

National Survey of Job Quality Practitioners

In today's economy, many workers are employed in low-quality jobs. These jobs often provide low pay, few benefits, and unstable schedules. Some are dangerous, have workplaces that are discriminatory, and fail to provide opportunities for workers to voice their ideas or grievances.

In our research at the [Aspen Institute Economic Opportunities Program](#), we have seen organizations that attempt to address these issues by improving workers' existing jobs and workplaces. We refer to these organizations as job quality practitioners. Some organizations may adopt different language to describe the purpose of their job quality work and frame it around growing worker power, improving business performance, increasing employee ownership, building employee engagement, or advancing an alternative to traditional economic development. Regardless of what they call it, these practitioners share a common goal of improving jobs and workplaces. Their approach is to influence elements of job design including pay, benefits, and working conditions, in contrast to helping individuals move out of their current job to a better job. These organizations use a range of tactics including business advising, worker and community organizing, research and policy advocacy, litigation, employee ownership, and more. For more on job quality strategies, please read: [Good Jobs, Stronger Communities: The Case for Creating a Job Quality Practice](#). In sum, job quality practitioners are aiming to improve work so that all jobs are good jobs.

This national survey aims to learn more about the practices of job quality practitioners including what strategies they use, how they measure success, and the challenges they see in their work. We expect it will take you about 20 to 30 minutes to complete the survey. You may download a copy of the questions here for your reference. The survey saves at the end of each page. You can return to your saved survey at any time using the same link, as long as you're on the same device and browser you used to start it. For any issues or questions, please email eop.porgram@aspeninstitute.org

National Survey of Job Quality Practitioners

Part I: About Your Organization

* Which category best describes the **type of organization** you represent?

- ☐ Advocacy
- ☐ Business Lending or Finance
- ☐ Business Coaching or Consulting
- ☐ Community Based Organization
- ☐ Economic Development
- ☐ Education and Training
- ☐ Government
- ☐ Impact Investment
- ☐ Industry or Business Association
- ☐ Labor Union
- ☐ Legal Services
- ☐ Philanthropy
- ☐ Workforce Development
- ☐ Worker Center
- ☐ Social enterprise
- ☐ Other (please specify)

* Does your organization work to **address job quality and improve jobs and working conditions** as defined on the first page of the survey?

- ☐ Yes
- ☐ No

Optional: Please provide your **name and contact information** below. Though optional, this information will help us identify multiple responses from the same organization. This information will also be helpful if we'd like to contact you to learn more about your work as part of this research. The information provided below will be kept confidential and not shared with anyone outside our research team.

Organizational name	
Your name	
Your email address	

National Survey of Job Quality Practitioners

Part II: Your Organization's Focus on Job Quality

In this next section, we'd like to better understand where your organization focuses its work on job quality.

* How long has your organization **been engaged in strategies to improve job quality**?

- ☐ 0-2 years
- ☐ 2-5 years
- ☐ 5-10 years
- ☐ 10-20 years
- ☐ More than 20 years

* How many **full-time employees** work for your organization?

- ☐ 10 or fewer
- ☐ 11 to 19
- ☐ 20 to 50
- ☐ More than 50

* In what **state(s)** are you primarily active with your job quality work (select all that apply)?

- ☐ We work nationally across all 50 states
- ☐ AK
- ☐ AZ
- ☐ AR
- ☐ CA
- ☐ CO
- ☐ CT
- ☐ DC
- ☐ DE
- ☐ FL
- ☐ GA
- ☐ HI
- ☐ ID

-
- ☐ IL
 - ☐ IN
 - ☐ IA
 - ☐ KS
 - ☐ KY
 - ☐ LA
 - ☐ ME
 - ☐ MD
 - ☐ MA
 - ☐ MI
 - ☐ MN
 - ☐ MS
 - ☐ MO
 - ☐ MT
 - ☐ NE
 - ☐ NV
 - ☐ NH
 - ☐ NJ
 - ☐ NM
 - ☐ NY
 - ☐ NC
 - ☐ ND
 - ☐ OH
 - ☐ OK
 - ☐ OR
 - ☐ PA
 - ☐ RI
 - ☐ SC
 - ☐ SD
 - ☐ TN
 - ☐ TX
 - ☐ UT
 - ☐ VT
 - ☐ VA
 - ☐ WA
 - ☐ WV
 - ☐ WI
-

☐

WY

☐

US Territory (please specify American Samoa, Guam, Northern Mariana Islands, Puerto Rico, US Virgin Islands)

National Survey of Job Quality Practitioners

* What **industries or sectors** does your job quality work focus on (check all that apply)?

