



Job Security & Working Conditions

Ensure a safe, healthy, and accessible workplace and offer job security. Minimize temporary or contractor labor solutions, using such workers mainly to adjust for short-term needs. Assess and schedule hours that are adequate and predictable.

Strategies and Actions

Increase job security.

- Minimize part-time and contingent work, which can cause job insecurity and deprive workers of important benefits and protections. Be sure that part-time and contingent workers feel valued and that they are a part of the organization.
- Prepare the workforce for changing capacity and needs, and balance the needs of the workforce and the organization.
- Offer job sharing.
- Ensure organizational continuity.
- Plan to prevent workforce reductions and minimize the impact of any necessary reductions.
- Enact just-cause standards for employment, which would prohibit discipline and dismissal unless for a just cause or genuine business needs.

Ensure that workers are physically safe.

- Fulfill the requirement that all workers have the right to safe, healthy, and sanitary working conditions.
- Prohibit and prevent all forms of violence in the workplace, including verbal, physical, and gender-based violence, as well as sexual harassment.
- Regularly assess working conditions and promptly address safety issues to ensure workers' continued safety.
- Ensure that the safety system addresses prevention, inspection, root-cause analysis of failures, and recovery.
- Support a worker safety and health committee.

Ensure that workers are psychologically safe.

- Assess/measure the workforce's sense of psychological safety.
- Actively support workers' sense of well-being at work.
- Actively ensure an absence of fear, intimidation, or neglect in the workforce. Have a clear system of reporting and remedy.



Anticipate and respond with agility to reduce job strain.

- Utilize ongoing assessments of work activity, intensity, risk, and need for flexibility to adjust or lessen worker stress.
- Anticipate high-volume times and adjust staffing to accommodate those times.
- Adjust workload, staffing, and pay based on location specific circumstances and reflect locality pay and complexity.
- Make staffing decisions to maximize product and service effectiveness and customer value and not to meet payroll targets.
- Be prepared to ensure coverage in case of employee emergencies and time off.
- Encourage workers to discuss burnout or fatigue and offer resources to reduce it.

Protect workers' data and information.

- Establish clear data confidentiality and protection policies for workforce information.
- Regularly inform workers of information collection, surveillance, or monitoring and how information will be used, including for performance purposes (promotions, discipline, or dismissal).
- Give workers ownership over the data that they generate.

Offer stable and predictable hours to all workers.

- Assess and, when possible, meet workers' hourly needs.
- Provide workers their schedule at least two weeks in advance.
- Schedule most workers consistently for more than 15 hours a week.
- Minimize deviations from planned schedules. Make last-minute management-driven changes rare).

Offer flexible remote-work options.

- Offer telework or remote work.
- Ensure that telework and remote work do not adversely impact career advancement.

Sample Resources

- [Baldrige Excellence Framework: 5 Workforce](#)
- [Baldrige Excellence Framework: 6.2 Operational Effectiveness](#)
- [Future of Work in California](#)
- [Good Jobs Institute Diagnostic Tool](#)
- [Harvard Business Review - Childcare Is a Business Issue](#)
- [Harvard Business Review - How to Make a Job Sharing Situation Work](#)
- [OECD Job Quality statistics](#)
- [Urban Institute - Five Elements of a Good Job](#)

