

**ILLINOIS WORKFORCE INNOVATION BOARD (IWIB) APPRENTICESHIP COMMITTEE
RECOMMENDATION TO IWIB EXECUTIVE COMMITTEE
NAVIGATOR AND INTERMEDIARY FRAMEWORK**

Recommendation

Illinois needs an effective, uniform apprenticeship support system that builds on the state's holistic apprenticeship framework (including pre-apprenticeship, youth apprenticeship, registered apprenticeship and non-registered) and facilitates employers' development and use of quality apprenticeship programs in a variety of sectors and regions. The IWIB Apprenticeship Committee should recommend that the IWIB Executive Committee adopt the framework for apprenticeship navigators and intermediaries as critical elements to the success of apprenticeship expansion.

Background

As workforce development, education, nonprofit, private and public sector representatives, the IWIB Apprenticeship Committee is deeply committed to ensuring that Illinois maximizes its capacity to support apprenticeship as both a workforce solution to businesses and a career pathway opportunity for underserved populations. We believe the following suggestions are essential for ensuring that the state's immediate steps align with a long-term strategy for connecting diverse communities and employers to apprenticeship.

While current navigator and intermediary pilot projects have provided a valuable foundation for apprenticeship expansion, stakeholders have learned important lessons from these pilot programs that inform much of the content of this document. We recommend that current navigator and intermediary pilot projects that do not meet the definitions of standards outlined in this memo can apply to future funding if they adapt their work to align with the role descriptions that follow. However, to create and preserve clarity of the burgeoning apprenticeship system, the State should require all current grantees to work in close consultation to the future grantees that will more closely match the roles as described. To codify the best practices and lessons learned that have emerged from the current navigator and intermediary pilot projects, the Systems and Support Work Group developed the following tables to present an overview of the roles and their respective functions.

The IWIB Apprenticeship Committee reviewed and discussed the Apprenticeship Navigator and Intermediary Framework at the fall quarterly meeting on September 19, 2019. Afterward, the Committee provided a 30-day public comment period, where comments were gathered and incorporated into the framework.

Apprenticeship Navigator and Intermediary Framework

Overview of Roles		
	Navigator	Intermediary
Definition	Apprenticeship navigators serve as key points of contact in the region for outreach and partnership development to help expand apprenticeship programs. Navigators are also responsible for identifying intermediaries who can serve as supports (and at times sponsor) apprenticeship programs.	Intermediaries bundle the needs of small and medium-sized businesses and ensure that the employer and all supporting parties' have clearly defined roles and responsibilities. Intermediaries can sponsor/manage apprenticeship programs, but are not required to do so.
Service Area	Navigators are located in each of the <i>economic development or local workforce area regions</i> ; they are primarily tasked with conducting recruitment and outreach activities to all employers regardless of the sector.	No geographic restriction; intermediaries are sector-specific, and may cover multiple sectors.
Role specifications	Navigators should remain unbiased on the apprenticeship strategy, RTI and community support partners for each employer client. Navigators should connect employers to all available funding streams.	An intermediary can employ one or more navigators but the navigator should never execute intermediary functions.
Key terms and useful descriptors	Marketing; making the field ripe; match making, & system building; they kick-start the program.	Make sure all of the activities and strategies are happening, but may not be doing "it" (e.g. sponsor)
Employer engagement/recruitment	Using the US Chambers of Commerce's Talent Pipeline Management's approach to workforce development along with other business engagement best practices, navigators' primary function is to engage employers and sell the idea of apprenticeship as a strategy for addressing talent pipeline challenges.	While they can also recruit employers as part of their normal business functions, intermediaries are not primarily responsible for recruiting employers.
Talent-facing engagement	Navigators recruit industry associations, business organizations, labor management partnerships and talent-serving institutions such as community and technical colleges, non-profit and community-based organizations and workforce development boards to serve as intermediaries.	Along with their internal talent pools (e.g.: in a community college setting or K-12 school district), intermediaries source for potential talent from community-based organizations and from the general labor market; employers have final approval for hiring the talent.
Identification of partners for RTI, wraparound supports	Navigators are primarily responsible for identifying organizations that support the training and retention of apprentices. They should have a database of local partners in	Intermediaries are responsible for coordinating all organizations that support the training and retention of apprentices; they can play a secondary role in the

Overview of Roles		
	Navigator	Intermediary
	their region.	identification and recruitment of partners.
Recruitment and training of OJL mentors	Navigators should not perform these functions. When an intermediary is needed to coordinate and/or implement a program, the navigator should identify the appropriate party that can serve as an intermediary or sponsor.	The intermediary should, in close partnership with the employer, identify and train mentors within the company who can provide structured on-the-job learning to apprentices.
Administration of apprenticeship program		The intermediary is responsible for ensuring this function is handled.
Holding standards of a program		The intermediary should execute this function.
Registration with DOL (when employer is interested)	When an intermediary is not needed and employer is interested in pursuing registration, the navigator should connect the employer to the DOL.	With the employer's significant input, the intermediary can complete and submit registration documents to DOL.
Data collection	The navigator is responsible for collecting system-level data on their region in partnership with fellow navigators throughout the state.	The intermediary shares occupation-specific standards throughout the statewide apprenticeship navigator/intermediary network; the intermediary collects program and apprentice-level data.
Embedding diversity	Navigators are not accountable for enrollment of diverse populations into apprenticeship programs but should explain to their employer contacts the benefits of hiring apprentices from underrepresented groups (e.g.: increased tax credits, responsiveness to a wider range of consumers). Navigators should build relationships with employers and labor groups that operate in sectors that have long used apprenticeship, but may not have underrepresentation from women and people of color. Each navigator is also responsible for creating a list of community-based organizations that serve diverse and marginalized populations.	Intermediaries are responsible for ensuring diverse populations are enrolled in apprenticeship programs according to metrics that DCEO specifies.