Illinois Workforce Innovation Board

2018-2020

Strategic Plan

December 14, 2017

Dear Workforce Development System Partners:

As Co-Chairs of the Illinois Workforce Innovation Board (IWIB) and Chair of the Strategic Planning Task Force, we are pleased to present you with the 2018-2020 IWIB Strategic Plan which was approved at our December 2017 quarterly meeting. Since 2003, Illinois has been moving toward the alignment of the workforce, education, and economic development. Under the Workforce Innovation and Opportunity Act (WIOA), Illinois is using the extraordinary opportunity presented through the WIOA to expand the alignment among the systems leading to innovative work-based learning opportunities for both businesses and job seekers.

Over the past year, the IWIB embraced its expanded role and responsibilities through WIOA to develop a plan that moves both state and local boards to a place of strategic leadership and will set the direction for the Unified Plan over the next four years. Continued partnering for success, transparency, and accountability must continue, given this ambitious agenda.

These partnerships will serve as the backbone to improve our system and customer service. The IWIB Strategic Plan is also about achieving increasingly better outcomes for our business and individual customers. Achieving the objectives detailed in this plan will require an unprecedented level of commitment from both the IWIB leadership and members as well as Local Workforce Innovation Boards and our partner agencies. As a result, together,

- We as leaders of the workforce system must lead by example;
- We must be risk takers;
- We must foster a culture of innovation and continuous improvement; and
- We must expect the same of staff in the Illinois workforce development system.

We encourage our local boards and chief elected officials to incorporate the principles found within this plan in their discussions around regional and local planning. It is acknowledged that you have the pulse of your communities and can best make decisions relative to the needs of your businesses and job seekers. Creative solutions are essential to the success of our plan and to realize the vision we all have for our Illinois' businesses, citizens, and communities. The common goal of all the partners is quality employment and strengthening the talent development supply chain. Keeping this common goal and our customers at the forefront of our efforts will assist in achieving our vision.

We appreciate the great work you do on behalf of our business and individual customers, and look forward to continuous improvement and great results throughout the implementation of this plan.

Sincerely,

John Rico, Rico Enterprises, Co-Chair, Illinois Workforce Innovation Board

Sean McCarthy, Co-Chair, Director Illinois Department of Commerce and Economic Opportunity

Sylvia Wetzel, Executive Director, Kane County Human Resources Management Department

Contents

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Illinois Workforce Innovation Board
2018-2020 Strategic Plan

The Governor-appointed Illinois Workforce Innovation Board (IWIB), mandated by the Workforce Innovation and Opportunity Act (WIOA) includes leaders from business, industry, state agencies, education, labor and community-based organizations with the goal of evaluating and meeting the workforce needs of Illinois' employers and workers.

WIOA requires that state workforce boards take a leadership role in guiding the workforce system through policies, strategies, and performance that address the needs of businesses and individuals. These Boards have the responsibility of overseeing the development, implementation, and modification of the Unified State Plan, convening all relevant programs, required partners and stakeholders, and providing oversight and strategic leadership for the state workforce development system.

Furthermore, Boards are to act as conveners of the system bringing together employers and community partners at the State, regional and local levels to promote economic growth through these partnerships and ensure alignment between education and workforce services. Active participation of all board members and close collaboration with partners, including public and private organizations is vital to this success.

In Illinois, this active participation occurs through a committee and task force structure, in which IWIB representatives from private/public partner programs implement policy recommendations to strengthen Illinois' workforce system.

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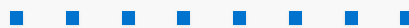
VISION

"Illinois will lead the nation by creating a cohesive, business-led system that equally supports the needs of its workforce and its businesses through regional economic prosperity and global markets."

Over the last year, the Strategic Planning Task Force under the direction of the IWIB has developed this plan to guide the vision that will meet the functions required by WIOA. Part of this structure included convening the full board and other state partners in laying the foundation for the IWIB work going forward.

A formal Vision and Mission for the IWIB, along with the guiding principles and goal areas served as the framework for the board to make strategic decisions to lead the workforce system. As a starting point, the Task Force identified four specific goal areas that focus on business engagement, service delivery design, technology, and workforce board impact from a state and local perspective. Furthermore, the IWIB strategies and activities discussed within this plan and those found in the Illinois Unified State Plan will be aligned.

MISSION

"The Illinois workforce system's purpose is to integrate education, workforce and economic development resources and services that support economic growth and job creation for individuals, businesses and communities in the State."

Goal teams led by a business member from the Strategic Planning Task Force and facilitated by a core program partner constructed initial plans along with supporting activities that will advance the priority strategies of the IWIB. This structure demonstrated the IWIB's commitment to WIOA regarding the more strategic nature of state and local workforce boards, collaborative system design and delivery among the core partners and, most importantly, excellent customer service. The conceptual framework for each team follows.

❖ **Engage the business community through a sector strategies and career pathways approach** – Sector strategies and career pathways including work-based learning are for investing resources that promote the development of skills and career ladders in the State and Regional target industries and high priority occupations. To be effective, primary sector employers must be driving these initiatives forward. Aligning efforts with activities currently ongoing within workforce development related to business services integration was a priority for this team. This alignment also focuses on developing and sustaining business-led partnerships in targeted industry sectors, identifying emerging career pathways, supporting work-based learning opportunities like apprenticeships and developing innovative approaches to improve their competitiveness. This is foundational to Illinois and its respective regional success.

