



STRATEGIC AND ADMINISTRATIVE POLICY DEVELOPMENT FRAMEWORK

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STRATEGIC AND ADMINISTRATIVE POLICY DEVELOPMENT FRAMEWORK

I. INTRODUCTION

This comprehensive policy development framework supports the vision, mission, values, strategies, and operations of the CareerSource Florida network and its statewide policy and workforce investment board. The CareerSource Florida Professional Team and the Department of Economic Opportunity (DEO), the state's designated administrative entity for federal workforce programs and funds, 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 all 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 the federal Workforce Innovation and Opportunity Act (WIOA), Wagner-Peyser Act, Temporary Assistance for Needy Families/Welfare Transition, Jobs for Veterans State Grant, Trade Adjustment Assistance, Supplemental Nutrition Assistance Program Employment & Training, Reemployment Services and Eligibility Assessment, and National Dislocated Worker Grant programs. The framework defines a best practice process for joint development and implementation of policies as well as the documents that serve as alternatives to formal policies.

The Policy Development Framework is implemented at the state level and applies to the CareerSource Florida Board of Directors, the CareerSource Florida Professional Team, and the Department of Economic Opportunity. The framework is recommended as a guide for the development of local operating procedures and policies; it may also be useful to state workforce system partners in their policy development and implementation efforts.

II. STATE WORKFORCE INVESTMENT SYSTEM

CareerSource Florida The CareerSource Florida Board of Directors is serves as the principal workforce policy organization for the state of Florida. The purpose of the state board is to establish and direct the vision for the state workforce system, known as the CareerSource Florida network, to align with strategic partners within workforce investment, education, and economic development systems (Chapter 445.004, Florida Statutes) the statewide board of business and government leaders charged with guiding workforce development for the state of Florida.

The CareerSource Florida Board of Directors includes the Governor and members appointed by the Governor, Senate President and House Speaker. Appointees includes leaders from in business and industry, government, labor, economic development, education, and youth and community-based organizations whose collective contributions influence the development of strategies and policies, ensuring while striving to ensure 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 state board plays a critical role in strengthening Florida's business climate through its policy setting and oversight role.

The governance structure of CareerSource Florida facilitates strategic planning. The state workforce development board is focused on strategic policy and aligning federal, state, and local workforce development priorities. The CareerSource Florida Strategic Policy and Performance Council (SPPC) includes board members who have relevant policy development 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.

Federal and state law authorize state workforce development boards to hire staff to assist in carrying out the functions described in the Workforce Innovation and Opportunity Act (WIOA) (20 CFR, Section 679.160). The CareerSource Florida Professional Team is a nonprofit organization that directly serves the CareerSource Florida Board of Directors in its development, implementation, and modification of the state workforce development plan, and in its review of statewide policies, statewide programs, and recommendations for actions that align workforce development programs to support a comprehensive and streamlined workforce development system. The CareerSource Florida Professional Team A public-private partnership, CareerSource Florida is a nonprofit organization that also 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.

III. **DEFINITIONS**

The following are definitions for the laws, rules, policy 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 law.

Examples of laws and rules:

- Public Law 113-128, the Workforce Innovation and Opportunity Act
 - TANF Block Grants—Public Law 104-193
 - U.S. DOL 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 establish workforce system strategies. Strategic policies are adopted by the CareerSource Florida Board of Directors.

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

CareerSource Florida Administrative Policy specifies business rules, requirements, and processes related to the implementation and operation of workforce programs outlined in Chapter 445.004(5)(b), Florida Statutes. Administrative policies describe what local workforce development boards *must* and *shall do* to comply with federal and state law and strategic and administrative policies. Administrative policies also indicate areas of performance on which local boards are monitored and measured.

The CareerSource Florida Board, through a board action, may direct the CareerSource Florida Professional Team or DEO to develop administrative policy.

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

- **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 (TEGL) distributed by the USDOL
- Resource Guides, Desk Aids, and other resources enacted by DEO.
- The CareerSource Florida Policy Development Framework

- **Alternatives to Formal Strategic or Administrative Policy and Workforce Guidance**

In addition to formal 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. These 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. These include Training and Employment Guidance Letters (TEGLs), Training and Employment Notices (TENs) Unemployment Insurance Program Letters (UIPL) and documents from the U.S. Department of Labor 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** – A document that provides 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.

Administrative policies and alternatives to formal strategic or administrative policy and workforce guidance are developed by the Department of Economic Opportunity, Bureau of One-Stop and Program Support in consultation with the CareerSource Florida professional team. Administrative policies are reviewed by the CareerSource Florida professional team, and in collaboration with DEO, determines if these policies require approval by the state workforce development board. The state workforce development board is notified of all administrative policies issued.

