



**Illinois**  
**Department of Commerce**  
& Economic Opportunity

Department of Commerce & Economic Opportunity (DCEO)

# Illinois Works Jobs Program

Meeting Starts In: **10:00**





**Illinois**  
Department of Commerce  
& Economic Opportunity



**ILLINOIS WORKS**

Department of Commerce & Economic Opportunity (DCEO)

# Illinois Works Pre-Apprenticeship Program

The Office of Illinois Works 2026 Grantee Manual: Session I



**ILLINOIS WORKS**  
Pre-Apprenticeship Program





# ILW Pre-Apprenticeship Team

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- Mr. Edwin Sanchez, Grant Manager
- Ms. Sharhianna Fulce, Grant Manager
- Mr. Dan Martinez, Financial Grant Manager
- Mr. Robyn Hovey, Financial Grant Manager
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- Dr. Jeff Doolittle, ID and Professional Coach
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- Ms. Keneischia Jones, ID and Professional Coach
- Ms. Olivia Meisenbach, Technical Writer
- Mr. Shiva Sai Jammul, Virtual Producer
- Dr. Gia Suggs, Professional Development Lead, ID, and Professional Coach





# Course Description



Illinois Works was created as a result of **Governor Pritzker's historic \$45 billion capital plan** and his commitment to expanding equity in Illinois' construction workforce. As an Illinois Works grantee, you are now a part of this exciting new initiative that will create opportunities for Illinois businesses, communities, and families. Illinois Works consists of three key programs. The Illinois Works Pre-Apprenticeship Program is the second program that was implemented. The first is the Apprenticeship Initiative.

This training is the first of a three-part series that reviews each section of the **2026 Grantee Manual** to ensure grantees can effectively implement their pre-apprenticeship program.



# Webinar I



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  - COVID-19 Legal Implications
- Equity-focused Training
- Program Culture and the Pre-apprentices LifeCycle
- Additional Information, Links, and Documents



# Course Overview



**Grantee Manual Session 1** will cover the following:

- Section 1: Introduction to Illinois Works
- Section 2: Program Culture
- Section 3: Staff Roles, Partnerships, and Leveraged Resources





# Course Objectives

By the end of this training, learners will be able to:

- Describe the relationship between DECO and Illinois Works.
- Identify the Illinois Works three key programs and role of Career Services.
- Reference Illinois Works definitions.
- Articulate the Illinois Works program core values.
- List the ILW staff roles.
- Measure cultural elements.



# Course Objectives Cont.

By the end of this training, learners will be able to:

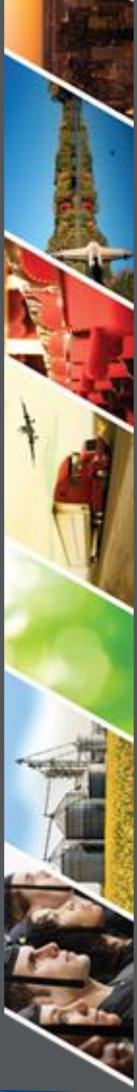
- Incorporate Diversity, Inclusion, Belonging, and Equity (DIBE) into your program design.
- Comply with legal expectations.
- Explain the critical role of partners.
- Differentiate between partners and providers.
- Implement an MOU.
- Overcome barriers to successful partnerships.





*This Session is Being Recorded*





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# Module 2: Welcome & Introduction

By the end of this section, you will be able to:

- Utilize Webex features.
- Identify course participants.
- Identify what you hope to learn from this training.





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**Department of Commerce**  
& Economic Opportunity



Comments, feedback, or questions?

Email us at:

[CEO.ILWGrantManagement@illinois.gov](mailto:CEO.ILWGrantManagement@illinois.gov)



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**ILLINOIS** 

# Question:



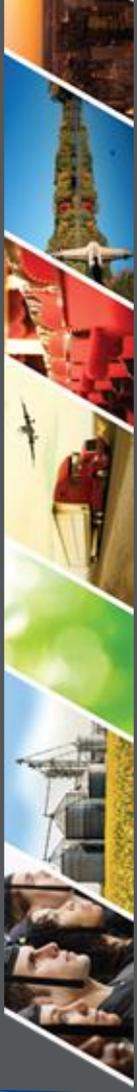
*“What excites you about the Illinois Works Pre-Apprenticeship Program?”*



# Question:

*“Is there anything in particular you are hoping we cover today?”*





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# Module 3: DCEO and Illinois Works

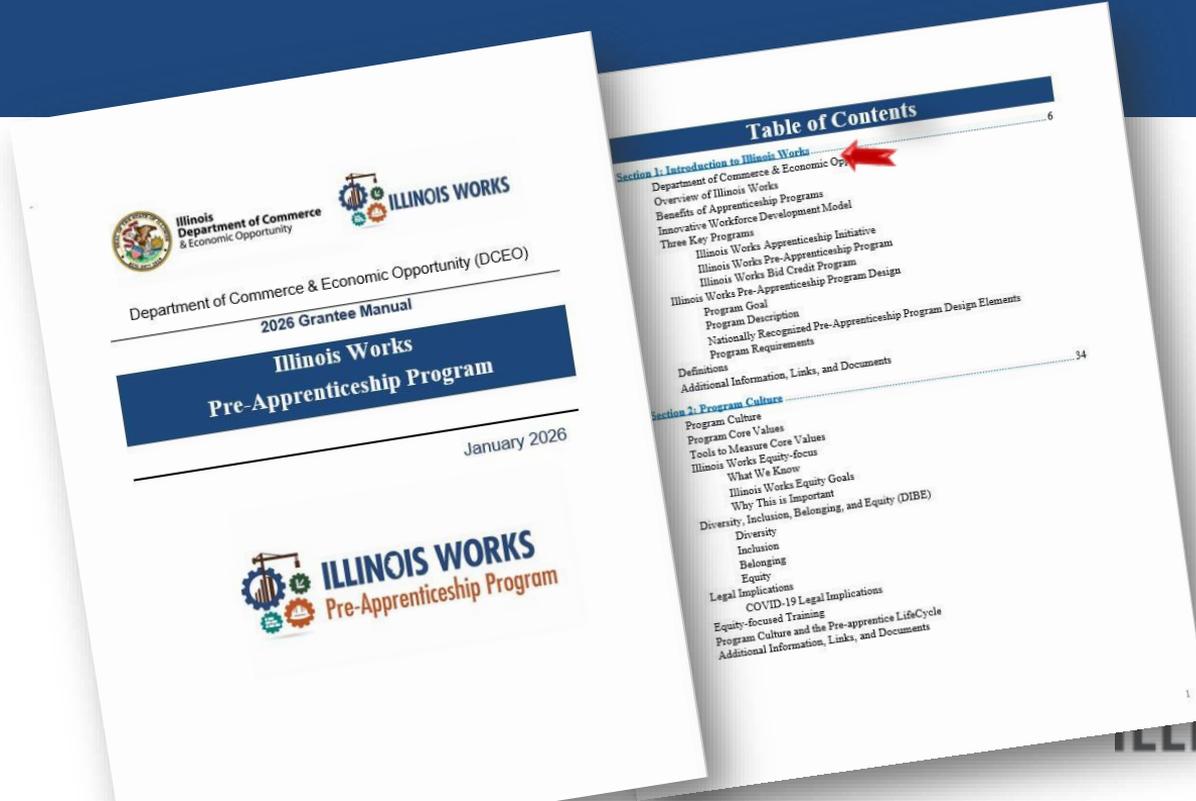
By the end of this module, you will be able to:

- Articulate the mission of the Department of Commerce & Economic Opportunity (DCEO)
- Explain how the Illinois Works Jobs Program Act supports the Governor's 5-year Economic Plan
- Describe the Benefits of Apprenticeship Programs





# Section 1: Introduction to Illinois Works

**ILLINOIS WORKS**  
Pre-Apprenticeship Program

Department of Commerce & Economic Opportunity (DCEO)

