

## WIOA Organizational Chart Summary

WIOA Program Year 2021 (PY21) provides an opportunity to take inventory of the range of stakeholder groups engaged in setting the vision, strategy, policies, operations and professional development of Illinois' workforce development system. To support this evaluation of the current system, a WIOA Organizational Chart is provided to illustrate the current stakeholder groups and relationships.

### Concepts Embedded in the WIOA Organizational Chart:

1. **Red: Vision.** The vision for Illinois' workforce development system is the core of WIOA implementation efforts.
2. **Yellow: Strategy.** Strategies set the priorities and objectives to achieve the vision for Illinois' workforce development system.
3. **Blue: Policy.** Policy is developed through inclusive efforts to set clear expectations, requirements and procedures for operationalizing priorities.
4. **Orange: Operations:** Stakeholders then develop operational plans to implement those strategies and policies with real commitments and resources. Those efforts are then maintained and adapted over time.
5. **Green: Professional Development.** Professional development works in tandem with operations to ensure stakeholders have the information, capacity and resources they need to effectively operationalize Illinois' vision, strategy, policies.

### Roles Illustrated in the WIOA Organizational Chart:

1. The IWIB and its committees, task forces and work groups appear in blue on the organizational chart. In general, these groups develop the policy in inclusive processes that engage businesses and required partners.
  - a. IWIB subcommittees serve ongoing efforts to develop initiatives that advance priorities in the Unified State Plan.
  - b. IWIB policy work groups have a defined charge to develop a policy around a specific topic. Once those policies are formally issued, then other groups begin to operationalize, maintain and provide professional development around those policies.
  - c. IWIB task forces have a defined charge and timeline around a specific initiative. Once those initiatives are launched, then the efforts transition to operationalizing, maintaining and providing professional development around those initiatives.
2. The WIOA Interagency teams appear in orange on the organizational chart. In general, the interagency teams help operationalize the policies in alignment with the strategies.

### Limitations to the Organizational Chart:

1. A stationary diagram cannot fully represent the actual collaboration and coordination that is already occurring between all components of the organizational chart.

2. For example, many required partners are represented on IWIB committees and, therefore, participate in the development of policy even though they appear in orange on the organizational chart.

Following is a summary of the roles, charges and general membership of each committee, task force and work group.

### **Governor's Interagency Implementation Team**

#### Charge:

1. Help align and support implementation of Illinois education and workforce initiatives.
2. Oversee the successful implementation of strategically important education and workforce policies and initiatives<sup>1</sup>.
3. Clarify a unifying vision, goals, strategies, and terminology across education and workforce initiatives, building from previous interagency alignment efforts.
4. Establish shared metrics across agencies to more effectively assess impact.
5. Provide a forum for collaboration and problem-solving to achieve the vision, goals, and strategies.
6. Ensure alignment of staffing and budgetary resources in service of shared goals.

#### Priorities:

1. Sector-specific strategies (e.g., in IT, energy, manufacturing, health science) including an overall methodology for identifying high priority sectors/occupations
2. College and career pathways
3. Equity and special populations (including re-entry)
4. Dual credit
5. Work-based learning (including apprenticeships)
6. Data, research and evaluation
7. Customer relationship management

#### Composition:

1. Governor's Office
2. The Illinois Community College Board
3. The Illinois State Board of Education
4. The Illinois Student Assistance Commission
5. The Department of Commerce and Economic Opportunity
6. The Department of Children and Family Services
7. The Department of Corrections
8. The Department of Employment Security

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<sup>1</sup> These include Governor Pritzker's Executive Order 3, the State's Five-Year Economic Development Plan, the WIOA Unified State Plan, The Illinois Plan for Career and Technical Education (Perkins V), the Illinois Community College Board's Workforce Education Strategic Plan, and Illinois' Postsecondary and Workforce Readiness Act.

## Illinois Workforce Innovation Board (IWIB)

### Charge:

1. The IWIB is responsible for 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.

### Priorities:

1. Integrate service delivery, improving access and opportunity for all populations.
2. Promote business demand-driven orientation through a sector strategy framework, grounded in strong partnerships within business and among business at all levels of the system.
3. Grow career pathways to enhance opportunities for Illinoisans to stimulate the economy.
4. Monitor, track, and assess clear metrics for progress and success to inform continuous improvement and innovation efforts.
5. Ensure accountability as a board and as system partners for outcomes and transparency through marketing and outreach to the system.

