

APPENDIX I: APPRENTICESHIP NAVIGATOR NETWORK

The Illinois Workforce Innovation Board (IWIB) Apprenticeship Committee identified the need for an effective, uniform apprenticeship support system that builds on the state’s holistic apprenticeship framework. The Apprenticeship Committee determined that *Apprenticeship Navigators* and *Apprenticeship Intermediaries* would expedite the expansion of apprenticeship programs throughout the state and within more industries and occupations. Apprenticeship Navigators make it easier for employers to adopt the apprenticeship model as a workforce strategy and for individuals to start or progress in a career through an “earn and learn” program.

Apprenticeship Navigators were designed as an essential component of the Apprenticeship Illinois framework since they work directly with businesses to cultivate and launch new apprenticeships. Apprenticeship navigators build capacity and support the business ecosystem in key industry sectors. To be effective, Navigators must understand business and workforce development, know how to develop and manage relationships, work with businesses to diagnose pain points and collaborate with other entities such as training providers and chambers of commerce for possible solutions.

- The state worked to establish Apprenticeship Navigators as key points of contact in the ten economic development regions for outreach, partnership development, and education/awareness on the apprenticeship model and other work-based learning solutions.
- Through business outreach and partnership development, Navigators discuss employment needs and skills gaps in their region and collaborate with multiple entities to address those demands.
- Apprenticeship Navigators develop the peer-to-peer networks of employers and other partners.
- Apprenticeship Navigators focus efforts to support the creation of industry sector partnerships using a *Talent Pipeline Management* approach that helps businesses identify their short-term and long-term workforce development (talent) needs.

REENVISIONING THE APPRENTICESHIP NAVIGATOR NETWORK ROLES & RESPONSIBILITIES

The structure of the Apprenticeship Navigator network has evolved as the State evaluates the program activities, outcomes and effective administrative practices. To sustain and expand the Illinois Apprenticeship Network, the State will focus resources on coordinating the Apprenticeship Navigator roles and responsibilities within the local integrated business service teams, including representatives from the WIOA core partners and other local workforce, education, and economic development partners. It is anticipated that the Apprenticeship Navigator model will continue to evolve and be further clarified as part of the five-year Apprenticeship Illinois planning process in the summer and fall of 2023 that is required by the U.S. Department of Labor apprenticeship grants.

Since the establishment of Apprenticeship Navigators, it has become apparent that the navigator functions are greater than just one person. To intentionally expand apprenticeship and work-based learning, more than just one person must understand apprenticeships and their value to employers, potential apprentices, their communities, their region, and the state. Therefore, the State used the first round of the USDOL State Apprenticeship Expansion Formula (SAEF) funds to envision the *Apprenticeship Navigator 2.0*, where these functions are embedded within the existing business services team (BST). However, a point of contact is still necessary to coordinate efforts of the BST and the larger integrated business services teams (IBST) and lessen confusion for employers. Therefore, with SAEF round 1, the “*Apprenticeship Navigator*” evolved to “*Apprenticeship Specialist*,” since the navigator functions would be executed by multiple persons within the BST and IBST at different levels.

The State is focusing apprenticeship navigator funds to support apprenticeship specialists and business services teams that will provide the services that are listed below with the goal of expanding apprenticeship and work-based learning programs. These teams will build and support industry sector strategies among employers and the workforce, education, and economic development partners. Illinois is working to build an apprenticeship network that provides:

- **OUTREACH:** Serve as a point of contact to assist in the development of apprenticeship and work-based learning opportunities
- **PARTNER COORDINATION:** Support the regional coordination of apprenticeship and work-based learning opportunities with employers and workforce/education/economic development partners.
- **DIRECT ASSISTANCE IN DEVELOPING APPRENTICESHIPS:** Serve as a subject matter expert to facilitate the establishment of an apprenticeship program based on the needs of the employer.

