

Strategic and Administrative Policy Development Framework

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I. INTRODUCTION

This comprehensive policy development framework is designed to support the vision, mission, values, strategies and operations of the CareerSource Florida network and its statewide policy and investment board. CareerSource Florida and the Florida Department of Economic Opportunity (DEO) partnered to create this framework to strengthen the state workforce development system. The framework applies to CareerSource Florida and DEO in their joint development and implementation of strategic and administrative policies.

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, including policies to implement federal Workforce Innovation and Opportunity Act (WIOA) programs, the Migrant and Seasonal Farmworkers Program, Trade Adjustment Assistance programs, Veterans' Workforce programs, Wagner-Peyser Act programs, Welfare Transition programs and the Supplemental Nutrition Assistance Program (SNAP). The framework also describes alternatives to formal policy.

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

II. STATE WORKFORCE INVESTMENT SYSTEM

CareerSource Florida is the statewide board of business and government leaders charged with guiding workforce development for the State of Florida. A public-private partnership, CareerSource Florida is a nonprofit organization that works with business, education, economic development and workforce development partners to connect employers with qualified, skilled talent and Floridians with employment and career development opportunities to achieve economic prosperity.

The CareerSource Florida Board of Directors includes the Governor and members appointed by the Governor, Senate President and House Speaker. Appointees include leaders in business and industry, government, labor, economic development, education and youth and community-based organizations whose contributions influence the development of strategies and policies, ensuring that Florida has a robust, globally competitive workforce. The work of this board and the entire state workforce system is vital to achieving the Governor's priorities for helping Floridians obtain employment and establishing Florida as a top job-creating state. The board plays a critical role in strengthening Florida's business climate through its policy-setting and oversight roles.

The CareerSource Florida Strategic Policy and Performance Council (SPPC) includes board members who possess relevant experience or expertise. The SPPC reviews existing policies and develops new strategies and policies to foster a performance-driven talent delivery system to serve individuals at all levels, businesses of all sizes and entrepreneurs to meet the demands of Florida's growing and diversifying economy.

CareerSource Florida provides oversight and policy direction for talent development programs administered by DEO, the Governor's agency for workforce support and training, economic development and community development. DEO is responsible for workforce policy implementation and administrative and fiscal operations. DEO provides guidance to Florida's 24 local workforce development boards by developing, updating and issuing administrative policies. DEO also provides training and technical assistance to local workforce development boards, conducts both programmatic and financial monitoring reviews and reports financial and performance information to the U.S. Department of Labor (USDOL) and other federal organizations.

Florida's workforce system is guided by a WIOA Unified Plan approach. The Unified Plan includes required core partners: CareerSource Florida; DEO's Division of Workforce Services; the Department of Education's Divisions of Vocational Rehabilitation, Blind Services and Career and Adult Education; the Florida College System; and the State University System.

III. DEFINITIONS

The following are definitions for the laws, rules, policies and guidance that govern Florida’s workforce system:

- **LAWS** are passed by the federal and state legislatures and signed by the President or Governor.
- **RULES AND REGULATIONS** include federal and state rules and program descriptions, specifications and requirements related to the workforce system or programs as mandated by federal and state laws.
- **STRATEGIC POLICIES** are visionary, directional statements that guide decision-making.
- **ADMINISTRATIVE POLICIES** specify business rules, requirements and processes related to the implementation and operation of workforce programs. Administrative policies describe what local workforce development boards must and shall do to comply with federal and state laws and strategic and administrative policies. Administrative policies indicate areas of performance on which local boards are monitored and measured.

Examples of laws and rules:

- Workforce Innovation and Opportunity Act—Public Law 113-128
 - TANF Block Grants—Public Law 104-193
 - USDOL Employment and Training Administration Final Rule—20 CFR Part 652
 - Office of Management and Budget—A-10, A-122 and A-133
 - Chapter 445, Florida Statutes
 - Chapter 414, Florida Statutes
- **CAREERSOURCE FLORIDA STRATEGIC POLICY** includes high-level principles or directional statements that inform or clarify legislative policy or workforce system strategies. Strategic policies are adopted by the CareerSource Florida Board of Directors.

Strategic policies set expectations and direct decision-making at the program level and may result in the development of administrative policies.

- **CAREERSOURCE FLORIDA ADMINISTRATIVE POLICY** includes business rules, requirements, processes and responsibilities that expand, explain or further specify legislative or strategic policy.

The CareerSource Florida Board of Directors, through a board action, may direct DEO to develop administrative policy. DEO also may create administrative policies as needed which do not require board approval.

Administrative policies are comparable to Administrative Rule for state agencies but are not adopted through the state’s rule-making process.

Administrative policies are binding on the workforce system and are subject to audit and monitoring.

