POLICY DEVELOPMENT FRAMEWORK

INTRODUCTION

This comprehensive policy development framework, developed by CareerSource Florida and the Florida Department of Economic Opportunity (DEO), is designed to support the vision, mission, values, strategies and operations of the CareerSource Florida network and its statewide policy and investment board while strengthening the state workforce development system.

Policy development and implementation is a critical aspect of managing organizational performance. Systematic identification of the need for policy, a structured policy development process, an effective policy evaluation and approval process and consistent approaches for effective outreach, communications and training are essential components of a comprehensive policy framework. Organizations with sound approaches for the development and deployment of strategic and administrative policies are better positioned for successfully executing strategy and conducting effective and efficient day-to-day operations.
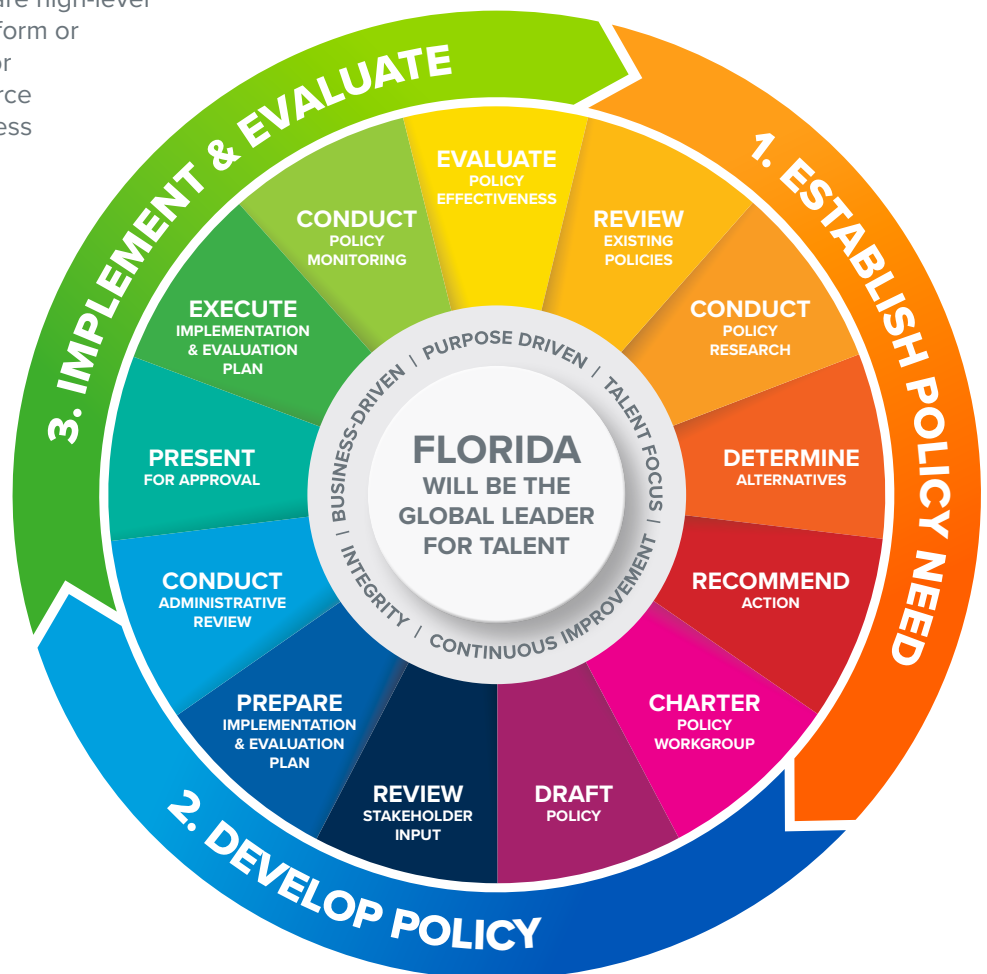
This framework describes how strategic and administrative policies are developed and approved and provides alternatives to formal policy.

CareerSource Florida Strategic Policies are high-level principles or directional statements to inform or clarify federal or state legislative policy or workforce system strategies. CareerSource Florida Administrative Policies are business rules, requirements, processes and responsibilities that expand, explain or further specify federal or state legislative policy.

The framework is applied at the state level and is recommended as a guide for the development of local operating procedures and policies. The framework also may be useful to any state workforce system partner in policy development and implementation.

The policy development framework consists of three major components:

1. Establish Policy Need;
2. Develop Policy; and
3. Implement and Evaluate.

Research identifies best practices in policy development. The key features listed below are considered and incorporated in the development of strategic and administrative policies for Florida's workforce system and include features associated with high-performing organizations:

MISSION, VISION AND VALUES-BASED

Policies drive and support the mission, vision and values of the CareerSource Florida network as established by the CareerSource Florida Board of Directors and carried out by the professional team.

Policy development considers how policies support Florida's vision to be the global leader for talent and mission to connect businesses with qualified and skilled job seekers for employment and career development that leads to economic prosperity. Policies reflect the network values of business-driven, continuous improvement, integrity, talent focus and purpose-driven.

Policies clearly uphold statutes and regulations, striving to exceed minimum requirements to accelerate and achieve the vision with integrity and transparency.

SYSTEMS PERSPECTIVE

Design and deployment of new policies considers potential impacts to existing policies, programs, key customer groups, workforce partners or stakeholders.

Consideration is given to alignment of policies with plans, programs, processes and measures.

Risks are identified and actively managed.

The policy development framework is agile, allowing for efficient and simplified policy development and revision based on changing conditions.

BUSINESS, JOB SEEKER, PARTNER AND STAKEHOLDER FOCUS

Design and deployment of new policies is transparent and clearly reflects attention to the needs and perspectives of businesses, job seekers, workforce partners and stakeholders affected by the policy.

Ample opportunities are created for stakeholder input during policy development and throughout the policy lifecycle.

PRAGMATIC AND OPERATIONAL: VALUING PEOPLE AND RESOURCES

Policy development considers the appropriate management and organizational structures needed for policy implementation. Factors include available financial, technical and human resources required for sustained successful and effective deployment.

Strategic and administrative policies include implementation plans for communicating changes and training employees as needed. Policy development and implementation is timely.

Administrative policies outline the roles and responsibilities of internal and external partners including guidance for how local boards implement programs.

INNOVATIVE AND EVIDENCE-BASED

New or revised policies consider innovative approaches, including new technologies, that reach beyond standard procedures. Innovative ideas can originate from a variety of sources including businesses, job seekers, key partners, stakeholder groups, cutting-edge research or board member insights.

Decisions on policy content are based on the best available information. Policy development considers performance data, key research findings and benchmarking of best practices in workforce systems and other organizations. Policies can be piloted on a smaller scale to collect additional evidence of effectiveness prior to full implementation.

FOCUSED ON SUCCESS, MEASURABLE RESULTS AND EVALUATION

Strategic and administrative policies clearly define expected successful performance outcomes. Metrics and/or other forms of information are prepared to accurately gauge the effectiveness and impact of policies over time. Where appropriate, the policy development framework takes a long-term view based on statistical trends and informed predictions of social, political, economic and cultural factors. Long term is generally considered at least four years into the future of the likely effect and impact of the policy. This timeframe considers evolving trends in workforce issues and supports policy alignment and synchronization with the strategic planning cycle.

For more information, please visit **careersourceflorida.com.**