Continuous Improvement Quarterly Report
March-May 2023

Charges and Priorities

Committee Charges

Charge 1: Evaluation Design. Review evaluation elements of policies, programs, and processes created or overseen by the IWIB to determine the appropriateness of their relationship to their expected outcomes and the application of an equity lens. Provide feedback and recommendations.

Charge 2: Evaluation Outcomes. Review outcomes of evaluation to determine if results conformed to intended equitable outcome. Provide feedback and recommendations.

Charge 3: Continuous Improvement at Local Level. Review local performance related to the six federal performance measures for the WIOA core partners by applying an equity lens to evaluation and make recommendations about strategies for continuous improvement at local levels.

Charge 4: Benchmarks. Examine and evaluate workforce quality and earning benchmarks and recommend changes.

Charge 5: Data Recommendations. Provide Recommendations for Readily Accessible Data and technical assistance recommendations for an intended audience.

Charge 6: Priority Activities. Manage priority activities as assigned by the IWIB Strategic plan.

Committee Priorities:

1. Policy evaluation
2. Develop an understanding of how WIOA programs (under Title One, Two, Three and Four) are evaluated, what continuous improvement processes are in place and included, and what Technical Assistance from the lead agency is involved.
3. Provide the IWIB Committees with a Clear understanding of how outcomes are evaluated – defining the process for upcoming policy.
4. Service Integration

Workgroups

Workgroup Title	Workgroup Co-Chair(s)	Workgroup Charge(s)	Workgroup Priorities
Evaluation	Kathy Olesen-Tracey	• Evaluation Design. Created an evaluation framework for the WIOA system including evaluation elements of policies, programs, and processes with the application of an equity lens. Created or overseen by the IWIB to be used by the WIOA system. • Evaluation Outcomes. Promote the use of the evaluation framework by the system. • Continuous Improvement at Local Level. Review the data from the evaluation model and information provided by the CIC. Adapt evaluation frameworks and dissemination of information as appropriate. • Priority Activities. Adapt priority activities of the workgroup to remain in step with the CIC.	Pilot test the framework on a policy, process and program. Real world application Disseminate Promote the use of the evaluation process to WIOA partners and key stakeholders. Adopt evaluation processes based on data provided by the CIC to ensure processes remain valid and leads to continuous improvement.

Performance	Jay Brooks	• Provide an overview of the definition of each measure under WIOA • Provide specific information on each target by fiscal year and measure as set by each title in negotiation with their respective federal agency and the timeline for those negotiations • Provide information on each title's actual performance on each measure as outlined in item #1 and in the context of the targets outlined in item #2 • Provide information on the timeline for submittal of performance and other data reporting each title has to their respective federal agency	Update the WIOA Performance and Transparency website on a scheduled timeframe as data is submitted / finalized with federal officials. Share the specific strategies and interventions being implemented by the title to build on successes and address areas for improvement. Provide CIC members with context for data outcomes and trends.
Service Integration	Becky Raymond	WIOA empowers State and local elected officials and private sector-led workforce boards with the responsibility of developing a strategic, integrated plan that supports economic growth and labor force needs intended to grow the capacity and performance of the workforce system. To that end, the Illinois Workforce Innovation Board (IWIB) is forming a service integration policy work group to	Integrate service delivery improving access and opportunity for all populations Cross-agency collaboration and alignment for developing and/or promoting career pathways and industry

		convey State-level expectations of local workforce areas as they address this critically important feature of their one-stop centers.	recognized stackable credentials Review the 2019 self-assessment process for relevance in a post-COVID environment

Quarterly Updates

Committee Update

In March, the CIC met in person with a hybrid Zoom option at Heartland Community College. Mark Burgess gave a Title I Performance update, discussing the Statistical Adjustment Model (SAM). The CIC then discussed questions they had for the Performance Workgroup for Title presentations in April. Aime'e Julian and Molly Cook gave an update on the Evaluation Workgroup, who requested revised charge and priorities. The CIC approved the revised charges and priorities, which are shown above. Finally, Andy Blanke provided updates on the Statistical Adjustment Model, and the CIC plans to receive ongoing updates and consider how the SAM impacts performance.