Administrative policies typically pertain to WIOA programs, the Migrant and Seasonal Farmworkers Program, Trade Adjustment Assistance programs, Veterans' Workforce programs, Wagner-Peyser Act programs, Welfare Transition programs and SNAP.

Examples of administrative policies include:

- One-Stop career center certification requirements
 - Program eligibility requirements
 - Technical guidance related to any aspect of DEO's programs including WIOA programs, the Migrant and Seasonal Farmworkers Program, Trade Adjustment Assistance programs, Veterans' Workforce programs, Wagner-Peyser Act programs, Welfare Transition programs and SNAP.
- **WORKFORCE GUIDANCE** is information that explains a legislative, strategic or administrative policy. Guidance may include best practices, supporting information, recommendations, examples, etc.

In some cases, the term "guidance" is used synonymously with administrative policy by workforce system stakeholders including DEO.

Examples of workforce guidance include:

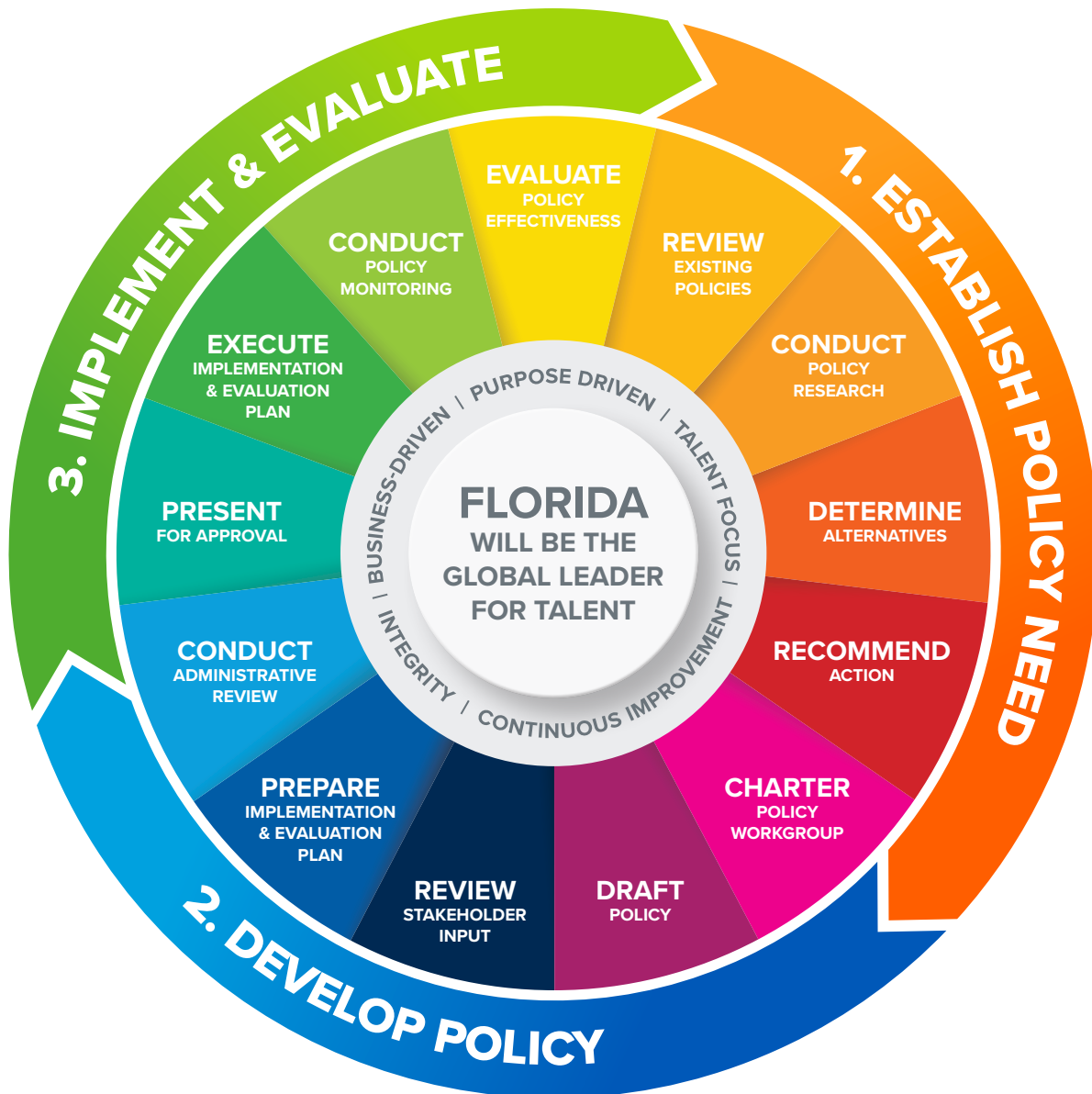
- Training and Employment Guidance Letters (TEGLs) distributed by the USDOL
 - Programmatic resource guides, desk aids and other resources enacted by DEO
 - The Strategic and Administrative Policy Development Framework
- **ALTERNATIVES TO FORMAL STRATEGIC OR ADMINISTRATIVE POLICY AND WORKFORCE GUIDANCE** In addition to formalizing policy, CareerSource Florida and its partners have other tools at their disposal to inform and provide guidance to the workforce system. These tools can also be used to enhance and supplement the deployment of formal policies and include:
 - **Communiqués** – Announcements and transmittal of information to local boards from one or more federal partners verbatim. Communiqués do not contain any edits or changes from DEO and include Training and Employment Guidance Letters (TEGLs), Training and Employment Notices (TENS), Unemployment Insurance Program Letters (UIPLs) and documents from the USDOL that are sent to local boards and stakeholders without changes.
 - **Memoranda** – Documents used to communicate information related to policy or procedure. An example would be the release of Florida's Lower Living Standard Income Level (LLSIL).
 - **Programmatic Resource Guide** – Documents that provide procedural information, examples and clarification on strategic policies, administrative policies and programmatic practices. These guides include references and sources of information to accomplish specific tasks. Programmatic resource guides may include desk aids, infographics and toolkits.

