

TAP Strategic Priority: Job Quality

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Career Pathways Policy Associate

June 18, 2025





Introduction



Cherika Carter,
Secretary Treasurer of the Washington State
Labor Council, AFL-CIO and work group
sponsor



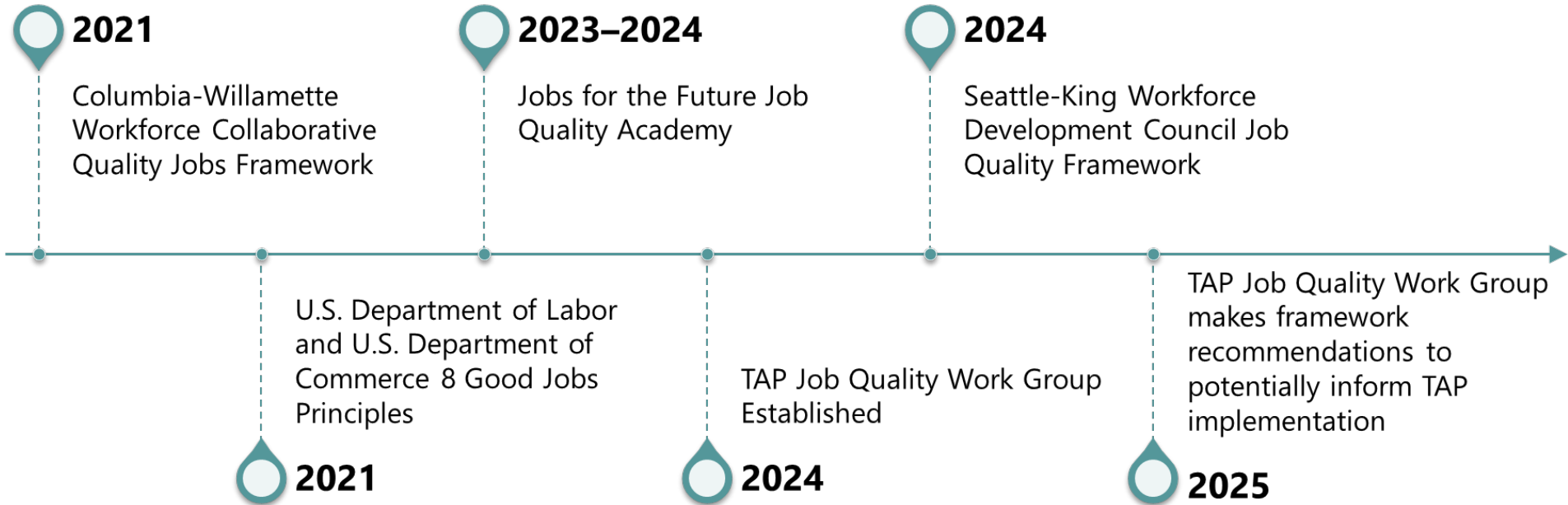
Today's Presentation



Paulette Beadling, Career Pathways Policy
Associate, Workforce Training and
Education Coordinating Board



Background





Work Group Members

- Cherika Carter, Board Sponsor, Secretary Treasurer of the Washington State Labor Council (WSLC), AFL-CIO
- Emmanuel Flores, Workforce Development Director, WSLC
- Darcy Hoffman, Work Group Co-lead and Director of Business Services, Workforce Southwest Washington
- Paulette Beadling, Work Group Co-lead and Career Pathways Policy Associate, Workforce Board
- Kairie Pierce, Workforce Innovation Sector Lead, Dept. of Commerce
- Anne Goranson, Strategic Initiatives Manager, ESD
- Tessa McClellan, Sea King WDC, Director of Industry Strategies
- Jeannine Chandler, DVR Business Relations Manager, DSHS
- Jessica Barr, ESD North Sound Regional Director
- John Glynn, Manager of Strategic Initiatives, WWA

- Honorary group member– Coral Garey, Principal Researcher, Workforce Board



Year One Milestones

- 1 Work group established; monthly meetings started 6/2024
- 2 Creation of and agreement on a timeline
- 3 Development, deployment, and analysis of a statewide job quality survey
- 4 Creation of a survey key findings summary report
- 5 *Completion of a literature review - WIP*
- 6 *Completion of a year one progress report with framework recommendations - WIP*



Why is having a framework and/or definition of Job Quality important?



