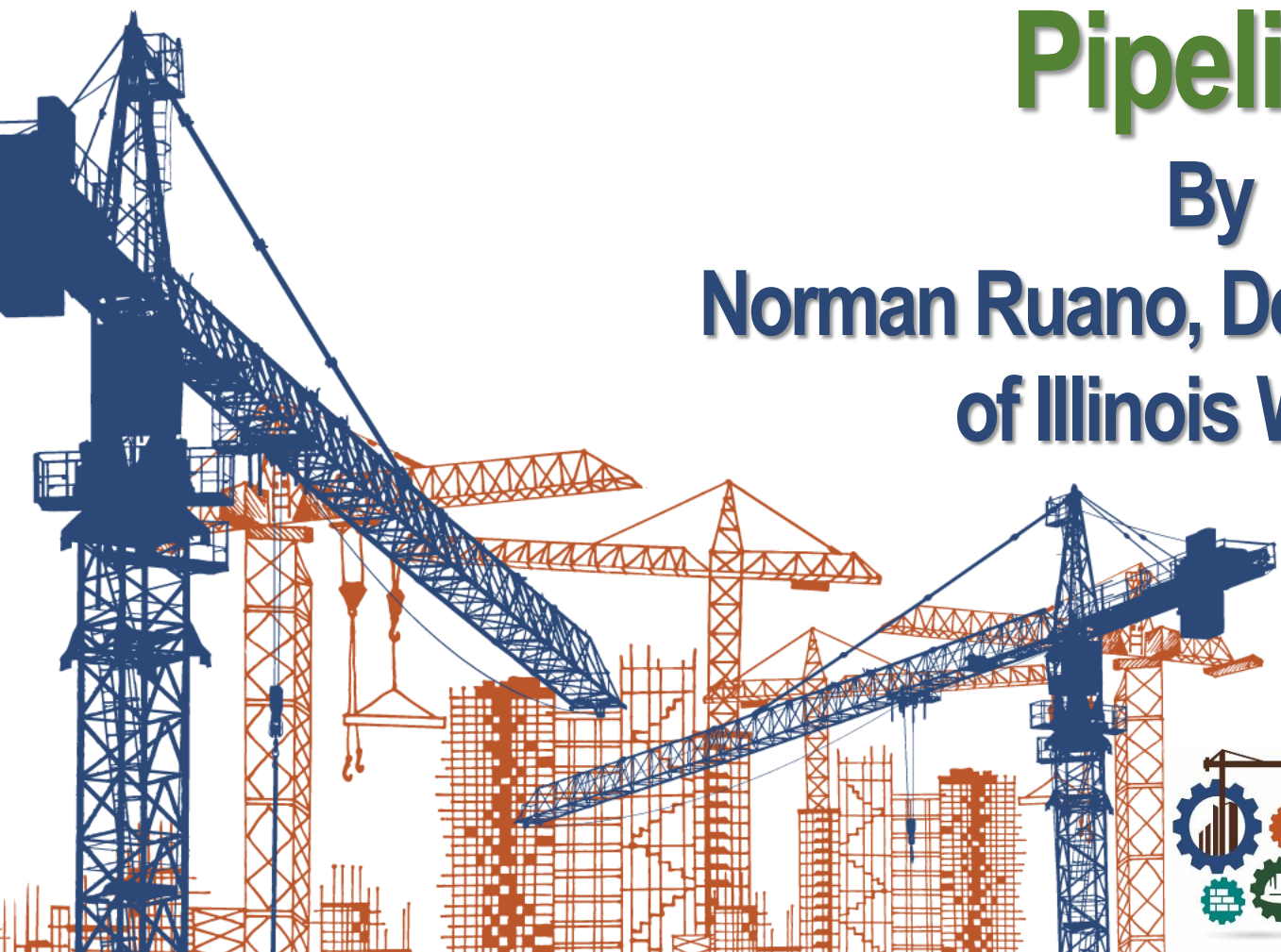


# Illinois Works Pre-Apprenticeship Program: Creating an Equitable Construction Talent Pipeline

By

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of Illinois Works



**ILLINOIS WORKS**  
Apprenticeship Initiative



**Illinois**  
Department of Commerce  
& Economic Opportunity  
JB Pritzker, Governor

# Course Overview

The Department of Commerce & Economic Opportunity (DCEO) Illinois Works program offers an innovative workforce model with four components, including the Apprenticeship Initiative, the Pre-Apprenticeship Program, the Bid Credit Program, and Career Services.

