# STATE OF ILLINOIS FRAMEWORK FOR INTEGRATED BUSINESS SERVICES

# ILLINOIS WORKFORCE INNOVATION BOARD

**Approved December 15, 2017**

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**INTRODUCTION TO INTEGRATED BUSINESS SERVICES**
The State of Illinois understands that in order to give businesses and job seekers the workforce services they need, we need to better integrate our delivery services to business. This project is meant to create a framework for workforce, education and economic development partners to better listen to, learn from, and respond to Illinois' businesses. This framework was developed by a statewide group of business leaders and workforce partners, and is meant to identify the elements and requirements of an integrated business services model for state and regional programs that will best equip them to understand and meet the ongoing workforce needs of Illinois' businesses.


**FOUNDATIONAL ELEMENTS FOR A FRAMEWORK FOR INTEGRATED BUSINESS SERVICES**
This framework is intended to support talent pipeline strategies designed to assist partners in working together to address the workforce needs of business in a region. At the core of these models are industry sector partnerships[1] -- led by businesses, and focused on crucial industry clusters – that work collaboratively to listen to and understand the workforce needs of business, and to develop customized solutions that respond to those needs. Eight foundational elements for the framework have been identified and recommended by the workgroup. The integrated provision of business services should be:

- **SECTOR-BASED** – The provision of business services should align around regionally identified industry sectors significant to the regional economy.

- **TRANSFORMATIONAL** – Engagement of businesses should provide a platform for regular and ongoing dialogue, providing a transformation of the relationships between business and workforce partners.

- **REGIONAL** – Service delivery should be regional in nature and 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 used by *all* partners to meet business needs.

- **UNITED** – Building upon efforts already underway, efforts should continue to co-locate partners in order to ensure maximum coordination.

- **FLEXIBLE** – The framework should provide enough guidance to be helpful, but should also allow flexibility for regional innovation and customization.

- **ALIGNED** – Existing policies/procedures should be reviewed and revised to ensure alignment and progress toward service integration.

- **ALLOWABLE** – Partners' federal mandates to provide specific, related services must still be met when developing the state framework.


**STRUCTURAL COMPONENTS OF A FRAMEWORK FOR INTEGRATED BUSINESS SERVICES**
The workgroup identified five components that are necessary for the integrated provision of business services in the state and its ten economic development regions:

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[1]See Illinois' Sector Strategy Framework -
https://www.illinoisworknet.com/WIOA/network/Pages/SectorStrategies.aspx

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- **ORGANIZATIONAL STRUCTURE** - At both the state and regional level, organizational structures will be developed that enable communication between partners in order to develop a single, reliable, agreed upon strategy to support engagement and contact between businesses and the workforce/economic development system. The form of these organizational structures will vary according to economic development region and sector. Leveraging existing relationships between and among businesses and public partners is recommended as the most reliable initial strategy for engagement with particular companies and sectors. Each of the ten economic development regions will develop mechanisms that will connect business to the full range of services – regardless of source.

- **MANAGEMENT OF BUSINESS INTELLIGENCE** - Given the need to share information across partners -- at the state level, but particularly at the regional/local level -- management of business intelligence is critical. Recognizing the challenges of creating a statewide cross-agency Customer Relationship Management (CRM) system, the state's initial strategy will focus on supporting creative approaches to meeting these regional/local level responsibilities. It is important for regional partners to understand the grassroots nature of business intelligence development. Perhaps the most important data development issue will always be the creation of methods to record and access partner knowledge regarding business needs, to share that knowledge across the partner network – using methods that are cognizant of the confidentiality requirements of business, and then to utilize that knowledge to jointly develop and implement proactive solutions to business and sector needs.

- **SOLUTIONS-BASED SERVICE OFFERINGS** – The service offerings provided to businesses must be focused on delivering timely solutions to expressed business needs. Each region should have its own standardized process for contacting companies in each targeted industry sector, and have the capability of providing direct access to appropriate services or referral to all partners who can provide those services. Solutions-based service first requires a focus on listening to what business communicates that they need, and then requires flexible, creative and timely responses to those needs - a process that builds a portfolio of customized solutions for businesses, without merely unloading pre-packaged programs and processes on them.

