



# Jobs for the Future

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# Objectives

- ❑ Learn about JFF mission and priorities
- ❑ Understand our Quality Jobs Framework and potential applications for your work
- ❑ Discuss the CA State Plan for CTE



**01**

# **JFF Mission & Priorities**

# Our education and workforce systems are broken.



**92M  
people**

More than half the U.S. labor force is not in quality jobs and faces systemic barriers to advancement.



**2x**

The Black unemployment rate has been twice the white unemployment rate for more than 50 years.

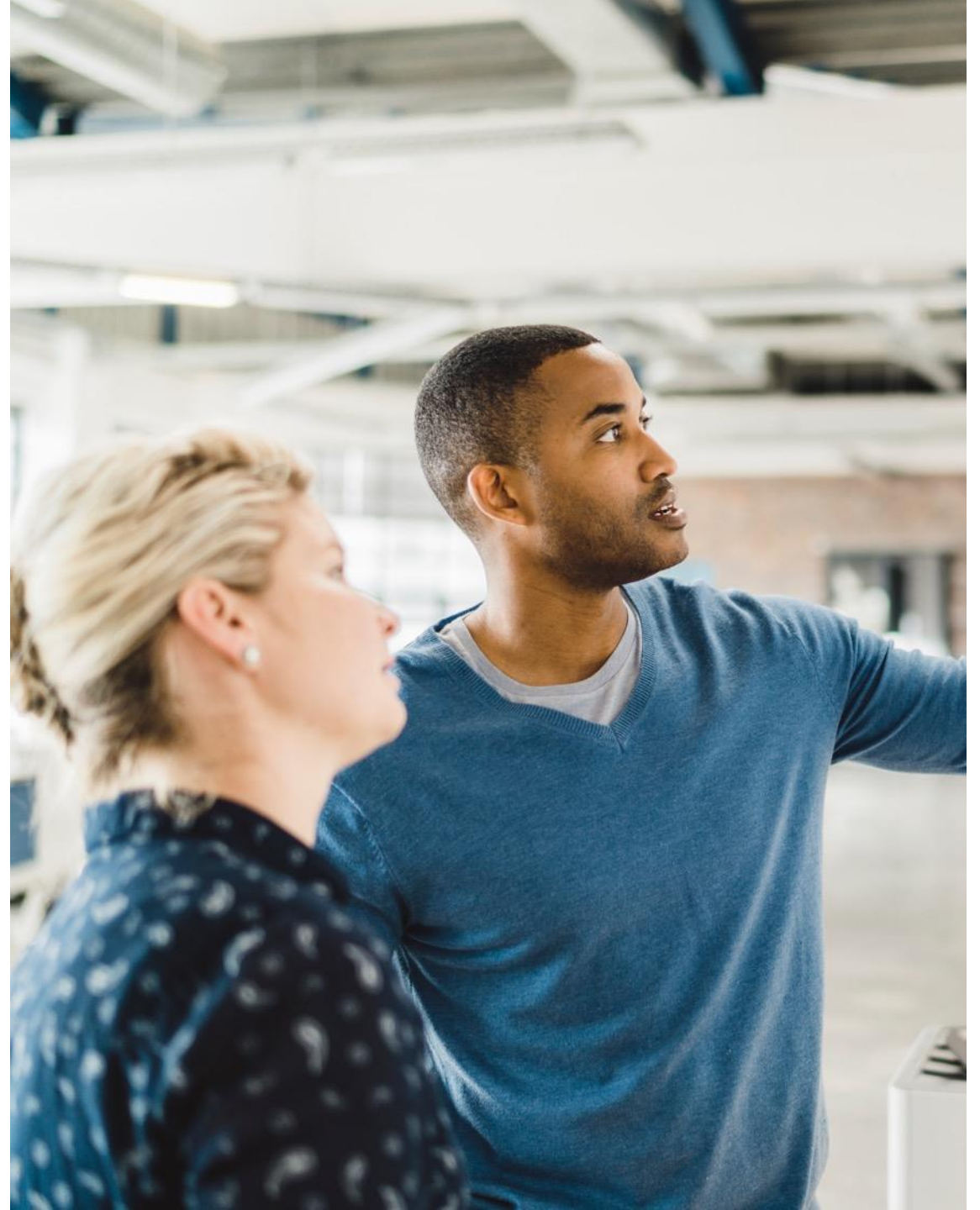


**14%**

Less than 14% of students with low wealth who attend college complete their studies and graduate.