2026 Grantee Manual

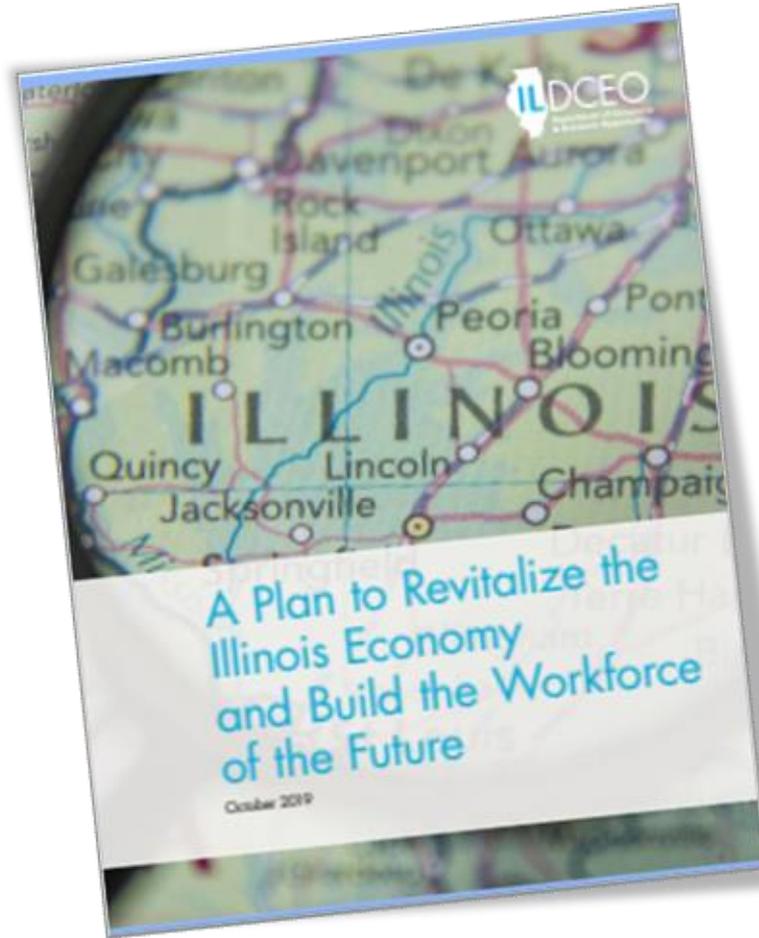
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& Economic Opportunity





# Illinois Works ~ Unique and Innovative Model





**Department of Commerce & Economic Opportunity**

**The Office of Illinois Works**

**Illinois Works Jobs Program Act**



# Illinois Department of Commerce & Economic Opportunity ~ Website

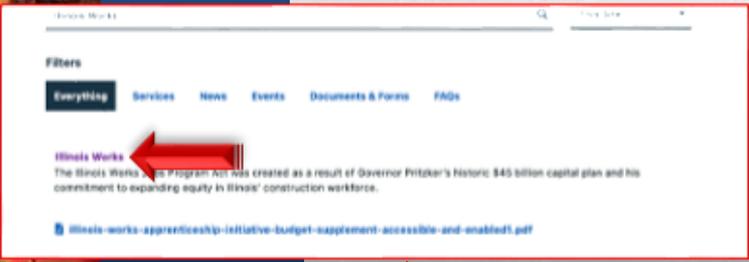


Link: <https://www2.illinois.gov/dceo/Pages/EconPlan2019.aspx>

Illinois Economic Plan Executive Summary and Full Report









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Illinois Works

Illinois Works Contractor Resources

Apprenticeship Initiative

Construction Pre-Apprenticeship Program

Bid Credit Program

Illinois Works Career Services

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# Illinois Works Jobs Program Act

## Illinois Works: An Innovative Model to Reinvigorate our Workforce for the Future

The Illinois Works Jobs Program Act was created as a result of Governor Pritzker's historic \$45 billion capital plan and his commitment to expanding equity in Illinois' construction workforce. Unfortunately, diverse communities have not been adequately represented in the construction industry and the trades and fewer than 10% of apprentices are women or people of color. With this new capital funding set to pave the way for tens of thousands of jobs over the next decade, Illinois Works was intentionally designed to increase equity and opportunity in capital construction jobs.

The Department of Commerce & Economic Opportunity (DCEO) Office of Illinois Works, with the support of community partners as well as the building trades and construction industry, will deliver three key programs:

- **Illinois Works Apprenticeship Initiative:** This program opens the doors of opportunity into the construction industry and the trades. It applies to public works projects with an estimated cost of \$500,000 or more, including both capital grants and direct capital contracts and awards. For applicable projects, the goal is for apprentices attending apprenticeship programs approved and registered by the U.S. Department of Labor to perform 10% of the total labor hours actually worked in each prevailing wage category OR 10% of the estimated labor hours in each prevailing wage category, whichever is less.
- **Illinois Works Construction Pre-apprenticeship Program:** This grant program creates, throughout the state, a qualified talent pipeline to fill job opportunities with diverse candidates. This program will deliver pre-apprenticeship skills training through a network of non-profit, community-based organizations, including community colleges, faith-based organizations, and business associations. Applications will be accepted starting the summer of 2021, and grant proposals that provide training for underrepresented populations in the construction and building trades and prepare them for jobs on public works projects are strongly encouraged. Participants of the program will attend tuition-free and receive a stipend and other supportive services to help overcome systemic barriers to entering the construction industry.
- **Illinois Works Bid Credit Program:** This program incentivizes contractors to increase the diversity of their workforce. The Bid Credit program allows contractors and subcontractors to earn bid credits by employing and retaining apprentices who have completed the IL Works Pre-





# Department of Commerce and Economic Opportunity (DCEO)



The **Department of Commerce and Economic Opportunity (DCEO)** mission is to support and maintain a climate that enables a strong economy for our customers – taxpayers, businesses, workers and communities – by keeping, attracting and growing businesses, maintaining a skilled workforce, and enhancing communities so that the climate here is one in which businesses, small and large, and their workers, can succeed to the greatest extent possible.



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# Question:

*“Who does the DCEO serve?”*





# The Office of Illinois Works



- The DCEO oversees the Office of Illinois Works and is a top priority of the Governor's 5-year economic plan.
- Data shows that for too long, the construction industry and the trades have not been accessible for diverse communities - with fewer than ten percent of the best paid apprenticeships extended to women and racial and ethnic minorities.
- New capital funding paves the way for tens of thousands of jobs over the next decade, the Illinois Works Jobs Program Act was intentionally designed to increase equity and opportunity in capital construction projects.



# Illinois General Assembly



The Illinois General Assembly is the bicameral legislature of the U.S. state of Illinois and is comprised of the Illinois House of Representatives and the Illinois Senate.

The Illinois General Assembly passed the (30 ILCS 559/) **Illinois Works Jobs Program Act** on June 28th, 2019.

Through the **Illinois Works Jobs Program Act** the Illinois General Assembly appropriated funds for the pre-apprenticeship program.

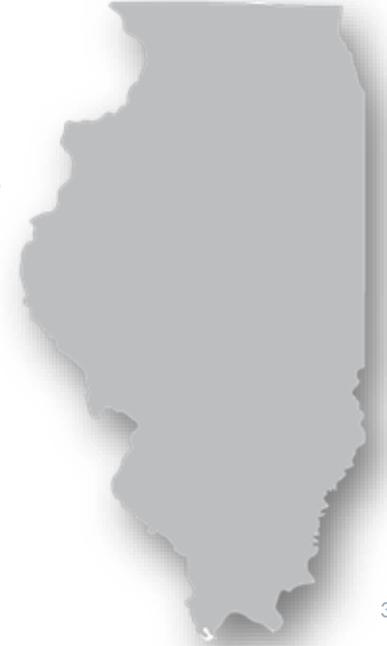


# Illinois Works Jobs Program Act



The **Illinois Works Jobs Program Act** is a statewide initiative to ensure that all Illinois residents have access to state capital projects and careers including, in the construction industry and building trades.

The goal is to provide contracting and employment opportunities to historically underrepresented populations in the construction industry.





# Illinois General Assembly ~ Webpage



**Illinois General Assembly**

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 Updating the database of the Illinois Compiled Statutes (ILCS) is an ongoing process. Recent laws may not yet be included in the ILCS database, but they are found on this site as [Public Acts](#) soon after they become law. For information concerning the relationship between statutes and Public Acts, refer to the [Guide](#).

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**FINANCE**  
**(30 ILCS 559) Illinois Works Jobs Program Act.**

(30 ILCS 559/Art. 20 heading)  
 Article 20. Illinois Works Jobs Program Act  
 (Source: P.A. 101-31, eff. 6-28-19.)

(30 ILCS 559/20-1)  
 Sec. 20-1. Short title. This Article may be cited as the Illinois Works Jobs Program Act. References in this Article to "this Act" mean this Article.  
 (Source: P.A. 101-31, eff. 6-28-19.)

(30 ILCS 559/20-3)  
 Sec. 20-3. Findings. It is in the public policy interest of the State to ensure that all Illinois residents have access to State capital projects and careers in the construction industry and building trades, including those who have been historically underrepresented in those trades. To ensure that those interests are met, the General Assembly hereby creates the Illinois Works Apprenticeship Program and the Illinois Works Apprenticeship Initiative.  
 (Source: P.A. 101-31, eff. 6-28-19.)





