



Quality Jobs: Learning from Others

As the Columbia-Willamette Workforce Collaborative explores what Quality Jobs could look like in our region, we are inspired by the work of cities and businesses across the country that are defining quality jobs and making them a reality.

In Baltimore, [Good Business Works](#) is partnering with companies to promote respectful and inclusive workplaces. In San Diego, the [Workforce Partnership](#) is working with job seekers to determine what a quality job means to them. They are partnering with businesses and advocating at the legislature to make more quality jobs available. In Louisville, businesses like [Norton Healthcare](#) and [Universal Woods](#) are leading the creation of quality jobs by investing in the long-term success of their employees.

In each of these cities, workforce boards, jobs seekers, and businesses are working together to define quality jobs. They are inspiring companies to succeed by investing in their employees and helping workers thrive.

Baltimore: Good Business Works

Good Business Works is a collaboration of business leaders, workforce experts, and nonprofit organizations working to expand family-sustaining careers, strengthen businesses, and help local communities thrive.

Good Business Works believes a good job is a foundation for a stronger local economy, healthy and supported families, and more vibrant communities. For businesses, investing in their employees means more productive, reliable, and creative employees, better and more innovative services, and higher sales and profits. For employees, family-sustaining wages and benefits, inclusive cultures, and opportunities to advance contribute to healthy and fulfilling lives that balance work and family. For customers, good jobs mean better service from employees who feel valued and empowered to do their best work.

Good Business Works supports companies with information and training to help them create good jobs by identifying business-driven strategies, leveraging incentives, and tailoring resources and training to support employee investment. They champion success through employer stories and promote participating businesses.

Learn more: [Good Business Works Baltimore](#)

San Diego Workforce Partnership – Job Quality

The Workforce Partnership in San Diego believes quality jobs produce outstanding results for businesses and their workers. To this end, they developed a three-part quality jobs framework:

1. Job necessities: are a living wage, safe working conditions, an HR infrastructure, and stable scheduling.



2. Job opportunities: include performance management, open communication, learning and development, and empowerment and support.
3. Job features: include family and medical leave and paid time off, can serve as key drivers of attraction and retention of a quality workforce that feels empowered and supported.

To make quality jobs a reality for more San Diegans, the Workforce Partnership adopted the following goals to be reached by 2025:

- 100% of job seekers receive training or coaching to determine what job quality means for them.
- 80% of internal placements and 100% of staff are in a role which meets at least one job quality indicator per category: Job Necessities, Job Opportunities and Job Features.
- 50 employer champions implement at least one new job quality measure (other than wage).
- 100% of Workforce Partnership-issued subrecipient contracts contain job quality requirements.
- At least one local, state or federal bill is passed that improves job quality (e.g., stable scheduling policies) in San Diego.

The Workforce Partnership has started with a commitment that 100% of Workforce Partnership-issued subrecipient contracts contain job quality requirements.

Learn more: [San Diego Workforce Partnership](#)

Louisville: Companies investing in the long-term success of their workers

Two companies in Louisville, KY are gaining attention for their commitment to quality jobs. Norton Healthcare and Universal Woods are investing in their employees' long-term development through coaching, education, and training.

Norton, an integrated, faith-based system providing care at more than 250 locations throughout greater Louisville and Southern Indiana, operates its own Office of Workforce Development. A staff of career coaches help employees plan and build their careers. The coaches use assessments of workers' skills and interests to provide career advice. Employees can learn about career pathways and the education and training programs they need to advance. Education and training are available at all levels, from entry to continuing education for physicians. The center also offers financial education. Norton subsidizes the trainings up to \$24,000 per degree of certification.

Norton uses "a comprehensive system that tracks staffing levels, retention and turnover rates, key competencies and employees' educational plan to understand the organization's current and future workforce needs." Norton's Workforce Analytics team has been in place for five years and their work continues to evolve. The capacity has expanded and includes new variable and



reporting methods. They build relationships between HR, business units, and information technology units.

Like Norton, Universal Woods has embraced continual learning. Employees can enhance their skills on the job or in the classroom. The company pays education scholarships regardless of whether it's to enhance skills for a worker's current position or help them advance to their next job.

Continuing education isn't the only place where Universal Woods has embraced a quality jobs framework. The company offers above-market wages, guaranteed hours, and equivalent benefits for exempt and non-exempt workers. They also offer quarterly and annual profit sharing, a 401K plan, and an emergency loan program.

As a result, over the past four years, the company had grown 20 percent each year, doubled the size of its workforce, maintained 95 percent customer retention rate for 10 years, and is the leader in its two major markets. It serves more than 200 customers in 80+ countries.

Learn more: **Louisville:** [Norton Healthcare](#) and [Universal Woods](#)

Additional Quality Job Resources

- Aspen Institute: <https://www.aspeninstitute.org/tag/job-quality/>
- Brookings Institute: <https://www.brookings.edu/essay/how-family-sustaining-jobs-can-power-an-inclusive-recovery-in-americas-cities/>
- National Fund: <https://nationalfund.org/our-solutions/make-jobs-better-for-competitive-advantage/job-quality-resource-center/>
- National Fund Industry Partnership Toolkit: <https://nationalfund.org/industry-partnership-toolkit/>
- Good Jobs Institute: <https://goodjobsinstitute.org/good-jobs-strategy/>
 - An example of a scorecard <https://goodjobsinstitute.org/good-jobs-scorecard/>
- Harvard Business Review: <https://hbr.org/cover-story/2017/11/the-case-for-good-jobs>
- Portland Means Progress: <https://portlandmeansprogress.com/>