Creates a Shared Understanding and Language



Establishes a Clear Vision and Goals



Enables Consistent Measurement and Evaluation



Facilitates Cross-Sector Collaboration



Supports Equity and Inclusion



Builds Public and Community Support

“To provide guidance on how to improve jobs in our region, we must begin with a shared definition of a quality job. ”

-Columbia –Willamette Workforce Collaborative 2022 Quality Jobs Framework



Approach

- Survey period: November 18, 2024 – February 28, 2025
- Assess the experiences and perceptions of job quality among people across the state – listen first!
- Target: Adults aged 18 and older which included employed and unemployed individuals
- Variety of occupations and industries that the individuals are employed in
- Survey sample size: 1,068



Job Quality Elements as a Guiding Light

U.S. Department of Commerce and U.S. Department of Labor
8 Good Jobs Principles

- Recruitment and Hiring
- Benefits
- Diversity, Equity, Inclusion and Accessibility
- Empowerment and Representation
- Job Security and Working Conditions
- Organizational Culture
- Pay
- Skills and Career Advancement

Plus

- Technology and Artificial Intelligence in the Workplace

Methods Used

- Articles in multiple agency, organization and labor union newsletters
- Flyers posted at WorkSource Centers
- Social media posts
- Links to the survey in email signatures
- Press release
- Grassroots outreach by members of the workgroup

Highlights

The Workforce Board's Dec. 3 and Jan. 21, Workforce Development Newsletters (3,000 readers each mailing)

ESD's Dec. 6 Employer Newsletter (199,417 readers)

ORIA Governor's Office for Regulatory Innovation and Assistance December Newsletter (500,000 readers)

AWB Grassroots Alliance December Newsletter (reaches over 100 local chambers of commerce across the state)



Video Messages

Workforce Training & Education Coordinating Board
818 followers
4mo • Edited •

Cherika Carter of the Washington State Labor Council, AFL-CIO says: Shape the future of work in WA! Union and community leaders—take the Job Quality Survey and share your voice on wages, benefits, safety, and equity. Encourage workers and working families to join in! Your input will guide policies for better jobs. Open until Feb. 14.

#WAJobQuality #WSLC #WAWORKINGFAMILIES #WAWORKERS #WAJOBSEEKERS



Workforce Training & Education Coordinating Board
818 followers
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Wade Larson represents business on the Workforce Board. He's on a mission to connect Washington's youth to stable, high wage jobs. Hear what he has to say about Talent and Prosperity for All, the state workforce plan.



19

Like Comment Repost

Comment as Workforce Training & Education Coordinating Board...

Video views: 211 total

Preview results

Workforce Training & Education Coordinating Board
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Darcy Hoffman of **Workforce Southwest Washington**: Take the survey! Hoffman sits on the Workforce Board's Job Quality Committee and is one of many partners supporting a strong workforce strategy for Washington. Here, she ...more



1 comment • 8

Like Comment Repost

Workforce Training & Education Coordinating Board...

