Strategic Policy & Performance Council

Feb. 12, 2019 | Tallahassee
Welcome and Remarks

Brittany Birken, Ph.D.
Council Chair
THE GOAL

Increase the prosperity of workers and employers; reduce welfare dependency; increase economic self-sufficiency; meet employer needs; and enhance productivity and competitiveness.
Today’s Agenda

• Member Highlight
• Action Item: CareerSource Florida Apprenticeship Policy
• Strategic Policy & Performance Initiatives
  o Policy Development Framework
  o Workforce Innovation and Opportunity Act Training and Performance Update
  o Study on the Gig Economy for Florida’s Workforce System
• Open Discussion/Public Comment
Member Highlight

James Nolan
Electrical Training Alliance of Jacksonville,
Jacksonville Electrical JATC
• Born in Jacksonville, Florida
• 1974: Indentured as an Electrician Apprentice
• Jacksonville Electrical Joint Apprenticeship and Training Committee
• 1977: Joined the International Brotherhood of Electrical Workers
• 1978: Completed the apprenticeship program and as a journeyman, became an on-the-job instructor/trainer
• 1991: Became an Instructor for the Program
• 1992-1995: Attended the National Training Institute for Instructor Training
• 2000: Completed two years of advanced leadership training
• 2004: Appointed to the State Apprenticeship Advisory Council

• Currently serves as Chairman of the Rules and Regulations Standing Committee

• 2005: Became Electrical Project Supervisor Trainer for Levels I, II and III. Required for foreman on electrical construction sites
Member Highlight

• 2006: Training Director for the Jacksonville Electrical Joint Apprenticeship and Training Committee

• 2007: Certified Test Administrator by the National Joint Apprenticeship and Training Committee

• 2012: Florida Association of Career and Technical Education

• Division President of Florida Apprenticeship Association
• 2016: Appointed to CareerSource Florida Board of Directors
• National Electrical Certification Board Committee Member
• 2017: Training Coordinator
Action Item: CareerSource Florida Apprenticeship Policy

Elisia Norton
Project Director, ApprenticeshipUSA

Warren Davis
Policy Analyst, Strategic Policy and Performance
The Workforce Innovation and Opportunity Act requires states to incorporate Sector Strategies and Career Pathways, including apprenticeships in their Unified State Plans. Apprenticeships combine rigorous, high-quality education and on-the-job training as well as other services.
Chapter 445.004(6)(b), Florida Statutes gives CareerSource Florida authority to “...[Establish] policy direction for a funding system that provides incentives to improve the outcomes of career education, registered apprenticeship, and work-based learning programs and that focuses resources on occupations related to new or emerging industries that add greatly to the value of the state’s economy.”
Apprenticeship Policy

• U.S. Department of Labor State Apprenticeship Expansion Grant
• Apprenticeship Catalyst Workgroups
• Apprenticeship Summit
• Apprenticeship Strategic Policy Workgroup
Broad-based stakeholder input:

• Florida Department of Education Office of Apprenticeship
• Florida Department of Economic Opportunity
• CareerSource Florida
• Florida Division of Blind Services
• Florida Division of Vocational Rehabilitation
• Local Workforce Development Boards
• The Florida College System
Apprenticeship Policy

- Included in Workforce Innovation and Opportunity Act Statewide Unified Plan Two-Year Modification 2018-2020
Aligned with:

- President’s Executive Order 13801
- U.S. Department of Labor Guidance
- Governor’s Executive Order 19-31
- U.S. Department of Labor Desk Aid Guide: Using Workforce Funds to Support Apprenticeship
Action Item 1

For Consideration

Approve CareerSource Florida Apprenticeship Policy
Strategic Policy & Performance Initiatives

Mary Lazor
Vice President, Strategic Policy & Performance
• Policy Development Framework
• WIOA Training and Performance Update
• Study on the Gig Economy for Florida’s Workforce System
Policy Development Framework

Steve Collins
Director, Performance & Analytics
Design Approach

• Framework design is a strategy reflected in the FY 2018-19 CareerSource Florida corporate goals

• CareerSource Florida and the Florida Department of Economic Opportunity collaborated in the design

• Based on benchmark research of policy design organizational performance
Design Requirements

• Fully supports the vision, mission, values, strategies and operations of the workforce network
• Systematic, streamlined and agile
• Considers most efficient and effective deployment options
• Repeatable and measurable
Strategic & Administrative Policies

• **CareerSource Florida Strategic Policies** are high level principles or directional statements to inform or clarify federal or state legislation, policies or workforce system strategies that are approved by the Board.