# Illinois Works Jobs Program

12%



The intent of these key programs is to expand apprenticeship opportunities, with a targeted focus on underrepresented populations.

An expansion of apprenticeship opportunities will help boost employment and wages for more Illinois residents. It will also yield significant benefits for our economy at large since the construction sector is projected to grow 12% in the next ten years.



# Illinois Works Jobs Program (Cont.)



- On average, jobs in this sector pay \$18 per hour to apprentices enrolled in DOL registered apprenticeship programs, and \$32 per hour to those that successfully achieve journey worker status.
- Investments in job training in the construction industry result in significant long-term economic impact totaling \$1.2 billion.
- For every dollar invested in construction job training, Illinois obtains \$11 in social and economic returns.



Reinvigorate the workforce  
in Illinois for the future.

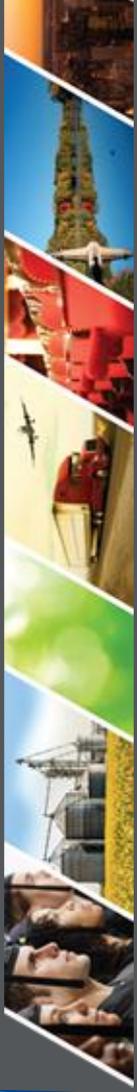




## Question:

*“How do apprenticeship programs impact individuals, families, communities, and businesses?”*





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# Module 4: Illinois Works Programs



By the end of this module, you will be able to:

- List the three key Illinois Works Job Programs that together create a unique and innovative three-prong workforce development model.
- Describe each of the DCEO Office of Illinois Works Programs: ILW Apprenticeship Initiative, ILW Pre-apprentice Program, and ILW Bid Credit Program
- Describe the role of Career Services.



# Three Key Programs



Illinois Works Apprenticeship Initiative



Illinois Works Pre-Apprenticeship Program



Illinois Works Bid Credit Program





# Illinois Works Apprenticeship Initiative



Illinois Works Apprenticeship Initiative



Illinois Works Pre-Apprenticeship Program



Illinois Works Bid Credit Program





# Illinois Works Apprenticeship Initiative – Job Demand





# Illinois Works Apprenticeship Initiative Summary

For applicable projects, the goal is for the **U.S. Department of Labor certified apprentices (not limited to pre-apprentice program graduates) to perform: 10% of total labor hours** actually worked in each prevailing wage category or 10% of the estimated labor hours in each prevailing wage category, whichever is less.

Of the 10% goal or 5% for each wage classification must be performed by Illinois Works, Climate Works, or Highway Construction Careers Program graduates.





# Apprenticeship Initiative Current Status



- Presently overseeing the program implementation of **over 1,000 Projects worth over \$6.5 Billion.**
- Smartsheet technology enables **real-time** reporting.





# Illinois Works Pre-Apprenticeship Program



Illinois Works Apprenticeship Initiative



Illinois Works Pre-Apprenticeship Program



Illinois Works Bid Credit Program





Illinois  
Department of Commerce  
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# Illinois Works Pre-Apprenticeship Program – Talent Pipeline





# Illinois Works Pre-Apprenticeship Program Overview



The **Illinois Works Pre-Apprenticeship Program** or ILWPP creates a ***qualified talent pipeline*** to fill job opportunities with diverse candidates. ILWPP launched in 2021 with 23 programs. The grantee network continued to grow, and this year the network will contain up to 42 providers delivering services throughout the State of Illinois.

ILWPP has five different models that are operational and being actively evaluated to determine how the program can best support differing workforce development organizations to bring about equity in construction and the building trades.



# Illinois Works Pre-Apprenticeship Program Summary

The Illinois Works Pre-apprenticeship Program provides:

- 
- **Pre-apprenticeship skills training** through a network of community-based organizations, including community colleges, faith-based organizations, and business associations, among others.
  - **Preference to underrepresented populations** that have historically encountered barriers to entry or advancement in the trades.
  - **Free Tuition and a stipend** to participants who attend the program.
  - **\$25M appropriated** Illinois Works Funds for the grant program.



**Illinois**  
**Department of Commerce**  
& Economic Opportunity

## Program Year 2026

- Up to 42 Grantees
- Average award of \$500,000.00
- Approximately \$19.4 million investment
- Serving 1,900 to 2,000 Illinois Residents





# Introduction to IWRS





# IWRS



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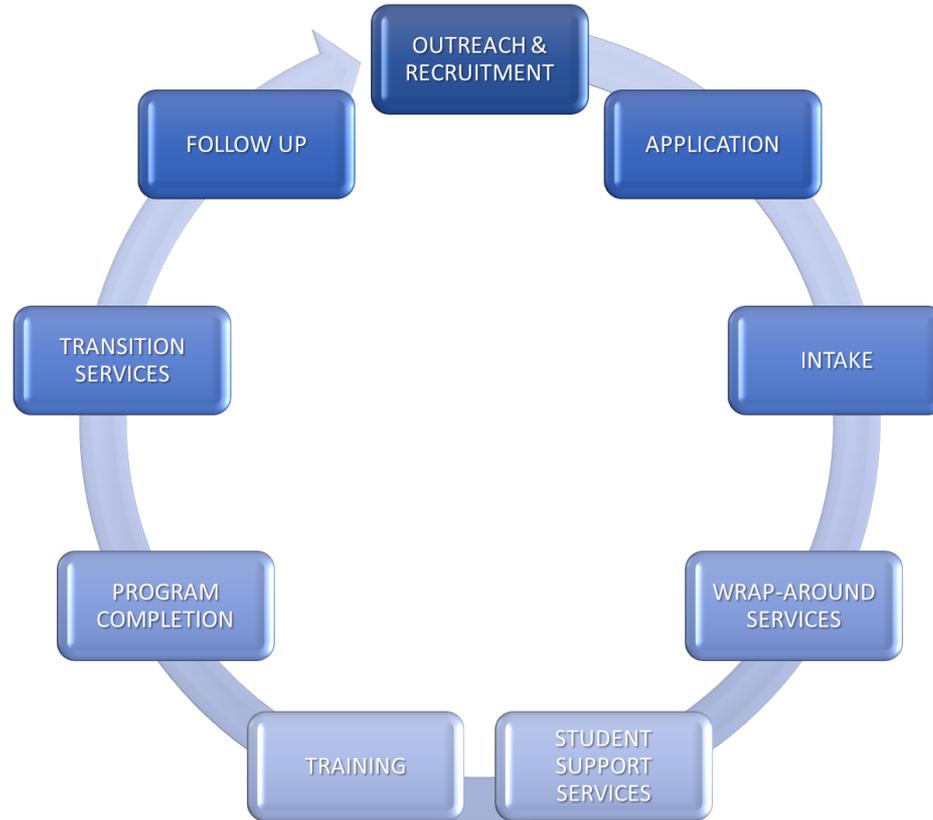
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Planned Due Date*	<input type="text" value="3/28/2022"/>	Planned Completion Date*	<input type="text" value="3/28/2022"/>
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# Pre-Apprentice LifeCycle

