THE
**FAMILIES &
WORKERS**
FUND

REIMAGINING JOB QUALITY MEASUREMENT

UNDERSTANDING THE IMPACT

NOVEMBER 2022

UNDERSTANDING THE IMPACT

Reimagining Job Quality Measurement was developed by the Job Quality Measurement Initiative (JQMI), a collaboration between the Families and Workers Fund, Ford Foundation, Irvine Foundation, Lumina Foundation, Omidyar Network, Schmidt Futures, and the U.S. Department of Labor along with more than 70 experts. Participants in the JQMI proposed more than 20 tactical action steps, represented as sub-recommendations within the 10 Big Ideas throughout the full Reimagine Job Quality Measurement report. The table below bundles these proposed interventions by type, and notes the primary stakeholders that need to take action, the implementation timeframe, and the primary impact of each recommendation.

Ledger

KEY STAKEHOLDER

Organization(s) that has primary responsibility or would be required to take primary action

TIMEFRAME

- Short term (Change underway within 6 months)
- Medium Term (Change underway within 6-24 months)
- Long Term (Change requires more than 24 months)

Anchor Institutions

Businesses

Short Term

Medium Term

Federal Agencies

Investors

Medium/Long Term

Long Term

Nonprofits

Philanthropy

State and Local Governments

Workforce Development and Training Providers

Data Collection Change

These recommendations are centered on maximizing use of existing collection mechanisms by altering or refining how data is categorized, collected, accessed or disaggregated.

IDEAS & RECOMMENDATIONS	KEY STAKEHOLDERS	TIMEFRAME	PRIMARY IMPACT
Idea #2: Center equity in measurement Uproot harmful assumptions and metrics embedded in workforce and social services systems.	Department of Labor, Health and Human Services		Close equity gaps in existing programs; Better understand, engage and serve diverse populations
Idea #2: Center equity in measurement Implement requirements for data disaggregation in workforce and social service programs, administrative data, and federal surveys.	Federal Agencies, State and Local Governments		Close equity gaps in existing programs; Better understand, engage and serve diverse populations
Idea #1: Measure what matters to workers, capturing a full range of job quality indicators. Refine existing survey modules to collect targeted job quality data.	Bureau of Labor Statistics, Census Bureau		Measure critical job quality elements to inform responsive policy and practice changes
Idea #3: Increase mandatory human capital data disclosure. To leverage existing business data to simplify human capital reporting, implement and maintain a single firm identifier across federal and state systems.	Federal Agencies, State and Local Governments, Businesses		Measure and improve firm-level job quality

New Data Collection

These recommendations focus on the collection of data that does not currently exist within the U.S. system. It includes both new types and new sources of data.

IDEAS & RECOMMENDATIONS	KEY STAKEHOLDERS	TIMEFRAME	PRIMARY IMPACT
Idea #1: Measure what matters to workers, capturing a full range of job quality indicators. Broaden job quality indicators beyond wage.	Businesses, Nonprofits, State and Local Governments, Workforce Development and Training Providers		Measure critical job quality elements to inform responsive policy and practice changes; Increase alignment of worker and business needs
Idea #2: Center equity in measurement. Include worker voice in data collection.	Federal Agencies, State and Local Governments, Philanthropy		Design programs, policies, and jobs that reflect all workers' needs
Idea #3: Increase mandatory human capital data disclosure. Align on a shared set of foundational human capital metrics and a public reporting framework that could help to shape the evolution of human capital disclosure.	Businesses, Federal Agencies, Philanthropy		Measure and improve firm-level job quality; Increase alignment of worker and business needs
Idea #3: Increase mandatory human capital data disclosure. Collect data to build the evidence base that good jobs are good investments.	Investors, Nonprofits, Philanthropy		Measure and improve firm-level job quality; Increase alignment of worker and business needs
Idea #5: Leverage business data to demonstrate the return on investment from good jobs. Encourage submission of job quality measures through voluntary disclosure tools and incentives.	Businesses, Nonprofits, Workforce Development and Training Providers		Measure and improve firm-level job quality; Increase alignment of worker and business needs

Idea #5: Leverage business data to demonstrate the return on investment from good jobs. Use data-driven employer scorecards to spark disclosure and a race to the top.	Businesses, Nonprofits, Philanthropy, Workforce Development and Training Providers		Measure and improve firm-level job quality; Increase alignment of worker and business needs
Idea #6: Revise data systems to include and support the non-W2 workforce. Standardize and expand collection of data on non-W2 workers.	Department of Labor, Bureau of Labor Statistics, Census Bureau, International Revenue Service		Close equity gaps and improve worker protections; Design programs, policies, and jobs that reflect all workers needs
Idea #4: Link public and private data to gain new insights into the quality of jobs. Centralize, standardize, and expand wage records across all states.	Department of Labor, State and Local Governments		Measure critical job quality elements to inform responsive policy and practice changes

Data Linking

These recommendations focus on connecting the dots between existing federal, state, local and commercial data sets to promote new insights.