### Composition:

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

### Work Groups:

**(1) IWIB Executive Committee** – The Executive Committee is responsible for the day-to-day board functions and has authority to take action on functional requirements on behalf of the IWIB when needed. The IWIB Executive Committee is responsible for establishing the committees, task forces and work groups and designating the members of these working bodies, subject to the approval of the full IWIB. The Executive Committee is also responsible for leading the IWIB's strategic planning efforts, conduct outreach to lawmakers, coordinate and collaborate with local workforce innovation boards, and ensure state education initiatives align with the state workforce system. The Executive Committee must have a majority of business members and include representation of the education system.

**(2) IWIB Committee Chairs** – The IWIB Committee Chair Workgroup serves as a networking vehicle between committee chairs, the Executive Committee, and lead committee staff to coordinate work, remedy duplication between committees and create space for informal conversation and opportunities for collaboration. Draft Priorities:

- a. Engage in dialogue to seek clarity;
- b. Seek understanding of the WIOA system and the functions of the IWIB; and
- c. Foster improvement and expansion of employer-driven regional sector partnerships to increase the focus on critical in-demand occupations in key sectors that are the engine of economic growth for the state and its regions.

### **IWIB Apprenticeship Committee**

#### **Charge:**

1. Fully integrate apprenticeship into state workforce development, education, and economic development strategies and programs.
2. Support the rapid development of new apprenticeship programs and/or the significant expansion of existing programs.
3. Support the development and recruitment of a diverse pipeline of apprentices.
4. Build state capacity to make it easier for businesses to start apprenticeship programs and for apprentices to access opportunities.

#### **Committee Priorities:**

1. Promote the value of resources available for job seekers and employers, raising awareness of the benefits of apprenticeship
  - Embed the Navigator-Intermediary Framework into LWAs or EDRs.
  - Develop a peer-to-peer network to promote apprenticeship and other work-based learning opportunities
2. Create and promote various points of entry into apprenticeship to support underrepresented populations.
  - Develop the Youth and Pre-Apprenticeship Work Group to reach people earlier and provide support to those (no matter their age) who may face barriers in entering an apprenticeship program.
  - Determine equity targets for marginalized populations, with the goal of providing more apprenticeship opportunities or other openings/WIOA programs as an entry point for those marginalized populations.
3. System Building
  - Formalize the Apprenticeship Illinois system, including a centralized lead to guide the work of Navigators and Intermediaries.
  - Coordinate apprenticeship with educational, workforce, and economic development initiatives.
  - Coordinate or develop a clearinghouse for information related to apprenticeship bills that are being promoted, and other government and non-governmental agencies that are promoting apprenticeship outside of our line of sight.

Work Groups:

- (1) **Marketing** – The group educates stakeholders and raises awareness about the benefits of Apprenticeship. An Apprenticeship marketing plan is under development.
- (2) **Systems and Supports** – The work group builds a robust apprenticeship ecosystem for the state and supports the expansion of apprenticeship programs and opportunities for underrepresented populations.
- (3) **Youth and Pre-Apprenticeship** – The work group determines how to expand quality youth and pre-apprenticeship programs.

**IWIB Business Engagement Committee (BEC)**

Charge:

1. Provide guidance and direction to help bridge the gap between Illinois' important business sectors and employers, and the Illinois workforce development system.

Committee Priorities:

1. Engage Illinois' business community in the development and direction of regional industry-led sector partnerships that will convene employers, workforce development professionals, and other regional institutions and partners. These partnerships will seek to coordinate investments, align workforce and education systems, and promote economic growth across the state.
2. Develop and improve communication mechanisms between employers and the workforce development system to increase employers' awareness of the services available to them that are designed to provide them with the skilled workforce they require.
3. Assist the IWIB with outreach and recruitment of business representatives from across the state to the board, and to assist Local Workforce Innovation Boards (LWIBs) with outreach and recruitment to those boards, as well.

Composition:

1. The Business Engagement Committee is comprised of representatives of the IWIB, businesses, chambers of commerce, economic development organizations and WIOA core partners.

Work Groups:

- (1) **Communication** – The work group develops and improves communication mechanisms between employers and the workforce development system. The intended outcome is to increase employers' awareness of the services that are designed to provide them with the skilled workforce they require.
- (2) **Industry Partnerships** – The work group engages Illinois' business community in the development and direction of regional industry-led sector partnerships that will convene employers, workforce development professionals, and other regional institutions and partners. These partnerships will seek to coordinate investments,

align workforce and education systems, and promote economic growth across the state.

