To: Industry Talent Associations
Re: iLab Indiana Industry Talent Association Business Plan Template

Overview

As iLab Indiana Industry Talent Associations develop their operational capacity, it is important for each organization to **establish clear goals and objectives, define tasks and timelines, allocate appropriate staffing and resources, and develop a budget** to guide effective implementation. This business plan template outlines the strategic framework for [insert industry talent association entity] as it steps into the role of the talent association for the [insert industry] sector.

Expectations

Through CEMETS iLab Indiana and insights gained from the existing pilot youth apprenticeship programs currently operating in Indiana, iLab members have identified a critical need to develop the functional capacity of the state's industry "talent associations." This is a key element of how Switzerland's vocational and professional education and training (VPET) system operates. The scope of Indiana's talent associations is to:

- Represent employers statewide within the industry regarding their talent needs
- Convene employers statewide at least once annually to assess talent needs, both current & projected
- Identify the key occupations within the industry & prioritize according to employer demand
- Develop on the job "work cases" & identify the resulting competencies that must be demonstrated
- Determine which competencies are best trained within high school or college, by the employer, &/or by intercompany training centers
- Develop a curriculum/ training manual for the employer-led training & for the intercompany training courses
    - Curriculum / training manual development may be developed in-house or by an intercompany training center

Building the functional capacity to accomplish the above is essential for iLab Indiana to accomplish its goal of a cumulative 50,000 students participating in the Indiana Career Apprenticeship Pathway by 2034. To ensure that the talent associations are successful, each entity will need to:

- Create a **business plan** for launching the talent association
- Secure **statewide employer commitments** to join the talent association and offer apprenticeship opportunities

- Obtain **statewide employer funding** to help fund the association's activities
- **Hire a person** to oversee initial start-up activities

Industry Talent Association - Business Plan

Complete the sections below around **Goals & Objectives, Tasks & Timelines, Staff Capacity & Resources, and Budget**.

Goals & Objectives

This section defines goals related to key focus areas, including industry engagement, targeted occupations, and apprenticeship placements. It also outlines the strategies that will be deployed to accomplish the goals.

Industry Engagement

Year	# of Employer Partners committing to providing financial contribution to the ITA	# of Employer Partners committing to hiring an apprentice	% Partner Retention
2025 - 2026			-
2026 - 2027			
2027 - 2028			
2028 - 2029			

[**Outline your strategies to accomplish the above goals]** Consider what level of industry outreach and regional representation is needed to secure partners and your assumptions for partner retention.

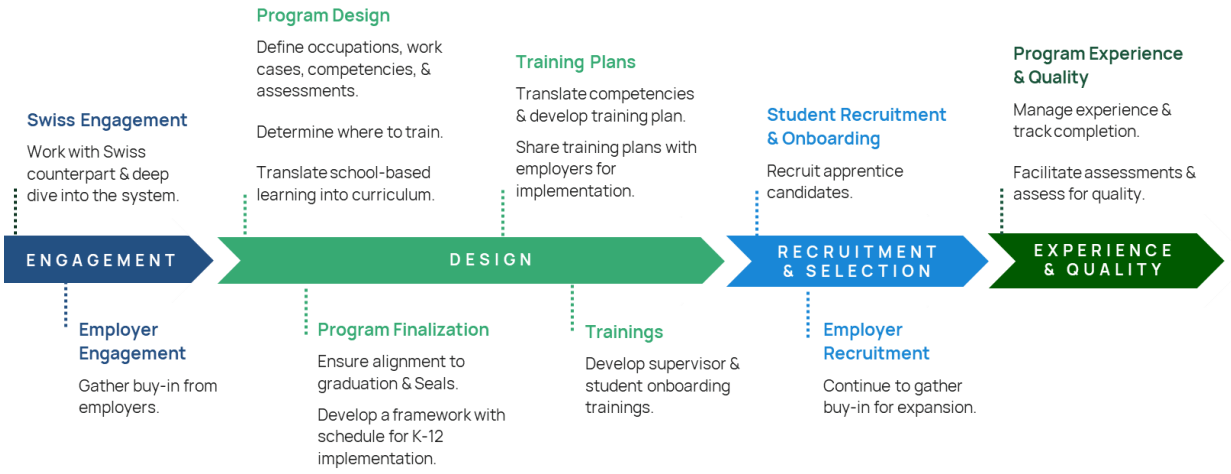
Occupations of Focus & Projected Placement

