Job Quality Academy provide a forum for improvement in the sector(s) described above? ETA's TEGl 07-22, provided as part of the application background, described several areas that workforce partners could focus their efforts.
5. Describe the lead organization's and partners' experience with advancing job quality generally or related initiatives and, more specifically, for historically underserved communities to date.
6. How will your team approach putting worker voice and worker experience at the center of your job quality efforts through the course of the Academy?
7. Describe any anticipated barriers to adoption or implementation of your job quality initiatives, mentioned above.
8. What do you hope to achieve by participating in the Job Quality Academy?

## **Job Quality Academy Additional Resources**

DOL Application Information

[https://jfforg-prod-new.s3.amazonaws.com/media/documents/JQA\\_Invitation\\_to\\_Apply\\_-\\_Final.pdf](https://jfforg-prod-new.s3.amazonaws.com/media/documents/JQA_Invitation_to_Apply_-_Final.pdf)

TEGL 7.22

<https://www.dol.gov/sites/dolgov/files/ETA/advisories/TEGL/2022/TEGL%2007-22/TEGL%2007-22%20%28Accessible%20PDF%29.pdf>

DOL Good Jobs Initiative

<https://www.dol.gov/general/good-jobs>

San Diego Good Job Initiative

<https://workforce.org/job-quality-wkdev-guide/>

High Road Training Partnerships

<https://cwdb.ca.gov/initiatives/high-road-training-partnerships/>

Career Trajectories and Occupational Transitions Dashboard

<https://www.dol.gov/agencies/oasp/evaluation/resources/career-trajectories-and-occupational-transitions-dashboard>