- (3) Board Recruitment** – This work group assists the IWIB with outreach and recruitment to the board of business representatives from across the state. This helps develop engagement, retention and accountability methods, as well as assist local workforce boards with outreach and recruitment to those boards.

### **IWIB Career Pathways Targeted Populations Committee (CPTP)**

Charge:

1. Create opportunities for learners of all ages and ability with a focus on those individuals defined as targeted populations to enhance their career awareness, career skills, and life skills through experiences with the education and training, work-based learning and essential skills as enhanced by the Illinois Essential Employability Skills approach.
2. Serves as the intersection between job seekers, businesses, the education system, local workforce agencies, and other interested stakeholders.

Committee Priorities: Integrate and Involve

1. Being a link between the IWIB and the Local Workforce system to impact and improve the lives of Illinois citizens particularly those that are identified as WIOA targeted populations.
2. Integration and comprehensive involvement of all partners, including the four core partners, business sector, secondary and postsecondary education, workforce labor, legislative, and local implementation partners.
3. Work with the Business Engagement Committee to provide business and industry an awareness of the Illinois career pathway efforts to provide sustainable business-driven talent solutions for small and historically underrepresented owned business.
4. Work with the Apprenticeship Committee to provide work-based experiences for targeted populations.

### **IWIB Continuous Improvement Committee (CIC)**

Charge:

1. 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. Provide feedback and recommendations.
2. Review outcomes of evaluation to determine if results conform to intended outcome. Provide feedback and recommendations.
3. Review local performance related to the six federal performance measures for the WIOA core partners and make recommendations about strategies for continuous improvement at local levels.

4. Examine and evaluate workforce quality and earning benchmarks and recommend changes.
5. Provide recommendations for readily accessible data and technical assistance for an intended audience.
6. Manage priority activities as assigned by the IWIB Strategic Plan.

Committee Priorities:

1. Conduct evaluations of policies.
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 lead agency technical assistance is involved.
3. Provide the IWIB committees with a clear understanding of how outcomes are evaluated and define the process for upcoming policy.

Work Groups:

**(1) Evaluation** – The Evaluation Work Group has four charges:

- a. Evaluation Design. Create an evaluation framework for the WIOA system including evaluation elements of policies, programs, and processes created or overseen by the IWIB to be used by the WIOA system.
- b. Evaluation Outcomes. Disseminate the evaluation framework, once approved by the CIC, to WIOA partners.
- c. 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.
- d. Priority Activities. Adapt priority activities of the workgroup to remain in step with the CIC.

**(2) Performance:** The Performance Accountability Work Group has been tasked by the CIC to provide information as a summary overview of the following items:

- a. Provide an overview of the definition of each measure under WIOA.
- b. 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.
- c. Provide information on each title's actual performance on each measure as outlined in item (a) and in the context of the targets outlined in item (b).
- d. Provide information on the timeline for submittal of performance and other data reporting each title has to its respective federal agency.

**Unified State Plan Work Group**

Charge:

1. Work as a unit indicative of WIOA planning across core partners, required partners and the State Board to foster a cross-agency understanding of workforce needs across Illinois.

2. Prepare for submittal to the Secretary of the U.S. Department of Labor a State Plan that meets the requirements described in the “Required Elements for Submission of the Unified or Combined State Plan and Plan Modifications under the Workforce Innovation and Opportunity Act” and outlines a four-year strategy for the core programs. Tasks include:
  - a. Review previous iterations of the State Plan and Plan Modifications submitted to inform the development of the succeeding State Plan.
  - b. Develop Strategic Planning Elements of the State Plan, which include analyses of the State’s economic conditions, workforce characteristics and workforce development activities.
  - c. Develop Operational Planning Elements of the State Plan, which include identification of the State’s efforts to support Illinois’ strategic vision and goals.
  - d. Ensure specific strategies for coordinating programs and services for target populations are included in the State Plan.
  - e. Develop a State Plan that enhances coordination and partnerships with local entities and supportive service agencies for strengthened WIOA service delivery.
  - f. Address program-specific requirements for core programs in the development of the State Plan.

Committee Priorities:

1. Ensure Illinois has an approved Unified or Combined State Plan in place to receive funding for core programs.
2. Track outcomes of activities included in each State Plan and Plan Modification for reporting to the Illinois Workforce Innovation Board.
3. Utilize public comment and other stakeholder feedback from the private and public sectors in the development of the State Plan or Plan Modifications.