- ☐ Administrative, Business and Office Services
- ☐ Agriculture and Fishing
- ☐ App-Based Driving or Delivery
- ☐ Building Services, Janitorial, or Maintenance
- ☐ Education or Child Care
- ☐ Construction, Energy or Utilities
- ☐ Health Care
- ☐ Hospitality and Tourism
- ☐ Information Technology
- ☐ Manufacturing
- ☐ Restaurant and Food Service
- ☐ Retail
- ☐ Transportation, Logistics and Warehousing
- ☐ We don't focus on a particular industry or sector
- ☐ Other (please specify)

* There are a variety of **definitions and frameworks** for thinking about job quality and good jobs. Does your organization have a framework or definition of a good job or job quality?

- ☐ Yes, we have developed our own framework or definition.
- ☐ Yes, we use a framework or definition developed by another organization.
- ☐ No, we do not have a specific definition or framework

If your organization has a **definition or framework** you would like to share, please paste it here. If it is easier to provide a hyperlink to the definition or framework, you may also insert that here.

National Survey of Job Quality Practitioners

* What are the **job quality issues** your organization is working on addressing? (check all that apply)?

- ☐ Benefits (e.g. health care insurance, paid leave, retirement plans, etc...)
- ☐ Diversity, Equity, Inclusion and Accessibility
- ☐ Employee or worker ownership
- ☐ Internal advancement supports and policies
- ☐ Labor law compliance
- ☐ Management and supervisory practices
- ☐ On-the-job training or work-based learning
- ☐ Pay and wages
- ☐ Strengthening workers' ability to collectively bargain
- ☐ Safety
- ☐ Savings and wealth building opportunities
- ☐ Scheduling
- ☐ Worker participation and engagement in decision making and problem solving
- ☐ Worker rights education
- ☐ Workplace discrimination or harassment
- ☐ Other (please specify)

National Survey of Job Quality Practitioners

Part III: Job Quality Strategies

Next, we want to learn about and understand the job quality strategies and tactics your organization implements.

* What **strategies** does your organization use to address job quality (check all that apply)?

- ☐ Business advising
- ☐ Business incentives
- ☐ Business investment and lending
- ☐ Coalition building
- ☐ Enforcement of labor law or safety regulations
- ☐ Community organizing
- ☐ Employee or worker ownership
- ☐ Grantmaking
- ☐ Research
- ☐ Policy advocacy
- ☐ Litigation
- ☐ Public or institutional procurement
- ☐ Social enterprise
- ☐ Worker organizing and education
- ☐ Other (please specify)

National Survey of Job Quality Practitioners

* Has your organization **worked directly with other businesses or employers** on any of the following to improve the job quality of their employees?

Yes, we have done this.

No, we haven't done this

Facilitated focus groups or interviews with their employees on job quality concerns.

☐
☐

Persuaded them to offer better pay or benefits.

☐
☐

Persuaded them to adopt stable and predictable schedules for their employees.

☐
☐

Helped them improve workplace safety.

☐
☐

Trained or coached supervisors or management on supporting front-line workers.

☐
☐

Provided them with research or benchmarks to assess their job quality or measure the outcomes of job quality changes.

☐
☐

Supported their understanding and compliance with labor laws.

☐
☐

Supported them in converting their business to employee ownership.

☐
☐

Helped them implement participatory practices to involve employees in decision making or process improvements.

☐
☐

Helped them adopt

new technologies that improve job quality and business performance.

☐☐

Worked together to develop work-based learning such as an apprenticeship program.

☐☐

Collaborated to develop strategies that support career mobility.

☐☐

Collaborated with them to advocate for changes to public policy to support good jobs.

☐☐

Audited their workplace practices and policies with a job quality lens.

☐☐

National Survey of Job Quality Practitioners

* Has your organization **worked directly with workers** in any of the following to improve job quality?

Yes, we have done this.

No, we haven't done this.

Helped organize workers to advocate for changes to public policy or labor law.

☐
☐

Supported workers in efforts to join a union and collectively bargain.