The CIC received an update on the performance for Titles I, II, and IV during the April meeting. Each Title representative shared data on the following questions:

1. Are targets being met/not met? What does the data indicate about progress toward targets?
2. What specific challenges existed (or continue to exist) in meeting performance targets or in providing services?
3. What strategies or interventions were utilized (or are currently being implemented) to address measures where performance isn't meeting targets?
4. What were some successes/highlights that occurred that need to be shared?
5. What challenges or obstacles do you (Titles) see coming up in the next year that you'll have to overcome?

- What opportunities for continuous improvement are being identified and how will areas for improvement increase the functionality/performance of the title or system?

- As a part of addressing performance, highlight any insights into where things are going in the future.

- Are there areas where the title could provide a deeper dive into the data or performance – perhaps by citing specific examples of things occurring at the local level?

The next meeting of the CIC is on May 17. The CIC will receive updates on Title III Performance, the Unified State Plan, and provide feedback on the revised Service Integration Policy.

Between January and April, the CIC added four new members including:

- Ami Chambers (DuPage Regional Manufacturing Advisory Council)
- Marcus Jordan (IIIFC and International Union of Operating Engineers Local 150 and Lake County Workforce Board)
- Demetri Katsulis (Medline Industries)
- Becky Raymond (Service Integration Workgroup Chair and scaleLit)
- Dr. Carlotta Roman (Collective Career Consulting LLC)

Performance Workgroup Update
Titles I, II, and IV presented at the April CIC meeting, and Title III will present in May.

Updated performance and enrollment data for the prior program year is now available for all titles on the WIOA Performance and Transparency website. In addition to this, data for the 1st quarter (July – Sept) of the current program year is also now available for each title on the website. This includes current performance (for those measures reported quarterly) and updated enrollment data through the period by gender and race/ethnicity.

Evaluation Workgroup Update
The Evaluation Workgroup meets quarterly. During March, the group met to revise their charges and priorities, which were approved by the CIC in March 2023. The group is working on providing tools for practical application of the Evaluation Toolkit and will meet in June to discuss professional development and dissemination opportunities. The Evaluation Workgroup also discussed strategies for sharing the toolkit across the Titles, and suggested that it is shared on each Title's website. This will be discussed further at the next meeting.

Service Integration Workgroup Update

WIOA empowers State and local elected officials and private sector-led workforce boards with the responsibility of developing a strategic, integrated plan that supports economic growth and labor force needs intended to grow the capacity and performance of the workforce system. To that end, the Illinois Workforce Innovation Board (IWIB) is forming a service integration policy work group to convey State-level expectations of local workforce areas as they address this critically important feature of their one-stop centers.

The priorities include:

1. Integrate service delivery improving access and opportunity for all populations
2. Cross-agency collaboration and alignment for developing and/or promoting career pathways and industry recognized stackable credentials
3. Review the 2019 self-assessment process for relevance in a post-COVID environment

Workgroup Topics and Considerations:

- USDOL Guidance on the One Workforce Vision DOL Notice TEN 13-20
- USDOL Training and Employment Guidance Letter 4-15
- USDOL Training and Employment Guidance Letter 16-16
- USDOL Training and Employment Guidance Letter 3-14
- The 2019 Service Integration Self-Assessment
- IWIB Equity Task Force Recommendations
- Workforce Commission Recommendations
- Best practices

In March, members of the group met for an in-person Writing Day. The focus of this writing day was to determine how the workgroup would address the themes that emerged during the December and January Focus Groups. The group was first divided into smaller working groups and discussed their assigned themes; they then reported their thoughts to the larger group. Finally, the group was assigned one of the "Focus Goals" to begin editing, incorporating any themes necessary. Later in March, the whole workgroup met for their regularly scheduled workgroup meeting and working day participants reported on their progress. During this meeting, workgroup members agreed they would need to meet more frequently to complete their charge. Two weekly meetings were scheduled to accommodate

most workgroup members. Beginning April 4th, group members meet on Tuesdays to start discussing a planned section of the policy, and Thursday's group then finishes that section during their meeting time. The group uses a shared Google Doc to insert their comments and use an agreed-upon checklist to ensure the workgroup addresses equity and stakeholder feedback.