Occupations of Focus	2026-2027 Placement Goals	2027-2028 Placement Goals	2028-2029 Placement Goals
Ex. IT Support Tech	50	100	150

[Explain how you will identify occupations of focus and determine placement goals]:
Consider what your process is for benchmarking with your Swiss counterparts to learn about the occupations they have identified, engaging with Indiana employers to share what you have learned from Switzerland and identify the appropriate occupations for Indiana, and confirming apprenticeship slots within each company. Additionally, consider how many employers need to be engaged to validate.

Tasks & Timeline

The Swiss model for program design and updates provides an effective framework, emphasizing an employer-led strategy that ensures quality, scalability, and adaptability while allowing for continuous updates based on evolving industry needs. Drawing on insights from the Swiss system, the following key functions will guide the Industry Talent Associations as they implement a similar approach.



The table below allows the association to outline each of these functions, along with the key tasks required to advance them. For each task, include a timeline from start to completion, as well as any partners or resources needed (i.e., staffing, budget). Additionally, space is provided to note expected outcomes or any relevant observations. For further details, refer to the RACI Matrix, which outlines the functions that Industry Talent Associations are responsible for leading forward.

Engagement

Task	Timeline	Partners Engaged	Resources Needed	Outcomes / Notes
Swiss Engagement: Work with Swiss counterpart & deep dive into the system				

Design

Task	Timeline	Partners Engaged	Resources Needed	Outcomes / Notes

Program Design: Define occupations, work cases, competencies, & assessments; determine where to train; & translate school-based learning into curriculum				
Program Finalization: Ensure alignment to graduation / seals & develop a framework with schedule for K-12 implementation.				
Training Plans: Translate competencies & develop training plan & share training plans with employers for implementation.				
Training(s): Develop supervisor & student onboarding trainings.				

Recruitment and Selection

Task	Timeline	Partners Engaged	Resources Needed	Outcomes / Notes
Student Recruitment & Onboarding: Recruit apprentice candidates.				
Employer Recruitment: Continue to gather buy-in for expansion				

Experience and Quality

Task	Timeline	Partners Engaged	Resources Needed	Outcomes / Notes
Program Experience & Quality: Manage experience, track completion, & facilitate assessments & assess for quality.				

Staff Capacity & Resources

Staffing

The Industry Talent Association will support functions like employer engagement, program management (including training manual development), and program evaluation. In the table below, identify any additional roles the association needs to achieve the goals and tasks as outlined above.

Role (Current & Future)	Scope of Responsibilities	% of Time	Timeline for Hire

[insert short narrative: outline the types of skills or experience needed from current / future staff & share what operational structure is needed to support the Industry Talent Association role at your organization]

Resources

In the table below, outline any additional resources needed, such as technology or training materials, that enable your organization to be successful in fulfilling the Industry Talent Association role.

Resource	What Function it Supports	Potential Cost / Partner

[insert short narrative: elaborate on the tools or resources needed, and what support would be helpful via the Ascend-supported monthly peer learning sessions among other Industry Talent Associations]

Succession Planning

[insert short narrative: share your organization's plan for program continuity in the event of staff turnover, including understanding the Swiss VPET system]

Budget

Estimate the initial and ongoing costs required to operate the Industry Talent Association by referencing the necessary resources identified throughout this business plan and considering

additional operational costs. Following the development of the budget, reflect on your funding strategy to support your **three-year budget**. This should involve identifying potential funding sources, such as grants and employer contributions.

ITA Budget

Line Item	2025	2026	2027	2028	Total
Personnel Expenses					
Programmatic Expenses					
Other Expenses					
General & Administrative					
Grand Total					

Funding Strategy

Funding Source	Target Amount	Type of Expenses Covered
Total		