SERVE AS A POINT OF CONTACT IN THE LWIA/REGION FOR WORK-BASED LEARNING OPPORTUNITIES

- Coordinate outreach and provide information to businesses, education providers, other local workforce areas, chambers of commerce, and other partners, highlighting the benefits of apprenticeships and other work-based learning opportunities.
- Work collectively with regional apprenticeship intermediaries, business service teams, and other regional workforce and economic development teams.
- Use the *Regional/Local Workforce Development Plan* and other regional labor market information to identify new apprenticeship opportunities based on the needs of employers and labor market information.
- Promote and develop *diversity, equity, inclusion, and access* strategies that include targeted communities and populations identified in the local/regional workforce plan.
- Highlight the benefits of apprenticeships and work-based learning opportunities based on the needs of the employer. This could include structuring training programs to meet the standards and registering apprenticeship programs as appropriate.
- Participate in *Talent Pipeline Management* training.
- Serve as a neutral convener for sector partnerships working collaboratively to address talent development needs, including apprenticeships as appropriate.
- Act as a liaison between employers, area economic development organizations, educational providers, other local workforce areas, and other organizations working to establish apprenticeships.

SUPPORT REGIONAL COORDINATION AND SYSTEM NETWORKING

- Facilitate regional coordination and partnership with apprenticeship stakeholders, including businesses, DCEO, the U.S. Department of Labor's Office of Apprenticeship, training and service providers, and other education and state agency partners.
- Develop an extensive network of stakeholders at all levels of the public and private sector within the region to identify opportunities for program expansion and promotion, short and long-term demand planning, competencies, and credentials, develop a talent value stream, and the return on the investment by working collectively in a sector partnership.
- Coordinate with LWIAs to leverage WIOA funding to support incumbent workers and on-the-job training for apprentices.
- Partner with local school districts, technical colleges, unions, other training providers, employers, community-based organizations, and other institutions to help develop and implement apprenticeship programs.
- Work with other regional apprenticeship navigators, Talent Pipeline Management ("TPM") Coordinators, and Apprenticeship Project Managers to share lessons and best practices.

FACILITATE THE DEVELOPMENT OF APPRENTICESHIPS WITH EMPLOYERS

- Consult with employers and conduct worksite visits to assess the viability of apprenticeship and work-based learning programs to meet individual or group employer training needs.
- Facilitate the development of new apprenticeship programs to meet specific training needs, assisting apprenticeship partners throughout the process, from concept to implementation, providing samples of similar models that may be replicated, and connecting partners with the appropriate resources.
- Work with the sponsor on program elements of a Registered Apprenticeship Program (RAP) or help develop a sponsor for a RAP.
- Consult with the key departments, such as an employer's human resource and training and development departments, to review the current workforce career path structure and recommend solutions to align with establishing an apprenticeship program.
- Identify informational and financial resources, including apprenticeship tax credits, available to employers and/or sponsors to assist with developing and sustaining apprenticeship programs in conjunction with stakeholders; develop proposals for employer consideration that demonstrate the viability and complexity of possible implementation.
- Provide technical assistance to employers interested in establishing apprenticeship programs, including providing resources on how apprenticeships can help them improve their industry's diversity, equity, inclusion, and access and guide program development from origin to completion.

APPENDIX II: TALENT PIPELINE MANAGEMENT (TPM)

TPM is an overarching, systemic approach intended to help businesses better understand their short and long-term talent needs and to support public education and workforce programs to adapt as the demand for skills evolves. TPM uses supply chain principles to call on businesses and public policy leaders to transform education and workforce systems to be employer-led and business demand-driven. Through strategies focused on understanding employers and their need for talent, the workforce system can broadcast those skill competencies and credential requirements to skill providers, such as community colleges, community-based organizations, business associations, and other training programs. This feedback loop informs a talent supply chain that can be continuously improved and flexibly adapted to changing employer needs. Apprenticeship expansion efforts are part of the State's strategies to support industry-sector partnerships.

TPM comprises six strategies that, when implemented together, provide a talent supply methodology. The strategies build on each other and support a more sophisticated and data-driven approach for all partners resulting in a positive return on investment for employers, training providers, learners and LWIA system deliverables. There are six necessary components of Talent Pipeline Management with deliverables:

- Organize business sector partnership
 - Determine the focus of the sector partnership
 - Recruit business partners (large, medium and small businesses)
- Demand-planning Survey
 - Create a demand planning survey for distribution to sector business partner
 - Analyze existing government projections to survey results
 - Collect demand planning survey input and aggregate the data for sector partnership
- Competency and Credentialing
 - Review common competency, credentialing, and other hiring requirements from job descriptions to determine skill gap needs
- Talent Flow Analysis
 - Collect data sources of those hired for critical positions
 - Analyze talent flow and capacity expansion of training providers
- Build Talent Supply Chains
 - Facilitate performance measures and incentive development with the sector partnerships
 - Communicate value stream and performance measures for training programs within a region
- ROI process
 - Develop an improvement plan for sector partnership based on performance tracking.