- **EMPHASIS ON WORK-BASED LEARNING AND OTHER BUSINESS-FOCUSED SERVICES** - Closely tied to the solutions sought by businesses is the expanded use of work-based learning (Registered Apprenticeships, Youth Apprenticeships, Pre-Apprenticeships, Customized Training, On-the-Job Training, Incumbent Worker Training and others). This emphasis recognizes work-based learning as often the most effective mechanism for delivering Training and Education solutions, in an environment that is directly shaped to and for the needs of the employer – their own business.

- **ACCOUNTABILITY AND PERFORMANCE MEASUREMENT -** The four framework elements discussed so far will bring significant changes in the focus, intent and utilization of business services. Along with those changes comes the need to develop appropriate measures of performance. This will enable the measurement (and dissemination) of the meaningful results of those business services activities, will also serve to establish feedback loops that will facilitate data-driven course corrections to the other four framework elements. In particular, these measures should be focused on the value of these services to businesses, through measures such as: reduced turnover, reduction in the time required to fill vacancies, enhanced employee retention, additional viable candidates applying for work, and enhanced productivity.

**STATE FRAMEWORK FOR INTEGRATED BUSINESS SERVICES
AT THE STATE & REGIONAL LEVELS**

This draft framework attempts to build upon the baseline requirements identified in Section III of the Phase I report: "Illinois Integrated Business Services Environmental Scan[1]," developed and presented in 2016.  It is an attempt to integrate the findings of that scan with those of other related projects currently underway in Illinois[2], in order to establish standard pre-requisites, elements and requirements for an integrated business services framework for state and regional workforce and economic development programs.

**PRE-REQUISITES FOR A FRAMEWORK FOR INTEGRATED BUSINESS SERVICES**
The Phase 1 report identifies four pre-requisites to the establishment of a framework for integrated business services.  Each of these pre-requisites is directly tied to the implementation of a sector-based talent pipeline model as the strategic mechanism for workforce and economic development service delivery in the state and in each of the ten economic development regions.  Sector strategies are industry-focused approaches designed to align public and private resources to address the talent needs of businesses.[3]  At the core of sector strategies are partnerships -- led by businesses, and focused on crucial industry clusters – that work collaboratively to understand the human resource needs of industry and to develop customized solutions that benefit the education and skills of workers, the competitiveness of businesses, and the overall economic development of the regions and the state.

With the emphasis given to this approach in the Workforce Innovation and Opportunity Act (WIOA), Illinois has taken the opportunity to utilize this approach at the very nucleus of its state and regional workforce strategies.  Illinois' stated vision in its WIOA Unified State Plan is to "Promote business-driven talent solutions that integrate education, workforce and economic development resources across systems to provide businesses, individuals and communities with the opportunity to prosper and contribute to growing the state's economy."   Likewise, the WIOA planning process for Illinois' economic development regions was also built around the creation and implementation of sector initiatives for in-demand industry sectors and occupations.

Furthermore, under the leadership of Board Chair John Rico, the Illinois Workforce Innovation Board (IWIB) has provided nearly a decade's worth of leadership in the development of sector-based career pathways for Illinois's students and workers.  And

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[1] https://www.illinoisworknet.com/WIOA/Resources/Documents/Attachment%20V%20-%20IL%20Integrated%20Business%20Services%20Scan%20Report%20Final.pdf
[2] Two such projects of note: ICCB Workforce Education Strategic Plan Development, IWIB One-Stop Certification Policy Development.
[3] See Illinois' Sector Strategy Framework - https://www.illinoisworknet.com/WIOA/network/Pages/SectorStrategies.aspx

Illinois' ongoing sponsorship of talent pipeline management solutions through project support and funding mechanisms has helped to implement that leadership. Given this context, Illinois has positioned itself well to meet the four pre-requisites for the establishment of a framework for integrated business services identified in the Phase 1 report:

- Strong regional industry partnerships between businesses and public agencies (education, workforce development, economic development and others);

- Collaborative identification of key regional industry sectors;

- Development and support of sector-based career pathways; and

- Ongoing identification of talent supply chain needs for the economic development region.

While we know that implementing a truly integrated sector-based business services approach will be a long-term process, we believe that the development of our abilities to meet these four pre-requisites provides a stable basis to move forward.

**FOUNDATIONAL ELEMENTS FOR A FRAMEWORK FOR INTEGRATED BUSINESS SERVICES**
The Phase I report also identifies eight foundational elements that must pervade the construction of a framework for integrated business services. Given these eight foundational elements, the framework for integrated business services must be:

1. *Sectoral* – The provision of unified business services in each region should align around their regionally-identified industry sectors.

