



ILLINOIS
WORKFORCE
INNOVATION
BOARD

2025-2030 STRATEGIC PLAN



TABLE OF CONTENTS

ABOUT IWIB	2
PURPOSE OF THE IWIB STRATEGIC PLAN	3
IWIB VISION, MISSION, POSITION, AND VALUES	4 - 7
IWIB PRIORITIES, OBJECTIVES, AND INITIATIVES	8 - 15

ABOUT THE ILLINOIS WORKFORCE INNOVATION BOARD (IWIB)

The Illinois Workforce Innovation Board (IWIB) is a Governor-appointed coalition of business, labor, education, community-based organizations, and state agency leaders

Dedicated to assisting residents to succeed in family-wage jobs while meeting employer needs for skilled workers.

Each state that runs workforce training programs under the federal Workforce Innovation and Opportunity Act (WIOA) is required to have a board like the IWIB and to have the majority of that board represent business.

The IWIB works closely with the Office of the Governor and their leadership team to develop the state's workforce development plan, align workforce development programs to function as a simplified workforce development system, support the continuous improvement of the workforce system, and perform other functions outlined in the WIOA.

The IWIB meets quarterly and operates with standing committees and task forces. The Board's work is supported by workforce professionals housed within the Illinois Center for Specialized Professional Support.

PURPOSE OF THE IWIB STRATEGIC PLAN

The purpose of the IWIB strategic plan is to guide the use of IWIB resources for the next 5 years, including:

- Agendas of quarterly IWIB meetings
- The focus, and deliverables of IWIB committees and workgroups
- The use of IWIB members' time and networks
- The use of IWIB staff time and resources.

The IWIB Strategic Plan is fully aligned with the Illinois 2024-2028 Workforce Development Strategic Plan:

- Open for Business: Illinois' 2024 Economic Growth Plan
- The final report of the Governor's Commission on Workforce Equity and Access
- The final report of the Future of Work Task Force; state agency strategic plans,
- Regional and local workforce development plans.

Attachment A of this document conveys critical components of the IWIB's plans to implement the Strategic Plan.

The State of Illinois is in the process of establishing a Chief Workforce Officer (CWO). This position will align state workforce programs and other stakeholders and work closely with the Office of the Governor, the IWIB, and other stakeholders to improve service delivery and meet the workforce programming demands of job seekers and employers. The CWO will play a critical role in overseeing the implementation of this strategic plan and, in collaboration with the IWIB, planning its future activities and areas of focus.



VISION

A Thriving Economy and Equitable Prosperity for All Illinoisans

MISSION

We help Illinois communities achieve and sustain economic prosperity by championing strategies and aligning organizations and partners statewide to deliver quality education, training, and workforce development services to employers, workers, job seekers, and learners.

POSITION

The IWIB enables this mission, in partnership with the Office of the Governor and the CWO, by:

- **Setting and communicating a vision for the Illinois workforce system**, particularly as it relates to the use of WIOA dollars and the impact to programs governed by WIOA Titles I, II, III, and IV.
- **Hosting critical conversations to foster innovation and better align stakeholder efforts and resources**; facilitating public-private partnerships; supporting sector strategies and career pathways, including education, training, and employment.
- **Supporting continuous improvement in system performance**, enabling data-based decision-making, evaluating success, and revising plans appropriately.
- **Identifying barriers**, providing solutions, and avoiding duplication of services.
- **Sharing best practices and innovative solutions.**

VALUES



CLARITY & IMPACT

We use our time and resources wisely to take on meaningful, time-limited, and tangible efforts that drive outcomes and maximize impact.



EQUITY & INCLUSIVITY

We bring an equity lens to our work, value differences, and center customer voices.



PREPARATION & COLLABORATION

We are informed and prepared, value teamwork and partnerships, and proactively engage all partners in the Illinois workforce ecosystem with open and honest communication.



ACCOUNTABILITY & INTEGRITY

We are responsible to each other and to the public to ensure the effectiveness of investments in the workforce system. We adhere to the highest standards of ethics and honesty and treat everyone in the workforce development ecosystem with respect and dignity.



INNOVATION & AGILITY

We are nimble and creative in responding to the needs of our customers.

PRIORITY 1

An inclusive workforce system that advances equitable prosperity for employers, workers, job seekers, and learners.