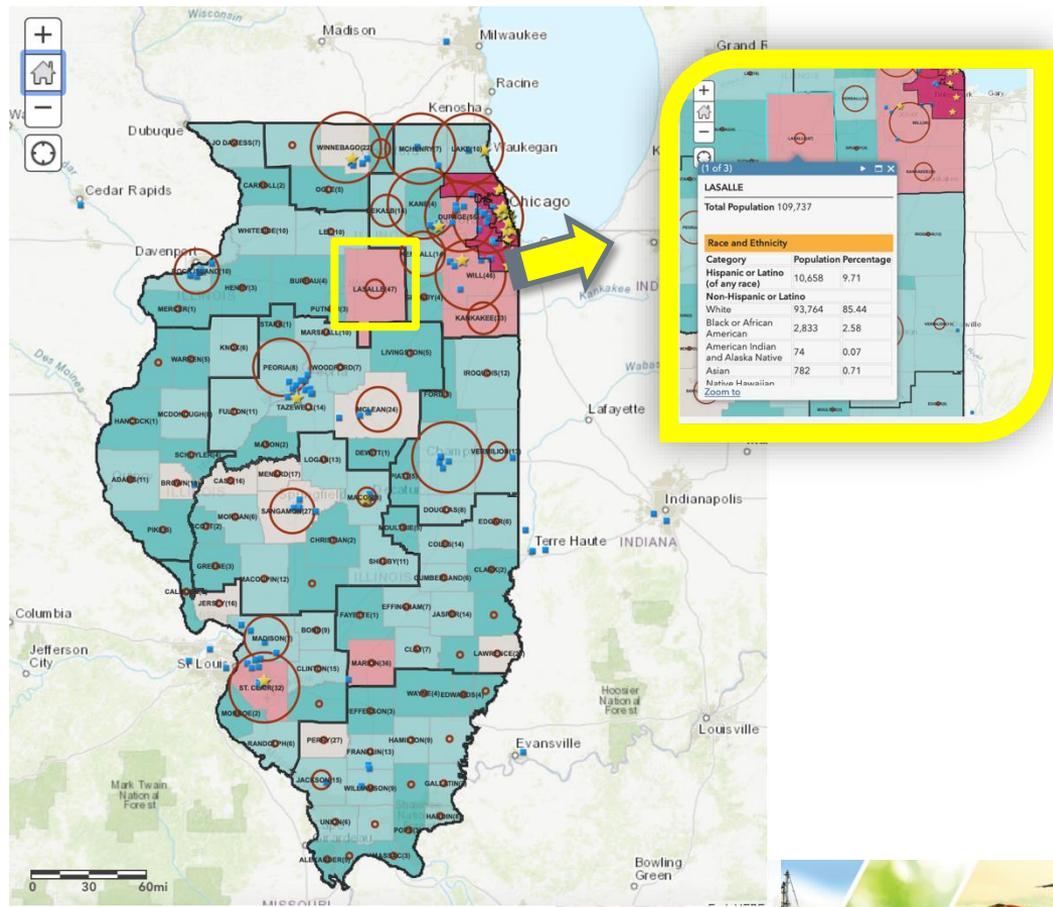


# Current Enrollment Per Underrepresented Group

Population	U.S. Population	Illinois Population	2019 Construction/Trade Apprentices	2021 Construction/Trade Apprentices	2023 Construction/Trade Apprentices	Grant Year 2023 ILW Pre-Apprenticeship Program	Grant Year 2024 ILW Pre-Apprenticeship Program	Grant Year 2025 ILW Pre-Apprenticeship Program
Women	50.8%	50.9%	4%	5%	5%	24.8%	23.9%	21.3%
African American	13.4%	14.6%	9%	9%	8%	61%	51.3%	52.9%
Hispanic/Latino	18.5%	17.5%	18%	17%	25%	18%	23.3%	23.7%
American Indian/Native Alaskan	1.3%	0.6%	1%	1%	N/A	.8%	.7%	0.5%
Asians	5.9%	2.9%	<1%	.7%	1%	.5%	.5%	0.7%
Veterans	7%	5.7%	7%	7.1%	6%	.7%	1.5%	2.6%



# ILW Heat Map





# Illinois Works Bid Credit Program



Illinois Works Apprenticeship Initiative



Illinois Works Pre-Apprenticeship Program

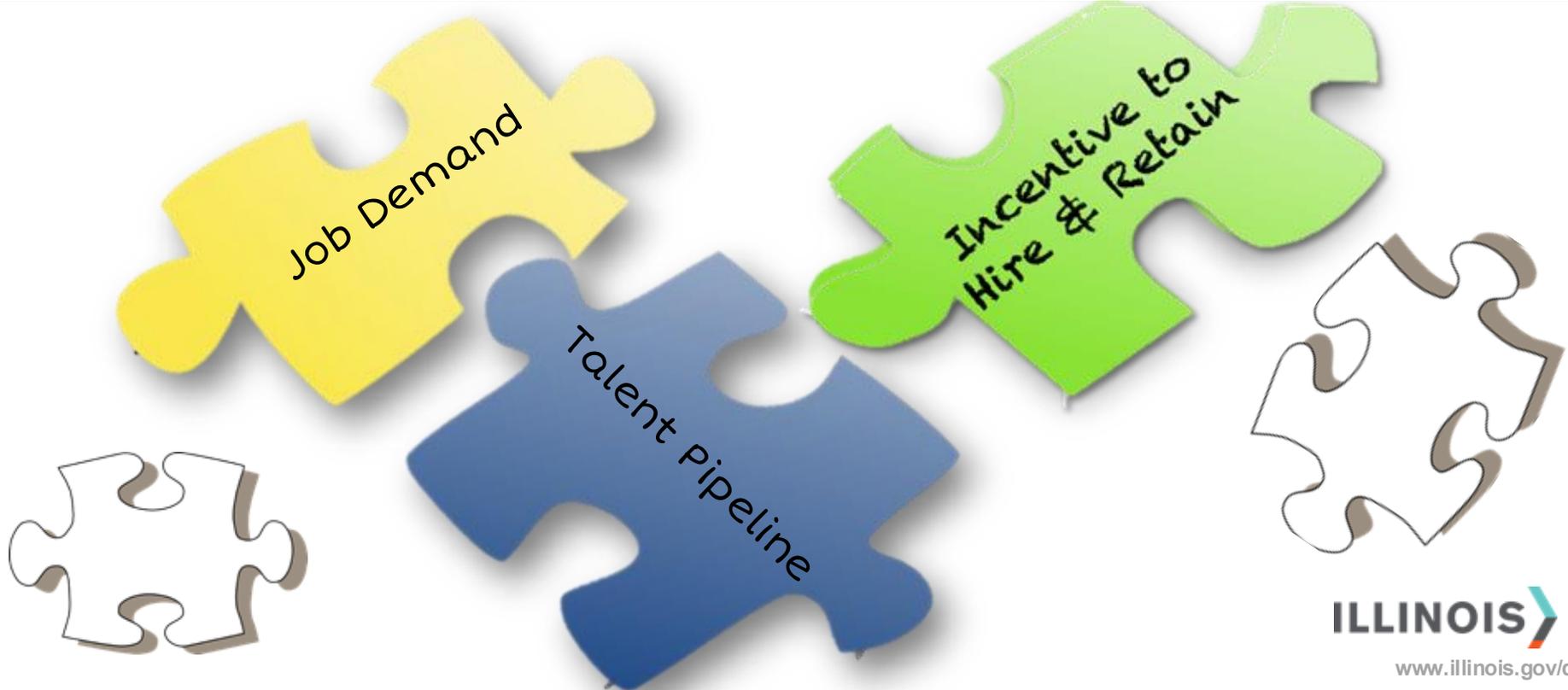


Illinois Works Bid Credit Program





# ILW Bid Credit Program – Incentive to Hire and Retain





# ILW Bid Credit Program



The Illinois Works Bid Credit Program **incentivizes** contractors to **hire** and **retain** a diverse pool of candidates.

It allows contractors and subcontractors to earn bid credits by employing apprentices who have completed the Illinois Works Pre-Apprenticeship Program. Bid credits can be used toward future bids for public works projects funded by the State of Illinois or contracted by an agency of the state.



# ILW Bid Credit Program Summary

In summary:

- 
- The Illinois Works Bid Credit Program allows contractors and subcontractors to earn bid credits for use toward future bids for public works projects contracted by the state or an agency of the state.
  - Bid credits can only be earned for employing apprentices who have completed the Illinois Works Pre-apprenticeship Program on any project, public or private.
  - DCEO determines the bid credit earning rate by rule based on labor hours worked on state-contracted public works projects by apprentices who completed the Pre-Apprenticeship Program.
  - The rate is published and may include maximum bid credits allowed per contractor, per subcontractor, per apprentice, per bid, or per year.



# Bid Credit Program Current Status





# Career Services Team





# Career Services Summary

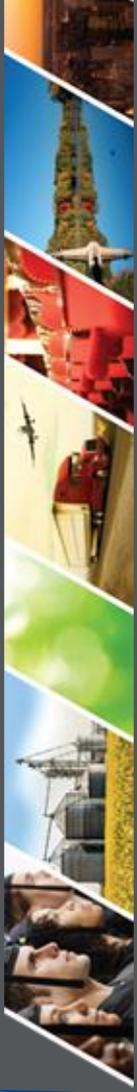
To ensure collaboration between each of the key programs, **Illinois Works** requires the following:

- 
- Contractors needing to comply with 10% Apprenticeship Goal or who are interested in earning Bid Credits will come to Career Services to look for qualified candidates to hire and sponsor into DOL-registered apprenticeship programs.
  - The Career Services platform will identify appropriate candidates and send job notifications to grantees, who will work with their graduate to enter their profile and upload a current resume.
  - Illinois Works Pre-Apprenticeship Program grantees are responsible for keeping current information on ILW Pre-apprenticeship Program graduates.