2. *Transformational* – The overall engagement of businesses should take on a transformational focus that provides a platform for regular and ongoing dialogue, rather than an unsystematic transactional approach.

3. *Regional* – Service delivery should be regional in nature and 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.

4. *Permissible* – Core partners have federal mandates to provide specific, related services. This needs to be taken into account when developing the state framework.

5. *Coordinated* – The framework should describe a coordinated approach to business services, suggest a process for identifying the strategy for contacts with particular businesses and industry sectors, and how the point of contact will coordinate with other partners to meet business needs.

6. *United* – Building upon efforts already underway, efforts should continue to co-locate partners in order to ensure maximum coordination.

7. *Aligned* – Existing policies and procedures may need to be reviewed and revised to ensure alignment across actors.

8. *Flexible* – The framework must provide enough guidance to be helpful, but also allow enough flexibility to allow regional innovation and customization.

**STRUCTURAL COMPONENTS OF A FRAMEWORK FOR INTEGRATED BUSINESS SERVICES**
Finally, the Phase I report identifies five components that construct a framework for integrated business services.  These five structural elements are:

- Organizational Structure

- Management of Business Intelligence

- Solutions-Based Service Offerings and Delivery

- Emphasis on Work-Based Learning and other Business-Focused Services

- Accountability and Performance Measurement

What is immediately noticeable about this listing of foundational elements is that they directly follow the path of information flow necessary to meet the workforce needs of business.  Points 1 and 2 (Organizational Structure and Management of Business Intelligence) are structural requirements that must be in place **before** workforce and economic development services can be provided.  Points 3 and 4 (Solutions-Based Service Offerings and Delivery and Emphasis on Work-Based Learning and other Business-Focused Services) are structural requirements that must be in place **during** the provision of those services.  Point 5 (Accountability and Performance Measurement) is a structural requirement that must be in place **after** the provision of those services.

Furthermore, each of these foundational elements are directly related to each other in a feedback loop of learning that should, over time, act to strengthen the overall framework by tightening the informational fasteners that hold the elements together.
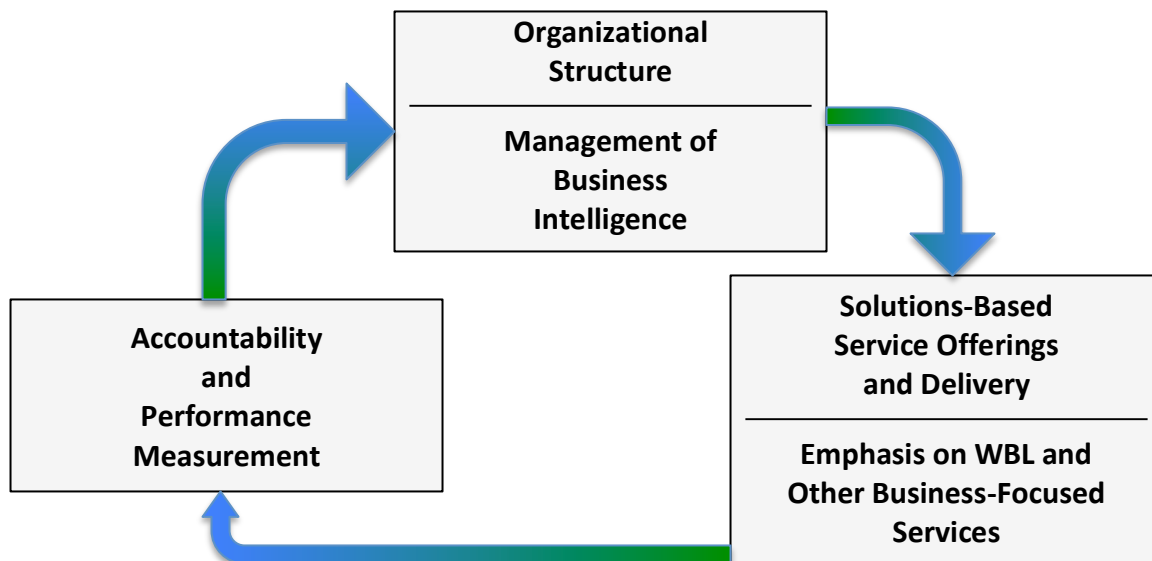
Now looking at each of these five framework elements in turn, grouped by their relationships to each other and the information flow necessary to meet the workforce needs of business, based on the responsibilities that those framework elements place upon state actors (generally strategic and supportive responsibilities) and regional level actors (generally tactical and operational responsibilities).