IV. FEATURES OF STRATEGIC AND ADMINISTRATIVE POLICY

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.

Policy Framework Feature	Description
Mission, Vision and Values-Based	<ul style="list-style-type: none"> • Policies drive and support the mission, vision and values of the CareerSource Florida network as established by the CareerSource Florida Board of Directors and Florida Department of Economic Opportunity and carried out by our professional teams. • 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 should 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	<ul style="list-style-type: none"> • Design and deployment of new policies should consider 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	<ul style="list-style-type: none"> • Design and deployment of policy is transparent and clearly reflects attention to the needs and perspectives of businesses, job seekers, 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none"> • 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. • Administrative policies define components and quality standards that are reviewed and monitored.

V. STAGES OF POLICY DEVELOPMENT



ESTABLISH POLICY NEED

Policy development begins with the identification of an issue or need for new or revised policy. The CareerSource Florida Board of Directors, the CareerSource Florida professional team, DEO, WIOA core partners, the Governor or the Legislature may originate issues and needs for evaluation. Changes in federal or state law, regulations or rules may require the development or updating of strategic or administrative policies or workforce guidance.

DEO program areas routinely assess activities, responsibilities and the external environment to identify the need for administrative policies. The monitoring process may identify the need to update or develop policy. Administrative policies or workforce guidance may be developed in anticipation of a need or in response to a need. Substantive revisions may affect the intent or objective of the policy and may require a new policy. This may occur as the result of major changes in federal or state law. Minor revisions do not affect the intent or objective of the policy and are typically classified as policy updates. Revisions may include:

- Clarifying points of the initial policy
- Reorganizing information for a better flow, description or explanation
- Making corrections to existing definitions, punctuation, spelling or agency titles
- Adding new definitions
- Incorporating attachments to aid in policy statements or clarification

Once a need for new or revised policy or workforce guidance is identified, the Policy Development Workgroup comprising members of the CareerSource Florida Strategic Policy and Performance Team and DEO's Division of Workforce Services Bureau of One Stop and Program Support receive the policy assignment.

Strategic and administrative policies are reviewed by the Policy Development Workgroup to ensure that they align with the key characteristics of the Policy Development Framework. Administrative policies that accompany strategic policies will be tracked through the stages of the Policy Development Framework. Depending on the nature and scope of certain administrative policies, the Policy Development Workgroup may decide it is unnecessary to follow the policy development stages (e.g., minor updates to administrative policies that do not directly affect customers, partners or staff).

REVIEW EXISTING POLICIES

- Prior to creating strategic and/or administrative policy, the Policy Development Workgroup determines if existing law, policy or guidance addresses and resolves the identified issue. If existing law, policy or guidance requires further clarification, then policy development could be considered.

CONDUCT POLICY RESEARCH

- Prior to creating strategic or administrative policy, the Policy Development Workgroup researches the best way to resolve the issue or need. Research may include review of laws and policies; guidance from or consultation with the USDOL, the U.S. Department of Education and other federal offices; or direct contact with other state workforce boards. The Policy Development Workgroup may research how other states addressed or resolved similar issues.

