Readiness Checklist for Developing an Impact Workforce Strategy

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Do this basic assessment to determine how much of the foundation of a successful impact workforce strategy has been built, identify the steps you need to take to firm up that foundation, and begin to implement your impact workforce strategy. All of the boxes on the checklist do not need to be checked before getting started. Some programs and strategies can occur at a local or departmental level while working toward checking the rest of the boxes for your entire system. Some systems choose to implement at a local level first, and others implement systems-level initiatives. This checklist can serve as an initial assessment preceding the more detailed self-assessment that follows. Either tool can also be used independently.

Leadership

- ☐ Leadership and the board have communicated organizational support
- ☐ An accountable executive for impact workforce strategies is selected
- ☐ Human resources and hiring managers are supportive of the program
- ☐ Dedicated staff have been identified to manage organizational objectives
- ☐ A business case for impact workforce strategies has been developed, institutionalized, and communicated

Partnerships and Community Engagement

- ☐ Focus groups, interviews, or other community engagement processes have identified community priorities around local hiring and workforce development
- ☐ Community-based organizations working within the communities of focus, or with populations identified as priorities—related to employment, education, or economic development—have been identified
- ☐ A workforce intermediary that can provide pre-employment training and/or other wraparound services has been identified
- ☐ A workforce intermediary or community-based organization that can provide ongoing employee support during the first year of employment has been identified; this can be the same organization that provided the pre-employment training
- ☐ An educational partner or intermediary that can provide skill development and training for low-wage workers has been identified
- ☐ Opportunities and access points for engaging community partners in identifying needs, designing strategies, and defining metrics for success have been identified

Data and Reporting Infrastructure

- ☐ The current software system can track applicants and employees by zip code
- ☐ Current software allows tracking of employees as they move throughout the institution
- ☐ Workforce demographics such as residency location, race or ethnicity, and level of schooling are tracked and can be sorted by job category
- ☐ Current software can track changes in employee wages over time
- ☐ Current software can track changes in residency location over time

Staffing and Interdepartmental Infrastructure

- [ ] Representatives from human resources (especially talent acquisition), community engagement, organizational learning, departmental jobs forecasting, and community engagement teams meet regularly or are part of an impact-workforce taskforce
- [ ] Forecasted job needs are communicated to staff working with local intermediaries

Alignment with Institutional Goals

- [ ] Systems are in place to examine the extent to which institutional policies, practices, and culture promote accessibility and inclusion
- [ ] Employee demographics across all jobs—from entry-level staff to the executive level—have been analyzed to identify potential barriers to entry and advancement for everyone.
- [ ] Training programs that help low-wage employees rise up in the organization are linked to community health goals, and demographic information about those employees who advance is tracked and reported

Decision-making Structure

- [ ] Hiring managers and supervisors are educated about impact workforce strategies and professional development and promotion, focusing on competencies and skills needed to be successful
- [ ] Hiring managers have a system for ensuring the application materials of outside-in pathway program candidates are reviewed and appropriately considered

Staffing and Accountability

- [ ] There is a stated and specific goal to increase hires from economically under-resourced geographies
- [ ] There is a stated and specific goal to reduce turnover

Legal Requirements Around Hiring

- [ ] There is a ban-the-box or similar policy to remove unnecessary barriers for people re-entering the workforce following incarceration and otherwise qualified for the position
- [ ] Job families or positions have been evaluated to see where it is possible to hire justice-involved individuals
- [ ] The legal department has provided feedback on when it is possible to hire justice-involved individuals and people re-entering the workforce following incarceration based on state and other regulations
- [ ] Credit checks have been eliminated or significantly reduced to highest-risk positions only
- [ ] The legal department has provided feedback on equal opportunity requirements as they pertain to providing job opportunities to applicants

Existing Training Opportunities and Funding Options

- [ ] Employee advancement and training opportunities are discussed at orientation
- [ ] Employees have access to job or career coaches
- [ ] Employees have access to skills assessment tools and job shadowing opportunities
- [ ] Employees below a particular wage threshold are eligible for tuition advancement

Board and Governance

- [ ] The board is educated about and supportive of impact workforce strategies

Communication Channels

- [ ] Career pathways and opportunities for advancement within the institution are clearly defined, and this information is readily accessible to all employees
- [ ] The jobs portal website clearly communicates information about outside-in pathway programs
- [ ] Employees receive regular communications about training opportunities and tuition advancement programs

- [ ] Hiring managers and departmental managers are engaged throughout the process