## Through today's presentation, you will

- Develop a clear understanding of the Illinois Works initiative, how it came about, and its potential impact on skilled labor in the state.
- Understand its workforce development model and its programs and services being implemented due to the Illinois Works Job Program Act.
- Learn best practices implemented by Illinois Works, including performance-based grants, program standards, professional development, career services, robust reporting, longitudinal evaluation, and continuous improvement.



# Section 1: Illinois Works



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

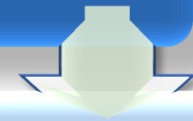
- Articulate the origin and mission of the Illinois Works Job Program Act.
- Describe Illinois Works' Innovative Model.
- Describe the four key components of Illinois Works.



**Department of Commerce &  
Economic Opportunity (DCEO)**



**The Office of Illinois Works**




**Illinois Works Programs**





# Illinois Works: Background



**Illinois Works** was created as a result of Governor Pritzker's historic **\$45 billion capital plan** and his commitment to expanding equity in the Illinois' construction workforce with a targeted focus on underrepresented populations.

- Data shows that the construction industry and the trades have **not been accessible for diverse communities**.
- **Fewer than ten percent of the best paid apprenticeships** have been extended to women and minorities.
- The Illinois Works Jobs Program Act was intentionally designed to **increase equity and opportunity** in capital construction jobs while developing a **qualified and sustainable talent pipeline** within the construction industry and building trades.



# Illinois Works: Economic Impact



- The construction sector is projected to **grow 4%-6% per year for the next five years.**
- On average, jobs in this sector **pay \$18 per hour** to apprentices enrolled in DOL-registered apprenticeship programs, and **\$32 per hour** to those that successfully achieve journey worker status.
- Investments in job training in the construction industry results in significant **long-term economic impact totaling \$1.2 billion.**
- For every dollar invested in construction job training, Illinois obtains **\$11 in social and economic returns.**



# Illinois Works Innovative Workforce Model




**Increase equity** while developing a **qualified and sustainable talent pipeline** within the construction industry and building trades, using this model:





# Apprenticeship Initiative (Creates Demand)

**Opens the doors of opportunity** into the construction industry and building trades for underrepresented populations.


- 
- **Sets an apprenticeship goal** for public works projects estimated to cost \$500,000 or more, including both capital grants and direct capital contracts and loans, and ensures that contractors and subcontractors comply with the legislated goals:
  - **10% of** the actual or estimated **labor hours** for each wage classification of qualifying capital construction projects **are to be performed by apprentices.**
  - **5% of the actual or estimated labor hours** for each wage classification of qualifying capital construction projects **are to be performed by graduates of Illinois Works, Climate Works, or Highway Construction Careers Training Programs.**






# Pre-Apprenticeship Program (Creates Talent Pipeline)

Creates a **qualified talent pipeline** to fill job opportunities with diverse candidates.

- 
- **Pre-apprenticeship skills training** through a network of community-based organizations (including Community Colleges).
  - **Transition services** to meet the program's primary goal of graduates enrolling in US DOL-Registered Apprenticeship Programs.
  - **Preference is given to underrepresented populations** that have historically encountered barriers to entry or advancement in the trades, including minorities, women, and veterans.
  - **Free Tuition and a stipend** to participants who attend the program.
  - **\$25M appropriated** Illinois Works Funds for the grant program (we expect to receive this funding for years to come making this program the first financially sustainable construction pre-apprenticeship program funded by the state).