# Career Pathway Management System (CPMP)





[CEO.ILWorks@Illinois.Gov](mailto:CEO.ILWorks@Illinois.Gov)



# Module 5: Program Culture



By the end of this module, you will be able to:

- List the six Illinois Works Pre-Apprenticeship Program core values
- Incorporate recommended tools to measure the utilization of the core values
- Articulate the impact of an equity-focus on Illinois Works program goals.
- Infuse diversity, inclusion, belonging, and equity into your program's culture, each of the program's elements, and each phase of the Pre-Apprentice Participant LifeCycle



# Section 2: Program Culture




**Illinois Department of Commerce & Economic Opportunity (DCEO)**  
 2026 Grantee Manual

## Illinois Works Pre-Apprenticeship Program

January 2026


**ILLINOIS WORKS**  
 Pre-Apprenticeship Program

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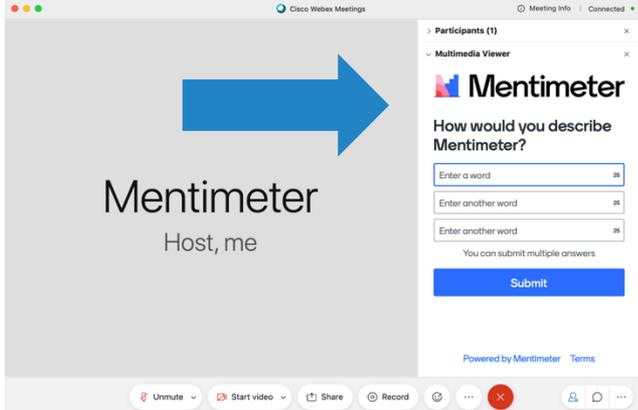
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# Question:

*"How does your organization define program culture?"*





# Program Culture

- Honoring the **Program Core Values**
- Tools to **Measure Cultural Elements**
- Understanding the impact of **Illinois Works Equity-Focus**
- Incorporating **Diversity, Inclusion, Belonging, and Equity (DIBE)**





# Question:

*"What elements/characteristics do you think would create a positive and impactful pre-apprenticeship program culture?"*





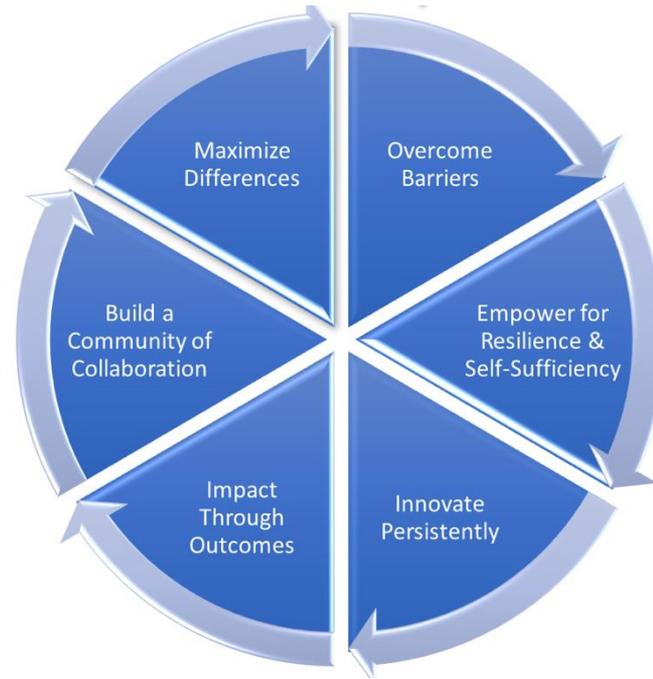
# Program Culture

- Honoring the **Program Core Values**  
←—————→
- Tools to **Measure Cultural Elements**
- Understanding the impact of **Illinois Works Equity-Focus**
- Incorporating **Diversity, Inclusion, Belonging, and Equity (DIBE)**



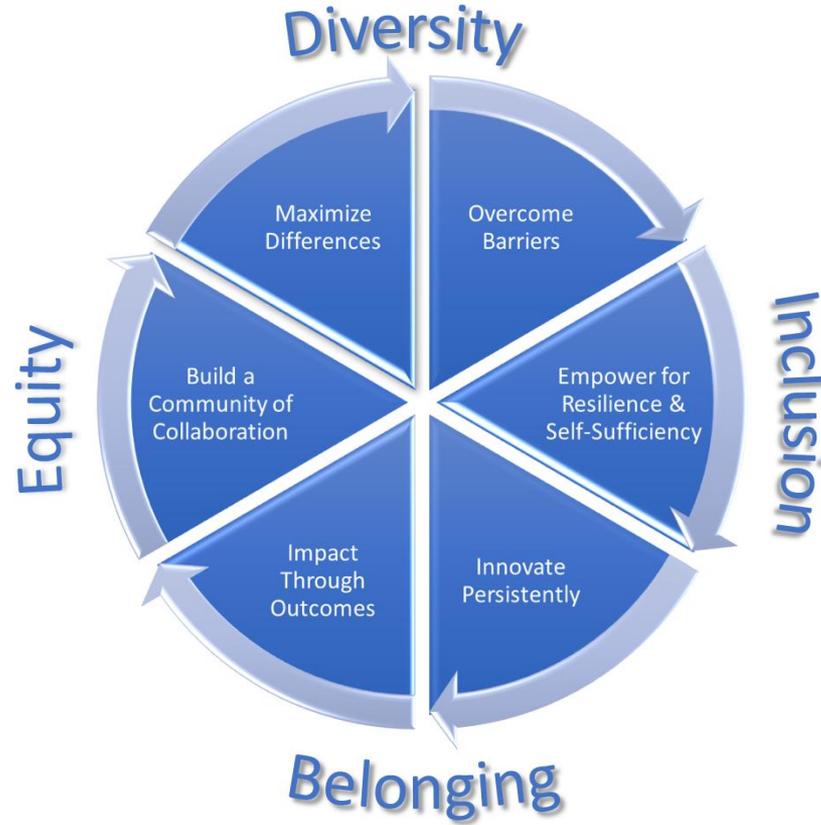


# Program Core Values





# Program Culture





# Tools to Measure Culture

- Honoring the **Program Core Values**
- Tools to **Measure Cultural Elements**
- Understanding the impact of **Illinois Works Equity-Focus**
- Incorporating **Diversity, Inclusion, Belonging, and Equity (DIBE)**





# Tools to Measure Core Values



Table 1: Cultural Strategies Measurement Matrix

Core Values	Measurement Tools and Utilization
Overcome Barriers	<p><u>Wrap-Around Service Assessment</u> Wrap-Around Services will be a direct action that grantees can take to mitigate or eliminate key barriers to student success. Reviewing wrap-around service data can also help grantees identify needed relationships with partners that provide services grantees organizations do not have the capacity to offer.</p> <p><u>Participant Satisfaction Surveys</u> These surveys can help grantees identify what barriers their participants are facing or have faced during the program. They also provide the participant's perspective on how the program was able to address those barriers. This can help programs gather information on how to restructure their program or where to build new partnerships/relationships to address gaps that may be identified.</p>
Empower for Resilience and Self-Sufficiency	<p><u>Wrap-Around Service Assessment</u> In addition to mitigating barriers, this assessment can also act as a foundation for long-term planning for participants who may have needs beyond the program. While grantees are not responsible for needs beyond the program, grantees may seek to help students address those issues through alternate programs or develop plans that extend beyond graduation.</p>
Innovate Persistently	<p><u>Performance Improvement Plan</u> These plans will be produced on an annual basis and require grantees to review overall program data. This data should be utilized to evaluate how to improve key areas of the program and the participant experience even when programs meet all the required outcome metrics.</p> <p><u>Participant Program Reports</u> Providing updates on participant progress including strengths and opportunities for growth can help students to challenge themselves and motivate them to improve their skills and knowledge.</p>
Impact Through Outcomes	<p><u>Career Assessment</u> Setting goals and creating plans to achieve them increases the likelihood of success for participants. These career plans, in combination with Participant Program Reports, can help participants track movement toward their goals.</p>

