



**THRIVING OST
WORKFORCE INITIATIVE**
NATIONAL AFTERSCHOOL ASSOCIATION

the **ELEMENTS** *of* **JOB QUALITY** **DEFINED**

for Out-of-School Time Professionals

OST JOB DESIGN FRAMEWORK

The OST Job Design framework below can enhance the quality of jobs in the OST field.

When offered together, the elements below ensure workplaces where employees thrive in a culture of strong relationships, respect, equity, and inclusion, creating a profession that people want to enter into and stay for a career.

This framework was developed by Steven Dawson, a senior advisor to the National Fund for Workforce Solutions.

SUPPORT

*performance
& stability*

Training
Internal Assistance
External Supports

OPPORTUNITY

*professional
development
& career
advancement*

Career Development
Mentoring & Coaching
Acknowledgment

VOICE

*empowerment
& agency*

Engagement
Improvement
Participation

CORE

the foundation

Compensation
Work Environment
Supervision Quality

1. COMPENSATION

- Sustainable base salary or wage
- Additional perks, bonuses
- Benefits such as health insurance, retirement plans, and paid time off.

2. WORK ENVIRONMENT is the physical, social, and cultural conditions of the workplace, such as:

- Workplace safety
- Consistent hours and a predictable schedule
- Job security
- Access to necessary tools and resources.

3. SUPERVISION QUALITY is related to the leadership capabilities of people in managerial or supervisory roles. Do they:

- Demonstrate effective and capable leadership capabilities
- Provide a sense of trust, fairness, and open communication
- Help employees set and achieve goals.



4. TRAINING provides employees with the knowledge, skills, and competencies required to perform jobs effectively and enhance capabilities. Training can take various forms:

- Onboarding
- New employee orientation
- On-the-job training
- Workshops
- Courses
- Online
- Other learning

5. INTERNAL ASSISTANCE is the support and resources provided for employees to help them address work-related challenges or personal needs, including:

- Access to employee assistance programs (EAPs)
- Counseling services
- Support to promote a healthy work-life balance.

5. EXTERNAL SUPPORTS are resources and services external to the organization or program that help employees manage personal and family responsibilities, reduce stress, and maintain a healthy work-life balance:

- Access to community resources
- Childcare
- Transportation
- Wellness resources
- Tax credits



7. CAREER DEVELOPMENT is the process of helping employees plan and advance their careers:

- Opportunities, resources, and guidance that enable employees to acquire new skills, take on more significant responsibilities and progress professionally.
- Training, educational support, skill-building programs, and clear paths for advancement.

8. MENTORING AND COACHING is individual relationships, either formal or informal that benefit personal and professional growth by offering the following to help mentees:

- Valuable insights
- Expertise sharing
- Feedback
- Connections
- Other advice

9. ACKNOWLEDGMENT refers to recognizing and appreciating employees' efforts and contributions by their supervisors, peers, and others.

- Verbal praise
- Written commendations
- Awards
- Financial incentives
- Other forms of positive feedback that highlight an employee's accomplishments and value.



10. ENGAGEMENT is an employee's emotional and psychological connection with their work, colleagues, and their organizations, ensuring employees:

- Feel a sense of purpose
- Find that their role matters
- Align with the organization's or program's goals and values.

11. IMPROVEMENT is the continuous effort and initiative employees and organizations take to enhance various aspects of work:

- Improving work processes
- Increasing efficiency
- Developing new skills
- Finding innovative solutions to challenges.

12. PARTICIPATION invites employees to actively engage in various aspects of their jobs and the organization and can involve employees:

- Contributing ideas, opinions, and feedback
- Participating in decision-making processes
- Leading team activities