The State provides navigators with training and support in the U.S. Chamber of Commerce Foundation's (USCCF) [Talent Pipeline Management \(TPM\)](#) framework, a strategy to help address chronic regional and local skill gaps. If the Navigator prefers TPM training programs provided by the USCCF, the cost is the grantee's responsibility. For program costs, go to [TPM Academy: Workforce development challenges, employer-led solutions](#).

APPENDIX III: FRAMEWORK FOR INTEGRATED BUSINESS SERVICE

The [Integrated Business Service Framework](#) supports talent pipeline strategies designed to assist partners in working together to address the workforce needs of businesses in a region. At the core are industry sector partnerships led by businesses and a focus on crucial industry clusters. Sector partners work collaboratively to listen to and understand businesses' workforce needs and develop customized solutions that respond to those needs, including apprenticeship and work-based learning. Eight foundational elements for the framework were identified for the integrated provision of business services:

- Sector-based – The provision of business services should align around regionally identified industry sectors significant to the regional economy.
- Transformational – The engagement of businesses should provide a platform for regular and ongoing dialogue, transforming the relationships between business and workforce partners.
- Regional – Service delivery should be regional in nature. It should align with the Governor's ten economic development regions, as well as multi-region and multi-state approaches when those are indicated by the needs of the sector partnership.
- Coordinated – The framework should describe coordinated approaches and strategies all partners use to meet business needs.
- United – Building upon efforts already underway, efforts should continue co-locating partners to ensure maximum coordination.
- Flexible – The framework should provide enough helpful guidance but also allow flexibility for regional innovation and customization.
- Aligned – Existing policies/procedures should be reviewed and revised to ensure alignment and progress toward business services integration.
- Allowable – Partners' federal mandates to provide specific, related services must still be met when developing the state framework.

There are five necessary components for the integrated provision of business services:

- (1) Organizational structure – Organizational structures that enable communication among partners to develop a single, reliable, agreed-upon strategy to support engagement and contact between employers and the workforce/economic development system should be developed.
- (2) Management of business intelligence – Given the need to share information across partners, management of business intelligence is critical.
- (3) Solutions-based service offerings – Service offerings provided to businesses must be focused on delivering timely solutions to expressed business needs.
- (4) Emphasis on work-based learning and other business-focused services – Closely tied to the solutions businesses seek is the expanded use of work-based learning (On-Site Work-Based Education, Registered Apprenticeships, Youth Apprenticeships, Pre-Apprenticeships, Customized Training, On-the-Job Training, Incumbent Worker Training, and others).
- (5) Accountability and performance measurement – Enables the measurement (and dissemination) of meaningful results of business services activities and establishes feedback loops to facilitate data-driven course corrections to the other four elements.

APPENDIX IV: APPRENTICESHIP EXPANSION PLAN STATE AND LOCAL ACTIVITIES

This Appendix outlines the goals, activities, deliverables and outcomes of the State of Illinois 2024 Apprenticeship Expansion proposal and plan. Some activities will take place at the state, regional and local levels.

Goal 1: Coordinate and Expand Services to Workers and Career Seekers	
Activities:	
<ul style="list-style-type: none"> Identify, support, and replicate successful models and apprenticeship intermediary programs, which includes recruiting intermediaries, DEIA training, marketing, identifying successful models, replicating successful models, supporting intermediaries and participants. Identify and address challenges or barriers for individuals to enter, remain, and complete programs, which includes creating awareness around challenges and barriers, preparing for entry, designing and implementing optimal practices for retention. Identify new models and pipelines for increasing participation and completion of RAPs. Create awareness of resources and programs among communities and individuals, which includes data driven marketing and communication activities. 	
Lead/Support Implementer(s):	IWIB Apprenticeship Committee State WIOA partners Local workforce Innovation Boards Community Colleges Illinois State Board of Education and high school/CTE leaders Past and current Grantees Integrated Business Services Teams DOL Office of Apprenticeship in Illinois
Deliverables:	
<ul style="list-style-type: none"> Create a draft model for pathways to apprenticeship and working with high schools and CTE programs Publish a case study of a successful pathway to apprenticeship for replication Create a draft model of high-performing intermediaries and working with community colleges 	
Milestones	Quarter
Strategic meeting with high schools and CTE program leads	Q1&2
Strategic meeting with community colleges and ICCB	Q1&2
First draft of model for pathways to apprenticeship in high schools	Q2&3
First draft of model of high-performing intermediaries & community colleges	Q2&3
Publish successful case study of pathway to apprenticeship for HS/CTE	Q2
Published draft model of pathways to apprenticeship and working with HS/CTE	Q4
Published draft model of high-performing intermediaries and working with community colleges	Q4