## A. PRIOR TO BUSINESS CONTACT

### 1. ORGANIZATIONAL STRUCTURE

*Description*: The Phase I study identifies the need to "articulate the roles, responsibilities and expectations for collaboration in such a way that all parties can support a business engagement process that eliminated multiple contacts and presents a 'unified' system to businesses. … [The] strategy must capitalize on the relative strengths and capabilities of the various institutions and agencies and even, at the [regional] level, allow for the relative strengths of individual staff members."  At both the state and regional level, organizational structures must be developed that enable communication between actors and enhance the coordination necessary to provide a single, reliable, agreed upon strategy that will support engagement and contact between the workforce/education/economic development system and businesses.  The form of these organizational structures will vary according to economic development region and sector, as existing relationships may be most fruitfully utilized as the reliable strategy for engagement with particular companies and sectors.  However, given the skill sets and job requirements of economic development professionals it is likely that, in the absence of existing exploitable relationships, these partners might be consider appropriate as a "default" lead for the engagement process.  Regardless, this organizational structure must facilitate the rapid understanding of business needs, must gain the trust of business, and must develop responses that will meet those needs through a non-biased approach to service delivery.

*State Level Responsibilities*: The Phase I study recognizes the need to establish a "high-level interagency management team … to establish and implement policy, exhibit a united front and model cross-agency behavior [to] Business Services Teams."  Beyond the development of this administrative and service delivery framework (that sets criteria to ensure attainment of the system that is envisioned by the state and is beneficial to businesses, while providing optimum flexibility to local & regional areas to design their outreach systems and related processes), this state-level team should (at a minimum):

- Establish a collaboration based on sustained, trusting relationships between key partners including workforce development, education, and economic development.
- Issue joint policy and resolve any issues of alignment between and among related statewide programs and initiatives, especially policy and funding issues that create barriers to unified business services delivery.

- Offer technical assistance and training to local Business Services Teams for cross-agency staff training and skill development in order to meet generalized training needs across multiple areas.
- Examine the potential value of creating a shared marketing and branding message for communicating – to the business community – the value of the state's unified business services system.

*Regional/Local Level Responsibilities*: The Phase I study recognizes that each of the ten economic development regions will develop mechanisms that will connect business to the full range of partner services – regardless of source.  Business Services Teams are the mechanisms by which these connections happen.  Communication and coordination among the partners allows for the most effective provision of that full range of services. In terms of organizational structure, the resulting Business Services Teams *should* (regional configurations will vary, and the participation of some partners will be voluntary rather than mandatory) include business services staff from the local LWIA(s), local Wagner-Peyser funded programs, local Vocational Rehabilitation programs, Community Colleges (particularly including their customized and corporate training divisions), Adult Education providers and Economic Development Agencies.  Local Chambers of Commerce, Community-Based Organizations and other potential partners may also be directly involved in an integrated business services approach.

The Illinois Comprehensive One-Stop certification process further requires that required partners identify specific ways each center will respond to local and regional economic and workforce needs, that they document what business services (included in the local service matrix) are provided through the center and how they are provided, and that a list of the Business Services Team members (by title and agency) is available. Furthermore, additional related opportunities for continuous improvement identified through the Illinois Comprehensive One-Stop certification process includes the suggested inclusion of one or more regional/local general-purpose business organizations on each Business Services Team.

> **A RECENT EXAMPLE**
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> *Recently a Central Region LWIA utilized a process mapping process to help identify the various processes that the partners use to assist job seekers and to find employment and reemployment services. A key part of the process mapping identified the interfaces between the partner programs that support their customers. In addition to identifying process improvements, a key outcome has been to provide staff and customers with a resource guide to help them know what program to contact, depending on their individual needs.*
>
> *While not necessary in all instances, the utility of a process mapping process such as this but focused on the interfaces between partner programs with regard to business services should be evident. The development of a resource guide focused on business needs might well be a useful product. But the mere explication of what business services are available, from what partners, in what situation, could be a vital product as regional partners seek to understand the appropriate organizational structures to meet the needs of businesses in targeted sectors and other businesses across the region.*

**2. MANAGEMENT OF BUSINESS INTELLIGENCE**

*Description*: The Phase I study identifies the need to establish a business intelligence management system that will ensure "open collection, analysis and management of business intelligence." Given the need to share information across actors at the state level, and particularly at the regional/local level (within the Business Services Teams most especially), management of business intelligence is critical.

