

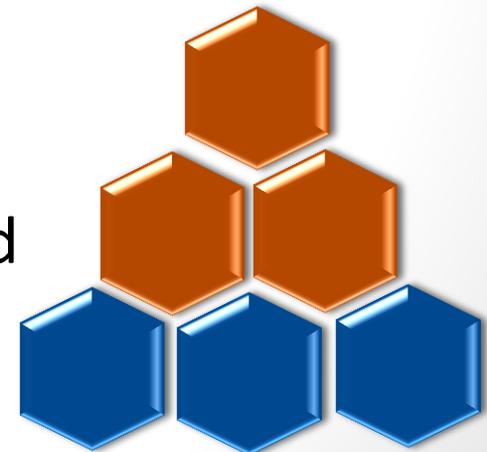
# Illinois Talent Pipeline Management

December 18, 2014

Helping Illinois Businesses Manage Their Talent Pipeline

# Building on Illinois Pathways

- Illinois Pathways promotes career pathways in high-demand industries and occupations
- Illinois Talent Pipeline Management builds on Illinois Pathways based on U.S. Chamber of Commerce Foundation's Talent Pipeline Management (TPM) initiative
  - Builds stronger connections to economic development
  - Engages employers in building talent pipeline partnerships
  - Promotes accelerated and work-based training solutions



# Aligning Economic and Workforce Development

- DCEO is Illinois' Economic Development Agency
  - Workforce Development is Economic Development
  - DCEO's Office of Employment and Training (OET) is the State's gateway in connecting workforce services to economic development
  - Employers are the end-customer in closing the skills gap



# Closing the Skills Gap

- The DCEO Office of Employment and Training works with the business community in:
  - Creating and retaining jobs to meet the needs of employers
  - Reducing the skills gap to help companies remain competitive
  - Expanding career opportunities for youth and adults throughout the state through shared partnerships among employers, workers, and education

# Pipeline in Action



Wheatland Tube, a Chicago employer that manufactures galvanized steel tubing, needed to upgrade the skills of their workers to avoid costly delays in production. Partnering with St. Augustine College, Wheatland Tube was able to cross-train 50 employees in Industrial Maintenance, Electrical Maintenance, and Advance Electrical Maintenance. A \$500,000 investment of DCEO workforce funds made this training possible.



Manufacturing employers in the Decatur, Illinois area, were able to train and hire 20 unemployed individuals by providing them with earn and learn opportunities in welding, CDL, and production assembly. Starting wages for these jobs ranged from \$12 to \$18 an hour. The Local Workforce Investment Board- Workforce Solutions received a \$288,500 grant from DCEO workforce funds to make these hires possible.



Spartan Light Metals, located in Sparta, Illinois, retained 20 workers by upgrading their skills to fill jobs such as production workers, fabricator and assembly workers. The \$50,000 investment of DCEO workforce funds also helped Spartan increase their production capacity and they now plan to hire 36 new employees.

# Driving the Competitive Advantage

Developing a Talent Pipeline

Providing Work-based Learning Solutions

Strategies

Offering “*Earn and Learn*” Opportunities

Training for High-growth Industries Including Manufacturing, Information Technology, Healthcare and Transportation/Distribution/Logistics

# Building on Illinois Pathways



***Illinois  
Talent Pipeline  
Management***

# Connecting Talent Strategies with Business Strategies



- Connecting businesses with talent solutions that fill critical jobs
- Building capacity for economic development organizations to prioritize workforce retention
- Connecting employers with partners to implement accelerated and work-based solutions that improve worker training to full-time productivity
  - Industry & Business Associations
  - Public-Private Partners
  - Economic Development Organizations
  - Educational Entities and Community Colleges
  - Local Workforce Agencies

# Flexibility

As part of the Talent Pipeline Management solution, we have greater flexibility under WIOA for accelerated and work-based learning opportunities

The Request for Application (RFA) is one way we are moving toward enhancing these types of strategies

# New Approach

To confirm OET's new approach to Talent Pipeline Management we are releasing a job retention and dislocated worker grant opportunity that helps businesses remain competitive