GOAL

Eliminate disparities and advance equity in workforce development programs' access and outcomes.

OBJECTIVES

- ✓ **Lead** by example by integrating an equity lens into the work of the IWIB.
- ✓ **Support** economic development regions to analyze disaggregated data for core WIOA programs to identify inequities and inform solutions.
- ✓ **Provide** local workforce areas with technical assistance, information, promising practices, and tools to advance equity.
- ✓ **Encourage** education, training, and employment service providers to integrate job quality and retention information into career counseling and other services.
- ✓ **Support** industry partnerships that work with businesses, worker organizations, and training providers to promote quality jobs, workforce diversity, and inclusion.

INITIATIVES

Articulate a vision for an **equitable AJC customer experience**.

Articulate a vision for **job quality** in Illinois.

Incorporate an equity lens into the IWIB Policy Process and practice continuous improvement of equity efforts in IWIB work.

Publish annual information on IWIB, State, and regional workforce development DEIA activities and progress.

Collaborate with the WIOA professional development team and the WIOA technical assistance (TA) team to **ensure that topics related to equity and inclusion in workforce development are covered** in the training and TA provided by the state.

Recognize local workforce partners that are making progress on equity, inclusion, and fostering quality job opportunities.

Identify and disseminate information, promising practices, and tools to help local workforce partners.

Analyze disaggregated data.

Apply an equity lens to developing policies, programs, and serviced delivery.

Provide job seekers with information about job quality and retention.

Support employers' equity and accessibility efforts

PRIORITY 2

Clear understanding of and improved use and impact of the workforce system by employers, workers, job seekers, and learners.

GOAL

Increase the number and diversity of workforce development ecosystem customers

OBJECTIVES

- ✓ **Leverage** IWIB communication channels and member networks to communicate the vision, priorities, impact, and progress of the IL workforce system to policymakers, partners, and customers
- ✓ **Support** continuous improvement of the IL workforce system.

INITIATIVES

Inform and support the success of the statewide workforce system marketing plan.

Publish a quarterly newsletter for local workforce boards, chambers of commerce, and other business and employer networks **showcasing business and job seeker customers.**

Publish a report **showcasing the impact of Illinois's WIOA and non-WIOA-funded workforce development programs.**

Develop a communication toolkit for IWIB members.

Conduct power mapping of IWIB members to **help identify and leverage members' networks.**

Review disaggregated WIOA and non-WIOA performance and program data annually, including occupations and outcomes.

Disseminate the evaluation toolkit to local workforce partners.

PRIORITY 3

Strategic and close alignment between education, economic development, and workforce development.

GOAL

Help state and local workforce development partners view themselves as collaborators, not competitors.

OBJECTIVES

- ✓ **Support** the CWO and their mission to align all partners to provide easy-to-access services and supports for job seekers, employers and other key stakeholders.
- ✓ **Help** partners understand the scope of the IL workforce ecosystem and the relationship of key members.
- ✓ **Promote** coordination and cooperation across all IL workforce initiatives.
- ✓ **Help** partners understand what effective alignment and collaboration look like and have the tools and support to do so.

INITIATIVES

Design and disseminate a visual representation of the IL workforce development ecosystem.

Advise state agencies on the strategic use of WIOA statewide funds.

Share resources quarterly targeted to IL workforce development ecosystem partners **focused on information and resources to support alignment.**

Work with state agencies to ensure that funding announcements **reinforce cooperation and collaboration across partners.**

Document and **disseminate promising practices and examples of effective alignment** and collaboration at state and regional levels.

Disseminate and promote resources that support strategic alignment at the regional and local level, including the Service integration assessment, the eligibility and service guide for workforce development programming, the career pathways resource guide, the integrated business teams framework, and other efforts.



PRIORITY 4

WIOA and non-WIOA-funded services provide customers with access to quality jobs in leading and emerging industries and sectors.

GOAL

Increase the number of workforce system customers who train in and become employed in quality jobs in leading and emerging sectors, including through apprenticeship.

OBJECTIVES

- ✓ **Facilitate** industry champions in emerging and growing sectors.
- ✓ **Promote** employer-driven regional sector partnerships.
- ✓ **Increase** the number of apprenticeships and other work-based learning opportunities.
- ✓ **Support** local workforce areas and industry partnerships in a broad range of sectors to disrupt occupational segregation of people of color, women, and individuals with disabilities in lower-wage jobs and support training and career advancement opportunities.