The Phase I recommendation to purchase a stand-alone, automated Customer Relationship Management (CRM) system that meets defined business requirements for a common, statewide customer relationship management solution will be a challenge in the current budgetary environment (a circumstance that is specifically mentioned in the ICCB Workforce Education Strategic Plan, and one that is just as applicable to the other workforce development partners).

With that reality, "Management of Business Intelligence" must take on a wider meaning in the development of a state and regional/local business services framework. The need to "maintain awareness of business needs, contacts and services, as well as outcomes" does not recede merely because a fully implemented CRM system is not currently available.

*State Level Responsibilities*: Given the challenge of funding a statewide cross-agency CRM system, the state level responsibility recedes to a less expansive vision of supporting – through funding, if possible – creative approaches to meeting the regional/local level responsibilities outlined below. Additionally, as these issues of Business Intelligence are undertaken it will be a particular responsibility of state-level policy makers to ensure that rules of use and engagement, privacy requirements, and confidentiality concerns are all taken into account as the Management of Business Intelligence is addressed. Finally at the state level, the Illinois Department of Innovation & Technology (DoIT) has been engaging on preliminary investigation in the area of individual customer-side tracking systems for use across partners. Although it is far too soon to make specific statements, it might be possible to expand this technology development and/or utilize a similar approach in leveraging the partner's existing systems to include a business customer-side tracking element that might include the "less-expansive" listing of functionality described below.

*Regional/Local Level Responsibilities*: The Phase I study identifies a set of eight business requirements that would theoretically provide the basis for determining the functionality of a newly developed (or off-the-shelf, for that matter) CRM:

- Track business lead, account, contact and activity information;
- Track business leads that are not currently receiving services with a Business Services Team;
- Track account level details for business, including a robust profile;
- Track contact information associated with these businesses;

- Track all emails, calls, meetings, tasks and follow-ups for these businesses;

- Provide full information sharing for team collaboration and executive management;

- Reports and Dashboards for business management, including company activities by workforce area, business liaison; new leads and engaged business by industry type, size, etc.; and

- Additional custom reports and dashboards specific to the state's needs.

Stripping this list of functionality down to its barest requirements might point towards the following less-expansive listing of functionality that should form the basis for any use of existing products -- or new product development -- at the local/regional level (in descending order of importance):

- Track business lead, account, contact and activity information;

- Track contact information associated with these businesses;

- Track business leads that are not currently receiving services with a Business Services Team; and

- Track all emails, calls, meetings, tasks and follow-ups for these businesses.

But even more important than the development or utilization of products such as this is the need for regional partners to understand the grassroots nature of business intelligence development. Perhaps the most important data development issue will always be how to ensure that a framework exists to access partner knowledge regarding business needs, to share that knowledge across the partner network – while being cognizant of the confidentiality requirements of business, and then to utilize that knowledge to develop and bring forth proactive solutions to sector needs.


**3. SOLUTIONS-BASED SERVICE OFFERINGS**

*Description*: The Phase I study recognizes the need to provide businesses with "service offerings [that] are not siloed or menu-driven but focus on delivering solutions to expressed business needs." The framework for developing and delivering these solutions-based service offerings consists of bolstering these two one-stop certification criteria:

- Each Business Services Team has a standardized process for contacting businesses in each targeted industry sector and the capability of providing direct access to appropriate services or referral to others who can provide those services.

  o Business Services Team members are knowledgeable of all available services.

  o Appropriate team members are identified to serve as resources for the delivery of services.

- o The Business Services Team participates in community-based, business-focused events on a regular basis.

- The Business Services Team partners with businesses to identify their needs and provide timely solutions.

  - o The Business Services Team develops customized service proposals for business customers that detail a range of potential solutions to meet those customers' needs and challenges.

Beyond these basics, the idea of solutions-based services entails additional actions at the state level and especially at the regional/local level. But it will always require a focus on first listening to what business tells us they need, and then being flexible and creative in the development of responses to those needs.

*State Level Responsibilities*: As with management of business intelligence, the role of state actors with regard to solutions-based services is somewhat limited, but does require a shared obligation to support regional/local utilization of this practice through available mechanisms of planning, policy, grant funding and training & technical assistance.

