

# THE 5 PILLARS OF DIRECT CARE JOB QUALITY - SPECTRUM TOOL



To guide employers, policymakers, and industry leaders in transforming the direct care workforce, PHI's framework for direct care job quality includes 29 elements across five pillars: quality training, fair compensation, quality supervision and support, respect and recognition, and real opportunity. *The 5 Pillars of Direct Care Job Quality* was co-created by a cross-departmental team of research, policy, and workforce development experts at PHI, and it will be updated as this sector evolves.

The description of conditions or traits within each pillar are intended to serve as guideposts for achieving job quality excellence. Users are encouraged to place a check mark to indicate the organization's progress along the continuum in relation to implementing each guidepost.

	Not Yet Started	Ready to Start	Launched	Well on the Way	Exemplary
<b>QUALITY TRAINING</b>					
Training is accessible, affordable, and relevant to the job					
Content covers a range of relational and technical skills associated with quality care					
Competency-based, adult learner-centered instruction with opportunities for hands-on learning					
Programs account for cultural, linguistic, and learning differences					
Documentation and verification of program completion and/or certification, with connections to employment					
<b>FAIR COMPENSATION</b>					
Living wage as a base wage					
Access to full-time hours					
Consistent scheduling and notice of shift changes					
Employer- or union-sponsored benefit plans					
Paid sick days and paid family and medical leave					
Grief support and bereavement leave					
Financial support and asset development programs					
Access to merit, longevity, and other pay increases					

### QUALITY SUPERVISION & SUPPORT

Not Yet Started

Ready to Start

Launched

Well on the Way

Exemplary

Clear presentation of job requirements, responsibilities, workflows, and reporting structures

Consistent, accessible, and supportive supervision

Access to personal protective equipment and other supplies to ensure worker and client safety

Connection to peer mentors and peer support networks

Connection to community-based organizations to address employment-related barriers

### RESPECT & RECOGNITION

Not Yet Started

Ready to Start

Launched

Well on the Way

Exemplary

Direct care workers reflected in organizational mission, values, and business plans

Diversity, equity, and inclusion formalized in organizational practices

Consistent feedback is given on work performance and retention is celebrated

Opportunities for direct care workers to influence organizational decisions

Clear communication about changes affecting workers, with opportunities for feedback

Direct care workers empowered to participate in care planning and coordination

Other staff trained to value direct care workers' input and skills

### REAL OPPORTUNITY

Not Yet Started

Ready to Start

Launched

Well on the Way

Exemplary

Employer-sponsored continuous learning available to build core and specialized direct care skills

Opportunities for promotion into advanced direct care roles with wage and title increases

Organizational commitment to cross training workers and promoting from within

Connections to external training and job development programs for other health care and social service careers