- **Execute a customer-centered design service delivery model** – A model should be developed and implemented that will utilize approaches that produce better outcomes and result in higher customer satisfaction in critical areas. The focus of this Team was to coordinate with the policy workgroup on service integration and identify essential methods that could benefit from this strategy. Processes and the related activities will inform policy development related to integrated services, as well as other policies such as one-stop certification and case management. Collaboration and alignment among all required partners and other stakeholders will be necessary to effectively develop and promote current and emerging career pathways and industry recognized stackable credentials.

- **Deploy user-friendly technology to maximize the efficiency and effectiveness of the system** – Coordinating service delivery through technology is part of the foundation under WIOA to ensure customer-friendly approaches. Utilizing Illinois' branding strategy, this team provided insight into developing system enhancements that integrate program availability and services between WIOA core partner programs by using the

GUIDING PRINCIPLES

Business demand-driven orientation, through a sector strategy framework, grounded in strong partnerships within businesses themselves and among businesses at all levels of the system

Promote emerging career pathways

Integrate service delivery improving access and opportunity for all populations

Cross-agency collaboration and alignment for developing and/or promoting career pathways and industry recognized stackable credentials

Advance systemic and sustainable change that drives us to be prompt, agile and responsive to changing economic conditions

Better prepare and empower staff to more effectively serve business and individual customers

Make decisions based on current, valid and reliable market place and labor market information data

Clear metrics for progress and success informing continuous improvement and innovation efforts

Hold ourselves as a Board and system partners accountable for outcomes and transparency

most current intuitive technological tools available. Technology will also be leveraged to provide the current and accurate information and data that will inform decision-making and local boards as they develop regional and local plans and policies.

❖ **Strengthen State and Local Workforce Boards' effectiveness and impact** – The expanded roles of the state and local workforce boards require greater accountability and a move toward more strategic thinking. To move boards forward in this strategic nature, ensure accountability and to promote effectiveness, this Team developed strategies to ensure board members understand their roles and responsibilities individually and collectively. Working with the Data Team, the board will seek the necessary metrics to measure success and promote continuous improvement and innovation. Additionally, this team addressed operational goals and established accountability standards as members of the board and to the public.

The Strategic Plan Task Force, comprised solely of IWIB members, and its Goal Teams developed content for the IWIB Strategic Plan in the four strategic direction goal areas discussed above. Goal Teams included additional board members, state workforce and education partners, local workforce and education partners, community-based organizations, and others.

Between July and November 2017, the Task Force shared the ongoing work of each Goal Team soliciting input and feedback in various venues and formats including webinars, retreats, and WIOA Summits to inform further, refine and align each of the strategic direction goal areas listed above. In December 2017, the Strategic Plan Task Force presented the recommendations for the IWIB Strategic Plan to the full board. With unanimous approval, the board elected to move forward with the strategic elements contained within this report and begin implementation on January 1, 2018.

Strategic Plan Priority Objectives

Objective ❶: Accelerate and Streamline Communication and Services with Business Partners

The Business Engagement Goal Team's priority was to establish a means for business and industry to drive investments in the talent supply chain management process in the public workforce development system that ensures business' talent needs are understood, prioritized and met in the short-term and long-term. Key to this effort is to target critical industry sectors and create a streamlined structure for service delivery at the state and regional levels grounded in business validated data. The results of which will be preparation of the emerging and incumbent workforce via work-based learning and industry recognized stackable credentials.

Business Engagement	Customer-Centered Design
Goal Teams	
Technology	Board Effectiveness

Priority Activity 1.1: Develop methodologies to assess employer needs and speed response times

Lead Party to Manage Activities and Action Steps
IWIB Technology Subcommittee/Task Force

Key Strategies
a. Develop and validate "real-time" job openings information.
b. Provide direction to ensure that employer-facing technology products designed to gather job postings are as streamlined as possible.
c. Coordinate activities across all partners that serve to acquire information about job openings from employers and describe those openings to job seekers.
d. Create a business portal that provides information and tools for hiring and workforce planning.
e. Develop communication mechanisms with employers that provide information flows regarding their needs, what they're getting from the system, and what they're not getting from the system.

Potential Action Steps
    i. Provide direction and funding to better match competencies between employer's skill demands and job seekers / trainer's skills.

ii. Provide direction and funding to ensure that real-time job openings information is made available to local and regional Business Services Teams. Initial focus should be on a small number of "priority employers" in each key sector within each region.
iii. Determine the minimum data required by the federal government of employers to post job openings on public sites.
iv. Expand employer knowledge of and access to the Illinois workNet "Featured Employer" page.
v. Explore opportunities to "promote" job opportunities for businesses.
vi. Support research into business needs for information and tools.

Resources Needed (work group, staff, funds, etc.)
i. Integrated Business Services Team
ii. Agency data support staff (including Illinois workNet)
iii. Staff support for the IWIB Technology Subcommittee/Task Force
iv. IWIB Evaluation and Accountability Committee

Timeline for Action Steps
- Qtr 2 2018

Priority Activity 1.2: Define business engagement within the context of regional planning and service delivery approaches based on the utilization of regional talent pipeline models

Lead Party to Manage Activities and Action Steps
Integrated Business Services Workgroup

Key Strategies
a. Help deploy the IWIB-developed integrated business services framework for state and regional workforce and economic development programs.
b. Define business engagement to maximize scale, expertise, and relationships.
c. Strengthen communication and information sharing between workforce agencies and actors.

