

INTRODUCING THE

**“GOOD JOBS MEASURES” TOOLKIT:**

# Building Equity & Job Quality Infrastructure in Long-Term Care





## BACKGROUND

At H-CAP's *Center for Advancing Racial Equity and Job Quality in Long-Term Care* (Center for Equity), we believe that enacting equitable, race- and gender-forward and worker-centered policies to make care jobs good jobs is the only way to truly confront the dire shortage of home care and nursing home workers.

Poor job quality is inextricably linked to structural racism, sexism, and xenophobia,<sup>i</sup> and yet policymakers will often say, “we can’t change what we can’t measure.” Accurate, robust, and accessible disaggregated national and regional workforce data does not exist, leaving advocates, lawmakers, and employers unequipped to address the full picture of challenges facing caregivers.<sup>ii</sup> The “Good Jobs Measures” toolkit provides stakeholders with a set of measures that are foundational to building unified job quality standards for caregivers—from the state level to the individual worksite—to ultimately help achieve the good quality jobs caregivers deserve.

Equity, Job Quality,  
Life Quality for Caregivers

“North Star” Jobs Standards

Good Jobs Measures

Worker Stories & Engagement

# WHY USE THIS TOOLKIT?

There is a vast body of respected work on job quality measures that already exists,<sup>1</sup> however, none yet are worker-informed and equity-centered for the care sector. To that end, The Center for Equity “Good Jobs Measures” are derived from existing, recognized job quality measures and principles (laid out in the “Conventional Job Quality Measures” column), which we filtered through our worker-centered, equity-oriented framework and tailored to the workplace challenges endemic to home care and nursing homes.

Equipped with a worker-centered job quality roadmap, advocates can guide policymakers to maximize the impact of public funding, ensure public dollars are spent on good quality, family-sustaining jobs, and support states and employers in course-correcting on the racist, sexist legacy of care work in America, beginning with how job quality is measured.

## Considerations to Bring to Decisionmakers:

After reviewing the Good Jobs Measures in each job quality category, it may be helpful to determine (1) what additional data would need to be collected (e.g., self-reported and anonymized data on workers’ age, disability status, gender, preferred language, race/ethnicity, sexuality, and whether they are U.S.-born or immigrated) and (2) how you might propose it be collected, so that you can bring that information to relevant decisionmakers who can help set up the infrastructure. Methods to consider could include worker surveys of self-reported, anonymized demographics and identities or on-the-job experiences, adding new data points to existing employer systems like payroll management systems, and setting unified standards on a statewide or employer-wide level.

# HOW TO USE THIS TOOLKIT?

- This toolkit is intended to help stakeholders by providing a pre-researched set of measures for anyone looking to set changes in motion to advance job quality in long-term care and build a more equitable caregiving system.
- The measures in this toolkit can also be used to gauge what job quality data is currently available and use that as the starting point to work towards implementing “North Star” job standards (*forthcoming; the standards will be organized around the same categories as the measures*). As outlined in our paper, “*Direct Care Workers Count: Why Data Matters to Advance Workforce Equity*,” structural, national challenges make getting worker-reported, disaggregated data easier said than done. Not all the information outlined in the measures may be currently available due to the data challenges in the workforce system—and that’s okay! They can be used as guidelines to set up infrastructure in the future.
- This tool can assist in your own reflection. How do these measures expand what you consider to be a “good job” and how we envision reforms don’t unintentional replicate systemic racism and other inequities imbedded in the long-term care system?

(This handout includes a sample of measures from each category. You can find the full set of measures online by scanning the QR Code)



Measures are organized in seven main job quality categories, each with sub-categories:	1. Compensation	2. Workforce Stability	3. Job Demands
	<ul style="list-style-type: none"><li>• Pay</li><li>• Benefits</li><li>• Other Compensation</li></ul>	<ul style="list-style-type: none"><li>• Turnover</li><li>• Retention</li><li>• Workforce Availability</li></ul>	<ul style="list-style-type: none"><li>• Time/Schedule Pressure</li><li>• Physical Health Risk Factors</li><li>• Mental/Emotional Risk Factors</li></ul>
4. Job Resources	5. Job Security & Safety	6. Career Advancement	7. Worker Voice
<ul style="list-style-type: none"><li>• Training and Learning Opportunities</li><li>• Social Support at Work</li><li>• Network/Hubs</li></ul>	<ul style="list-style-type: none"><li>• Job Security</li><li>• Safety (Workplace Safety &amp; Safe Staffing)</li></ul>	<ul style="list-style-type: none"><li>• Equity in Staff Roles</li><li>• Career Paths</li><li>• Promotions</li></ul>	<ul style="list-style-type: none"><li>• Representation</li><li>• Empowerment &amp; Feeling Valued</li><li>• Agency</li><li>• Worker Organization</li></ul>