> **A RECENT EXAMPLE**
>
> *The Department of Rehabilitation Services (DRS) Staff Development Unit has recently completed the second round of Job Driven Vocational Rehabilitation and Technical Assistance Center (JD-VRTAC) Integrated Business Services training for their staff as well as partner staff. This training was provided through webinars as well as face-to-face meetings.*
>
> *The primary focus of the training is based on a 4-step process referred to as the* **LIFE** *Cycle. The steps are: 1)* **L***istening for business needs 2)* **I***dentifying support opportunities 3)* **F***ulfilling solutions and 4)* **E***valuating effectiveness.*

*Regional/Local Level Responsibilities*: As described in the Phase I report, solutions-based services require above all else a strategic, coordinated outreach to business, building upon the foundational elements described above. Most importantly, in terms of its grounding within a sector-based strategy (i.e., foundational element #1). That report speaks of single-points of contact within the Business Services Team responsible for managing each specific client relationship. Perhaps equally important, though, is the need for contacts that are knowledgeable and perceptive regarding the targeted sectors for the region. In either case, the strategy for business contact has the responsibility to simplify interactions with the workforce/economic development system, using the functional alignment and organization developed under structural component #1 (Organizational Structure) to create the most appropriate collaborative mix of available services as a solution to business needs.

While it is not a prescriptive list, the Phase I report suggests a five-component "bundling" of available service solutions based on five types of workforce issues that might typically concern a business:

- Recruitment and Hiring Solutions – may include services such as:
  - Pipeline recruitment
  - Business and/or industry-specific recruiting events
  - Assistance in writing job descriptions
  - Taking and electronically posting job orders & online access to resumes
  - Screening, Selection and Referral
  - Using facilities for recruitment and interviewing
  - Assessment and prospective employee testing

*A RECENT EXAMPLE*

*Through an integrated approach by the workforce partners, a recent hiring event in the Southern Region was attended by almost 20 potential applicants for each of the positions on offer by the company. This far exceeded the employer's goals for attracting enough qualified potential employees to the event.*

- Training and Education Solutions -- may include services such as:
  - Analysis of employee education and training needs
  - Training program development
  - Adult Basic Ed/General Equivalency Diploma/English as a Second Language for Employees (on or off-site)
  - Work-readiness training
  - Work-based learning and training
- Transition Solutions -- may include services such as:
  - Layoff aversion
  - Labor/management teams
  - Employee support workshops
  - Employee retention and re-training services

*A RECENT EXAMPLE*

*The Southern Economic Development Region has already made great strides towards integrating business involvement in the Rapid Response process regarding layoffs at coal mines in the region.*

*Their efforts to provide laid-off workers with a quick and seamless return to employment have been greatly aided by integrated efforts from all partners to identify and bring in companies who are eager and ready to step up and hire displaced miners.*

- Information Solutions -- may include services such as:
    - Workforce and other labor market information
    - Human resource consulting
    - Tax credit information
    - ADA, EEO and other workplace compliance information
    - Unemployment Insurance information
- Support Service Solutions

Regardless of the range and "bundling" of specific services, what is important to accomplish at the regional/local level is a design of service solutions that builds a portfolio of customized solutions for businesses, without merely unloading pre-packaged programs and processes or clients on them.  The single-point of contact uses the full services of the team to develop flexible, customized solutions, and then organize delivery.  In this way, business is conceived of and treated as a partner rather than a customer."

### 4. EMPHASIS ON WORK-BASED LEARNING AND OTHER BUSINESS-FOCUSED SERVICES

*Description*: Closely tied to the types of solutions sought by businesses (as generalized above) is the expanded use of work-based learning as the most attractive mechanism for *delivering* Training and Education solutions in an environment that is directly shaped to and for the needs of the employer – their own business.  These work-based learning opportunities include: Registered Apprenticeships, Youth Apprenticeships, Pre-Apprenticeships, Customized Training, On-the-Job Training, Incumbent Worker Training and others.  These types of programs naturally invite more explicit involvement by business, both in the design and the implementation of training.  As such, work-based learning is often the most thorough route to the solution-based service sought by this framework.