☐
☐

Provided legal services or used litigation to help workers address issues such as wage theft, misclassification, or labor law violation.

☐
☐

Helped organize workers to pressure a company(s) to change their practices.

☐
☐

Educated workers on worker rights.

☐
☐

Helped business access or provide training to improve the conditions of their work in areas such as safety, workplace participation, and more.

☐
☐

National Survey of Job Quality Practitioners

* How do the **experiences and voices of workers** shape your organization's work (check all that apply)?

- ☐ Workers from the sectors or occupations in which we are trying to improve job quality are in executive positions in our organization.
- ☐ Workers from the sectors or occupations in which we are trying to improve job quality are on our board of directors.
- ☐ We are a member-based organization made up of workers.
- ☐ Staff in our organization have current or previous experience working in the sectors or occupations in which we are trying to improve job quality.
- ☐ Workers provide input through formal committees or structures.
- ☐ We conduct research using worker focus groups, interviews or surveys to shape our work.
- ☐ Other organizations' research on workers' experiences informs our work.
- ☐ Workers do not currently inform our job quality work.
- ☐ Other (please specify)

* Has your organization used **public policy** to influence job quality in any of the following ways?

Yes, we have done this.

No, we haven't done this.

Supported the development and implementation of a community benefits or project labor agreement.

☐
☐

Organized community members to influence public policy.

☐
☐

Engaged policy makers and elected leaders directly about job quality.

☐
☐

Helped monitor or enforce labor law or other important job quality regulations.

☐
☐

Are there any **tools you would like to share** with others that have been useful in your organization’s job quality work?

National Survey of Job Quality Practitioners

Part IV: Narrative and Communications

* Has your organization worked to **influence the narrative on job quality** (check all that apply)?

- ☐ Yes we have done this at a local, regional or national level.
- ☐ No, we do not work on narrative change.

National Survey of Job Quality Practitioners

* What strategies has your organization used to **influence the narrative** on good jobs and job quality?

Yes, we have done this.

No, we haven't done this.

Publicized businesses that are engaged in providing low quality jobs or in breaking labor laws.

☐
☐

Publicized high-road businesses that provide good, quality jobs.

☐
☐

Publicized research on job quality issues.

☐
☐

Provided interviews or information for journalists to use.

☐
☐

Testified before elected officials.

☐
☐

Publicized employee-ownership and employee-owned businesses as a strategy to improve job quality.

☐
☐

* What **specific audiences** does your organization try to reach with advocacy efforts around job quality (check all that apply)?

- ☐ Businesses
- ☐ Investors
- ☐ Philanthropy
- ☐ Policymakers
- ☐ The public at large
- ☐ Peer institutions
- ☐ Other (please specify)

* What **narratives does your organization frequently use** to advocate for job quality improvements with these audiences (check all that apply)?

- ☐ They support better business performance.
- ☐ They are an important impact outcome for investors
- ☐ They help address race and gender inequities.
- ☐ They help businesses improve their reputation and standing in the community.
- ☐ They support economic development.
- ☐ They address other social problems such as homelessness, hunger, crime, health, etc...
- ☐ They help reduce dependency on public benefits,
- ☐ It is an issue of fairness.
- ☐ It is the right thing to do morally and ethically.
- ☐ It is a human rights issue.
- ☐ Other (please specify)

If there is any innovative job quality strategy or practice you use in your work not covered in the previous questions that you'd like us to know about, please describe it briefly here

National Survey of Job Quality Practitioners

Part V: Data

Organizations use a variety of data to understand the context of their job quality work including what challenges workers face and where to focus their work. Organizations also use data as indicators to evaluate the outcomes and impact of their job quality strategies. Data often comes from a variety of different sources including public data sets, individual businesses, and from workers themselves. The next section asks questions about the types of data your organization uses in its job quality work

In the table below, please select all of the ways your organization **uses each type of data**. If you don't use the data, please leave the row blank.