# Grant Opportunity



- This is a Request for Application (RFA) for a *statewide program* to help companies hire and retain workers in high-demand occupations
- **Applications are due on January 30, 2015 by 5:00 pm.** Funding decisions will be made in the Spring
- Funds can pay for 50% of training costs for these workers (or even more, depending upon the size of the business)

# Grants under this RFA will pay for ...

## Skills Upgrade Training to promote:



Job retention



Prepare the unemployed to reenter the workforce or train workers for new skills AND place them into training-related employment in another position or with a different employer

# Eligible Applicants

# Who can apply for funding?

Private Sector Employers: For-Profit / Not-for-Profit

Private Sector Training Providers: For-Profit / Not-for-Profit

Educational Institutions

Employer Associations able to engage employers to facilitate training placements

Incorporated LWIBs or LWIA Title IB Providers (WIA /WIOA formula grant recipients)

Economic Development Agencies

Industry and Employer Associations

Chambers of Commerce

Other organizations with the ability to aggregate employers

# Eligible Participants

# Who can participate in training?



Workforce Investment Act/Workforce Innovation and Opportunity Act (WIA/WIOA) eligible Dislocated Workers (including returning Post 9/11 Veterans)

Current workers in need of training and/or skills upgrading



# Dislocated Workers



**Dislocated Workers** under the WIA/WIOA are defined as individuals who have lost their job due to business closure or mass layoff

# At Risk Indicators

# U. S. Department of Labor says a job is retained when:

A worker's job is saved with an existing employer at risk of downsizing or closing

A worker at risk of dislocation transitions to a new job

# At-Risk Indicators

Declining sales

Supply chain issues

Industry / Market trends

Changes in Management – Philosophy or Ownership

Worker lacks necessary skills

Strong possibility of a new job if worker attains new skills

# Types of Training

# Talent Solutions for Employer Partners

Incumbent Worker training  
Up to \$3-5 Million under this RFA

Work-based Learning / On-the-Job Training

Class Size Training

Customized Training

Registered Apprenticeship

# Incumbent Worker Training

Skills upgrade to someone on payroll

Employer must contribute at least 10% of training costs

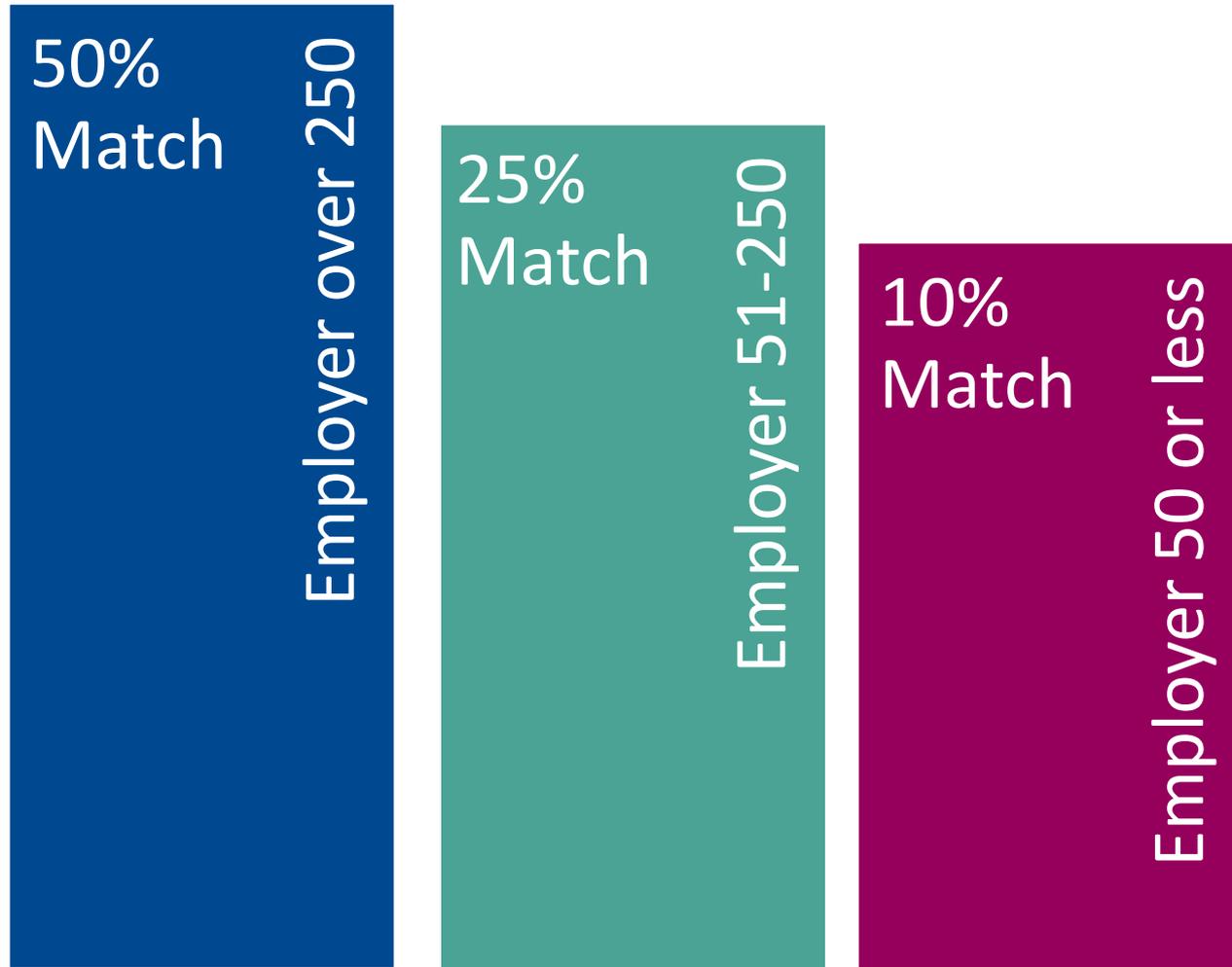
Recommend an employer match sliding scale between 10%-50% of training costs based on employer size and other economic factors