	<p><u>Performance Improvement Plan</u> In addition to being a tool utilized to help programs improve performance, these can also demonstrate the impact the grantees had made in the previous year. These metrics are invaluable for grantee annual reports or newsletters and help build a basis for capacity growth.</p> <p><u>Monthly Performance Reports (through IWWS Dashboard)</u> In preparation for their monthly program review with the ILW Grant Manager, grantees will use the IWWS Dashboard to verify their progress towards meeting their program required outcomes and how their compare to other programs in the Illinois Works provider network.</p>
Build a Community of Collaboration	<p><u>Non-Discrimination, Harassment, and Bullying Complaint Forms &amp; ILLI</u> Ensuring participants feel safe and that their concerns will be taken seriously is a key component in developing a collaborative environment. Grantees should track all complaints related to any form of discrimination, harassment, and bullying as well as the investigation process and results.</p> <p><u>Participant Satisfaction Surveys</u> Satisfaction surveys will provide a space where participants can rate the program on critical components such as offering support for target populations, engaging learning, and ensuring instructors and program staff are trained in key areas like trauma informed and gender informed services.</p>
Maximize Differences	<p><u>Standardized Interviews</u> The wealth of information that can be gathered from these one-on-one interviews is extremely helpful in program planning and helping connect students to one another, alumni, or apprenticeships. Through the participants' answers grantees can ensure participants' alternate interests are celebrated and used as a benefit to the program overall.</p> <p><u>Exit Interviews</u> Exit interviews take place when a participant leaves the program. Exit interviews can either be through withdrawal or dismissal. These one-on-one, confidential meetings can offer vital information about if and how the program succeeded in offering participants, a sense of inclusion and belonging. Negative exit interviews can act as a foundation for program improvement plans. (Refer to Exhibit 1: Illinois Works Pre-apprenticeship Program Exit Interviews in the</p>
Appendix of this manual or in the resources section of the Illinois Work Partner Guide on Illinois workNet.	

# Question:

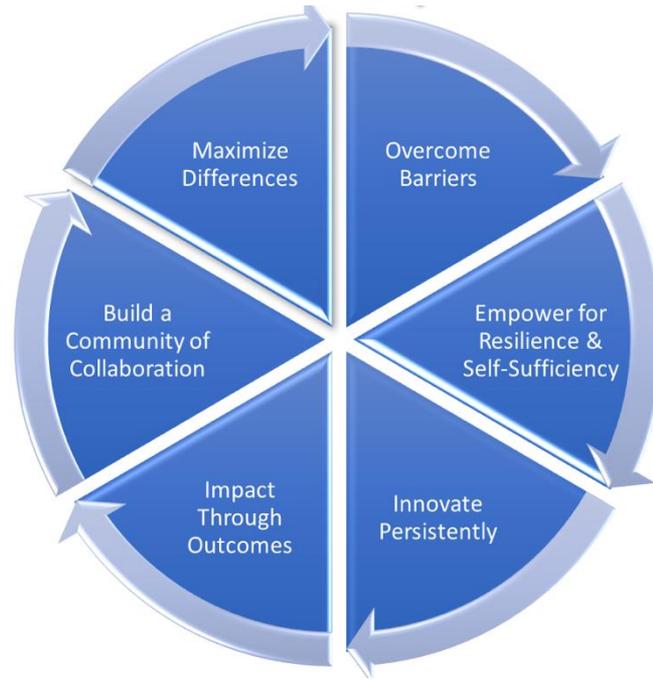


*"Which ILW core value is current a part of your program's culture?  
How do you demonstrate them?"*





# Program Culture





# Question:

*"What tools do you plan to use to measure how well the core values are incorporated into your pre-apprenticeship program?"*





# Illinois Works Equity-Focus

- Honoring the **Program Core Values**
- Tools to **Measure Cultural Elements**
- Understanding the impact of **Illinois Works Equity-Focus**
- Incorporating **Diversity, Inclusion, Belonging, and Equity (DIBE)**





# Illinois Works Equity-Focus



**Data** shows that the construction industry, as well as the trades, have not been accessible for many diverse groups resulting in fewer than 10% of apprenticeships being extended to women and some minority groups in many of the higher paid trade jobs.



# Question:

*"What might be some factors that impact equity in construction and the building trades?"*





# Factors that Impact Equity

Factors that impact equity in the construction and trade industries, include, but may are not limited to:

- Race/ethnicity biases
- Gender biases
- Negative perceptions regarding women working in the construction or building trades
- Knowledge regarding occupational opportunities within construction and the building trades
- Equal access to opportunities for training
- Hostile or unwelcoming workplace environment/culture





# Here's What We Know





# You Serve a Critical Role





# Diversity, Inclusion, Belonging and Equity (DIBE)

- Honoring the **Program Core Values**
- Tools to **Measure Cultural Elements**
- Understanding the impact of **Illinois Works Equity-Focus**
- Incorporating **Diversity, Inclusion, Belonging, and Equity (DIBE)**





# DIBE

- Diversity
- Inclusion
- Belonging
- Equity





# Diversity





# Inclusion





# Belonging





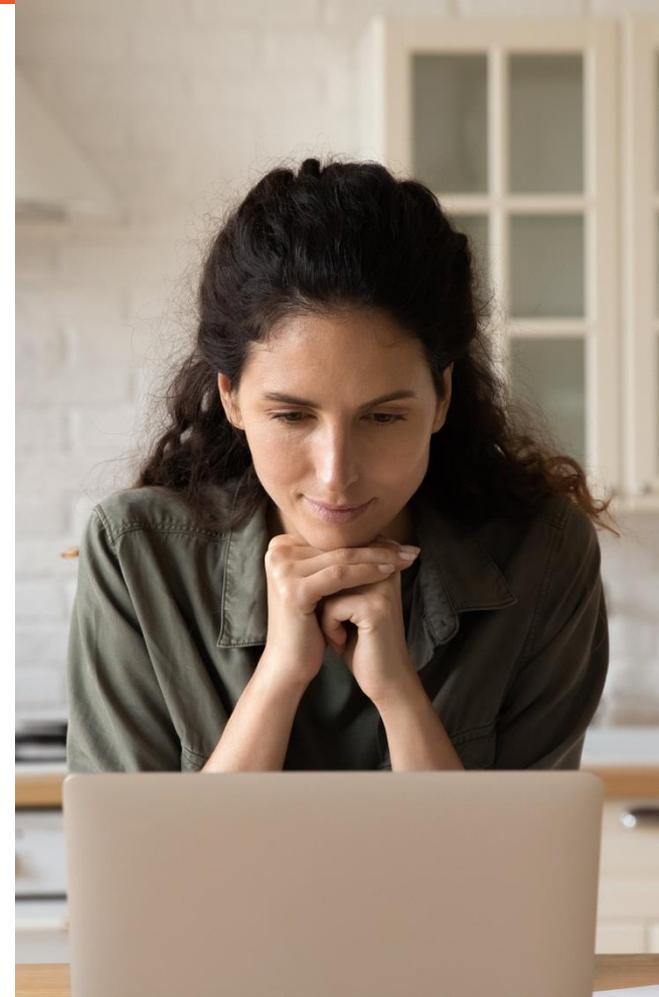
# Equity



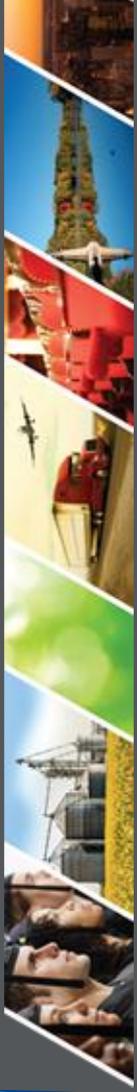
To maximize the impact and the effectiveness of diversity, inclusion, belonging, and equity (DIBE) efforts, and to help ensure compliance with Illinois Works mandates, Illinois Works will provide technical assistance and training related to the following topics:

- Diversity, Inclusion, Belonging, Equity (DIBE)
- Understanding Barriers to Employment in the Construction Industry

More information related to upcoming training can be found on the Illinois Works Partner Guide website and the published 2026 TA Grantee Schedule.







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# Module 6: Legal Implications & the Pre-Apprentice LifeCycle



By the end of this module, you will be able to:

- Avoid potential legal consequences by implementing a comprehensive anti-discrimination, harassment and bullying policy, and develop a reporting and routing process
- Identify each phase in the Pre-Apprentice LifeCycle



# Legal Implications



Illinois  
Department of Commerce  
& Economic Opportunity



**ILLINOIS WORKS**

Department of Commerce & Economic Opportunity (DCEO)  
2026 Grantee Manual

## Illinois Works Pre-Apprenticeship Program

January 2026



**ILLINOIS WORKS**  
Pre-Apprenticeship Program

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# Definitions



- **Discrimination** is bias or prejudice resulting in denial of opportunity or unfair treatment when hiring, creating or applying policies, training, promoting, firing or laying off employees or in any other terms and conditions of employment or program participation.
- **Harassment** can be a wide range of unwelcome and offensive behaviors. They usually are repetitive, but do not have to be.
- **Bullying** is a persistent pattern of mistreatment from others in the workplace/training environment that causes either physical or emotional harm. It can include such tactics as verbal, nonverbal, psychological, physical abuse, and humiliation.
- **Workplace harassment** and **discrimination** is illegal, and individuals' rights are protected by local, state, and federal legislation.