# JFF's Mission

Jobs for the Future drives transformation of the U.S. education and workforce systems to achieve equitable economic advancement for all.



# JFF's North Star

In 10 years,  
**75 million people** facing  
systemic barriers to  
advancement **will work in  
quality jobs.**



# JFF CA Strategy

- Transform regional economies that are engines for quality jobs and equitable economic advancement
- Support workforce and economic development leaders
- Focus on demand-driven, community informed, and worker – centered solutions.



**02**

# CA State Plan for Career Technical Education



# Key Milestones to Date

- **July 2021** - JFF contracts with the California Community Colleges Chancellor's Office, the California Department of Education, and The California Workforce Pathways Joint Advisory Committee (CWPJAC)
- **March 2023** - California State Plan for CTE was completed and approved. Key goals of the plan:
  - Boost data-informed decision making for equity and impact
  - Expand work-based learning in all regions, with a focus on equity
  - Grow dual enrollment in all regions, with a focus on equity
  - Understand and plan to address CTE teacher and faculty shortages
- **Fall 2023** - Held 10 Regional Convenings Across the State
  - Introduce the CTE State Plan bringing regional pathway partners together
  - The Toolkit:
    - Self-assessment and planning tool
    - Guidance documents and best practices
    - Templates
    - Research/case Studies
    - Demographic data