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Will Durden of the State Board for Community and Technical Colleges took the new Job Quality survey. Check it out: <https://lnkd.in/gaqmWhbC>
#WAJobQuality



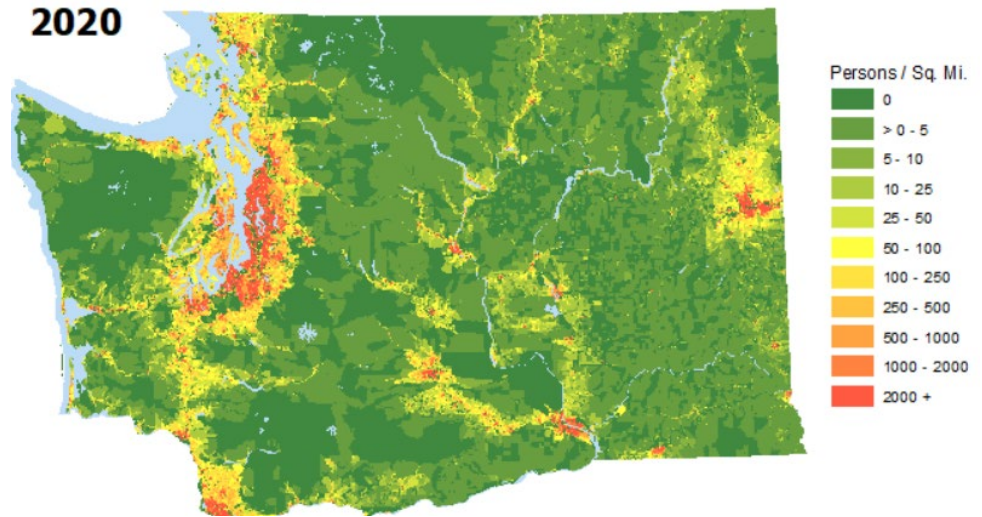
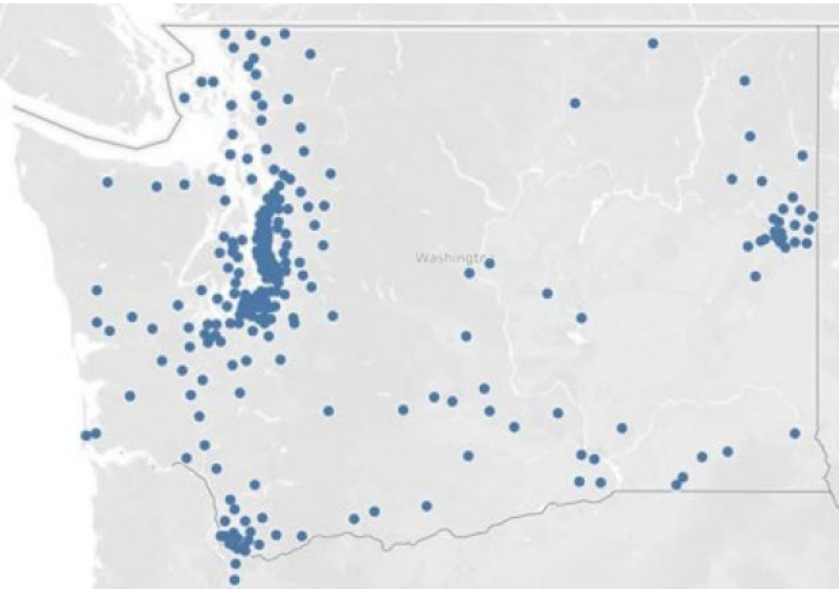
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Respondent Locations Alignment with Washington Population Density



Map generated using Mapbox 2025

Washington State Office of Financial Management

The Job Quality Survey results may disproportionately reflect the preferences, opinions, or behaviors of the following overrepresented groups in the sample, while underrepresenting those of other groups:

- Industry
- Sex
- Age
- Education Level
- Union Representative



- 40.90% Public Administration/Government
- 14.74% Health Care and Social Assistance
- 14.74% Educational Services
- 6.92% Other Services
- 4.87% Information
- 4.49% Professional, Scientific and Technical Services
- 4.36% Construction

26% did not respond



Top 7 Occupations of Respondents

Reference	Two-digit SOC	Counts
11	Management	198
13	Business and Financial	140
25	Educational Instruction and Library	78
21	Community and Social Service	76
43	Office and Admin	64
19	Life, Physical and Social Science	25
15	Computer and Mathematical	20

37% did not respond

Note: Management Category is broad



Total of comments/quotes across all the questions: **2,037**



All the elements together

- Interdependent
- Equally essential
- Fair compensation is a constant
- Priorities change (life or career stages)
- Holistic well being
- Employer variability



Which principle is the most important?