Employee wages paid while in training count toward the match

Incumbent Worker Eligible

*Impacts how you admit, track and report*

# Incumbent Worker Employer Match Sliding Scale



# Work-based Learning / On-the-Job Training

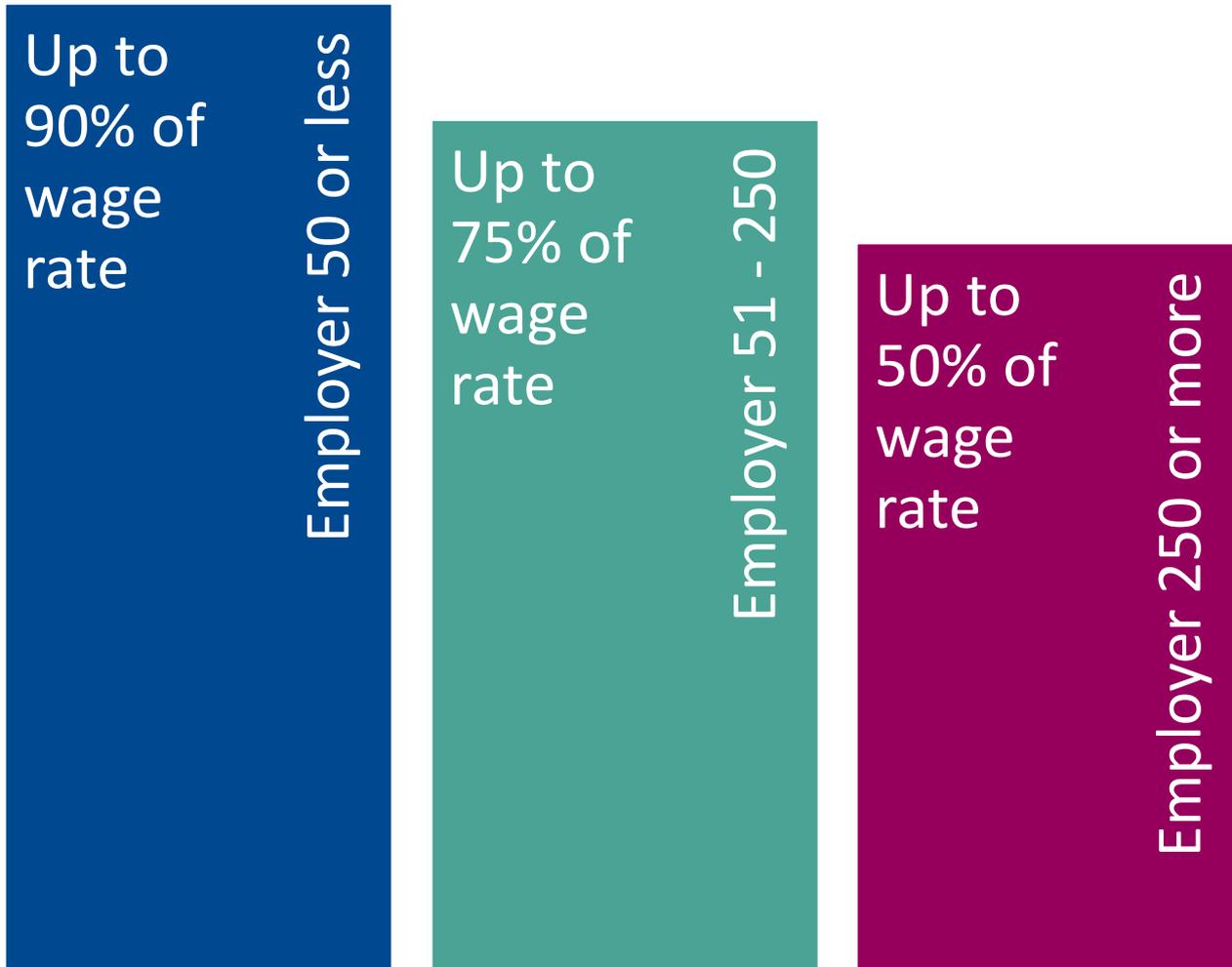
On-site training to upgrade skills

Employer hires the individual and provides on-site training per a pre-arranged plan based on the **individual's** skill gap

Grant pays for wage reimbursements of 50%-90%, based on employer size, while employee is in training

WIA/WIOA Dislocated Worker Eligible  
*Impacts how you admit, track and report*

# Work-based Learning / On-the-Job Wage Reimbursement Sliding Scale



# Class Size Training

Only training under this RFA may or may not include an employer

Training must directly lead to job placement

Short-term training to upgrade skills for groups of dislocated workers

Off-the-shelf curricula, but may be offered at an accelerated time-frame and in a non-traditional setting

May include Bridge Program Contextualized Learning and/or limited work experience

WIA/WIOA Dislocated Worker Eligible  
*Impacts how you admit, track and report*

# Customized Training

Training to meet the particular needs of an employer

Employer must match at least 50% of training costs

Employer agrees to hire successful completers

Existing employee training must relate to:

- Employer introduction of new technologies

- New production or service procedures

- Upgrading to new jobs that require additional skills

May include Bridge Program Contextualized Learning and / or Work Experience

WIA/WIOA Dislocated Worker Eligible

*Impacts how you admit, track and report*

# Registered Apprenticeships

Upgrading skills to individuals through academic and on-the-job training

Immediate job

Industry issued, nationally recognized credentials

Produces skilled, competent workers

Must partner with a Local Workforce Investment Area (LWIA)

# Reporting

# Reporting Requirements Vary Depending on Training Type

## Incumbent Worker

IWTS

Training Information

Outcomes

Monthly cost reporting

Quarterly Reports

## All Others

IWDS

Eligibility & Services Provided

Case notes

Outcomes

DETS

Monthly cost reporting

Quarterly Reports

# Recap on Types of Training

	Incumbent Worker	Work-based Learning / OJT	Class Size	Customized for Employer	Registered Apprenticeship
WIA/WIOA DW Eligible		●	●	●	●
Train at Worksite	●	●		●	●
Train in Classroom	●		●	●	
Individualized Training	●	●		●	●
Off-the-Shelf Training	●		●		
Employer Designed Training	●	●			●
Employer Match	Soft Match Training costs / Wages	● Wages		● Training costs	● Wages
Count for WIA/WIOA Performance		●	●	●	●
WIA/WIOA Case Mgt.		●	●	●	●
IWDS Reporting		●	●	●	●
IWTS Reporting	●				