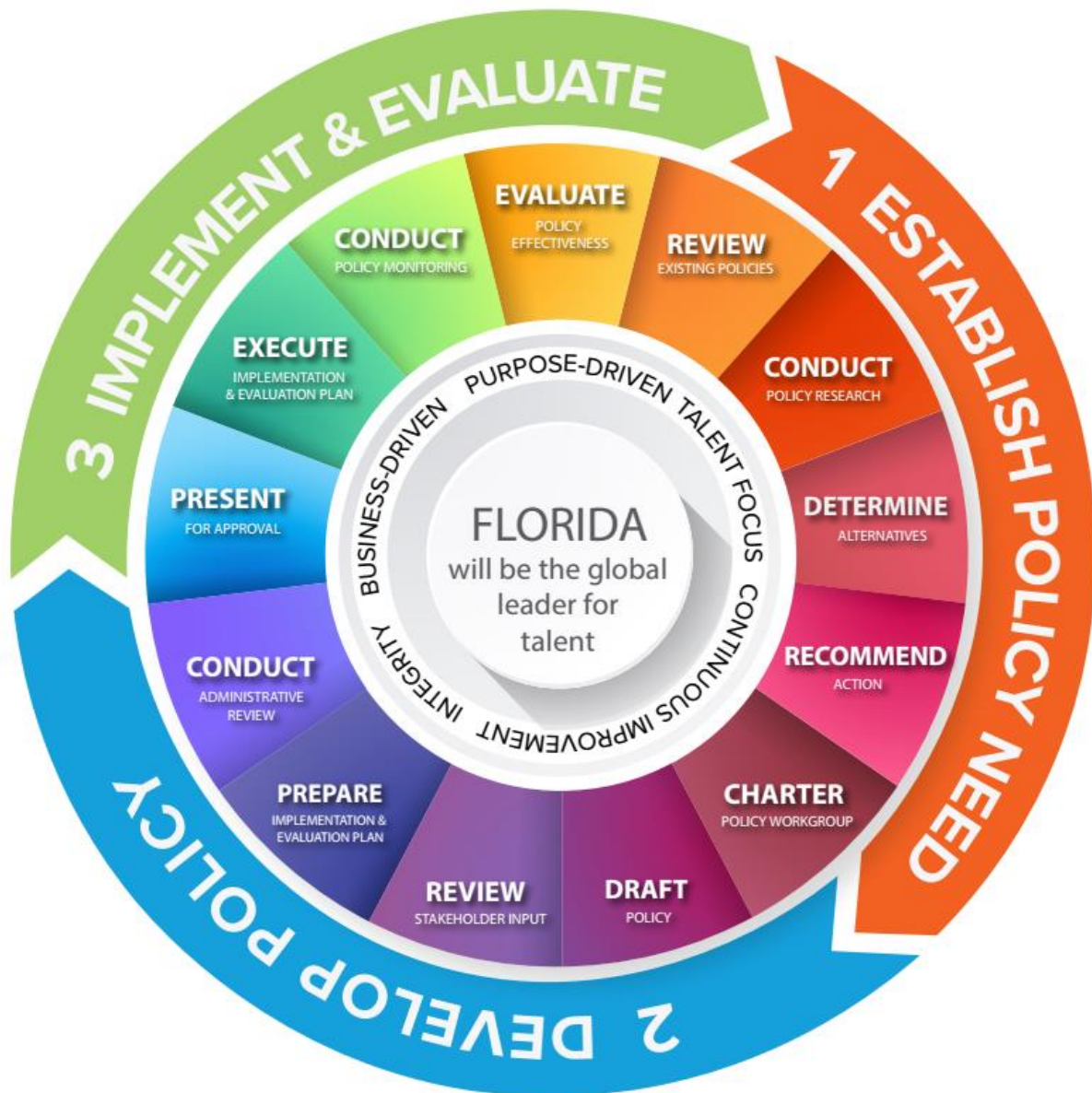
IV. FEATURES OF STRATEGIC AND ADMINISTRATIVE POLICY

Research identifies best practices in policy development. The key features listed below are considered and incorporated in the development of strategic and administrative policy 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 carried out by the professional team.• Policy development considers how policies support Florida's vision to be the global leader for talent and its 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 being 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 to sustain 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, jobseekers, key partners, stakeholder groups, cutting-edge research, or board member insights.

	<ul style="list-style-type: none"> 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. With respect to the forward-looking nature of such policies, “long-term” is generally regarded as reaching at least four years into the future. 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, CareerSource Florida professional team, the Department of Economic Opportunity, WIOA core partners, the Governor, or 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.

Department of Economic Opportunity 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 the DEO Bureau of One-Stop and Program Support receive the policy assignment, as appropriate, depending on whether the policy is strategic or administrative in nature.