The April meeting was scheduled during a Tuesday Writing Day and therefore first focused on general housekeeping matters, including the group's timeline, and then shifted focus to revising the policy. The workgroup members will continue to meet twice a week until the May meeting, where the group will have their final discussion regarding the proposed revisions and recommendations. Once approved, the group will present the policy to the Continuous Improvement Committee (CIC) on May 17th and request a motion to approve. If the policy revisions are approved, in June, the Chair of the Service Integration Policy Workgroup, Becky Raymond, and the CIC Chair, Marlon McClinton, will present the policy to the Executive Committee and, finally, to the IWIB to request a motion to approve the policy revisions.

Workplan Updates
Committee Workplan:
Alignment with Unified State Plan
- 1.1: Develop Strategic Indicators, Benchmarks, and Related Planning Data Resources
- Strategy 4: Expand Service Integration
    - 4.3: Promote Continuous Improvement and Ongoing Professional Development

Priority 1: Policy Evaluation			
Implementation Plan	Timeline (Target Delivery Date)	Deliverable	Progress currently
Service Integration Policy Implementation	June 2023	CIC to provide feedback and guidance regarding evaluation and performance	The workgroup has been meeting since June 2022. The group is currently making progress toward a June 2023 policy revision. The draft policy will be presented at the May 2023 meeting.
Eligible Training Provider Policy	2023	CIC to provide feedback and guidance on potential ETPL Implementation Workgroups	Pending the creation of ETPL Implementation Workgroups

Implementation and Recommendations		based on recommendations with the policy that was passed by the IWIB in December 2022.	
TDL Taskforce Results	December 2023	CIC to provide feedback and guidance on an ongoing basis	The CIC is currently looking at which committees are leading the implementation of various recommendations
Equity Task Force Recommendations	Ongoing	The CIC is providing recommendations on next steps for the Equity Task Force	The CIC will provided recommendations to the Executive Committee in November 2022 and to the IWIB in December 2023. The CIC recommends a Diversity, Equity, Access and Inclusion Committee of the IWIB.
Update CIC Policy Tools	Q3 2023	Revisit CIC policy tools and documents and make any needed revisions	The CIC will discuss policy tools at the June 2023 meeting.

Priority 2: Develop an understanding of how WIOA programs (under Titles One, Two, Three, and Four) are evaluated, what continuous improvement processes are in place and included, and what technical assistance from the lead agency is involved.			
Implementation Plan	**Timeline (Target Delivery Date)**	**Deliverable**	**Progress currently**
The CIC will develop an understanding of the Federal Six Performance Outcomes to determine if we as a state are meeting	Ongoing	Bi-annual reporting utilizing the Performance Workgroup tool	Ongoing – next update by the Titles will be in October 2023.

those federal performance outcomes.			
The CIC will review the Unified Plan to confirm the goals, objectives, and activities outlined in the plan are moving forward in the spirit of continuous improvement.	Every six months	Semi-annual Report Unified Plan Meeting with Unified State Plan team to receive an update on progress	The Unified State Plan team will provide quarterly updates to the CIC. The next update will be held on May 17.
Track performance outcomes	Bi-annually	The Performance Workgroup updates the committee on performance regarding meeting targets bi-annually	The CIC received a Performance update from all Titles in April 2023 and received a dashboard update in January 2023.
Consider additional performance measures beyond WIOA measures to track	September 2023	A list of performance members to track as a CIC	This will occur during Q2 of 2023.

Priority 3: Provide the IWIB Committees with a clear understanding of how outcomes are evaluated – defining the process for upcoming policy			
Implementation Plan	Timeline (Target Delivery Date)	Deliverable	Progress currently
Evaluation Workgroup creates a Framework for evaluating programs, policies, and processes.	Spring 2022	Professional development and an Evaluation Toolkit	The Framework is live here.
Pilot the evaluation of programs, policies and processes using the framework	Ongoing	Results and feedback from the pilot evaluations	Currently IWIB Committees are utilizing the Evaluation Toolkit to evaluate committee work.

Utilize the Evaluation Framework to continually improve the work of the CIC	August 2023	An overview of the CIC's progress utilizing the Evaluation Framework	The CIC will work on this during Q2 of 2023.

