Box 4

Identifying Opportunities: Questions to Ask Workforce Development Entities

The following is a list of questions that a bank should ask workforce development entities when considering a partnership with them. Answers to these questions will be useful when telling its CRA story to its examiners and community.

- 1. What is the program/initiative/partnership's target clientele? Some examples:
 - Opportunity youth (youth and young adults disconnected from education and employment)
 - Formerly incarcerated individuals
 - Veteran populations
 - Individuals with disabilities
 - Low- and moderate-income populations
 - Populations with low educational attainment
 - Industry or business groups (e.g., banking, information technology, health care, manufacturing, construction)
- 2. What is the goal/objective of this program/initiative/partnership? For example, is the goal to:
 - Increase availability of learn-and-earn opportunities? Some examples:
 - Internships
 - Apprenticeships
 - Summer employment opportunities for youth
 - College work-study positions outside of the college
 - Job shadowing opportunities
 - Transitional jobs programs (subsidized temporary jobs designed to teach workplace skills and provide work experience)
 - Increase availability of technology or equipment needed in instructional settings for specific occupations?
 - Increase availability of support services to help individuals in targeted education or training programs (e.g., transportation, child care, job search, career counseling, financial counseling or coaching, academic tutoring outside of official class instruction and individual mentoring)?
 - Increase/verify the skills, knowledge, competencies or work functions employers require for certain occupations for use in an educational or job training programs?
 - Increase the number of local middle-skill/middle-wage jobs?
 - Revitalize or strengthen the economic development of a local community?
- 3. What industries/occupations are targeted by the program/initiative/partnership?

- 4. What are the program/initiative/partnership's biggest successes?
- 5. What are the program/initiative/partnership's biggest challenges?
- 6. What organizations/entities is the bank partnering with? Some examples:
 - State workforce development board
 - Local workforce development board
 - Community or technical college
 - University
 - K-12 school
 - Chamber of commerce
 - Business, business association or industry group
 - Social service agency
 - Community-based organization
 - Labor group
 - Officials/administration of city, county, state and federal agencies
 - Philanthropic entity
 - Other community partner
- 7. What are the roles/responsibilities of each partner organization?
- 8. What are the strategies, approaches and models used? Some common strategies:
 - Sector strategies or industry partnerships
 - Career pathways
 - Job-quality strategies
 - Basic skills improvement
 - Supportive services
 - Work-based training
 - Two-generation strategies
 - Self-employment
- 9. What does this program/initiative/partnership need to significantly increase its impact, scalability and sustainability?
- 10. How is each partner addressing financial gaps or sustainability needs?
- 11. How could the bank be most helpful to the program/initiative (e.g., giving grants, sitting on the board, mentoring, conducting mock interviews, providing financial education, etc.)?