# Works Bid Credit Program (Provides Incentives)



**Incentivizes contractors to hire and retain** a diverse pool of candidates.

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



# Career Services (Glue Keeping the System Together)



- 1. Follows up with graduates** to update their availability, contact information, career plans, and needs.
- 2. Develops relationships** with Registered Apprenticeship Programs (RAPs) and contractors.
- 3. Does job-matching** between graduates and contractors.
- 4. Creates customized lists of graduates** for DOL-registered apprenticeship programs, unions, trade associations, among others.



# Illinois Works Program Goals



- Provide a **career pathway** for residents in disadvantaged communities.
- Provide eligible apprentices with the **skills for lifelong job security**.
- Promote construction as a **viable job industry** for women and minority communities.
- Provide the construction industry with a **consistent skilled workforce** for generations to come.
- Create **new partnerships** between state agencies and community organizations.



# Module 3: Innovative and Best Practices



By the end of this section, participants will be able to describe innovative and best practices used by Illinois Works other workforce programs can learn from, including:

- Performance-based grants
- Program standards
- Professional development
- Robust reporting
- Longitudinal evaluation
- Continuous improvement





# Performance-Based Payment Model



# Why a Performance-Based Payment Model?

The performance-based payment model utilized by Illinois Works (ILW) is **rooted in the belief that grant funding should be based on an organization's tangible impact in the community.**

ILW and DCEO are driven to produce real change in Illinois which has led the department to institute a performance-based payment model in addition to the existing reimbursement model based on GATA requirements.

The combination of performance-based and reimbursement models means that **metrics dictate the amount available for reimbursement, but grantees must still submit allowable expenses to access that funding.**





# Key Aspects



- If grantees exceed their metrics, they can earn funding beyond their initial grant award.
- Due to live, real-time, reporting through the Illinois Works Reporting System (IWRS), ILW is able to submit process payments to grantees on a monthly basis.
- Grantees have the right to appeal to ILW if a grantee believes that they missed their outcome metrics due to variables outside of their control.



# Funding Benchmarks

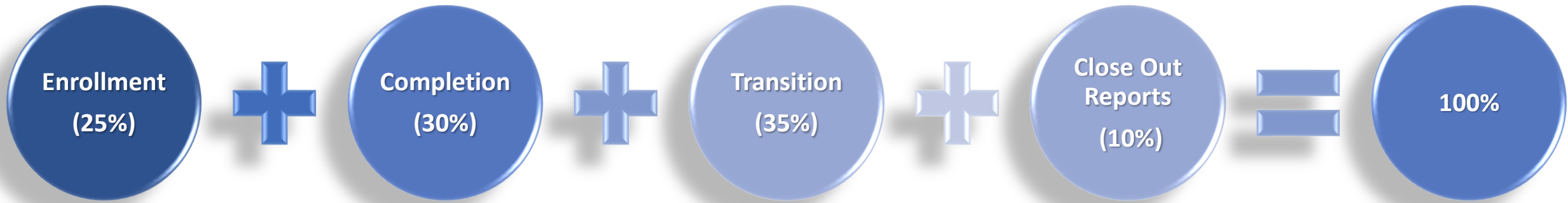


- Enrollment
- Completion
- Transition
- Close Out Reports

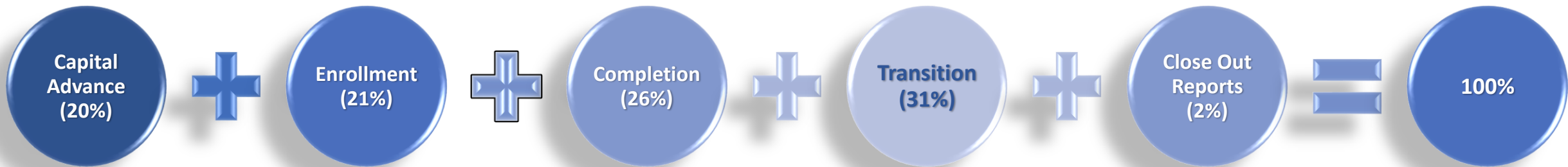




# Funding Formula



**Track III: Accelerator Program's Funding Formula differs slightly to allow for a capital advance:**







# Program Standards



# Program Standards

## Standards Govern

- Curriculum
- Instructors
- Staffing
- Services (Student support, wrap-around, transition)