Potential Action Steps
i. Approve the IWIB-developed framework for workforce, education, and economic development partners to better respond to Illinois' businesses within the context of a regional sector-based talent pipeline model.
ii. Develop or approve technical assistance models for local and regional partners to help implement the integrated business services framework.

Resources Needed (work group, staff, funds, etc.)
i. Staff time from Interagency Business Services Workgroup members to meet

Timeline for Action Steps
- Qtr 1 2018

Priority Activity 1.3: Use administrative data to create a profile of current business customers

Lead Party to Manage Activities and Action Steps
    IWIB Evaluation and Accountability Committee

Key Strategies
  a. Inventory the administrative data available from partner agencies involved in business engagement activities.
  b. Seek information regarding the use of the workforce development system by business customers.

Potential Action Steps
  i. Finalize desired performance information.
  ii. Coordinate with WIOA Interagency Data Team to access this information.
  iii. Develop survey formats to assist in inventorying available administrative data.
  iv. Develop report formats to analyze and distribute profile and performance information.
  v. Use information of this type to identify gaps in business engagement (e.g., by sector, by region, by other geography, etc.) and to recommend policy to WIOA partner agencies to span these gaps.
  vi. Expand the sources of business relationship formation (e.g., develop relationships with School Boards and education-related member groups as many school board members are business owners or representatives).
  vii. Profile and understand the specific needs of struggling business, as well as new or thriving businesses.
  viii. Develop a mechanism for a 'feedback loop' from local areas to ensure information based on lagged data is still relevant.

Resources Needed (work group, staff, funds, etc.)
  i. WIOA Interagency Data Team
  ii. IWIB Technology Task Force
  iii. Integrated Business Services Team
  iv. Staff time to coordinate identification and development of data items and sources

Timeline for Action Steps
  • Qtr 1 2018

Effective use of Technology
Performance Measures
Criteria for Eligible Training Providers
Collaboration with Local Boards
Effective Training and Education
Continuous Improvement
EVALUATION AND ACCOUNTABILITY COMMITTEE
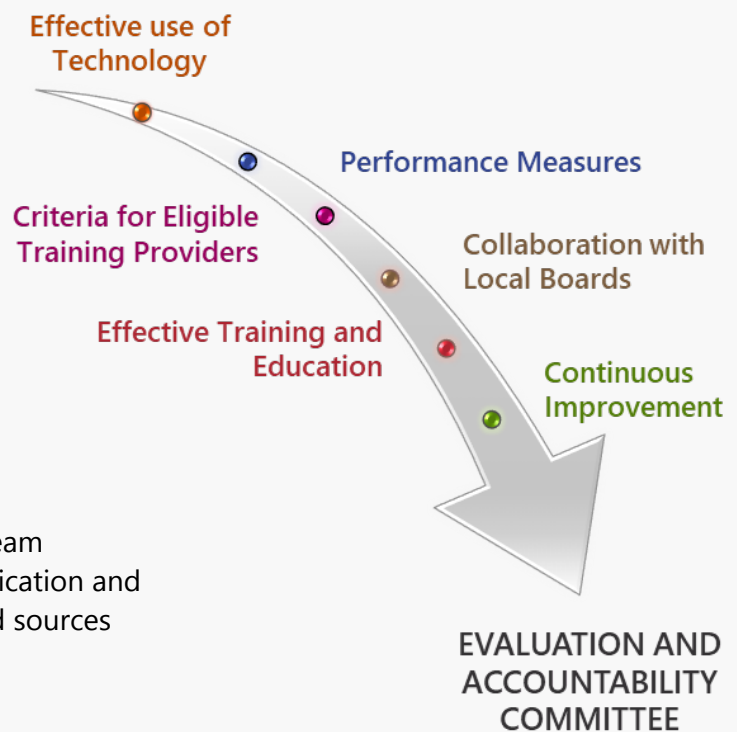
Priority Activity 1.4: Identify key industry sectors and ensure they are the focus of workforce development efforts

Lead Party to Manage Activities and Action Steps

IWIB Evaluation and Accountability Committee

Key Strategies

a. Engage all employers in providing input about their training and workforce needs.
b. Use regional business intelligence and regional planning efforts to develop sectoral approaches to better align job demand and available qualified workers.

Potential Action Steps

i. Develop and initiate policies to guide participants towards training in these sectors.
ii. Support regional talent-pipeline models within the key sectors identified through LMI data, regional planning efforts, and direct employer inquiries.
iii. Develop and initiate policies that leverage existing business, trade, and labor groups:
   • Business and trade associations (e.g., the Illinois Manufacturers' Association)
   • Unions
   • Local economic development organizations and staff
   • Community college business advising councils
iv. Support the development and activities of "sector experts" in each region who will lead business engagement efforts within identified key sectors.
v. Develop and initiate service delivery policies that focus local and regional efforts on identified key sectors.
vi. Standardize and simplify efforts to collect primary data from employers on current and future workforce training needs and satisfaction with one-stop services.
vii. Identify, share, and replicate documented best-practice examples of employer-driven training models, including outcome data as available.
viii. Use that information and feedback to drive program design, adjustment, and delivery.
ix. Expand and accelerate the development, approval, and implementation of employer-driven training models, including non-traditional models.