• **CareerSource Florida Administrative Policies** are business rules, requirements, processes and responsibilities that expand, explain or further specify federal or state legislation or policies developed by the Florida Department of Economic Opportunity.
The Framework includes key quality features associated with high-performing organizations:

- Mission, vision and values based
- Systems perspective
- Business/customer/stakeholder focus
- Pragmatic – valuing people and resources
- Innovative and evidence based
- Focused on success and measurable results
The Policy Development Framework is founded on three major components:

- Establish policy need
- Develop policy
- Implement and evaluate
WIOA Training and Performance Update

Steve Collins
Director, Performance & Analytics

Jackie Barreiros
Senior Program Analyst, Strategic Policy & Performance
Goals

• Enhance the understanding and use of the WIOA Primary Indicators of Performance
• Provide tools for aligning performance with the development of local strategies to better serve our customers
Trainings include:

- WIOA federal performance requirements and Indicators of Performance
- Real life scenarios and discussion of customer groups
- State and local data review
- Strategic planning tools
- Breakout sessions and group exercises
- State and federal resources
WIOA Performance Training

**June 2018**
- Florida’s Evolving Workforce Performance System – WIOA Overview
  - Webinar

**Sept. 2018**
- WIOA Indicators and Performance Tools: Driving Continuous Improvement
  - Online Pre-Work
  - In-person, offered twice

**Oct. 2018**
- Measuring and Improving Performance for Business Services
  - Online Pre-Work
  - Webinar

**Jan. 2019**
- Approaches for Aligning Strategy to Performance in Florida’s Workforce System
  - Online Pre-Work
  - In-person, offered twice
Online Pre-work

Welcome to pre-work for the Measuring and Improving Performance for Employer Services webinar scheduled for Thursday, Nov. 1, 2018.

WIOA Performance Training

Why Does the Workforce Innovation and Opportunity Act (WIOA) Require Targets?

WIOA Titles I-IV performance are jointly overseen by the U.S. Department of Labor and Department of Education (ED). WIOA aligns performance and targets across Title I training services and Title II employment services. 

Meet Eve

Eve is a job seeker. Scroll down to learn more.

Job Seeker Actions

- Enrolled in the WIOA Youth and Adult programs on June 15, 2018, and began her job search and training immediately.
- Received her last service on December 27, 2018, and completed training.
- Successfully progressed during her first quarter of training.
- Received her credentials on March 20, 2019.
TARGETS AND NEGOTIATIONS

- WIOA historical data is from 2016, older data from WIA applied
- U.S. Department of Labor (USDOL) negotiates with all 50 states, each state has targets for each indicator
- Negotiate every other year for the next two years – unless drastic change in economic conditions

WHAT IS AN EMPLOYER SERVICE?

- Employer Information Services
- Workforce Recruitment Assistance
- Engagement in Strategic Economic Development
- Sector Strategies
- Training Services
  - Customized Training
  - On-the-Job Training
- Incumbent Worker Training
- Connecting Employees
  - Accessing Untapped Labor Pools

TODAY’S OBJECTIVES

Understanding how to apply performance management principles in:

- Local strategic planning
- Continuously improving area and center operations
- Creating logic models for team and staff processes

WIOA Performance Training
Email Communications

Workforce Innovation & Opportunity Act Performance Training Webinar
Thursday, June 28 | 10 - 11 a.m. EDT

CareerSource Florida Local Partners,

CareerSource Florida has partnered with the Florida Department of Economic Opportunity to offer statewide training to Florida’s local workforce development boards to improve knowledge and skills aligned with the requirements of the Workforce Innovation & Opportunity Act (WIOA).

Please join us on Thursday, June 28 at 10 a.m. for a webinar training. This is the first opportunity in a series of training services to be conducted by the nationally recognized firm, Maher & Maher, through a blended approach using webinars, in-person meetings and other learning tools.

Please feel free to share this opportunity with others on your team.

REGISTER HERE

One-Stop Learning Management Website

DEO
FLORIDA DEPARTMENT OF ECONOMIC OPPORTUNITY
ONE-STOP LEARNING MANAGEMENT

To complete the Program you need to do

- Complete the Program

Course 1 - Florida’s Evolving Workforce Performance System: WIOA Overview
- Instructor: Daniel Rodd
- Start Date: 6/18/2018
- Date Registered: 7/1/2018
- Course completed before Program registration.