Priority 4: Service Integration			
Form a Service Integration workgroup with core partners and business partners	Spring 2022	Completed member list and first meeting scheduled	Monthly meetings are ongoing.
Utilize the CIC Policy document to review service integration within the workforce system	Summer 2023	Report results to the CIC	The revised Service Integration policy will be presented to the CIC on May 17, 2023.
Update the service integration policy to facilitate ease of access for customers across the workforce system	Summer 2023	Share draft with CIC for feedback. Seek approval from Executive Committee and IWIB.	The draft policy will be shared with the CIC on May 17, 2023

Evaluation Workgroup Workplan:

Priority 1: Pilot test the framework on a policy, process and program. Real world application.			
Implementation Plan	Timeline (Target Delivery Date)	Deliverable	Progress currently
Pilot the toolkit throughout IWIB Committees	FY24	Committee report back to the Evaluation Workgroup on suggestions and edits to the toolkit	The Evaluation Workgroup will meet quarterly to review comments.

Priority 2: Disseminate the evaluation process to WIOA partners and key stakeholders.			
Implementation Plan	Timeline (Target Delivery Date)	Deliverable	Progress currently
Create professional development to support the toolkit	Ongoing	The toolkit was presented at the WIOA Summit in April 2022 and recorded. The workgroup is considering ongoing professional development based on survey feedback. During June 2023, the workgroup will discuss planning a practical application webinar.	The workgroup will meet in June 2023 to discuss ongoing professional development. The discussion began during the March 2023 meeting, and the group agreed that practical application professional development is needed.

Priority 4: Adopt evaluation processes based on data provided by the CIC to ensure processes remain valid and leads to continuous improvement			
Implementation Plan	Timeline (Target Delivery Date)	Deliverable	Progress currently
Receive feedback and approval from the CIC on the toolkit	Ongoing	A completed Evaluation Toolkit	The CIC will continue to provide feedback to the Evaluation Toolkit

Performance Workgroup Workplan:

The Performance Workgroup presented to the CIC in October 2022 and March 2023, focusing on the following questions:

1. Are targets being met/not met? What does the data indicate about progress toward targets?
2. What specific challenges existed (or continue to exist) in meeting performance targets or in providing services?
3. What strategies or interventions were utilized (or are currently being implemented) to address measures where performance isn't meeting targets?
4. What were some successes/highlights that occurred that need to be shared?
5. What challenges or obstacles do you (Titles) see coming up in the next year that you'll have to overcome?

- What opportunities for continuous improvement are being identified and how will areas for improvement increase the functionality/performance of the title or system? There was some discussion in the meeting on how it is often difficult to address areas for improvement as everyone wants to highlight what is going well, but the ability to identify and improve areas will strengthen services across the board.
- As a part of addressing performance also highlight any insights into the direction of where things are going in the future.
- Are there areas where the title could provide a deeper dive into the data or performance – perhaps by citing specific examples of things occurring at the local level?

Service Integration Workplan:

Meeting Schedule	Meeting Purpose
October Meeting October 18, 2022	✓ Approve Workplan ✓ How To Implement Survey Results; Research Method Input
November Meeting November 15, 2022	✓ Focus Group Preparation; ✓ Focus Group Progress ✓ Question Review
December No Meeting	✓ One-Stop Operator Focus Groups ✓ Local Plan and MOU Scan Research
January Meeting January 17, 2023	✓ Question Review ✓ Report Out from Research and Focus Groups ✓ Referral Discussion ✓ Second Round of Focus Groups Added

February Meeting February 21, 2023	✓ Focus Group Review ✓ Introduce Writing Day! ✓ Goals Outside Workgroup- Ambassador Assignments
March Meeting(s) March 21, 2023	✓ Writing Day! (March 13th) Report Out ✓ Review Goal Revisions ✓ Weekly Meetings were Approved
April Meeting April 4, 2023	✓ Workgroup Housekeeping
May Meeting May 16, 2023	• Final Draft Due • Review of Policy and Recommendations • Begin IWIB Approval Process
June Meeting June 6, 2023	• Implement Policy Feedback • Submit To IWIB for Approval

Areas of Collaboration

Throughout the revision of the Service Integration Policy, the Service Integration Workgroup worked with other IWIB committees/workgroups, including the WIOA Professional Development Committee, Evaluation Workgroup, and Career Pathways for Targeted Populations Committee, who suggested edits on Goals 2, 5, 6 and 7 within the policy. The workgroup assigned ambassadors to take those goals to the assigned groups.

The CIC will be working to update its policy tools this year. They will be gathering feedback from various IWIB committees and staff.