Resources Needed (work group, staff, funds, etc.)

i. Integrated Business Services Team
ii. LWIB staff through regional planning efforts
iii. Service Integration Policy Work Group
iv. IWIB staff
v. Front-line Business Services staff to assist in designing and managing this effort

Timeline for Action Steps

• Qtr 1 2018– Qtr 4 2018

Priority Activity 1.5: Expand the availability of data and knowledge regarding career information, credentials, and career pathways

Lead Party to Manage Activities and Action Steps

IWIB Executive Committee to identify appropriate lead

Key Strategies

a. Provide direction to better align and focus the Illinois workNet around career pathways.
b. Reduce and mitigate impediments to data flow to end customers, including possible security and privacy issues.

Potential Action Steps

i.   Align the IwN job forecasting / posting (ATIM) product in order to better match competencies / credentials between employer's skill demands and job seekers / trainer's skill supplies.
ii. Develop a common language for communicating information on Career Clusters/Pathways across all systems to insure improved citizen comprehension.
iii. Centralize and rationalize information regarding credentials, particularly which credentials are necessary for specific occupations/careers and credential portability.
iv. Explore the use of a technology-based "Ask Me Anything" approach - and/or a technology-based job shadowing approach - to career information within specific occupational categories.

Resources Needed (work group, staff, funds, etc.)

i.   Illinois workNet
ii. Illinois Pathways
iii. IWIB Technology Subcommittee/Task Force
iv. P-20 Council

Timeline for Action Steps

- Qtr 3 2018

Priority Activity 1.6: Provide a framework for businesses to gain a better understanding and utilization of apprenticeships and other work-based learning approaches

Lead Party to Manage Activities and Action Steps

IWIB Apprenticeship Committee

Key Strategies

a. Design a work-based learning protocol to ensure that all partners are "working from the same playbook."
b. Research whether other work-based learning approaches might be more effective and used to smooth the movement into the workforce of a deeper pool of potential workers (e.g., those with a criminal past, with a history of drug use, etc.).

Potential Action Steps

i. Ensure there are no DOL approval issues regarding the emphasis on apprenticeships and other work-based learning approaches
ii. Accumulate work-based learning success stories to help tell the story.

Resources Needed (work group, staff, funds, etc.)

Timeline for Action Steps

- Qtr 1 2018

Objective ❷: Optimize the Effectiveness of the One-Stop System for All Customers

The Customer-Centered Design Goal Team focused on integrating all resources available through WIOA system partners and stakeholders, including but not limited to all entities that are party to the One-Stop Memorandum of Understanding. Guided by the Customer-Centered Design philosophy, team members have determined the engagement of front-line workforce and partner agency staff and ongoing consultation with system customers are crucial to the goals of reaching across workforce development platforms, prioritizing the wants and needs of employers and job-seekers, and providing effective customer service. The outcome of which is a well-prepared workforce that can grow and thrive in the regional economy.

Priority Activity 2.1: Provide a uniformly positive customer experience for job-seekers at all Illinois One Stop centers

Lead Party to Manage Activities and Action Steps
    Service Integration Policy Work Group
Key Strategies
    a. Make the system easy to navigate. Promote a "no wrong door" approach.
    b. Adopt, adapt, or create one or more models of streamlined intake and referral processes that one-stop centers throughout the state can utilize to improve service delivery.
    c. Engage front-line staff and system partners in recommending qualitative and quantitative customer satisfaction measures, targets, and data sources. Consider the following:
- market penetration
- outreach to non-traditional clients
- effectiveness of public awareness efforts
- Referral sources

    d. Develop customer-driven, system-wide training-related customer satisfaction measures and report progress against those measures creating a quality "feedback loop."
    e. Identify the needs of various customer populations and customize skill development and career advancement strategies to each population's needs and challenges.
    f. Eliminate barriers that slow the distribution of information and tools to customers.
    g. Adopt continuous improvement practices to optimize customer service throughout the system.

h. Monitor the progress of DoIT in its efforts to create a single view of the customer and to ensure the development of an integrated intake system across all WIOA partners.

Potential Action Steps

    i. Ensure streamlined access to comprehensive services for customers regardless of how or where they first encounter the system. Ask only once for basic information from the customer.

    ii. Identify high-performing practices and resources that make One-Stops successful.

    iii. Use best practices and process maps and Identify opportunities to improve efficiency and effectiveness.

    iv. Evaluate and communicate the benefits to the customer and the system for reduced duplication of services.

    v. Identify one-stop centers that embody this approach for benchmarking purposes.

    vi. Define performance metrics for citizen customer service quality and establish reporting schedules and tools.

    vii. Create a process for improving performance based on metrics and feedback

    viii. Incentivize collaboration in the development of industry/employer partnerships and program design and delivery.

       • Explore whether such a mechanism can be incorporated into the MOU, local plan, and/or one-stop certification process.

    ix. Identify resources (financial, legislative, policy, procedural) needed to attain desired customer satisfaction targets and work with the IWIB to obtain them.