DETERMINE NEED FOR POLICY DEVELOPMENT OR ALTERNATIVES

- Prior to creating strategic or administrative policy, the Policy Development Workgroup considers alternatives to resolving the issue or established need. The Policy Development Workgroup determines whether policy is necessary and how to proceed with a recommendation to CareerSource Florida and DEO leadership.
- If an alternative such as workforce guidance is the most effective and efficient approach, then policy development is unnecessary.
- The Policy Development Workgroup considers what entity has legal authority based on federal and state law if a new or revised policy is needed.

- If administration of the policy is not within the authority of CareerSource Florida or DEO, creation of the policy may be referred to another WIOA core partner or stakeholder in the Florida workforce system.

RECOMMEND ACTION TO LEADERSHIP

- The leadership of CareerSource Florida and the CareerSource Florida Strategic Policy and Performance Team determine whether to bring recommendations for new or revised strategic policy before the CareerSource Florida Strategic Policy and Performance Council.
- Based on this evaluation, the CareerSource Florida Strategic Policy and Performance Council can approve for analysis or deny or defer recommendations for the development of policy. If deferred or denied, issues and evaluation are logged, and the process ends.

DEVELOP POLICY

CHARTER POLICY DEVELOPMENT WORKGROUP

- The Policy Development Workgroup designates staff to continue research and analysis and develop draft policies or workforce guidance for review.
- If strategic policy requires subject matter expertise or technical assistance from WIOA core partners for operationalization or administration, the Policy Development Workgroup collaborates with those partners throughout the process to craft policy aligned with the state workforce plan.
- The Policy Development Workgroup crafts a Charter defining:
 - **General Information:** Includes the name of the project, the date the workgroup is formed, the names of the project coordinators and facilitators and the strategic or administrative goal of the workgroup.
 - **Project Summary:** Includes background information regarding why the workgroup was formed; what legislation, guidance or leadership decisions were made to form the workgroup and craft policy; and existing regulatory requirements that guide the workgroup.
 - **Workgroup Mission and Scope:** Includes the purpose and scope of the workgroup; what the workgroup commits to doing; how the workgroup will conduct itself; and to whom the product of the workgroup will apply.
 - **Key Deliverables:** Includes a list of work products, typically in the order in which they will be delivered by the workgroup or its individual members. Key deliverables include milestones and deadlines for obtaining consensus and approval on strategic and/or administrative policy.
 - **Communication:** Describes how the workgroup will meet and communicate.
 - **Risks:** Describes obstacles the workgroup faces in meeting agreed-upon milestones or delivering work products as assigned. The Charter should also address how the workgroup plans to overcome these identified risks.
 - **Assumptions/Constraints:** Describes assistance and leadership the workgroup may require and limitations the workgroup faces due to outside circumstances.
 - **References:** Includes a list of existing laws, policies, guidance, administrative rules, best practices and other information used to guide the workgroup in its research and development of strategic or administrative policy and guidance.
 - **Workgroup Membership:** Includes a brief description of the names, roles, departments and contact information for members of the workgroup and their executive sponsors.

- The Policy Development Workgroup adopts a meeting agenda summarizing its progress. Meeting agendas may include meeting information, agenda topics, meeting summaries and action items.

DRAFT POLICY CONTENT

- **Define Issues and Root Causes**
 - The Policy Development Workgroup collaborates to define and document the need or issue to be addressed by the policy.
 - Based on existing research, the Policy Development Workgroup identifies one or more root causes of the issue. Elimination of root causes will ensure that the issue is resolved.
- **Define Policy Objectives**
 - The Policy Development Workgroup works with local boards, WIOA partners, stakeholders and CareerSource Florida and DEO leadership to define the objectives and desired outcomes for the policy.
- **Research and Information Gathering**
 - The Policy Development Workgroup continues research and gathers information as necessary. Research may include identification of best practices from other states, identification of market needs, reviews of what other organizations and programs documented on the topic and reviews of previously released memoranda and other materials.
 - Based on research, the Policy Development Workgroup works with local boards, DEO, WIOA core partners, stakeholders and other partners to develop a range of recommendations to address the root causes. The Policy Development Workgroup evaluates each option and selects the recommendation that best addresses the root causes.
- **Review Stakeholder and Partner Input**

The Policy Development Workgroup solicits input from stakeholders based on the nature and scope of the proposed policy.
- **Revise/Finalize Policy Content**
 - The CareerSource Florida Strategic Policy and Performance Team develops draft strategic policies using the approved policy template. DEO's Division of Workforce Services Bureau of One Stop and Program Support crafts administrative policy or workforce guidance aligned with federal and state law, WIOA priorities and CareerSource Florida strategic policies (Appendix C).
 - Identify the audience and to whom the policy applies.
 - Ensure that the wording and complexity of strategic and administrative policies are appropriate to those who are expected to implement the policy.
 - Provide specific direction for the intended audience, including:
 - What programs the policy impacts
 - Who executes the policy?
 - What the major conditions or restrictions of the policy are
 - What is expected of the employee or agency?

