

JOB DESIGN FRAMEWORK



FOUNDATIONAL

Compensation

- Wages & benefits
- Financial incentives
- Employee loans
- Access within pay period

Fundamentals

- Safety
- Fairness
- Respect
- Job Security
- Grievance procedure

Structure

- Open communication
- Stable hours & scheduling



SUPPORT

Training

- Entry level
- Specialized

Internal Assistance

- Supervisory training
- Job coaching
- Peer mentors
- Team development
- Financial counseling

External Linkages

- Tax credits
- Childcare
- Transportation
- HR services



OPPORTUNITY

Career Development

- Cross training
- Advancement
- Educational benefits

Acknowledgment

- Internal & external recognition
- Leveling of perks

Engagement

- Participation/Self-Management
- Representation/Mattering
- Pride
- Ownership

THE THREE PILLARS OF THE *JOB DESIGN FRAMEWORK*

FOUNDATIONAL

The Foundational pillar includes many of the basic elements of a job that any person would expect walking into a workplace. Together, these define the core, everyday relationship between an employee and employer. In addition to fundamental items such as wages, benefits, and safety, this pillar includes:

- **Financial incentives** – employee bonus systems that are tied to results
- **Employee loans** – short-term loans for emergencies that are repaid with payroll deductions
- **Stable scheduling** – work schedules that are set two weeks in advance, allowing employees to plan for child-care coverage and other needs

SUPPORT

The Support pillar includes assistance to help employees perform their job well—and achieve stability outside the workplace. In addition to elements such as on-the-job training, this pillar includes:

- **Supervisor training** – to build the skills of supervisors (communications, coaching, priority setting) to help them get better results from their teams
- **Job coaching** – to help employees manage life issues, such as transportation challenges, that may impact job performance
- **Financial counseling** – to help employees better manage their income and expenses and build personal wealth
- **External referrals** – to connect employees to programs and services that can assist with child care, transportation, etc.

OPPORTUNITY

The Opportunity pillar includes support to help employees advance in their careers and develop as individuals. In addition to educational advancement options such as paid tuition, this pillar includes:

- **Connection to mission and goals** – clearly and frequently communicating the company mission and short- and long-term goals so all employees understand how their work contributes to something greater
- **Cross training** – where wages increase as skill increase
- **Career ladders** – that provide opportunities for skill growth, career advancement, and higher wages

Better Jobs as a Competitive Business Advantage

The Job Design Framework allows you to choose the combination of items that best fit the needs of your business and your employees. Think of it as a menu rather than a mandate. Employers should discuss job design with frontline workers to identify the most impactful changes. A good job for one worker may not be a good job for another. But the better the job, the more likely an employer will attract and retain the best workers in a tight labor market. For more information on designing quality jobs, visit https://tiny.cc/JQ_Resources.