**03**

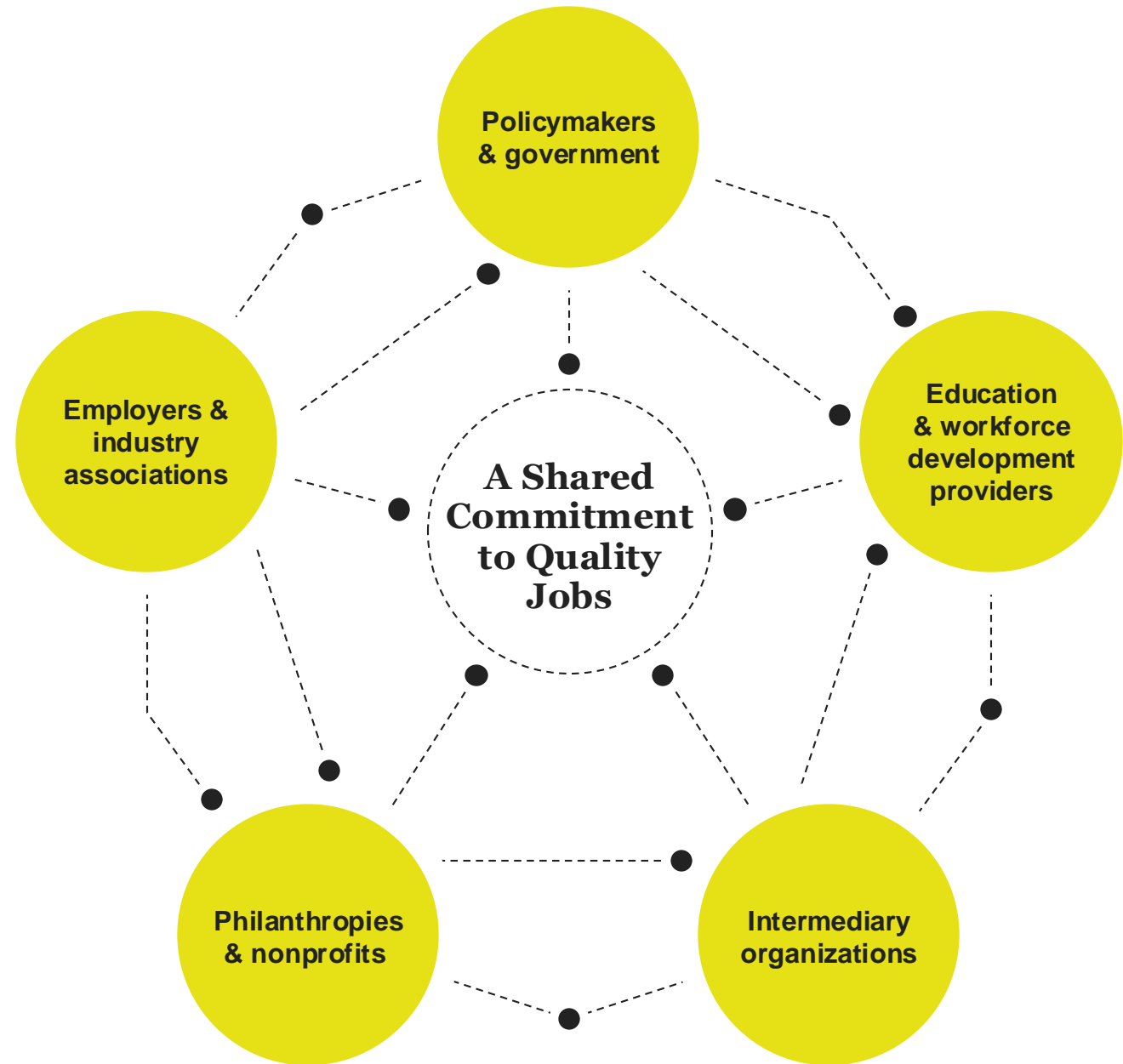
# JFF's Quality Jobs Framework

# JFF's North Star

In 10 years,  
**75 million people** facing  
systemic barriers to  
advancement **will work in**  
**quality jobs.**



# It will take all of us.





**We have a once-in-a-lifetime  
opening to advance good jobs  
and create an economy that  
works for all**

# What is the measure of our success?



## Traditional Metrics

Program completion

Job placement

Initial earnings



## Job Quality Metrics

Financial stability

Access to opportunity

Respect and Agency

# So, where to start?

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**Understand**  
the key elements  
and indicators of  
quality jobs



**Center**  
stakeholders'  
voices, including  
workers



**Take Action**  
with partners,  
one “bite” at a  
time



**Evaluate**  
your impact and  
pursue  
continuous  
improvement

# JFF's Quality Jobs Framework: A Foundation to Build from

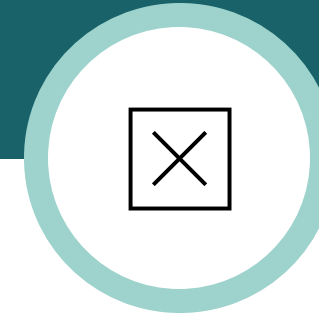


## What it is

A holistic, ambitious framework

A library of thresholds & ideas

A tool for dialogue & collaboration



## What it isn't

A one-size-fits-all solution

A static, one-time assessment

Just a checklist for employers



# JFF's Quality Jobs Framework



**Compensation:** All forms of pay, benefits, and leave that enable all workers to support themselves at the local cost of living

**Agency & Culture:** The extent to which all workers are encouraged and supported to use their expertise to drive change within their organization and have a sense of belonging and value in the workplace

**Advancement:** The policies and practices that provide all workers with equitable opportunities to grow their skills, knowledge, and careers within their organization or industry

**Structure:** The foundational elements that support a safe, healthy, and stable environment for all workers



# Compensation

All forms of pay, benefits, and leave that enable workers to support themselves and their families in the community they reside