**All Illinois Works standards are annually published in the Grantee Manual.**



# Professional Development



# Why Professional Development?

Professional Development is offered with the goal of improving performance and enabling grantees to successfully implement an Illinois Works Pre-apprenticeship Program, comply with its policies and procedures, and effectively utilize its technological applications.



A key aspect of the Illinois Works Pre-apprenticeship Program is to **develop more workforce providers that have capacity to deliver high quality services throughout the whole State of Illinois.**



# Professional Development / Technical Assistance







# Tracks

**In-depth  
Needs  
Analysis**



- **Track I:**  
Professional  
Development Plan  
Recommendations
- **Track II and Track III:**  
Coaching Plan





# Track I, Track II and Track III



Grantee Track	Professional Development & Technical Assistance
Track I	<ul style="list-style-type: none"> <li>✓ Webinar Sessions (including Annual Onboarding)</li> <li>✓ Annual Conference</li> <li>✓ Regional Meetings</li> <li>✓ Communities of Practice (CoP)</li> <li>✓ Technical Assistance</li> <li>✓ Professional Development Plan Recommendations</li> </ul>
Track II	<ul style="list-style-type: none"> <li>✓ Webinar Sessions (including Annual Onboarding)</li> <li>✓ Annual Conference</li> <li>✓ Regional Meetings</li> <li>✓ Communities of Practice (CoP)</li> <li>✓ Technical Assistance</li> <li>✓ Coaching (up to 10 hours per month)</li> </ul>
Track III (Accelerator Program)	<ul style="list-style-type: none"> <li>✓ Webinar Sessions (including Annual Onboarding)</li> <li>✓ Annual Conference</li> <li>✓ Regional Meetings</li> <li>✓ Communities of Practice (CoP)</li> <li>✓ Technical Assistance</li> <li>✓ Coaching (between 10 – 20 hours per month)</li> <li>✓ Support Groups</li> <li>✓ Peer Mentoring</li> </ul>



# Program Coaching







# Community of Practice (CoP)





# Webinar Sessions







# Toolbox Tuesday





# Robust Reporting



# Robust Reporting



- **Real-time** reporting (daily or weekly)
- **Custom** Illinois Works Reporting System (IWRS) platform
- Illinois Works **Monthly Compliance Review and Report**





# Illinois Works Reporting System (IWRS)



- **Developed in partnership** with Southern Illinois University's Center for Workforce Development.
- Allows grantees to **track participant progress** throughout their engagement with the Pre-apprenticeship Program.
- Key milestones are **verified monthly** by grant managers **using IWRS data**.

Pre-apprentice Life Cycle











# Continuous Program Improvement



# ILW Continuous Program Improvement

## Ongoing assessment of performance outcomes designed to:

- Identify opportunities for incremental and innovative enhancements.
- Bring gradual and/or innovative improvements to service delivery processes

## Key Strategies for Continuous Improvement:

- Each grantee implements a continuous program improvement process
- Program improvement process including leveraging program data to identify areas of opportunity
- Grantees are required to submit an annual Program Improvement Plan





# Illinois Works Program Improvement Model

## Illinois Works Program Improvement Model





# Continuous Program Improvement in the Office of Illinois Works



**Continuous Program Improvement in the Office of Illinois Works** enables us to:

- Identify opportunities for incremental and innovative enhancements.
- Bring gradual and/or innovative improvements to service delivery processes

**Key strategies for improvement include:**

- Annual program improvement plan to improve internal operations in all three programs and Career Services
- Feedback loop with different stakeholders





# Longitudinal Evaluation





# Longitudinal Evaluation

A correlational study that documents variables over an extended period of time.