# Illinois Works Core Values



- Empower for Resilience & Self-Sufficiency
- Build a Community of Collaboration
- Maximize Differences





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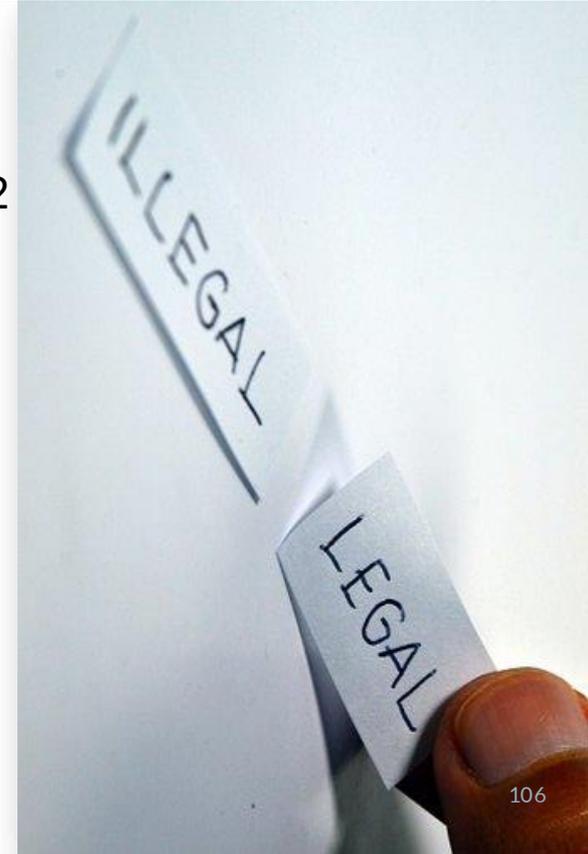




# Legal Implications



- Title IX of the Education Amendments Act of 1972
- Title VII of the Civil Rights Act of 1964
- The Equal Pay Act of 1963 (EPA)
- Illinois Human Rights Act
- American with Disabilities Act (ADA) 1990





# Supportive Tools

**Anti-Discrimination, Harassment and Bullying Policy**

[Grantee Name] strives to create and maintain a working and training environment in which people are treated with dignity, decency, and respect. The environment of the organization should be characterized by mutual trust and the absence of intimidation, oppression, and exploitation. [Grantee Name] will not tolerate unlawful discrimination or harassment of any kind. Through enforcement of this policy and by education of employees, [Grantee] will seek to prevent, correct, and discipline behavior that violates this policy.

All employees, regardless of their positions, and program participants are covered by and are expected to comply with this policy and to take appropriate measures to ensure that prohibited conduct does not occur. Appropriate disciplinary action will be taken against any employee or participant who violates this policy. Managers and employees who knowingly allow or tolerate discrimination, harassment, or bullying, including the failure to immediately report such misconduct are in violation of this policy and subject to discipline.

**Prohibited Conduct Under This Policy**

[Grantee Name], in compliance with all applicable federal, state, and local anti-discrimination, harassment, and bullying laws and regulations, enforces this policy in accordance with the following definitions and guidelines:

**Discrimination**  
It is a violation of [Grantee Name]'s policy to discriminate in the provision of training opportunities, benefits or privileges; to create discriminatory training conditions; or to use discriminatory evaluative standards in training if the basis of that discriminatory treatment is, in whole or in part, the person's race, color, national origin, age, religion, disability status, sex, sexual orientation, gender identity or expression, genetic information or marital status.

**Discrimination/Harassment/Bullying Complaint Form**

Organization: \_\_\_\_\_ Date of Initial Complaint: \_\_\_\_\_  
 Name of Complainant: \_\_\_\_\_ Name of Alleged Offender: \_\_\_\_\_  
 Type of Complaint (Check All That Apply): \_\_\_\_\_ Discrimination \_\_\_\_\_ Harassment \_\_\_\_\_ Bullying

Code: \_\_\_\_\_

Discrimination/harassment/bullying:  
 \_\_\_\_\_ Sex (including pregnancy, sexual orientation)  
 \_\_\_\_\_ Gender Identity  
 \_\_\_\_\_ Veteran's Status  
 \_\_\_\_\_ National Origin

Please explain/describe: \_\_\_\_\_

Discrimination/Harassment/Bullying: \_\_\_\_\_

Offender (if known) \_\_\_\_\_  
 Is individual?  Yes  No  
 Incident (use additional sheets if necessary) \_\_\_\_\_

The information above is true and correct to the best of my knowledge.

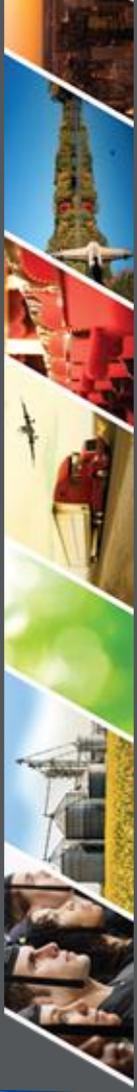
**Policy and Checklist for Addressing Discrimination/Harassment/Bullying Complaints**

Action Steps to Respond to Complaints	Step Completed			Comments
	Yes	No	Date Completed	
<ul style="list-style-type: none"> <li>Initial Step After Receiving Complaint</li> </ul>				
After the initial complaint was received, did the grantees follow the following steps?				
Consider whether to place the accused on paid administrative leave pending the investigation. Some factors to consider include whether the accused poses a potential safety risk and whether having the accused in the workplace may intimidate witnesses or otherwise impede the investigation.				
Take appropriate interim steps to prevent harassment and retaliation. For example, it may be appropriate to separate the accused and the complainant, instruct the complainant not to communicate with the accused or to place an upcoming performance review on hold pending the conclusion of the investigation.				
Determine who will conduct the investigation. Choose the investigator carefully, so that person may need to testify in any legal proceeding. <ul style="list-style-type: none"> <li>Investigators must be free from actual or apparent bias or conflict of interest. For example, an investigator should not investigate the conduct of an investigator's supervisor or friends.</li> <li>Determine whether to retain an outside investigator. Consider whether the investigator needs a particular expertise.</li> </ul>				
Name of Investigator: _____				
Preserve evidence that may be relevant to the investigation. The evidence may include emails, texts, and internal messages involving IT as necessary.				



# Pre-Apprentice LifeCycle





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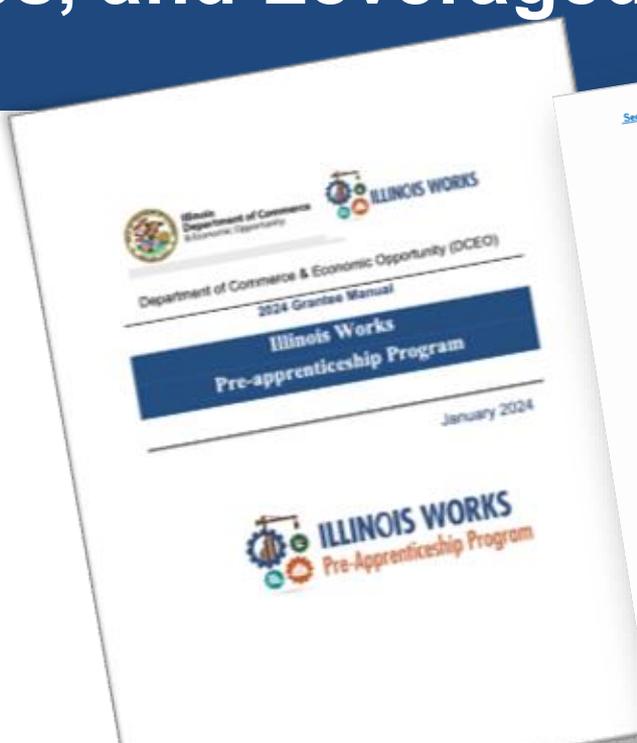
# Module 7: Staff Roles, Partner & Provider Relationships, & Leveraged Resources

By the end of this module, you will be able to:

- Assign staff roles and responsibilities to appropriate organization team members
- Differentiate between partnerships and providers
- Understand requirements of grantees/recipients, subgrantees/subrecipients, and contractors/vendors
- Utilize strategies for leveraging resources and collaborations



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# Staff Roles



- Program Administrator
- Outreach and Recruitment Coordinator (ORC)
- Wrap-around Service Coordinator (WSC)
- Instructor
- Student Support Services Coordinator (SSSC)
- Transition Services Coordinator (TSC)
- Data Entry Coordinator (DEC)





# Staff Qualifications



All staff and partners who are paid through ILWPP funds are required to be qualified to serve in their roles. This includes having relevant experience and/or credentials when applicable.