Element	Action(s)	Drivers
Living wage	<p>Pay all workers a living wage* that covers the basic costs of living in their community and takes potential benefits cliffs into account</p> <p>Periodically review and adjust wages to reflect changes in cost of living</p>	<ul style="list-style-type: none"><li>• Employer practice</li><li>• Industry practice</li><li>• Policy change and enforcement</li></ul>
Comprehensive benefits	<p>Automatically enroll full and part-time workers in comprehensive benefits within 30 days of employment, providing any needed navigation supports</p> <p>Develop a benefits package that includes health, dental, and vision insurance, as well as retirement savings with an employer match</p> <p>Ensure healthcare coverage meets ACA standards for affordability, minimum value, and essential services</p>	<ul style="list-style-type: none"><li>• Employer practice</li><li>• Industry practice</li><li>• Policy change and enforcement</li></ul>
Paid leave	<p>Provide full-time workers with a minimum of 6 weeks of paid family and sick leave</p> <p>Provide full-time workers with a minimum of 15 additional paid vacation days per year</p>	<ul style="list-style-type: none"><li>• Employer practice</li><li>• Industry practice</li><li>• Policy change and enforcement</li></ul>
Equity and pay transparency	<p>Regularly audit the total rewards package and actively address any disparities to ensure fair, transparent, and equitable compensation processes</p> <p>Provide clear and accessible information to all workers about compensation and benefits, including pay ranges and criteria (see <a href="#">Agency &amp; Culture</a>)</p>	<ul style="list-style-type: none"><li>• Employer practice</li><li>• Industry practice</li><li>• Policy change and enforcement</li></ul>



\*Living Wage Calculator, Massachusetts Institute of Technology, <https://livingwage.mit.edu/> ; For part-time workers and contractors, the living wage should be converted to a minimum hourly rate.



# Advancement

The policies and practices that provide all workers with equitable opportunities to grow their skills, knowledge, and careers within their organization or industry

Element	Action(s)	Drivers
Skills-based practices	Base hiring and promotion decisions on skills and competencies	<ul style="list-style-type: none"><li>• Employer practice</li><li>• Industry practice</li></ul>
	Design jobs that provide challenging and meaningful work that utilizes workers' skills and encourages continued development	
Transparent career pathways	Develop clear and well-defined career pathways that outline the skills, experience, and competencies required to advance within the organization or industry	<ul style="list-style-type: none"><li>• Employer practice</li><li>• Industry practice</li></ul>
	Regularly and transparently communicate career pathway opportunities to workers (see <a href="#">Agency &amp; Culture</a> )	
Career coaching and training	Provide tailored coaching and training opportunities to help workers develop the skills and competencies needed to advance	<ul style="list-style-type: none"><li>• Employer practice</li><li>• Industry practice</li></ul>
	Ensure professional development and training opportunities lead to credentials or certifications that hold labor market value	
	Provide or connect workers with resources to remove financial barriers to their participation in professional development and training programs	
Inclusive internal mobility	Prioritize internal mobility by filling job openings from within whenever possible	<ul style="list-style-type: none"><li>• Employer practice</li></ul>



# Structure

The foundational elements that support a safe, healthy, and stable work environment for all workers