*State Level Responsibilities*: Illinois has been taking many actions to encourage and develop work-based learning opportunities over the course of the past few years -- the establishment of an Apprenticeship Committee within the IWIB, a focus on apprenticeship by the Governor's Cabinet on Children and Youth, development of a statewide "Apprenticeship Plus" model for work-based learning, statewide grant opportunities for both youth and adult apprenticeship pilots, and completion of the Accelerated Training for Illinois Manufacturing (ATIM) project to pilot work-based learning approaches in manufacturing – to name just a few.  All of these activities have served to foreground work-based learning – in particular apprenticeships and youth apprenticeships -- as an advantageous approach for both youth and adults as well as for businesses.  This course of action enjoys vigorous leadership from the Governor, and is rapidly being entrenched in both policy and practice at the state level.  Leadership from the state in the implementation of work-based learning models will only grow in the foreseeable future.

*Regional/Local Level Responsibilities*: Directions sanctioned through WIOA's changes, along with state policy and practice, all serve to make the use of work-based learning activities more attractive and available for the provision of training solutions for businesses. It is the responsibility of the regional/local Business Services Teams to provide awareness of the range and effectiveness of work-based learning to businesses. These (along with work-readiness training) should be "top-of-mind" solutions for a wide range of training needs, and habituating their explication to -- and utilization by -- employers will be a key part of effective business services strategies moving forward.

## 5. ACCOUNTABILITY AND PERFORMANCE MEASUREMENT

*Description*: Taken together, the four framework elements discussed so far portend significant changes in the focus, intent and utilization of business services under the integrated model obligated by WIOA. Along with those changes certainly comes the need to establish a framework for the development of appropriate measures of performance. This is important both to enable the measurement (and dissemination) of the meaningful results of those business services activities, and to establish feedback loops that will facilitate data-driven course corrections to the other four framework elements. This is, however, not a simple process. As the Phase I report notes, "with the general acceptance of demand and data-driven approached to talent development, there is increased interest in more closely measuring the *value* that businesses feel they receive from system services." Furthermore, we know that the entire WIOA system (and each of the WIOA partners) is still subject to the additional federal guidance that is still expected with regard to this subject. As such, we must be flexible in the adoption of any actions in this area, as all will be subject to conformance with any applicable final regulations.

*State Level Responsibilities*: In all likelihood, this will be the most important area of state responsibility among these five framework elements. Those responsibilities will likely be two-fold: establishing suitable business services performance measures (through to be determined processes to achieve business input), and establishing mechanisms for identifying suitable outcome goals and tracking instruments for those business services performance measures (through to be determined processes to achieve regional/local input). In particular, these measures should be focused on the value of these services *to* businesses, such as through measures of reduced turnover, enhanced retention and enhanced productivity.

A number of employer-specific performance measures have been identified by example (in draft form) in the ICCB Workforce Education Strategic Plan process. Towards the goal to "develop customer-driven, system-wide performance metrics," these possible performance measures were specified as examples:

- Quality of referred candidates relative to job requirements
- Reduced time to hire
- Time to full productivity

- Percentage of hires meeting performance expectations

- Increased retention/reduced turnover

- Reduced replacement costs

- Other bottom-line financial impacts

- Customer service/service experience

As this business services framework begins to be implemented, it will be vitally important to coordinate performance measures and outcome measures across all partner agencies so that as unified business services becomes a reality one set of measures will be used to assess the workforce/economic development *system's* impact and satisfaction to businesses.

*Regional/Local Level Responsibilities*: Regional/Local level responsibilities will largely be to participate in the process of determining appropriate performance measures and outcome goals, and then to configure their Business Services Teams to best meet those outcome goals.

**ABOUT THIS DOCUMENT**

This State Framework for Integrated Business Services was developed by a workgroup made up of private sector members of the Illinois Workforce Innovation Board, representatives from the Illinois Workforce Partnership (IWP), and representatives from Illinois' core WIOA partners (Illinois Department of Commerce & Economic Opportunity, Illinois Department of Employment Security, Illinois Department of Human Services, Illinois Community College Board).  Workgroup membership is listed below.

This group met several times throughout 2017 in order to develop this document.  Comments and feedback were received directly from representatives of businesses and business organizations, representatives of educational institutions, and the membership of the IWP.  Additional feedback was received through a pair of webinars to explain the Framework, hosted by Illinois workNet.  The Directors/Presidents of the four WIOA core partner agencies also gave feedback and approval.  Implementation of this Framework will begin during 2018, following IWIB approval.

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