Resources Needed (work group, staff, funds, etc.)

    i. Service Integration Policy Work Group to incorporate this into customer data collection and recommend multi-year improvements

    ii. The One-Stop Certification Policy Work Group

    iii. IWIB Technology Subcommittee/Task Force

    iv. Agency data support staff.

    v. Illinois workNet team

    vi. IWIB Youth Task Force

    vii. Front-line staff for job-seekers and employers to advise on making the system easier to navigate

Timeline for Action Steps

    • Qtr 1 2018

Excellence

Best Practices

Continuous Improvement

Consultation

Collaboration
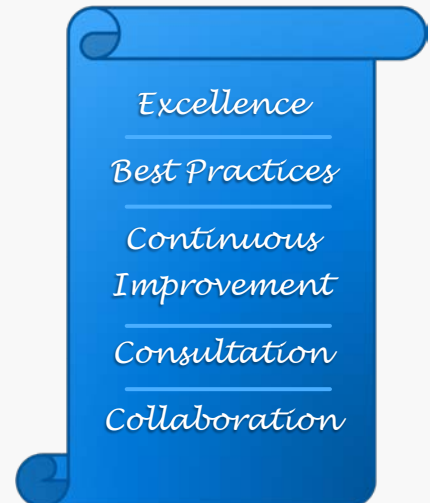
Priority Activity 2.2: Expand range and flexibility of training and other service delivery methods to address the unique needs of populations and the regions of the state

Lead Party to Manage Activities and Action Steps

IWIB Technology Subcommittee/Task Force

Key Strategies

a. Encourage the exploration, evaluation, and wider utilization of alternative training delivery platforms, including those that utilize internet-based platforms.
b. Encourage and support efforts to "virtualize" the work of one-stop centers to make services more accessible to all areas of the state.
c. Explore mechanisms to replicate – in this virtual environment – the value stream mapping solutions that are informing activities within the physical one-stops.
d. Understand and utilize the best mechanisms for engaging different populations – particularly youth – with different technology needs and habits.
e. Monitor the progress of DoIT in its efforts to create a single view of the customer, and to ensure the development of an integrated intake system across all WIOA partners.

Potential Action Steps

i. Explore the potential expansion of distance learning and on-line education platforms in collaboration with state education organizations.
ii. Identify process, technology, and legal issues that might prevent the sharing of course material more broadly.
iii. Expand the use of Illinois workNet as an integrator of all partner resources in order to assure straightforward and equitable provision of resources across the state.
iv. Create/review the plan for Illinois WorkNet to ensure that it is meeting the needs and develop a plan for closing any gaps.
v. Explore utilizing the State's Labor Exchange System, IllinoisJobLink.com (IJL), as the primary access point for employment postings as it includes postings from Indeed.com, The National Labor Exchange (NLx) and CMS.
vi. Explore app-based mobile approaches to providing career guidance, particularly to youth.
vii. Identify customer information requirements and evaluate current distribution methods and tools.
viii. Pilot alternative communication tool and create a roadmap for integrating with WorkNet.

Resources Needed (work group, staff, funds, etc.)

i. Staff support for the development and implementation of an IWIB Technology Subcommittee/Task Force
ii. IWIB Technology Subcommittee/Task Force tasked with monitoring DoIT's development of integrated data systems
iii. Agency data support staff

iv. Illinois workNet team

Timeline for Action Steps
- Qtr 1 2018: Develop and implement an IWIB Technology Subcommittee/Task Force
- Qtr 1 2018: Review WorkNet development plan and establish investment priorities
- Qtr 2 2018: Conduct a workshop to identify performance metrics and data collection methods.
- Qtr 1 2018: Examine legislatively-available mechanisms to fully integrate existing/legacy systems
- IWIB and IWIB Technology Subcommittee/Task Force should begin mapping and monitoring these activities during the 4Q of 2018

Priority Activity 2.3: Foster cooperation, information-sharing, and referral among system partners

Lead Party to Manage Activities and Action Steps
Service Integration Policy Work Group

Key Strategies
a. Encourage local areas to develop and maintain a comprehensive resource guide that can be shared with all agencies, staff, and stakeholders.
b. Strengthen system relationships through better understanding of the roles and resources of K-12, adult education, career and technical education, workforce development, economic development, and social service partners.
c. Expand partner capacity to design/replicate employer-driven training models.

Potential Action Steps
i. Inventory all current workforce system resources available locally to employers and job-seekers.
ii. Engage front-line staff from participating agencies to advise on the resource guide.
iii. Host joint conferences, summits, and other professional development events.
iv. IWIB should provide policy mandates to all partners that remove roadblocks to the integration of multi-partner resources.
v. Offer training in a team setting to encourage relationship-building.

Resources Needed (work group, staff, funds, etc.)
i. Illinois Interagency Work Group
ii. Identify opportunities to jointly sponsor such events during regular meetings
iii. Staff time to compile the inventory and create an easily updatable format
iv. May require a webinar or regional convenings

Timeline for Action Steps
- Qtr 1 2018

Priority Activity 2.4: Provide Effective Cross-Agency Staff Development of WIOA System Stakeholders

Lead Party to Manage Activities and Action Steps
Service Integration Policy Work Group

Key Strategies

a. Develop policies to strengthen communication between partners and support engagement between employers and the workforce/economic development system.
b. Provide training customized to each stakeholder on the workforce services, programs, and activities available in their local workforce area.
c. Develop training policies that support the development of employer-friendly and sector-based expertise among business services staff.
d. Develop policies and initiatives to improve coordination, communication, and relationships across business service teams and build relationships.
e. Support a system change from a social services-driven approach to a business-driven one.
f. Recommend State policy and/or guidelines to encourage the adoption of effective local business coordination practices.