- Policies are drafted in the third person using a format that is consistent and language that is clear, concise and adheres to approved internal style guides.
 - *Note:* Words such as “should” and “may” imply choice.
 - *Note:* Words such as “shall” and “must” indicate requirements.

- **Prepare Implementation and Evaluation Plans**

- The Policy Development Workgroup prepares a high-level implementation and evaluation plan that reflects appropriate steps, including key communications, training, resources and timeframes, to be expected following approval of the policy. A description of the approach to be used for evaluating the effectiveness of the policy includes types of data or other information to be collected, timeframes and methods for collecting evaluation information and timeframes for reporting policy effectiveness.
- The plan is developed in collaboration with DEO programs, DEO’s Division of Workforce Services Bureau of One Stop and Program Support and DEO’s Division of Finance and Administration, Bureau of Financial Monitoring and Accountability. Partners and stakeholders impacted by implementation of the policy will have opportunities to review and provide feedback on the policy implementation and evaluation plan.
- Depending on the nature and scope of the proposed policy, a recommendation can be made by the Policy Development Workgroup to pilot the new approach for a limited time to determine if any adjustments are required to the proposed policy before full network-wide implementation.

- **Conduct Administrative Review**

- After policies are drafted, but prior to obtaining approval from leadership, the Policy Development Workgroup evaluates the policy to determine alignment with the key characteristics of strategic and administrative policy.
- The Policy Development Workgroup makes recommendations to the Strategic Policy and Performance Team who evaluates drafts to ensure alignment with programs and desired outcomes.
- Strategic policies are reviewed by CareerSource Florida leadership prior to being presented to the CareerSource Florida Strategic Policy and Performance Council and Board of Directors for consideration.
- DEO administrative policies and workforce guidance do not require approval by the CareerSource Florida Board of Directors; however, policies are most effective if those impacted are consulted and have an opportunity to provide feedback. For this reason, DEO conducts a consultation period which may include feedback from colleagues and program partners, service users, affiliates or related units with subject matter expertise in areas impacted by the policy.
- Administrative policies are reviewed internally by DEO staff. Designated staff complete a Bureau of One Stop and Program Support Routing Sheet and Executive Briefing Sheet describing the need for new or revised policy. Analysis is provided to leadership responsible for reviewing and approving policies.
- DEO prepares draft administrative policy or workforce guidance for review by the CareerSource Florida Strategic Policy and Performance Team. CareerSource Florida professional team members review and make recommendations for revisions to final administrative policy and workforce guidance.

- The consultation requires review to ensure that policies reflect the intent and objective of the law and management, follow legal standards and requirements, are consistent, include language that is clear and understandable and align with strategic policy (where applicable).
- DEO requests administrative policy consultation from local boards. The consultation period is established at approximately 21 calendar days, less or more, depending on the purpose and scope of the policy under review.
- Feedback from local boards and stakeholders is received and a compilation of feedback is developed. The compilation of feedback is reviewed by the Policy Development Workgroup and changes are incorporated, where necessary, into the final administrative policy.
- Final administrative policies and workforce guidance are reviewed by DEO and CareerSource Florida leadership before they are published on DEO website at www.floridajobs.org.
- Public comment on policies and initiatives is received by DEO at the appropriate programmatic mailbox.

IMPLEMENT AND EVALUATE POLICY

• Present Policy for Approval

- If approved by CareerSource Florida leadership, strategic policies and resource materials are included in a board packet. The CareerSource Florida Strategic Policy and Performance Team prepares an action item summarizing the proposed policy and recommended action. The action item and policy are presented to the CareerSource Florida Strategic Policy and Performance Council.
- The CareerSource Florida Strategic Policy and Performance Council reviews the proposed policy. The Chair may recommend the proposed policy for *consideration of approval or refer for revisions*. Any proposed policies referred for subsequent action may be withdrawn from the board agenda by motion and approval by the board.
- The CareerSource Florida Board of Directors may approve or deny the strategic policy. If the policy is denied, the board may identify revisions required and send the proposed policy back to CareerSource Florida for future consideration by the board.
- If approved, the strategic policy is forwarded to DEO. Strategic policies, administrative policies and workforce guidance are published on the CareerSource Florida and DEO websites. Public comment on policies and initiatives is received at info@careersourceflorida.com and floridawioa@careersourceflorida.com.
- Notification is sent by email to the local workforce development board global email distribution list. This notification informs stakeholders and partners that the policy is approved and the date it goes into effect. This notification should clearly provide the name of the policy or guidance, to whom the policy or guidance applies, a brief description of the policy or guidance and where the policy or guidance is posted online.
- Notifications include a point of contact for each policy indicating how boards and stakeholders may follow up with questions or comments. If applicable, notification also should include information about whether training or workforce guidance is required and forthcoming to support implementation of the policy.