	We use this data to inform our job quality strategies.	We use this data to understand the outcomes and impacts of our work.	We use this data to engage important stakeholders.
Data on individual businesses' performance such as revenues, growth, net profit, customer service satisfaction, turnover, etc	☐	☐	☐
Data on individual businesses' employment practices in areas such as scheduling, profit sharing, wage increases, provision of benefits, etc	☐	☐	☐
Labor market data on wages, benefits, worker hours, OSHA complaints, etc	☐	☐	☐
Data from workers on pay, job satisfaction, engagement, work experiences, etc	☐	☐	☐
Changes to public policy	☐	☐	☐
New collective bargaining agreements	☐	☐	☐
New community or project labor agreements	☐	☐	☐
Conversions of businesses to employee ownership or profit sharing	☐	☐	☐
Labor law violations	☐	☐	☐
Legal victories	☐	☐	☐

National Survey of Job Quality Practitioners

* Is there any **data your organization would like to use** but has trouble accessing (check all that apply)?

- ☐ Data on individual businesses' performance
- ☐ Data on individual businesses' employment practices
- ☐ Data from workers on their experiences and working conditions
- ☐ Data on the labor market
- ☐ Data on labor law violations
- ☐ Data on conversions to employee or worker ownership
- ☐ We don't have any trouble accessing data we need.
- ☐ Other (please specify)

* Investors in job quality efforts are often interested in how job quality changes can impact business performance. To what extent does your organization collect data from the businesses you work with that **demonstrates the case to investors** on how job quality improves business performance.

- ☐ We collect a lot of this data
- ☐ We collect some of this type of data
- ☐ We collect a little of this type of data.
- ☐ We would like to be able to collect this type of data but don't currently.
- ☐ We do not have any use for this type of data and don't collect it.

National Survey of Job Quality Practitioners

Part VI: Successes and Challenges

In the next section, we ask questions about the types of successes and challenges your organization experiences in its job quality work.

What is your organization's **biggest win or success** so far in advancing job quality?

* What **challenges** does your organization face in improving job quality (check all that apply)?

- ☐ Backlash to Diversity, Equity, Inclusion and Accessibility
- ☐ Current political climate
- ☐ Difficulty organizing workers.
- ☐ Enforcement of labor law
- ☐ Low understanding of labor law
- ☐ Low public awareness of job quality issues.
- ☐ Measuring impact and progress
- ☐ Obtaining funding to support job quality work
- ☐ Lack of staff capacity or knowledge of job quality
- ☐ Owners of small businesses often lack the time and capacity to engage in job quality.
- ☐ Large businesses and corporations are difficult to engage.
- ☐ Other (please specify)

* What are the **narratives your organization commonly experiences as a challenge** when advancing job quality (check all that apply)?

- ☐ Low quality jobs are natural and inevitable.
- ☐ The skills gap is the main problem for workers facing economic insecurity.
- ☐ Workers are a business expense rather than drivers or creators of business value.
- ☐ Low quality jobs in the service sector are meant for teenagers and young adults
- ☐ Minimizing payroll expense is “good business”
- ☐ Any job is better than no job
- ☐ Workers earn what they deserve based on the market
- ☐ Low wage work is low skill work not worthy of better pay or other benefits
- ☐ People just need to pull themselves up by their bootstraps.
- ☐ If we pay workers more, prices will increase and make things unaffordable for consumers
- ☐ None of the above.
- ☐ Other (please specify)

Do you have any additional information you’d like to share about the challenges your organization faces in advancing job quality?

National Survey of Job Quality Practitioners

Part VII: Funding

In this final section, we want to better understand how your organization's job quality work is funded.

What approximate percentage of your funding for job quality work comes from the following sources? Please enter a number between 0 and 100 for each category. Do not include a percentage sign (%) in your answer. Your sum total must equal 100.

Fee for service or business revenue	
Government	
Investment income	
Philanthropy	
Private donations	
Worker member or union dues	
Company or business member dues	
Other	

* How easy or difficult is it to raise resources for work framed around job quality or good jobs compared to other strategies your organization pursues?

- ☐ Very Easy
- ☐ Easy
- ☐ Neither easy or difficult
- ☐ Difficult
- ☐ Very difficult

What do you think **funders should know** about job quality work and what they can do to best support it?

National Survey of Job Quality Practitioners

If you have any **additional comments or thoughts** about doing job quality work that you would like to share, please share in the box below.

Optional: Thank you for taking the time to complete the survey and share your experiences and perspectives. If you didn't provide your **name and contact information** in question #2 and you would like to, please provide it here to help minimize duplicate responses from the same organization and to help us contact you if you are willing to share more about your work.

Organization Name

Your Name

Your Email Address