Potential Action Steps

i. Identify customer service skills needed by front-line workers and ensure all staff demonstrate them.
ii. Survey end users of the training to determine the most effective training strategies and useful content.
iii. Provide enhanced tools and/or training to business outreach leaders to help them more effectively diagnose and address workforce challenges.
iv. Encourage "train the trainer" approaches to build local capacity and access to expertise.
v. Consistently emphasize key WIOA themes and components across trainings.
vi. Develop regional "sector experts" for each of the regionally-identified key sectors who understand the highest "return on investment" for businesses in each sector.
vii. Develop accountability measures to ensure that cross-training of partner staff is occurring.
viii. Market services to non-traditional customers (e.g. nonprofit and public sector employers).
ix. Develop creative approaches to aligning available resources with employer needs.

Resources Needed (work group, staff, funds, etc.)
  i.   Partnership between the IWIB Service Integration Policy Work Group and the Interagency Work Group
  ii. Staff at agency and LWIA level
  iii. Integrated Business Services group
  iv. Staff time for training. Grants for development of training materials and training delivery
  v.   Technical support for webinars; travel for training sessions

Timeline for Action Steps
  - Qtr 3 2018

Objective ❸: Establish Sustainable Methods for High Quality Data Collection and Accessible Reporting

The Technology Goal Team prioritized the enhancement of the technology infrastructure supporting the data and reporting needs of the other goal teams and respective priority objectives. Also, critical to the effective use of technology is the use of business and individual customer data to inform state and local board investment strategies as well as policy development via core partners and boards. The result of this objective is to empower the system to manage resources and services to yield the best possible outcomes for individual and business customers.

Priority Activity 3.1: Contribute to the sustainability of technology strategies to support objectives across all IWIB goal areas and all Illinois Workforce Development partners

Lead Party to Manage Activities and Action Steps
IWIB Technology Subcommittee/Task Force

Key Strategies
a. Coordinate and consult with DoIT regarding ongoing strategies for developing technology solutions across state government.
b. Monitor the progress of DoIT in its efforts to create a single view of the customer, and to ensure the development of an integrated intake system across all WIOA partners.
c. Engage with agency technology teams to ensure that IWIB strategies are appropriately integrated with development plans.

Potential Action Steps
i. Appoint IWIB staff and/or board members to appropriate technology governance groups.
ii. Form and staff an IWIB Technology Subcommittee/Task Force to monitor DoIT's development of integrated data systems and examine options to increase data flows to customers (including businesses and local boards).

Resources Needed (work group, staff, funds, etc.)
i. Representative of the IWIB to be assigned to the technology steering groups.
ii. Staff support for an IWIB Technology Subcommittee/Task Force

Timeline for Action Steps
- Qtr 3 2018

Priority Activity 3.2: Foreground the capture, maintenance and utilization of data flows to customers

Lead Party to Manage Activities and Action Steps

Executive Committee, Evaluation and Accountability Committee, Technology Committee (see below)

Key Strategies

a. Identify and distinguish helpful performance, labor market information, trend, and interaction data items for different customer groups. (EAC)
b. Develop policies and directions that contribute to the flow of information to partner agencies (and others) from the Illinois Longitudinal Data System (ILDS). (EAC)
c. Enhance career exposure, exploration, and development resources for all populations. (EAC)
d. Develop steps to provide adequate and permanent funding for the ILDS. (Executive Committee)
e. Provide direction to partners to develop strategies and methods to "push" data to users. (Technology)
f. Improve access to labor market information for employers and job seekers that will allow them to promote and access job openings, review labor market trends, and identify education and training programs. (Technology)
g. Investigate the feasibility of developing an easy-to-navigate and Section 508 compliant virtual one-stop and/or a mobile app for accessing one-stop services. (Technology)

Potential Action Steps

i. Create "dashboards" for greater ease of data utilization by businesses, the IWIB, local boards, and other end users.
ii. Identify skillsets required for growing employment opportunities and provide training and educational assistance to those wanting to qualify for future employment
iii. Promote awareness of career opportunities currently available.
iv. Ensure the full capability of Illinois workNet is being leveraged

Resources Needed (work group, staff, funds, etc.)

     i. IWIB Service Integration Policy Work Group to incorporate this into customer data collection and recommend improvements

    ii. Task Technology Goal Team with surveying current dashboard activities and options for further implementation

Timeline for Action Steps

- Qtr 1 2019

Objective ❹: Increase Board Effectiveness Through High Quality Training and Resources for the State Board and Local Workforce Boards

The Board Effectiveness Goal Team focused on preparing State and Local Workforce Boards to fulfill the strategic vision outlined in the Workforce Innovation and Opportunity Act. These activities set the stage for new board member to hit the ground running and equip current board members with the knowledge of required partner programs. Further, they provide the platform for a meaningful relationship between the State and Local Workforce Boards in Illinois through executive level data and serves to take systemic action. The impact being a clear vision, ownership, integration of initiatives and leveraged investments at the state and local board levels.