Course 2 - WIOA Indicators and Performance Tools: Driving Continuous Improvement
- Instructor: Daniel Rodd
- Start Date: 9/12/2018
- Date Registered: 9/12/2018

Course 3 - WIOA Performance Training: Measuring and Improving Performance for Business Services
- Instructor: Daniel Rodd
- Start Date: 9/22/2018
- Date Registered: 9/22/2018

Course 4 - Approaches for Aligning Strategy to Performance in Florida’s Workforce System
- Instructor: Daniel Rodd
- Start Date: 12/29/2018
- Date Registered: 12/29/2018

WIOA Performance Training
Results

• Four courses
• Combined total of more than 300 participants
  o All 24 local workforce development boards represented
  o WIOA core partners participated
• Overwhelmingly positive feedback
• Final evaluation report and recommendations
## WIOA Performance Update

### Program Year 2018-2019 Q1

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<tr>
<th>WIOA Primary Indicators of Performance</th>
<th>PY2018 1st Quarter Performance</th>
<th>PY 2018 Q1 Achievement Level</th>
<th>PY 2018 Performance Goals (Targets)</th>
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Study on the Gig Economy for Florida’s Workforce System

Stephanie Smith
Uber
Study on the Gig Economy for Florida’s Workforce System

John Kaliski
Cambridge Systematics

Evan Enarson-Hering
Cambridge Systematics
Study on Impact of Gig Economy

• Research and outreach to explore impact of the gig economy on Florida’s workforce investment system
  o Understand emerging business needs
  o Examine workforce opportunities for local boards
  o Identify potential policies, strategies and actions
  o Determine future research needs
  o Inform statewide workforce initiatives
What is the gig economy?

Traditional Work Arrangements
- Full or part-time wage and salary workers
- Self-employed/non-employers in own incorporated business

Non-Traditional Work Arrangements
- Independent contractors
- Seasonal workers
- Temporary agency workers
- On-call or contract workers
- Unpaid family workers

Alternative Work Arrangements
How many gig workers are there?

- National private estimates suggest **30-40%** of workers participate in gig employment
- National public labor markets estimates suggest **10%** of workers hold alternative work arrangements
- Industries with *project-based or task-based* work are more likely to employ gig workers
- Florida may be **more likely** to have relatively more gig workers than the national average
Who are online gig workers?

Of U.S. independent workers using online platforms to work via computer or in-person may be...

More committed
- 72% work enough hours across all jobs to be considered full-time

More likely to have side gigs
- 54% also hold jobs in ‘traditional arrangements’

More educated
- 49% hold a bachelor’s degree or higher; compared to 41% of all workers

Less likely to be younger or older
- 10% under 24; compared to 12% overall and 18% over 55; compared to 23% of all workers

Why choose gig employment?

• **Flexibility**
  o Preference, by choice or necessity, for flexible work hours, locations or tasks

• **Independence**
  o Preference for self-directed or short-term work

• **Variety**
  o Interest in project-based work, varying assignments or non-career opportunities

• **Necessity**
  o Traditional employment options may be limited
  o Supplemental income may be necessary

• **Interest**
  o Sense of fulfillment or expression of ‘hobby’ skills and interests
What are some types of gig workers?

**The Subscriber** — Full-time work. Single income source. Likely high skilled. Professional, technical or creative services occupations. Gig worker by choice.

**The Reluctant** — Part-time work. Single or additional income source. High, middle or low skills. Gig worker out of necessity.

**The Alternative** — Full or part-time work. Single income source. Professional services, transportation or other occupations. Gig worker out of necessity.

**The Supplementer** — Part-time work. Additional income source. Professional services, transportation and other occupations. Gig worker by choice.

**The Retiree** — Part-time work. Additional income source. Professional, transportation and other occupations. Gig worker by choice or from necessity.

**The Enthusiast** — Full or part-time work. Additional or no income source. Professional, technical, or creative services, goods-producing, non-profit and other occupations. Gig worker by choice.
Initial Thoughts

What are some needs of gig businesses?

• Information, intellectual property and cybersecurity risks
• Regulatory and legal uncertainty
• Training and quality assurance needs
• Industry-specific training or certifications
• Recruitment, talent-access and human resource processes and protocols
Why do businesses employ gig workers?

- Ease recruitment demands and close hiring gaps
- Reduce direct costs and manage fringe costs
- Respond to seasonal and on-demand variations
- Support integration of new products or processes
- Gain access to new skills, languages or talent
- Support market or product expansions
Initial Thoughts

What are some gig needs of workers?

- Online marketing services
- Industry-specific training or certifications
- Skill or tech-specific knowledge upgrades
- Occupational licensing needs
- Legal, tax preparation or business planning services
- Employment discrimination protections
What Could Gig Mean for Florida?

- Future paths to prosperity are emerging
- Nature of work is changing
- Industry dynamics are shifting
- Skills and training needs are expanding
- Workforce markets are evolving
- Gig markets are still developing
Next Steps

• Assess existing research, data and studies
• Conduct independent research and outreach
• Engage with business partners and stakeholders
• Coordinate with local workforce development boards
• Develop initial recommendations, opportunities and potential strategies
Closing Remarks

Brittany Birken, Ph.D.
Council Chair
Upcoming Meetings

• CareerSource Florida Board Meeting
  
  Feb. 13, 9 a.m. – West Ballroom, University Center Club at Doak Campbell Stadium