# Memoranda of Understanding

- Non-WIAs or WIA/WIOA providers engaging in Work-based Learning / On-the-Job Training, Class Size, Customized Training or Registered Apprenticeship must have an MOU with a WIA provider describing roles and responsibilities for WIA eligibility determinations, enrollment, case management and reporting
  - Local Workforce Investment Area (LWIA) Partnerships - Interested employers or industry associates may contact Lorraine Wareham at (217) 558-2454 or [lorraine.wareham@illinois.gov](mailto:lorraine.wareham@illinois.gov) for referral to the appropriate LWIA with which to partner
- Incumbent Worker projects where the applicant is not the employer must have an MOU between the applicant and employer indicating the latter's commitment to train and retain workers

# Fiscal

# Applicable Cost Principles

## Cost Principles

- 2 CFR 220 – Institutions of Higher Education
- 2 CFR 225 – State/Local Governments
- 2 CFR 230 – Non-Profit Organizations
- 48 CFR part 31 – Commercial Organizations

# Uniform Administrative Requirements

## Uniform Administrative Requirements

- 29 CFR Part 97 – State/Local Governments and Indian Tribes
- 29 CFR part 95 – Institutions of Higher Education, Hospitals and other Non-Profit Organizations and Commercial Organizations

# Other Requirements (As Applicable)

## Other Requirements (As Applicable)

- 29 CFR part 96 and 99, Single Audit Act
- 29 CFR Part 93, Lobbying Certification
- 29 CFR part 37, Nondiscrimination and Equal Opportunity Requirements
- 29 CFR part 98, Debarment and Suspension; Drug Free Workplace
- 20 CFR Part 652 et al., Workforce Investment Act

# Cost Conditions

- Necessary
  - To achieve GRANT objectives
- Reasonable
  - Costs in line with market costs
  - Prudent use
- Allocable
  - For the purpose of the grant

# Approval Conditions

If prior approval requirement exists

- BEFORE incurring cost
  - Must be requested in writing
  - Must be approved
- May exist in Grant Agreement
  - Do not assume you have approval
- Approval requests to Awarding agency

# Unallowable

- Economic Development  
(to attract new businesses)
- Entertainment
- Losses
- Fines and Penalties
- Contingency Reserves

# Procurement

- Uniform Administrative Requirements specify full and open competition
- Organizational procurement process followed & documented
- 29 CFR 97.36/29 CFR 95.43
  - Methods for procurement
  - Includes non-competitive requirements

# Reimbursement and Performance

# WIA is a Reimbursement-Based Program

Funding will be provided on a reimbursement basis

Reimbursements will be pro-rated based on the grantee meeting established performance factors

Paying for results, not effort

# Reimbursement Performance Factors

## Incumbent Worker Training

Number enrolled in skill upgrade training

Successful completions

# Reimbursement Performance Factors

## Work-based Learning / On-the-Job Training

Number enrolled in Work-based Learning / On-the-Job Training

Number entering permanent employment upon completion of Work-based Learning / On-the-Job Training

# Reimbursement Performance Factors

## Class Size and Customized Training

### ➤ Both Class Size and Customized Training

➤ Plan vs. Actual enrolled in training

➤ 85% of individuals enrolled in the grant must enter training-related employment within 90 days of exit or the end-of-grant, whichever comes first  
*(LWIAs will use established WIA performance measures for the employment and retention measures)*

# Reimbursement Performance Factors

## Class Size and Customized Training

### ➤ Customized Training Only

➤ If training employed workers after layoff notice:

➤ Traditional Dislocated Worker funds could be used

➤ Retention of 90 days at current employer or through end-of-grant, whichever comes first

or

➤ Entering a training-related job at new employer

# Reimbursement Performance Factors

## Registered Apprenticeship

- The program is a hybrid of Class Room / Customized Training and Work-based Learning / On-The-Job Training
- Reimbursement will be based on the actual number placed in DOL certified Registered Apprenticeships / Work-Based Training Completions
- Individuals chosen for enrollment into Registered Apprenticeships should be carefully screened to assure they meet the training requirements of the employer

# Application Key Elements

# Criteria for Selection

Fulfill requirements of RFA – application is complete

Experience/Demonstrated capacity to manage grant and achieve proposed outcomes/  
WIA Eligibility determinations/Case Management/IWDS/Robust accounting

Access to clients

Robust employer relationships – DIRECT linkage to jobs

Coordination with partner agencies, if applicable

Planned activities and outcomes aligned with RFA

Quality and detail of work plan

Budget reasonable in relationship to proposed activities and outcomes

LWIAs must be on track to meet established expenditure benchmarks

# Three “Must Have” Elements

Clients...  
an established pool

A light blue downward-pointing arrow connects the first box to the second.