- **Execute Implementation and Evaluation Plans**

- The Policy Development Workgroup collaborates as necessary with applicable DEO programs and DEO Program Monitoring to review and revise implementation and evaluation plans. When finalized, the implementation and evaluation plan are executed along with strategic or administrative guidance.
- The Policy Development Workgroup will review the progress of the implementation and evaluation of policy.
- Should local boards, partners or other affected stakeholders request further guidance or changes to policy, the Policy Development Workgroup will consider input and determine the most effective and efficient approach to address the request.

- **Conduct Policy Monitoring**

- DEO Programmatic Monitoring reviews workforce programs that receive federal funds to annually assess and evaluate whether boards comply with program laws, regulations, state and local plans, and appropriate administrative policies and guidance in administering statewide workforce programs.
- Programmatic monitoring is carried out by program-specific staff in DEO's Division of Workforce Services Bureau of One Stop and Program Support. Financial monitoring is carried out by program-specific fiscal staff in DEO's Division of Finance and Administration, Bureau of Financial Monitoring and Accountability.
- Should monitoring reveal an opportunity to improve the design of strategic or administrative policy, the Policy Development Workgroup will convene to address findings and necessary changes.

- **Evaluate Policy Effectiveness**

- Implemented policies will be evaluated for effectiveness on a schedule determined in the implementation and evaluation plan. Key policy framework measures include "Time to Design and Implement Policy," "Policy Impact on Performance" and "Policy Return on Investment."
- Determination of policy effectiveness is based on factual information and data.
- Approaches to determine policy effectiveness may include monitoring results, process and performance analysis, customer and stakeholder surveys, statistical methods and economic impact studies.
- Policy effectiveness is incorporated into the policy development cycle to determine if a policy should be eliminated, adjusted or retained as-is.

VI. CAREERSOURCE FLORIDA AND DEO POLICY PERIODIC REVIEW

The CareerSource Florida Strategic Policy and Performance Team works with the Department of Economic Opportunity to ensure policies are aligned with federal and state laws, core values, existing policies and the current state of the Florida workforce system.

For retention, strategic policies must focus on strategy rather than operational aspects of workforce system oversight. Strategic policies must be presented using current approved formatting, naming conventions and brand standards, in simplified language. Obsolete references to laws, organizations and other entities should be updated. The background and history of policies for retention should also be updated if necessary.

Policies more operational in nature may be transferred to DEO for administration.

Obsolete or ineffective policies may be eliminated by action or consent of the state board.

Administrative policies are reviewed routinely. When significant changes are made to applicable legal standards, such as federal, state, or administrative law, DEO must determine if revisions are necessary to existing policies.

Changes in executive leadership, staff, training opportunities and technology may also be factors determining the need for review of existing administrative policies.

New policy needs or policies in need of revision will go through the framework steps as described.

Appendix A



POLICY DEVELOPMENT WORKGROUP CHARTER

A. GENERAL INFORMATION

Project Name: _____ Date: _____

Project Coordinators/Facilitators: _____

Strategic Plan Goal #: _____

B. PROJECT SUMMARY

Background: _____

Regulatory Requirements: _____

C. WORKGROUP MISSION AND SCOPE

D. KEY DELIVERABLES

E. COMMUNICATION

F. RISKS

G. ASSUMPTIONS/CONSTRAINTS

H. REFERENCES

I. WORKGROUP MEMBERS

Roles	Name	Department	Email	Phone
Executive Sponsor(s)				
Team Facilitation and Policy Analyst				
Subject Matter Experts				
Process Development and Program Support				
Communications and Other Staff as Necessary				

Appendix B



POLICY DEVELOPMENT WORKGROUP AGENDA

A. MEETING INFORMATION

Date: _____ Time: _____

Conference Number: _____ Conference Code: _____

Facilitator: _____

Purpose: _____

Invited Attendees	✓	Invited Attendees	✓

B. AGENDA TOPICS

	Subject	Lead/Facilitator	Document Names/Links
1			
2			
3			
4			
5			

C. MEETING SUMMARY

	Subject
1	
2	
3	
4	
5	

D. ACTION ITEMS

Date Assigned	Owner	Description	Due Date	Close Date

Appendix C



FORMAT FOR STRATEGIC AND ADMINISTRATIVE POLICIES

FORMAT FOR STRATEGIC POLICY

The CareerSource Florida Strategic Policy and Performance Team develops a draft strategic policy for review.