IDEAS & RECOMMENDATIONS	KEY STAKEHOLDERS	TIMEFRAME	PRIMARY IMPACT
Idea #4: Link public and private data to gain new insights into the quality of jobs. Expand access to existing federal job quality data.	Department of Labor, Health and Human Services		Expand insights into program/policy impact; Improve responsiveness to worker needs
Idea #4: Link public and private data to gain new insights into the quality of jobs. Aggregate job quality to family level measures so that earnings, benefits, schedules and working conditions of multiple workers are considered.	Bureau of Labor Statistics, Census Bureau		Ensure families have paths to economic stability and mobility; Better understand, engage and serve all populations
Idea #4: Link public and private data to gain new insights into the quality of jobs. Link administrative and statistical data to better understand the labor market.	Federal Agencies, State and Local Governments		Expand insights into program/policy impact; Improve responsiveness to worker needs

Performance Reporting

These recommendations focus on the standards used for workforce development and social services programs.

IDEAS & RECOMMENDATIONS	KEY STAKEHOLDERS	TIMEFRAME	PRIMARY IMPACT
Idea #7: Strengthen workforce system metrics to deliver results for workers and businesses. Integrate job quality into workforce program reporting.	Department of Labor, State and Local Governments, Nonprofits, Workforce Development and Training Providers		Ensure families have paths to economic stability and mobility; Reduce burden and deliver responsive supports for diverse populations
Idea #7: Strengthen workforce system metrics to deliver results for workers and businesses. Standardize job quality performance reporting across social service programs.	Department of Labor, Health and Human Services		Ensure families have paths to economic stability and mobility; Reduce burden and deliver responsive supports for diverse populations

Capacity Building

These recommendations focus on increasing the knowledge, capacity and data systems infrastructure at the state and local level.

IDEAS & RECOMMENDATIONS	KEY STAKEHOLDERS	TIMEFRAME	PRIMARY IMPACT
Idea #10: Invest in strengthening job quality measurement. Invest in the development of job quality data infrastructure.	Philanthropy, Federal Agencies, Businesses		Increase community capacity to support job quality; Expand job quality knowledge and tools to facilitate the transformation of jobs and communities
Idea #9: Strengthen state and local capacity for data-driven decision making to advance good jobs. Launch an Intergovernmental Research and Analytics Consortium dedicated to advancing good jobs.	Department of Labor, State and Local Governments, Nonprofits		Increase agency capacity to support job quality; Expand insights into program/policy impact
Idea #9: Strengthen state and local capacity for data-driven decision making to advance good jobs. Build state and local capacity to measure job quality and equity.	Federal Agencies, State and Local Governments, Philanthropy		Increase agency capacity to support job quality; Expand job quality knowledge base and tools to facilitate the transformation of communities

Procurement and Grantmaking

These recommendations focus on using procurement, purchasing, and grantmaking as a strategic driver of good jobs and equity.

IDEAS & RECOMMENDATIONS	KEY STAKEHOLDERS	TIMEFRAME	PRIMARY IMPACT
Idea #8: Use public and private spending to measure and strengthen equity and good jobs. Leverage public spending to measure and advance job quality and equity.	Office of Management and Budget, Department of Labor, State and Local Governments		Create more good jobs across sectors; Provide equitable pathways to economic stability and mobility for workers
Idea #8: Use public and private spending to measure and strengthen equity and good jobs. Use anchor institution spending to accelerate the creation of good jobs.	Philanthropy, Anchor Institutions		Create more good jobs across service sectors; Provide equitable pathways to economic stability and mobility for workers
Idea #10: Invest in strengthening job quality measurement. Model promising practices for data collection and job quality in foundation grantmaking.	Philanthropy		Create more good jobs in the nonprofit sector; Provide equitable pathways to economic stability and mobility for workers

The Most Actionable, Transformative, and Cross-Cutting Recommendations

Based on analysis of the above, we deemed the following recommendations most immediately actionable, most transformative, and most crosscutting:

MOST ACTIONABLE:

- Collect data to build the evidence base that good jobs are good investments.
- Invest in the development of job quality data infrastructure.
- Implement requirements for data disaggregation in workforce and social service programs, administrative data, and federal surveys.

MOST TRANSFORMATIVE:

- Leverage public spending to measure and advance job quality and equity.
- Include worker voice in data collection.
- Uproot harmful assumptions and metrics embedded in workforce and social services systems.

MOST CROSSCUTTING:

- Link administrative and statistical data to better understand the labor market.
- Centralize, standardize and expand wage records across all states.
- Broaden job quality indicators beyond wage.