<sup>1</sup> Aspen Institute’s Job Quality Tools Library is just one example: <https://www.aspeninstitute.org/longform/job-quality-tools-library/>



## Samples of Center for Equity Good Jobs Measures<sup>1</sup>

Job Quality Category	Sub-Category	Conventional Job Quality Measure	Center for Equity Good Jobs Measure
1. Compensation	Pay	Percentage of frontline employees making a living annual wage <sup>iii</sup>	Calculate the area cost of living where the worksite is located. <sup>2</sup> Measure the percentage of frontline employees making a living annual wage according to local cost of living (as calculated above), disaggregated by race, ethnicity, gender, sexuality, age, immigration status, disability status, and preferred language.
2. Workforce Stability	Turnover	First-year or 90-day turnover percentage <sup>iv</sup>	Measure the turnover of frontline employees who leave the job with <1 year tenure, and disaggregate the turnover rates by race, ethnicity, gender, sexuality, age, immigration status, disability status, and preferred language.
3. Job Demands	Time and Schedule Pressure	Workers report working more than 50 hours per week (across all jobs) <sup>v</sup>	Percentage of workers who report working more than 40 hours per week (across all jobs), disaggregated by race, ethnicity, gender, sexuality, age, immigration status, disability status, and preferred language.
4. Job Resources	Training and Learning Opportunities	Training outcomes data is collected and evaluated against race/ethnicity and gender, at minimum <sup>vi</sup>	Evaluate the outcomes (e.g., successful promotions, increased pay because of the program) of any on-the-job or other training opportunities offered through the employer/the employee's union/a LMTP by race, ethnicity, gender, sexuality, age, immigration status, disability status, and preferred language. Measure not only completion rates, but self-reported worker surveys on whether they feel the training set them up for success on the job (for both incoming and incumbent workers).
5. Job Security & Safety	Job Security	Number of layoffs in last 5 years <sup>vii</sup>	Number of layoffs in the last five years, disaggregated by race, ethnicity, gender, sexuality, age, immigration status, disability status, and preferred language.
6. Career Advancement	Career Paths	Is there a clear career path that includes wage progression? <sup>viii</sup>	Is there a clear, formalized career path that includes wage progression for frontline workers? What is the pay differential at each stage? Measure which workers have accessed the career path at each job title by race, ethnicity, gender, sexuality, age, immigration status, disability status.
7. Worker Voice	Representation	Is there a committee composed of management-level staff and frontline staff with the authority to change working conditions and policies? <sup>ix</sup>	Is there a labor-management committee (LMC) (or, in the absence of a union, a works council or other workplace committee) composed of management-level staff and direct care staff with the authority to change working conditions and policies?

<sup>1</sup> The measures in the full online tool are geared towards home care, nursing homes, or both job settings, and are indicated respectively.

<sup>2</sup> You can calculate the area cost of living for a family where the worksite is located using the [MIT Living Wage Calculator](#), which helps determine a local wage rate that allows residents of different communities or regions meet minimum standards of living based on typical expenses for the area.

## Sources

<sup>i</sup> "The Racial Equity and Job Quality Crisis in Long-Term Care." (2021, May). The Center for Advancing Racial Equity and Job Quality in Long-Term Care. <https://centerforlcequity.org/wp-content/uploads/2021/06/CFE-Framework7.pdf>

<sup>ii</sup> Betts, B. (2022). "Direct Care Workers Count: Why Data Matters to Advance Workforce Equity." The Center for Advancing Racial Equity and Job Quality in Long-Term Care. <https://centerforlcequity.org/wp-content/uploads/2022/08/CenterforEquity-Aug2022-Report-4.pdf>

<sup>iii</sup> MIT Good Jobs Institute Scorecard

<sup>iv</sup> Ibid.

<sup>v</sup> OECD Guidelines for Measuring the Quality of the Working Environment

<sup>vi</sup> Camardelle, A., et al. (2022, March 30). Improving Training Evaluation Data to Brighten the Future of Black Workers. The Joint Center. <https://jointcenter.org/improving-training-evaluation-data-to-brighten-the-future-of-black-workers/>

<sup>vii</sup> MIT Good Jobs Institute Scorecard

<sup>viii</sup> Ibid.

<sup>ix</sup> Madland, D. (2016, October). The Future of Worker Power and Voice. The Center for American Progress.

<https://cdn.americanprogress.org/wp-content/uploads/2016/10/06051753/WorkerVoice2.pdf>