INITIATIVES

Establish a **network of industry champions** and a community of practice for targeted industries in the state.

Convene key employers and industry sectors statewide to **understand current and projected workforce needs and opportunities** for workforce system support.

Develop a strategy to **ensure that executive-level employees at employers throughout Illinois learn about Talent Pipeline Management (TPM) sector strategies**, including how to operationalize public-private partnerships, sector partnerships, and various talent pipeline management concepts.

Promote apprenticeships.

Work with local workforce partners, case managers, and one-stop operators to **understand and address the root causes of occupational segregation** in WIOA-funded training.



ATTACHMENT: IMPLEMENTING THE IWIB STRATEGIC PLAN

The IWIB will begin implementing the Strategic Plan in January 2025.

All IWIB documents and materials are available online at www.illinoisworknet.com/WIOA/pages/iwibguide.aspx.

Quarterly IWIB Meetings: The IWIB uses quarterly meetings to develop and communicate vision, host critical conversations, elevate promising practices and successes, and conduct essential IWIB business. Each year, the Executive Committee, in collaboration with the CWO, the Governor's Office, and state agencies, will identify themes for each of the four meetings that align with the IWIB's strategic plan and guide agenda development. The proposed themes for 2025 are below:

MARCH 2025	Partnership and Collaboration	SEPTEMBER 2025	Industry Partnerships
JUNE 2025	Equity and Inclusion	DECEMBER 2025	Workforce System Impact

Communication and Staff Support:

The IWIB's work is supported by key communication channels and critical staff support.

- ✓ **Communication with the System**
 - Quarterly newsletter to business, industry, and other employers (*Jan, April, July, October*)
 - Quarterly newsletter to workforce ecosystem partners (*March, June, September, December*)
 - Weekly communication with workforce system
- ✓ **Staff** - Through the Illinois State University Illinois Center for Specialized Professional Support and the Northern Illinois University Center for Governmental Studies, the IWIB is supported by experienced workforce development professionals. Current key roles/functions include:
 - IWIB Parliamentarian and OMA Compliance
 - Committee Staff and Subject Matter Expertise
 - Data Analysis
 - Committee Workplan Development, Project Management, Communication and Coordination

Communication and Staff Support:

The IWIB utilizes the standing committees, workgroups, and task forces to conduct its work. Each committee's work grows out of the priorities of the IWIB and is explained in the committees' charges and priority areas. As part of the strategic planning process, the IWIB realigned committee structure and charges to support the implementation of the plan. These realigned committees are described below and will replace the current committee structure.

In recognition of the critical role equity plays in the IWIB's vision, values, and priorities, the work of advancing equity in the workforce system is embedded into all IWIB committees.

Committee names, in alphabetical order, are:

Communication & Stakeholder Engagement Committee

Continuous Improvement & Accountability Committee

Executive Committee

Work-Based Learning & Apprenticeship Committee

COMMUNICATION & STAKEHOLDER ENGAGEMENT COMMITTEE

Charges

- Leverage IWIB communication channels and member networks to communicate the vision, priorities, impact, and progress of the IL workforce system to policymakers, partners, and customers.
- Promote coordination and cooperation across all IL workforce initiatives; help partners understand what effective alignment and collaboration look like and have the tools and support to do so.
- Facilitate industry champions in emerging and growing sectors and promote employer-driven regional sector partnerships.
- Encourage education, training, and employment service providers to integrate information about job quality and retention into career counseling and other services.

Priorities/Initiatives

✓ Strategic Communication

- Identify and disseminate information, promising practices, and tools to help local workforce partners.
 - Analyze disaggregated data.
 - Apply an equity lens to developing policies, programs, and serviced delivery.
 - Provide job seekers with information about job quality and retention.
 - Support employers' equity and accessibility efforts
- Recognize local workforce partners making progress on equity, inclusion, and fostering quality job opportunities.
- Document and disseminate promising practices and examples of effective alignment and collaboration at the state and regional level.
- Share resources quarterly targeted to IL workforce development ecosystem partners focused on information and resources to support alignment.
- Disseminate and promote resources that support strategic alignment at the regional and local level, including the Service integration assessment, the eligibility and service guide for workforce development programming, the career pathways resource guide, the integrated business team's framework, and other efforts.