Each strategic policy is drafted using the approved strategic policy template including the CareerSource Florida registered logo. Strategic policies are presented in Arial 11-point type.

Strategic policies include the following information:

- **Title and Number** – Each strategic policy is identified by a unique title and number. The number of the policy appears in the top right-hand corner of the policy header and denotes the year, month and day the policy was approved by the board and a letter “A” or “C” indicating whether the policy was approved by board action or consent.
- **Date Effective** – Some policies may be contingent on when legislation or an executive order, administrative law or operational policy goes into effect. The date the strategic policy goes into effect is included in the header of the policy approved by the board and posted on the CareerSource Florida website on or before the date effective.
- **Purpose and Scope** – What issues are at stake, what the policy seeks to accomplish and to whom the policy applies. The purpose and scope may also include an explanation of why strategic policy is necessary as opposed to administrative or operational policy.
- **Background** – A narrative summary of issues and events which caused the strategic policy to be created. The background may be a timeline including workforce issues the strategic policy seeks to resolve and legislation or administrative law that was passed, changed or repealed, giving rise to the existing policy.
- **Authorities** – A summary of federal and state legislation, executive orders, administrative law, other strategic policies and administrative policies or guidance associated with the strategic policy. References to legislation, other strategic or administrative policies and guidance papers are referenced as hyperlinks.
- **Revision History** – A list describing when CareerSource Florida and the DEO were instructed to draft policy, when the policy was approved by the board, if the policy was rescinded or replaced by other policy and the revision history of the policy.
- **Attachments** (if applicable) – Includes relevant forms and templates associated with the policy.
- **Resources** (if applicable) – Includes relevant items that the reader can use to implement the policy. This may include toolkits, fact sheets, process flows, etc.

Other sections may be added as necessary to describe issues, provide a summary or ensure alignment with administrative policy.



STRATEGIC POLICY

POLICY # _____

TITLE: _____

ADOPTED: _____

EFFECTIVE: _____

- I. PURPOSE AND SCOPE
- II. BACKGROUND
- III. AUTHORITIES
- IV. POLICIES AND PROCEDURES
- V. REVISION HISTORY
- VI. ATTACHMENTS
- VII. RESOURCES

The DEO Program Management Unit (PMU) develops a draft administrative policy using the approved administrative policy template. Each policy includes a headline banner identifying the policy as CareerSource Florida Administrative Policy or Consultation. Administrative policies are drafted using Times New Roman 12-point type and 1-inch margins.

Administrative policies include the following information:

- **Title** – The title is based on the content of the policy
- **Policy Number** – The policy number is assigned by PMU staff
- **Program** – Identifies the program described in the policy
- **Effective** – The initial date the policy becomes effective
- **Revised** – The date the policy is revised
- **Purpose and Scope** – Identifies why the policy is written, the policy’s intended audience and a summary of information outlined in the policy
- **Background** – An introduction to the topic of the policy and why this topic requires clarification
- **Authorities** – When citing the authority for a policy, references follow the following order: Federal guidance; State Guidance. Available resources and authorities include:
 - Federal Law (Public Law)
 - Code of Federal Regulations (CFR)
 - Training and Employment Guidance Letter (TEGL)
 - Training and Employment Notice (TEN)
 - Unemployment Insurance Program Letter (UIPL)
 - State Law (Florida Statutes)
 - Florida Administrative Code
 - State Plan (SNAP Employment and Training, TANF, Florida WIOA Unified State Plan)
- **Policies and Procedures** – This section:
 - Describes the rules governing the policy directives. It is the “why” for writing the policy.
 - Includes the roles and responsibilities of the boards.
 - Includes the standard monitoring language to be used in the policy.
- **Definitions** (if applicable) – Provides a precise description of terms used in the policy. When a term has limited use, it can be defined in the body of the policy.
- **Revision History** – A list of previous version(s) of the policy, including the title and date of release.
- **Attachments** – Includes relevant forms and templates associated with the policy.
- **Resources** (if applicable) – Includes relevant items that the reader can use to implement the policy. This may include toolkits, fact sheets, process flows, etc.