All grantees are required to have a procedure which outlines how these qualifications will be verified.





## Question:

*“Which of these roles are currently staffed in your organization?”*





## Question:

*“What type of entities have you partnered with? Who are some of your critical partners?”*



# Partnerships



**Partnerships** are typically formally structured long-term relationships created by entities that work together to address complex issues to achieve a shared goal.



# Partnerships (Cont.)



**Partnerships** can create bridges that allow you to comprehensively respond to the needs of your pre-apprenticeship program and participants.



# Partnerships Versus Providers



It may be helpful to clarify DCEO and Illinois Works terms as they relate to partnerships and other relationships. DCEO and Illinois Works acknowledge the following roles:

- Partners
- Providers



# Partnerships and Providers Roles



Partners may include the following:

- Recipient/Grantee
- Subrecipient/Subgrantee

Providers may include the following:

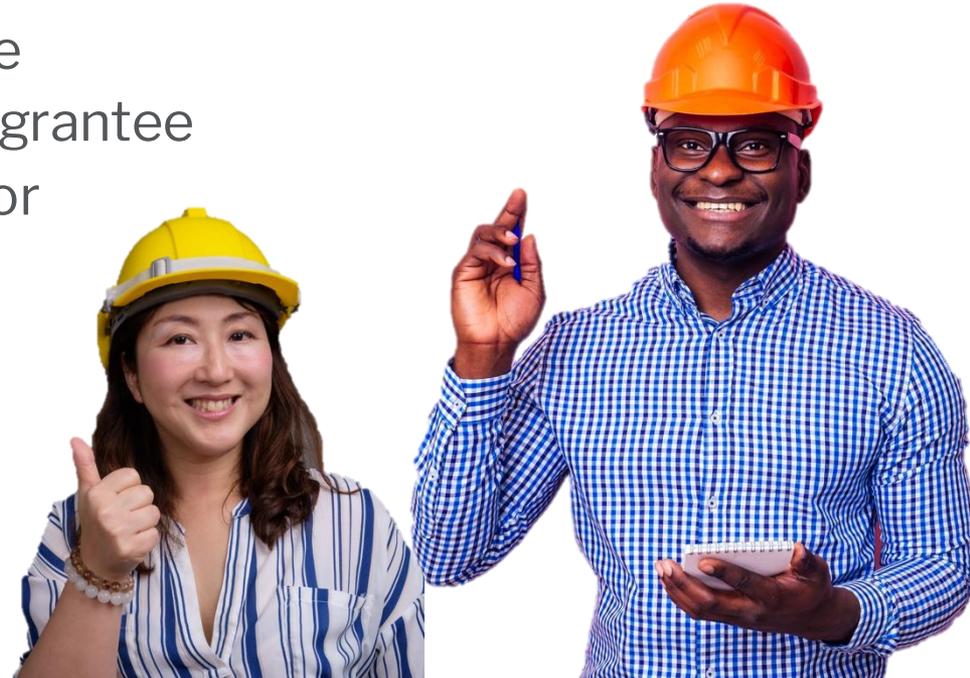
- Contractor/Vendor



# Roles Definitions



- Recipient/Grantee
- Subrecipient/Subgrantee
- Contractor/Vendor



# Implication of Roles

	<b>Grantees/ Recipients</b>	<b>Subgrantees/ Subrecipients</b>	<b>Contractors/ Vendors</b>
GATA Pre-Pre-qualified	X		
On Record for the Grant	X	X	
Receives Funds	X		
Requires an MOU	X	X	
Can be a non-profit	X	X	X
Can be a for-profit		X	X
Must Report Program Participation & Outcomes	X	X	X
Must Maintain 3-5 yrs. of Program Documentation	X	X	



# Question:

*“What new partnerships have been created?”*





# Memorandum of Understanding (MOU)

A **memorandum of understanding** (MOU or MoU) is a formal agreement between two or more entities. Although they are not legally binding, they do communicate a degree of seriousness, mutual respect, and understanding regarding accountabilities.

MOUs are required for partnerships between **Recipients/Grantees** and **Subrecipients/Subgrantees**.





## Question:

*“Based on your experience with MOUs, what additional items have you found valuable for an MOU to ensure partnerships are functional once the program is running?”*





# Sample MOU





# Example MOU



File Transfer

 Download  Share File

File name	Location	Size	Status
Project Intake...	/Users/giasuggs/Desktop/Illinois...	1.13MB	Shared
Update_Modi...	/Users/giasuggs/Desktop/Illinois...	1.44MB	Shared



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# Accountability



If a Subrecipients/Subgrantees or provider is not performing as agreed, they can be removed and/or replaced.

However, a Recipient/Grantee **will** be held accountable!



# Partnerships



Identifying and cultivating successful partnerships requires hard work by all parties.





# Tracking Partner Engagement in Illinois Works Reporting System (IWRS)





## Question:

*“What might be some potential barriers to developing successful partnerships?”*



# Barriers

- Lack of mutual respect
- Lack of trust/trustworthiness
- Focus on money and not outcomes
- Deceptive practices regarding joint goals
- Poor listening skills
- Unwillingness to acknowledge or confront issues or challenges
- Lack of subject matter expertise
- Competition instead of cooperation
- Hoarding of Information
- Developing click/silos





## Question:

*“What are some strategies you can employ to overcome barriers to developing successful partnerships?”*



# Tips and Techniques

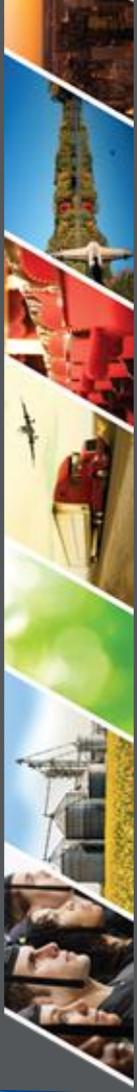
- 
- Practice active listening
  - Focus on outcomes
  - Create a detailed MOU
  - Acknowledge and confront issues or challenges
  - Freely share relevant information
  - Have regular planning and progress meetings
  - Agreeing on how the work will be done (use the Grantee Manual as your guide)
  - Audit by the recipient of the subgrantees and providers to ensure performance and reporting compliance
  - Submit progress reports (to be reviewed at progress meetings)



# Effective Partnerships

- Provide accurate and up-to-date information on reports (General DCEO/GATA requirements)
- Submit reports on time
- Deliver services on time
- Communicate concerns and issues immediately to both your partner and your ILWPP grant manager
- Utilize available resources from workforce development organizations
- Utilize Illinois Works available tools
- Ensure you are following all the guidance provided in the Grantee Manual
- If you are unsure, ask Illinois Works





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# 2026 Grantee Manual Onboarding Sessions



2026 Onboarding Conference (January 28, 2025 – In Person – New and Renewal Grantees)

2026 Grantee Manual Updates (February 3, 2026 - Virtual - Renewal Grantees)

2026 Grantee Manual: Session I (February 5, 2026 - Virtual - New Grantees)

2026 IWRS: Session I (February 17, 2026 - Virtual - New Grantees)

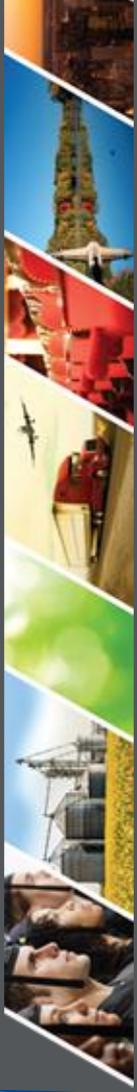
2026 IWRS Updates (February 10, 2026 - Virtual - Renewal Grantees)

2026 Grantee Manual Session II (February 19, 2025 - Virtual – New Grantees)

2026 IWRS: Sessions II, III and IV (February 25, 2026 - In Person - New Grantees)

2026 Grantee Manual Session III (February 24, 2026 - Virtual – New Grantees)

2026 Illinois Works Coaching Needs Assessment Questionnaire (February 27, 2026 - Virtual - New & Renewal Grantees)



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