Priority Activity 4.1: Initial and continuing training for board members

Lead Party to Manage Activities and Action Steps
>   IWIB Executive Committee

Key Strategy

a. Begin a formal on-boarding of new state board members to introduce and reinforce their understanding of their roles and responsibilities, local workforce initiatives and strategies, and relevant workforce data and trends.

b. Develop a mentoring process that connects new and long-term members - business to business, private to public, sector to sector - and allows for two-way communication and feedback.

c. Implement board member training focused on programs over which the board has authority including, but not limited to:
   - Board effectiveness
   - Board policy development and oversight
   - Roles and responsibilities of represented sectors

Potential Action Steps

i. Develop an implementation plan, including timelines and delivery strategies, utilize annual IWIB retreat or time prior to regular quarterly meeting to inform members.

ii. Develop a comprehensive, high level, online IWIB Member Manual and virtual libraries (including webinars, videos and podcasts) for new IWIB and LWIB members. Topics should include their role, responsibilities, the overall purpose of the board, relevant legislation, an overview of WIOA programs and policies, core and required agency partners, and other providers of WIOA services.

iii. Create a mentoring program to connect new members with long-term members.

iv. Seek assistance from the National Association of Workforce Boards in building these libraries, adopt or adapt materials they might have already developed.

v. Work undertaken for Objective 5 will provide a foundation for the manual.

Resources Needed (work group, staff, funds, etc.)
    i. IWIB/agency staff
    ii. Consultant to develop training materials and curriculum and possibly provide training
    iii. IWIB Technology Subcommittee/Task Force

Timeline for Action Steps
- Qtr 1 2018; ongoing thereafter

Priority Activity 4.2: Build clarity and understanding between IWIB and LWIB members

Lead Party to Manage Activities and Action Steps
    IWIB Executive Committee

Key Strategies
    a. IWIB will support LWIBs in their efforts to create a quality workforce for the local areas and the State of Illinois.
    b. Create a plan, method, or process to continually align local and regional workforce, education, and economic development priorities with the State's.
    c. Establish formal lines of communication between local workforce boards and the IWIB.
    d. Strengthen connections between IWIB, LWIB Chairs and CEOs.
    e. Examine technology solutions to encourage IWIB-LWIB interaction.
    f. Ensure that this goal framework is consistent with related State-level efforts.

Potential Action Steps
    i. Establish a communication plan for sharing IWIB initiatives, policies, and other board activities.
    ii. Send a letter from the IWIB Chair to all CEOs and local board chairs sharing the Strategic Plan mission, vision and goals.
    iii. Solicit suggestions from LWIBs for collaboration with IWIB to help them achieve the goals of their local and regional plans and MOUs.
         • Identify how the local plan supports the overall State plan.
    iv. Ensure a liaison position (board staff) remains connected to the board members: make regular contact to request information, clarify non-attendance or participation in sub-committees, provide information at least three months in advance of meetings.
    v. Invite IWIB business members to attend LWIB meetings to establish rapport.
    vi. Invite LWIBs to share their activities and highlight their efforts at quarterly IWIB meetings.
    vii.Host an IWIB event (e.g., reception, breakfast, meeting, etc.) to get to know CEOs and LWIB members and discuss common challenges, successes, priorities, and needs.
    viii. IWIB will put together a list of talking points/suggestions for IWIB and LWIBs to move forward together as a State.

ix. At least one LWIB business member should be a member of the IWIB to serve as the voice of the local areas.

x. Continue to convene an annual summit to bring together State and local board members around current workforce issues and opportunities.

xi. Evaluate the summit's effectiveness for continuous improvement purposes.

xii. Create profile pages for each local board to include such items as:
- Key metrics and results
- Meeting schedules
- Membership
- Highlights/success/news
- Challenges

xiii. Make local board meetings available to IWIB members and others to attend in a "virtual" environment (if available and legal).

xiv. Work with the IWIB Service Integration Policy Work Group and the Interagency Work Group to align language, policies, and strategies around customer-centered design and service integration.

Resources Needed (work group, staff, funds, etc.)

i. IWIB/agency staff to assume this as function of their role

ii. Evaluation and Accountability Committee

iii. Support through consultant to develop training materials and curriculum and possibly deliver the training

iv. IWIB Technology Subcommittee/Task Force, tasked with
- examining "dashboard" options to enhance the use of data by local boards.
- examining technology solutions and recommendations to expand access to state and local board meetings within a 'virtual' environment
- creating and maintaining dashboards' tracking objectives and progress so members can get updates at any time
- Making staffing and hosting recommendations

v. Representative from local workforce boards

Timeline for Action Steps
- Qtr 1 2018

Priority Activity 4.3: Ensure that board members have the data they need to execute their board-related responsibilities

Lead Party to Manage Activities and Action Steps
> IWIB Evaluation and Accountability Committee

Key Strategies

a. Explore strategies that use technology solutions in order to facilitate and enhance the use of data by IWIB and local board members (e.g. dashboards).
b. Use key metrics in effort to understand whether the money being spent is effective.
c. Incorporate forecasting data into the data sets and decision-making process.
d. Provide board members with information in a timely manner

Potential Action Steps

i. Convene a work group to identify what already exists and what is still needed, as well as a plan to gather new data as identified.
ii. Define metrics and a schedule for regularly reporting performance, including that of the Local Workforce Areas, to the IWIB. Metrics to consider include ROI, unemployment rate, high school graduation rates, customer satisfaction, and related trends for each.
iii. Create a process for improving performance based on metrics and feedback.
iv. Revise the State Benchmarking Report to make it more relevant and use economically thriving states as benchmarks.
v. Define performance metrics for board performance and quality and establish reporting schedules and tools.
vi. Explore the use of dashboards to simplify and speed communications.