ADMINISTRATIVE POLICY

POLICY # _____

TITLE: _____

PROGRAM: _____

EFFECTIVE: _____

- I. PURPOSE AND SCOPE
- II. BACKGROUND
- III. AUTHORITIES
- IV. POLICIES AND PROCEDURES
- V. DEFINITIONS
- VI. REVISION HISTORY
- VII. ATTACHMENTS
- VIII. RESOURCES

Appendix D



IMPLEMENTATION AND EVALUATION



POLICY # _____

TITLE:

PROGRAM:

EXECUTIVE SPONSOR(S):

EFFECTIVE:

HIGH LEVEL IMPLEMENTATION PLAN *(with example considerations)*

Date Assigned	Owner	Description	Due Date
		Legal Considerations	
		Budget Considerations	
		Communications Considerations	
		Technology Considerations	
		Infrastructure and Personnel Considerations	
		Training Considerations	

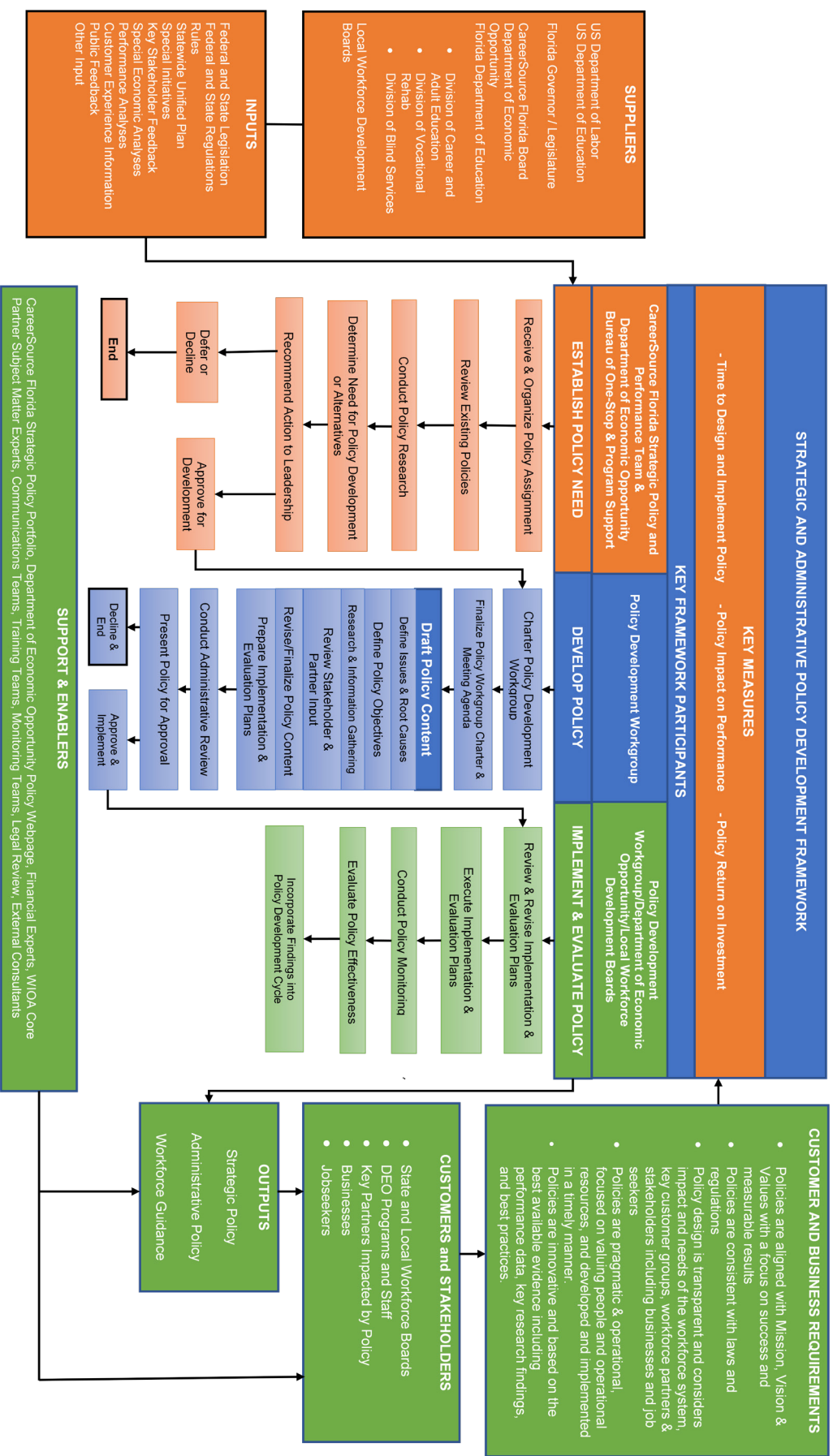
HIGH LEVEL EVALUATION PLAN

- I. OVERVIEW OF INTENDED IMPACT OF POLICY
- II. SELECTED POLICY EVALUATION MEASURES
- III. METHOD FOR COLLECTION OF DATA AND INFORMATION
- IV. METHOD OF ANALYSIS
- V. REPORTING POLICY EVALUATION FINDINGS

Appendix E



POLICY DEVELOPMENT FRAMEWORK FLOWCHART



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