For purposes of Illinois Works, evaluation will look into program outcomes and impacts **up to 10 years** after a participant exited the pre-apprenticeship program.

NIU's Center for Governmental Studies is contracted to perform this evaluation.





# Evaluation: Implementation Studies



- Document program operation or compares it against goals, across locations, or over time;
- Describe and analyze “what happened and why” in the design, implementation, administration, and operation of programs;
- Are generally used to determine whether a program is being carried out in a manner consistent with its goals, design, or other planned aspects.

Source: US Department of Labor (2018). *Evaluation Toolkit: Key Elements for State Workforce Agencies*.

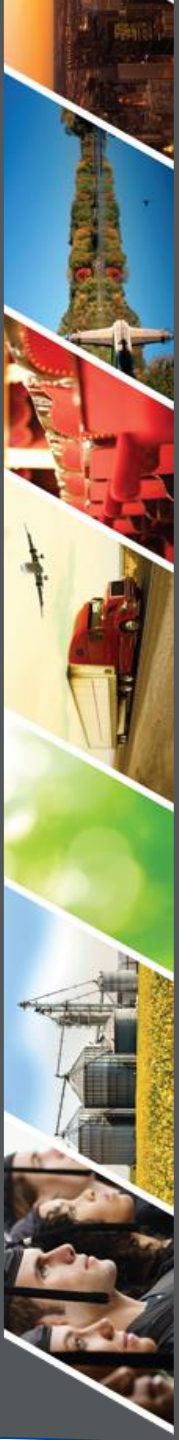


# Evaluation: Outcomes Studies



- Compare individual outcomes against goals, across programs or locations, or over time
- Determine if programs achieve the desired results or assess the effectiveness of programs to produce change
  - Longitudinal
  - Cross-sectional

Source: US Department of Labor (2018). *Evaluation Toolkit: Key Elements for State Workforce Agencies*.



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



**THANK YOU!**



# Resources

# References

## Websites for DCEO and Illinois Works

### DCEO Home Page

[Illinois Department of Commerce and Economic Opportunity - Home](https://dceo.illinois.gov)

### DCEO About Us

[About Us - About DCEO \(illinois.gov\)](https://dceo.illinois.gov/about-us)

### Illinois Works Job Program Act

<https://dceo.illinois.gov/illinoisworks.html>

### Email Address

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

### Pre-apprenticeship Program

<https://dceo.illinois.gov/illinoisworks/preapprenticeship.html>

### Apprenticeship Initiative

[Illinois Works Apprenticeship Initiative - Illinois Works](https://dceo.illinois.gov/illinoisworks/apprenticeship-initiative)

### Bid Credit Program

<https://dceo.illinois.gov/illinoisworks/bidcredit.html>

### Career Services

<https://dceo.illinois.gov/illinoisworks/career-services.html>

### Contractor Resources

[Illinois Works Contractor Resources](https://dceo.illinois.gov/illinoisworks/contractor-resources)



# References

## State of Illinois Materials and Legislation

- **A Plan to Revitalize the Illinois Economy and Build the Workforce of the Future**  
[DCEO \(illinois.gov\)](http://illinois.gov)
- **Illinois Works Job Programs Act**  
[Illinois General Assembly - Full Text \(ilga.gov\)](http://ilga.gov)
- **Legislative Changes: Amendment to the IL Works Jobs Program Act**  
[Illinois General Assembly - Full Text of Public Act 103-0305 \(ilga.gov\)](http://ilga.gov)
- **Apprenticeship Initiative Emergency Rules**  
[PART 680 ILLINOIS WORKS JOBS PROGRAM ACT : Sections Listing \(ilga.gov\)](http://ilga.gov)