Element	Action(s)	Drivers
Safe, healthy, and accessible workplaces	<p>Ensure compliance with all state and federal laws regarding workplace health safety (OSHA, EEOC, ADA), including anti-discrimination and anti-harassment</p> <p>Provide reasonable accommodations (ADA) to workers with disabilities</p>	<ul style="list-style-type: none"> <li>• Employer practice</li> <li>• Industry practice</li> <li>• Policy enforcement</li> </ul>
Fair scheduling	<p>Create processes for workers to provide input into their schedules (see <a href="#">Agency &amp; Culture</a>)</p> <p>Ensure that full-time workers do not exceed 50 hours a week on average (with overtime pay provided)</p> <p>Provide workers with their schedules and work locations 3+ weeks in advance and implement policies and practices to prevent last-minute changes</p> <p>Provide workers with the option for full or partial remote work if feasible with their job responsibilities</p>	<ul style="list-style-type: none"> <li>• Employer practice</li> <li>• Policy change and enforcement</li> </ul>
Proper classification	<p>Properly classify all workers using clear, transparent criteria and in accordance with IRS law</p> <p>Ensure all workers receive relevant benefits and protections based on their classification</p>	<ul style="list-style-type: none"> <li>• Employer practice</li> <li>• Policy enforcement</li> </ul>
Job security	<p>Implement policies and practices that protect all workers from arbitrary or discriminatory discipline or dismissal</p> <p>Ensure the equitable application of all policies</p>	<ul style="list-style-type: none"> <li>• Employer practice</li> <li>• Policy change and enforcement</li> </ul>



# Agency & Culture |

The extent to which all workers are encouraged and supported to use their expertise to drive change within their organization and have a sense of belonging and value in the workplace

Element	Action(s)	Drivers
Belonging & psychological safety	Cultivate a supportive work environment that fosters a sense of belonging, value, and respect for all workers	<ul style="list-style-type: none"><li>• Employer practice</li></ul>
	Build processes to ensure workers are recognized and appreciated for their contributions	
Transparent HR function	Ensure workers have access to transparent and responsive support on workplace issues, such as pay, benefits, and conflict resolution	<ul style="list-style-type: none"><li>• Employer practice</li></ul>
	Clearly communicate workers' rights and responsibilities and ensure they feel comfortable seeking help or support when needed	
Ability to organize	Encourage workers' right to organize collectively without fear of retaliation or discrimination (see <a href="#">Structure</a> )	<ul style="list-style-type: none"><li>• Employer practice</li><li>• Industry practice</li><li>• Policy enforcement</li></ul>
Opportunities for input	Encourage and empower workers to provide input into their individual work, as well as organizational decisions	<ul style="list-style-type: none"><li>• Employer practice</li></ul>
	Intentionally provide opportunities for workers to share their ideas, suggestions, and expertise without fear of retaliation or discrimination (see <a href="#">Structure</a> )	
Meaningful commitment to Diversity, Equity, & Inclusion (DEI)	Prioritize DEI practices to address systemic barriers and ensure equitable treatment of all workers	<ul style="list-style-type: none"><li>• Employer practice</li><li>• Industry practice</li></ul>
	Ensure DEI commitments and accountability result in a diverse staff and management team that reflects the demographics of the communities and customers it serves	

## TAKING ACTION

# Considerations for application:



## Align training & program curriculum

Align curriculum, programs, and pathways to lead to quality jobs.



## Strengthen advocacy & employer engagement

Integrate a job quality lens into partnership decisions, advocacy efforts, and more to create the conditions for quality jobs.



## Deliver innovative & quality programs

Adapt job quality elements to incorporate practices like work-based learning, career pathways, and navigation.



## What if in five years...



State education systems used a job quality lens to shape career pathway programs so that first gen and marginalized students connect to good jobs, improving their economic mobility outcomes by 25%



**We have a once-in-a-lifetime  
opening to advance good jobs  
and create an economy that  
works for all**





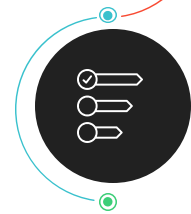
Questions

# Key Questions to Explore



How does (or could) this fit in with your key priorities over the next 1-2 years?

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What other info, tools, or support would help you bring job quality into your work?

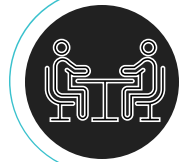


# What's Ahead + Our Call to Action



Upcoming Job Quality Data – June 2025 Release

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Reach Out to us to Explore Opportunities to Collaborate!

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Learn, Discuss, and Engage in Your Community



**JFF**