Resources Needed (work group, staff, funds, etc.)

i. IWIB Technology Subcommittee/Task Force
ii. IWIB/LWIB members on task force to help identify the information and appropriate system for dashboard creation.

Timeline for Action Steps

- Qtr 3 2018

Objective ❺: Promote Board and Board Member Accountability

The Board Effectiveness Goal Team also concentrated its efforts on the informed decision-making process and continuous improvement efforts that workforce boards, and board members undertake. As members drive the work of State and Local Workforce Boards, the Goal Team thought it essential that we prioritize the diversity and inclusiveness in the recruitment process of board members reflective of Illinois including targeted sectors, geography, business size, ethnicity and gender. The outcome being integration of initiatives, leveraged investments and systemic continuous improvement efforts at all levels.

Priority Activity 5.1: Ensure board members have the information they need to understand objectives, make decisions, and track progress in advance of board meetings

Lead Party to Manage Activities and Action Steps
> IWIB Executive Committee

Key Strategies
a. It is critical that each board member thoroughly understand what the objectives are and current progress towards meeting those objectives.
b. Define strategic responsibilities and task responsibilities.
c. Ensure current strategies are discussed and understood at each meeting.

Potential Action Steps
i. Information about items that need Board approval should be provided at least three months prior to the meeting at which they will be considered.
ii. Update the entire board on what each committee is tackling at least one week prior to meetings.
iii. Identify effective practices occurring throughout the state and utilize them to inform training and policy decisions.
iv. Executive Committee sets quarterly agendas.
v. Review strategies at each meeting and modify as needed.

Resources Needed (work group, staff, funds, etc.)
i. IWIB/agency staff
ii. IWIB Evaluation and Accountability Committee

Timeline for Action Steps
- Qtr 1 2019

Priority Activity 5.2: Lead with authenticity

Lead Party to Manage Activities and Action Steps
> IWIB Executive Committee

Key Strategies
a. Provide board members with clear expectations
b. Recognize/reward member participation and accomplishments

c. Address issues head on - commit to identifying and addressing potential issues
d. Develop a new member recruitment plan to support current members' efforts to recruit new members and identify individuals who want to be active
e. Discuss the potential for longer term limits (if they exist) for state/local board members so as not to lose members shortly after gaining necessary knowledge and build continuity

Potential Action Steps
i. Require Board Members to sign a letter that identifies their responsibilities in being present at meetings.
ii. Require members to lead or participate in committees and/or work groups.
iii. Provide a privately-funded annual plaque/award for full participation.
iv. Mention board members and their companies in local press, showing they value workforce development.
v. Issue a "Top Ten Accomplishments" of the past year.
vi. Positively reinforce board members so they understand why they are on the board and that their active participation is necessary and accomplishes the board's goals.
vii. Discuss potential conflicts of interest related to strategies.

Resources Needed (work group, staff, funds, etc.)
i. IWIB staff
ii. Consultants

Timeline for Action Steps
- Qtr 1 2018

Timeline for Action Steps

This strategic plan begins on January 1, 2018 with the Lead Parties developing a detailed timeline for the priority objectives, key strategies and action steps. The timeline below provides a general timeframe for the priority activities supporting each objective. It is important to note that many of the elements of this plan are interrelated and/or build off one another. As a result, it is a living document where timelines and priorities are adjusted to reflect changes in the economy, state government priorities, agency investment strategies, etc. If you want to keep up to date on the timeline or the overall strategic plan, please visit: https://www.illinoisworknet.com/WIOA/Pages/IWIBGuide.aspx.

	Lead	1Q2018	2Q2018	3Q2018	4Q2018	1Q2019	2Q2019	3Q2019	4Q2019	1Q2020	2Q2020	3Q2020	4Q2020
Priority 1.1	IWIB Technology Subcommittee/Task Force												
Priority 1.2	Integrated Business Services Workgroup												
Priority 1.3	IWIB EAC												
Priority 1.4	IWIB EAC												
Priority 1.5	IWIB Exec Comm												
Priority 1.6	IWIB Apprenticeship Committee												
Priority 2.1	Svc Integration Policy Workgroup												
Priority 2.2	IWIB Technology Subcommittee/Task Force												
Priority 2.3	Svc Integration Policy Workgroup												
Priority 2.4	Svc Integration Policy Workgroup												
Priority 3.1	IWIB Technology Subcommittee/Task Force												
	IWIB Exec Comm												
Priority 3.2	IWIB EAC												
	IWIB Technology Subcommittee/Task Force												
Priority 4.1	IWIB EAC												
Priority 4.2	IWIB Exec Comm												
Priority 4.3	IWIB EAC												
Priority 5.1	IWIB Exec Comm												
Priority 5.2	IWIB Exec Comm												

Recognition of the IWIB Strategic Plan Goal Team Members

Technology
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Board of Effectiveness
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Sylvia Wetzel
Amanda Martin
Whitney Thompson
David Smith
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Brian Richard

Business Engagement	
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Elba Aranda-Suh	Andrew Warrington
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Thomas Hacker	Paul Belcher
Grailing Jones	Andrea Messing-Mathie
Marlon McClinton	Mark Burgess
Terri Payne	David Gallagher
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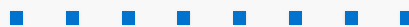
Finally, the IWIB extends a special note of thanks to the team at Maher & Maher for their ongoing support throughout the strategic planning process and the development of this report