Radio button selection format:

- 50% - Pay
- 30% - Job Security and Working Conditions
- 21% - Organizational Culture

Ranking format:

- 54% - Pay
- 26% - Job Security and Working Conditions
- 27% - Benefits



Compensation

When asked "How important is it for employers to pay a competitive, stable, and predictable living wage?"

97% of respondents said it was either very important or extremely important.

"Pay is the basic foundation of a job and contributes to the quality of life for the individual and their family." –
Survey Respondent



93% - Paid time off and employer-provided health benefits

87% - schedule predictability

“Benefits can be a wide range of things, including paid leave and a pension, but other newer benefits, like flexible work hours, flex time off, and others are important to keep your workforce happy and retained.” – Survey Respondent

On-the-Job Safety (Physical and Psychological) and Job Security

Feeling Safe on the Job



93%

said feeling safe on the job is “very important”



Job Security Matters



96%

agreed that job security is essential



“Job security and safe working conditions significantly impact a sense of stability, allows an employee to focus on their work, be more productive, and can promote mental well-being”

– Survey Respondent



WORKER RIGHTS



87%

supported the
right to form and
join unions



93%

supported the right to
engage in protected
activity without fear
of retaliation



84%

supported the right to
engage in concerted/
coordinated activity without
fear of retaliation

“Unions support the other
principles--unions improve
pay, benefits, etc. The ability
to form and belong to unions
should be a fundamental right
of workers.”

-Survey Respondent



How important is fostering a positive and supportive workplace culture?

97%

"A quality job starts with fair and equitable pay and benefits. When an employer also incorporates an inclusive and engaging work culture, it creates space for growth and learning opportunities, not only for the employee but the employer as well. When an employee has a stake in the game, they are more likely to become a loyal employee with longevity."

-Survey Respondent



Career Advancement & Professional Development



99% of respondents valued professional development opportunities. With 69% considering them very important and 30% moderately important.



- Employer-sponsored skills training and certifications during work hours
- Internal promotions
- Opportunities to attend conference
- Tuition assistance



Diversity, Equity, Inclusion and Accessibility

- More than half of the respondents (55%) identified DEIA as essential, while an additional 23% rated it as very important.

“Diversity ensures well rounded organizations and DEIA can address multiple issues in one by using that lens in the workplace. DEIA goes beyond just hiring folks it contributes to culture, ideas, representation, connections with workers, etc.” – Survey Respondent



Technology and AI in the Workplace

- 84% support adoption of general AI tools to enhance job performance
- 64% are familiar or somewhat familiar with the benefits and disadvantages of the use of AI in the workplace.
- Of the respondents that believed employers should adopt AI tools, only 58% were very or somewhat familiar with the benefits and disadvantages.

"I think employers should adopt and utilize modern technology, including AI, in thoughtful, ethical ways that help employees develop the skills to use them to benefit the organization. Use should be an informed choice, with clear policies in place to guide use."

-Survey Respondent



Year One Wrap Up Activities

Year One Progress Report

- Background on framework and definition importance
- Requirements for the framework (as established by the workgroup)
- Framework recommendations
- Definition considerations
- Measurement considerations

Literature Review *(in progress April-June 2025)*

- Review of relevant studies, articles and related data to contextualize findings

- A formal plan and vision for this group's work moving forward
- Industry, system and community feedback
- Finalize framework, a definition, what metrics will be used – where do we want to focus?
- Develop implementation plan to include recommendations on policy changes, investments or initiatives for board pursuit

QUESTIONS?

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