Composition:

1. IWIB, WIOA core and required partners

Work Groups:

**(1) Annual Report Committee** – Representatives of the Unified State Plan Work Group ensure Illinois has an approved WIOA Annual Report describing the activities, challenges and accomplishments of the previous program year. The committee also ensures compliance with federal guidance and tracks outcomes of activities in the Unified State Plan to provide regular reports to the IWIB.



**(2) Unified State Plan Subcommittee** – Representatives of the IWIB and required partners track progress in the development of the Unified State Plan, facilitate collaboration of all stakeholders involved in the Unified State Plan process, and coordinate stakeholder engagement on behalf of the Unified State Plan Work Group.

**(3) Interagency Planning Data Team** – DCEO, DHS, ICCB and IDHS data representatives join NIU consultants in establishing methodology for identifying key sectors/industries to be used by all workforce-related strategic plans; collect, analyze and package economic and workforce data for the WIOA State Plan strategic elements; and collect, analyze and package economic and workforce data for the WIOA Regional Planning Teams.

### IWIB Equity Task Force

#### Charge:

1. The Equity Task Force will develop recommendations for Illinois' workforce system that align with the education system and establish goals to reduce inequality for the populations we serve. This includes:
  - a. Women
  - b. Rural residents
  - c. People of color
  - d. Individuals with disabilities, both cognitive and physical
  - e. Veterans
  - f. Justice-impacted populations
  - g. Immigrant populations
  - h. LGBTQ community
  - i. Homeless and homeless youth
  - j. Low-income individuals, including unemployed, under-employed and gig workers
  - k. Foster care youth and alumni
  - l. Migrant and seasonal workers
  - m. Individual working to achieve a High School Equivalency

#### Committee Priorities:

1. Examining programs, policies and practices
2. Assess and develop education and workforce tools
3. Make recommendations on approaches and professional development

#### Work Groups:

**(1) Programs** – The charge and priorities of this group are currently under development.

**(2) Policy** – The charge and priorities of this group are currently under development.

**(3) Data** – The charge and priorities of this group are currently under development.

### IWIB Policy Work Groups

Charge:

1. **Service Integration and One-Stop Certification** – The work group developed a statewide definition for service integration. The group also coordinated with the Workforce Innovation and Technical Assistance Center (WINTAC) to adapt a continuum model to focus on local service integration. Local areas were guided through a self-assessment process, culminating with action plans. The group consists of IWIB, WIOA core and required partners, local workforce boards and local workforce board staff.
2. **Eligible Training Providers and Programs (ETPL)** – Members of DCEO, WIOA core partners, local workforce board staff and other education and training providers form the ETPL Policy Work Group. The group was established to review and recommend changes to the ETPL approval policy. In parallel, DCEO will work with NIU and programs to pilot the new recommended program data elements (based on the WRAP Common Program Information project) with a cohort of training programs to inform the work group’s final recommendations. The work group is addressing the following goals:
  - a. Improve the scope of information collected from providers;
  - b. Improve the processes for information collection and management;
  - c. Increase the transparency of quality performance data;
  - d. Update the criteria and listing of demand occupations;
  - e. Enhance articulation of training programs to career pathway and bridge programs; and
  - f. Ensure out-of-state training providers meet equivalent criteria to in-state training providers.
3. One-Stop Operator Procurement (planned)
4. Policies on Training Programs (planned)

### WIOA Interagency Leadership Team

Charge:

1. High-level operations planning and coordination among State-administered program partners and other required partner organizations

Committee Priorities:

- Coordinate interagency involvement with IWIB committees and statewide workforce programs and initiatives of the Governor
- Coordinate with the IWIB Continuous Improvement Committee the progress on commitments made in the Unified State Plan
- Interact with the IWIB and Office of the Governor regarding the issuance of guidance

- Review and oversee the final Governor's Guidelines revisions and Supplemental Guidance for annual MOU and budget negotiations for American Job Centers
- Approve the use of the State funding mechanism as a last resort if impasse is declared
- Coordinate formal communications with Federal partners about Federal reviews, monitoring findings or other clarifications about requirements
- Resolve any local implementation issues raised by the Interagency Technical Assistance Team that require State Agency action
- Keep partners abreast of individual agency initiatives relevant to other WIOA partners

Composition:

1. Executive- and director-level staff with statewide operational responsibility of all required program partners under WIOA

Work Groups: See the WIOA Interagency TA Team below

**WIOA Interagency Technical (TA) Team**

Charge:

1. Provide operational guidance and resolve state and local implementation issues through direct intervention and support

Committee Priorities:

1. Clarify and promote understanding of and compliance with requirements for Regional/Local Planning and MOU/budget negotiations
2. Engage required partners regionally and locally to identify emerging implementation challenges
3. Plan and present webinars or other meetings to provide technical assistance to address local implementation issues
4. Collaborate to solve local implementation problems that are interagency in nature
5. Seek input and identify the need for revisions to the Planning Guide and to the Governor's Guidelines
6. Prepare draft versions of the Planning Guide and Governor's Guidelines for review and approval by the Interagency Leadership Team
7. Track and follow up with local areas regarding compliance with the Planning Guide and Governor's Guidelines
8. Serve as the State-level Remediation Team when local negotiations are at risk of impasse
9. Review and process Regional/Local Plans and MOUs/budgets and modifications
10. Develop draft responses to Federal reviews or findings
11. Identify unresolved implementation issues that need to be addressed or require attention by the Interagency Leadership Team
12. Recommend as a last resort the use of the State mechanism for funding infrastructure costs in local areas unable to reach agreement

Composition:

1. Individuals designated by the WIOA Interagency Leadership Team of all required program partners under WIOA

Work Groups:

- (1) State-level Remediation Team** – According to the Governor’s Guidelines for MOU and budget negotiations, a State-level Team of core program partner representatives and other affected required program partner representatives work with the LWIB, CEOs and required partners in an attempt to facilitate agreement to avoid impasse in annual MOU and budget negotiations.
- (2) One-Stop Operating Subcommittee** – The subcommittee consists of State-level representatives of four core program partners to explore options to address DOL corrective actions related to one-stop operator payment provisions and to support best practices in one-stop operator procurement and agreements with LWIBs.
- (3) MOU Reviewers** – Once final MOUs and one-stop operating budgets are submitted on June 30 each year, a State-level review is conducted by State-level partners of all required programs encompassed by WIOA. The State-level review team identifies required revisions to MOUs or one-stop operating budgets to ensure completeness, compliance and to recognize best practices.

**Illinois Workforce Partnership (IWP)**

Charge:

1. Advocate for the creation of a skilled workforce for Illinois’ continued competitiveness and growth.
2. Connect businesses and individuals to a wide array of resources utilizing our public workforce system.
3. Strategically engage a variety of local, regional, state and national partners in workforce and economic development to ensure program effectiveness.

Priorities:

1. Serve as the voice and clearinghouse for workforce development information statewide.
2. Develop and provide professional training to local workforce boards and program staff.
3. Share information among workforce development stakeholders, and formulate policy positions that impact local workforce areas.
4. Provide suggestions and recommendations that form state guidelines and procedures.
5. Champion initiatives that continue to hone a skilled workforce.

Composition:

1. Workforce development professionals representing 10 Economic Development Regions and 22 Workforce Innovation Boards in Illinois

Work Groups:

- (1) AJC Reopening Work Group:** During the COVID-19 pandemic, the Illinois Workforce Partnership (IWP) meets regularly with representatives of the WIOA Interagency Technical Assistance (TA) Team to address operational issues and prepare the workforce system for providing in-person or remote service delivery and make ongoing adjustments.

### WIOA Professional Development Team

Charge:

1. The WIOA Professional Development Committee is charged with coordinating, developing, and supporting online and in-person professional development for the WIOA system as it relates to WIOA implementation, service integration, equity, and policy. The committee achieves its charge through the Illinois Workforce Academy (IWA). The IWA is designed to support the WIOA system in a pursuit of continuous improvement through education. The IWA will provide diverse professional development that advances foundational knowledge for all partners to help WIOA personnel have the knowledge, skills and capacity to effectively serve our customers.

Committee Priorities:

1. Create, promote and foster a system environment that values development, diversity, growth, critical thinking, and problem-solving opportunities for all employees.
2. Develop a learning platform to enhance requisite knowledge and skills to understand the unique needs of each customer and determine the best way to provide customer-centered service throughout all levels of the WIOA system.
3. Provide quality training that includes leveraging technology and resources that are appropriate to increase individual and organizational productivity through opportunities that enhance knowledge, develop skills, and enrich the system.