✓ Sector Strategies

- Establish a network of industry champions and a community of practice for targeted industries in the state.
- Convene critical employers and industry sectors statewide to understand current and projected workforce needs and opportunities for workforce system support.
- Develop a strategy to ensure that executive-level employees at employers throughout Illinois learn about Talent Pipeline Management (TPM) sector strategies, including how to operationalize public-private partnerships, sector partnerships, and various talent pipeline management concepts.

CONTINUOUS IMPROVEMENT & ACCOUNTABILITY COMMITTEE

Charges

- Support continuous improvement of the IL workforce system.
- Provide local workforce areas with technical assistance, information, promising practices, and tools to advance equity.
- Support economic development regions to analyze disaggregated data for core WIOA programs to identify inequities and inform solutions.
- Support local workforce areas and industry partnerships in a broad range of sectors to disrupt occupational segregation of people of color, women, and individuals with disabilities in lower-wage jobs and support training and career advancement opportunities.

Priorities/Initiatives

- Review disaggregated WIOA and non-WIOA performance and program data annually, including occupations and outcomes.
- Support effective evaluation of WIOA programs at the state and local level, including dissemination of the evaluation toolkit to local workforce partners.
- Incorporate an equity lens into the IWIB policy process and support continuous improvement of equity efforts in IWIB work.
- Collaborate with the WIOA professional development team and the WIOA technical assistance (TA) team to ensure that topics related to equity and inclusion in workforce development are covered in the training and TA provided by the state.
- Work with local workforce partners, case managers, and one-stop operators to understand and address the root causes of occupational segregation in WIOA-funded training.

EXECUTIVE COMMITTEE

Note that the Executive Committee's duties are defined in the current IWIB by-laws.

Charges

- Lead by example by integrating an equity lens into the work of the IWIB.
- Articulate the IWIB's vision for the Illinois workforce system, particularly as it relates to the use of WIOA dollars, and the impact to programs governed by WIOA Titles I and II, the use of WIOA dollars, and the impact on programs governed by WIOA Titles I, II, III, and IV.
- Manage implementation of the IWIB strategic plan.
- Ensure IWIB discharges its required duties under WIOA.
- Support the CWO and their mission to align all partners to provide easy-to-access services and support for job seekers, employers, and other key stakeholders.
- Support industry partnerships with businesses, worker organizations, and training providers to promote quality jobs, workforce diversity, and inclusion.

Priorities/Initiatives

- Articulate a vision for an equitable AJC customer experience.
- Articulate a vision for job quality in Illinois.
- Conduct power mapping of IWIB members to help identify and leverage members' networks.
- Advise state agencies on the strategic use of WIOA statewide funds.
- Design and disseminate a visual representation of the IL workforce development ecosystem.
- Work with state agencies to ensure that funding announcements reinforce cooperation and collaboration across partners.
- In consultation with the CWO, provide recommendations to the Office of the Governor and state legislators for amendments to the Illinois Workforce Innovation Board Act.
- Review and participate in discussions on new policies related to workforce development in the State of Illinois.
- In consultation with the CWO, provide outreach to the legislative body and its members.
- Provide recommendations on updates to the IWIB by-laws.

WORK-BASED LEARNING & APPRENTICESHIP COMMITTEE

Charges

- Fully integrate apprenticeship and other work-based learning strategies into state workforce development, education, and economic development strategies and programs.
- Support the rapid development of new apprenticeship programs and/or the significant expansion of existing programs.
- Support the development and recruitment of a diverse pipeline of apprentices.
- Build state capacity to make it easier for businesses to start apprenticeships and other work-based learning programs and for workers to access these opportunities.

Priorities/Initiatives

- Support statewide efforts to build upon the existing apprenticeship infrastructure to better align partners, funding, and services to integrate and institutionalize within the Illinois workforce ecosystem fully.
- Support efforts to strengthen partnerships between apprenticeship and the State and local workforce system.
- Help Apprenticeship Illinois targets innovative programs in Educational Services (K-12 Teachers), Care Economy, Climate/Clean Energy, Public Sector, Technology/Cybersecurity, Transportation, Hospitality, and the Supply Chain.
- Explore how to utilize apprenticeships and other work-based learning strategies to align and support



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www.illinoisworknet.com

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