Skill Training...  
accredited / reputable

A light blue downward-pointing arrow connects the second box to the third.

Employers as the end customer...  
that are hiring and onboard

# Budget

Clear and concise description

Appropriateness and reasonableness

Generally, the maximum grant award will be \$350,000

# Be Sure To...

Respond to all elements of RFA

Be clear, be concise

## Timeliness

- 1) May apply now – due by 5:00 PM on January 30, 2015 to ensure full consideration
- 2) May apply after the deadline

*Applications will be considered as long as funding is available*

# ONLINE DEDICATED RESOURCE

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## Illinois Talent Pipeline Management

### Request for Applications

The Illinois Department of Commerce and Economic Opportunity (DCEO) released a Request for Application (RFA) seeking projects that connect talent strategies with business strategies. This is the logical next step as we expand the implementation of the Illinois Pathways model and is based on the U.S. Chamber of Commerce Foundation call to action, "Managing the Talent Pipeline: A New Approach to Closing the Skills Gap."



As the economic and workforce development agency in Illinois, DCEO is a national leader in developing employer driven training solutions that meet the needs of businesses and job seekers. Through our Office of Employment and Training, DCEO leverages Workforce Investment Act (WIA) dollars to fund solutions not only for businesses, but also for local workforce areas, industry associations, economic development entities, and community colleges to create sector-based models and develop career pathways for job seekers including the long-term unemployed, veterans, people with disabilities and disadvantaged youth.

Applications for this statewide program are due on January 30, 2015. Funding decisions will occur in the spring. On December 18, 2014, there will be an informational webinar from 1:00 p.m. until 3:00 p.m. to discuss the RFA. Webinar registration is required. The complete program guidelines are available from this page.

Webinar Registration: <http://dceograntoppwebinar.eventbrite.com>

If you require additional information contact one of the DCEO staff below.

Northern Illinois Patrick Campbell 312-793-0538 <a href="mailto:Patrick.Campbell@illinois.gov">Patrick.Campbell@illinois.gov</a>	Central/Southern Illinois Deb Waldrop 618-993-7237 <a href="mailto:Deb.Waldrop@illinois.gov">Deb.Waldrop@illinois.gov</a>
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Thank you for your support of our program. It is programs like these that ensure Illinois businesses remain competitive in today's economy. You may also reach Therese McMahon, Deputy Director DCEO Office of Employment and Training at 312-814-6028 or [Therese.McMahon@illinois.gov](mailto:Therese.McMahon@illinois.gov) if you have questions.

### PROGRAM GOAL

DCEO will award grants for demonstration projects providing Rapid Response services to businesses and workers impacted or at risk of being impacted by company closures or layoffs. The goal of this program is to help businesses avoid layoffs where possible and help unemployed workers re-enter the workforce.

- A worker's job is saved with an existing employer that is at risk of downsizing or closing; or

### Materials

- 2014 Illinois Talent Pipeline Management REQUEST FOR APPLICATION (PDF)
- 2014 Illinois Talent Pipeline Management Request for Application (MS Word)
- Registered Apprenticeship Flyer (PDF)
- On-The-Job-Training Flyer (PDF)

[www.Illinoisworknet.com/iltalent](http://www.Illinoisworknet.com/iltalent)

# QUESTIONS

FOR INFORMATION AND QUESTIONS

Post inquiries at ... [www.illinoisworknet.com/iltalent](http://www.illinoisworknet.com/iltalent)



# Where To Find More Info

Please visit <http://www.illinoisworknet.com/iltalent>

OR

Contact a DCEO representative below for the complete program guidelines.

## Key DCEO Contact

Lorraine Wareham

217-558-2454

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