Goal 2: Coordinate and Expand Services to Employers	
Activities:	
<ul style="list-style-type: none"> • Increase employer engagement and awareness of the benefits of work-based learning programs including apprenticeships, which includes marketing and aligning business engagement efforts among multiple partners such as apprenticeship specialists, community colleges, other state agencies, and other educational, workforce, and economic development professionals to make the process easier for employers. • Support the development of industry sector partnerships that identify workforce needs and encourage them to participate in work-based learning programs including apprenticeships, which includes training in and implementing Talent Pipeline Management and other collaborative efforts. • Address challenges or barriers for employers creating and/or implementing Registered Apprenticeship programs, which includes surveying employers; creating effective incentives; developing programs and materials. 	
Lead/ Support Implementer(s):	IWIB Apprenticeship Committee State WIOA partners Local workforce Innovation Boards Past and current Grantees Integrated Business Services Teams DOL Office of Apprenticeship in Illinois
Deliverables:	
<ul style="list-style-type: none"> • Four B2B business roundtables and focus groups around the state • Employer Incentive Guide • Industry sector partnerships established 	
Milestones	Quarter
Conduct employer roundtables and focus groups	Q1
Draft employer incentive guide	Q1
Draft findings from employer roundtables and leads for Apprenticeship Specialists	Q2
Publish Employer Incentive Guide	Q2
Sector partnership training and support	Q1-4
Apprenticeship specialists outreach and engagement	Q1-4

Goal 3: Coordinate and Expand Services to Education, Workforce, and Economic Development Partners	
Activities:	
<ul style="list-style-type: none"> • Provide grants to Local Workforce Innovation Area Integrated Business Services Teams to offer proactive marketing and comprehensive assistance and support to employers, community colleges, high schools, other potential sponsors who want to begin new apprenticeship programs and ensure the quality of the program. • Build stakeholders' knowledge of the system and system components through research and professional development. • Create strong regional and statewide partnerships and increase collaboration among stakeholders through ongoing partnership engagement. 	
Lead/Support Implementers):	IWIB Apprenticeship Committee / DCEO State WIOA partners Local workforce Innovation Boards Past and current Grantees Integrated Business Services Teams DOL Office of Apprenticeship in Illinois
Deliverables:	
<ul style="list-style-type: none"> • Apprenticeship Specialists established through subrecipient award • Onboarding of Apprenticeship Specialists and Integrated Business Services Teams • Design, development, and implementation of cross-training content and materials for Business Service Teams and partners • Collaboration meetings • Illinois WIOA Summit - Apprenticeship Illinois Track 	
Milestones	Quarter
Grant subrecipients as Apprenticeship Specialists established	Q1
Cross-training content proposal	Q1
Onboarding of grant subrecipients	Q1
Cross-training conducted	Q1-4
Collaboration meetings	Q1-4
Implement cross-training	Q1-4
Illinois WIOA Summit - Apprenticeship Illinois Track	Q4

Goal 4: Planning and System Development	
Activities:	
<ul style="list-style-type: none"> • Improve expansion efforts through planning, research, and evaluation, incorporating the research and best practices into continuous planning and system improvements. • Create an inclusive core planning group representing all stakeholders. • Solidify and support the Apprenticeship Ecosystem statewide by identifying and communicating new and existing funding sources, partners, and other players in the ecosystem. 	
Lead/ Support Implementer(s):	IWIB Apprenticeship Committee State WIOA partners Local workforce Innovation Boards Community Colleges Illinois State Board of Education and high school/CTE leaders Past and current Grantees Integrated Business Services Teams DOL Office of Apprenticeship in Illinois
Deliverables:	
<ul style="list-style-type: none"> • SAEF Competitive Grant application • Segmented database of key stakeholders, programs, and employers • Marketing and messaging materials • Updated ecosystem “map” 	
Milestones	Quarter
Initial meeting with core advisory group for SAEF competitive funding application	Q1
Outline for SAEF competitive funding application	Q2
Draft SAEF competitive funding application	Q4
Completed SAEF competitive funding application	Q4