Strategic and administrative policies are reviewed by the Policy Development Workgroup to ensure alignment 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 all policy development stages (e.g., minor updates to administrative policies that have little to no effect on 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 may 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, policies, and guidance, or consultation with the USDOL, the U.S. Department of Education, other federal offices, or direct contact with other state workforce boards. The Policy Development Workgroup may research how other states have 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 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 statute and whether 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 CareerSource Florida Professional Team and the Department of Economic Opportunity 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 Strategic Policy and Performance Council can approve for analysis, deny, or defer recommendations for the development of policy. If deferred or declined, 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 designated members of the Policy Development Workgroup collaborate with those partners throughout the process to craft policy aligned with the state workforce plan.
 - The Policy Development Workgroup creates a charter defining:
 - **General Information:** Includes the name of the project, the date the workgroup is formed, the project coordinators and facilitators, and the strategic or administrative goal of the workgroup.
 - **Project Summary:** Includes the background on why the workgroup was formed, what legislation, guidance, board-directed or other 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 it 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:** A description of how the workgroup will meet and communicate.
 - **Risks:** Describes obstacles the workgroup faces in meeting agreed upon milestones or delivering work products as assigned; 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:** 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, department and contact information for members of the workgroup and their executive sponsors.
- The Policy Development Workgroup adopts a meeting agenda summarizing the progress of the workgroup. Meeting agendas and summaries may include meeting information, agenda topics, meeting summary, and action items.

Draft Policy Content

- **Define Issues and Root Causes**

- The designated members of the Policy Development Workgroup collaborate to define and document the need or issue to be addressed by the policy.
- Based on existing research, the designated members of the Policy Development Workgroup identify one or more root causes of the issue. Accurate identification of root causes will ensure the policy effectively addresses the issue.

- **Define Policy Objectives**

- The Policy Development Workgroup works with local boards, WIOA partners and other stakeholders, and CareerSource Florida and DEO leadership to define the objectives and desired outcomes for the policy, as appropriate.

- **Research and Information Gathering**

- The designated members of the Policy Development Workgroup continue 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, as appropriate, to develop a range of recommendations to address the identified root causes. The Policy Development Workgroup evaluates each option and selects the recommendation that best addresses these 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 Policy Development Workgroup develops draft strategic and administrative policies using the approved policy templates (Appendix C). In drafting such policies, it is important to:
 - Identify both the audience and those to whom the policy applies.
 - Ensure 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 on:
 - 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 the DEO Bureau of One-Stop and Program Support and the DEO Bureau of Financial Monitoring and Accountability. Partners and stakeholders impacted by implementation of the policy have opportunities to review and provide feedback on the policy implementation and evaluation plan, when deemed appropriate by the Policy Development Workgroup.
 - 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 whether 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, and alignment with programs and desired outcomes.
 - Strategic policies are reviewed by the Policy Development Workgroup and CareerSource Florida leadership prior to being presented to the CareerSource Florida Strategic Policy and Performance Council and Board of Directors for consideration and approval. Strategic policies may also be reviewed by the appropriate members of DEO management and leadership depending upon the nature and scope of the strategic policy.
 - Administrative policies are reviewed by the appropriate DEO staff and management, as well as the DEO Office of the General Counsel.
 - Upon review and approval by the DEO Office of the General Counsel, the DEO Bureau of One-Stop and Program Support provides the policy to the CareerSource Florida Strategic Policy and Performance Team for review. When transmitting the policy to CareerSource Florida, DEO will include an analysis on whether the policy will need to be presented to the CareerSource Florida Board of Directors for approval (using the criteria outlined in Strategic Policy 2021.06.09.A.1. – Statewide Workforce Development Board Policy Making Authority and Delegation).
 - DEO disseminates the draft administrative policy to local workforce development boards and other stakeholders as appropriate, for a designated consultation period. When transmitted, the DEO Bureau of One-Stop and Program Support advises of the duration of the consultation period along with the instructions for submitting feedback. The consultation period is established at approximately 21 calendar days, less or more, depending on the purpose and scope of the policy under review.
 - The CareerSource Florida Strategic Policy and Performance Team will determine when/if strategic policies will be disseminated to local workforce development boards and/or other stakeholders for consultation.
 - Feedback from local workforce development boards and stakeholders is received and compiled into a consultation matrix. The consultation matrix provides DEO's responses to all feedback received and indicates whether the feedback resulted in updates to the policy language.

- As described in [Strategic Policy 2021.06.09.A.1 – Statewide Workforce Development Board Policymaking Authority and Delegation](#), administrative policies and workforce guidance developed by DEO do not require approval by the CareerSource Florida Board of Directors; however, all policies are reviewed by the CareerSource Florida Professional Team who, collaboratively with DEO, determine if these policies require approval by the Strategic Policy and Performance Council and the Board of Directors.

CRITERIA FOR STATE WORKFORCE DEVELOPMENT BOARD APPROVAL

The following criteria are presented for determining what policies require the state workforce development board's approval.

State Workforce Development Board of Directors Approval Criteria:

- State Workforce Development Plans
- Strategic policies
- Administrative policies that govern the state workforce development board or the CareerSource Florida professional team
- Board- led, state-level projects and initiatives
- New grant initiative policies
- Policies that include potential sanctioning measures and appeal protocols to local workforce development boards for non-compliance
- Policies involving procurements or contracts
- Local workforce development board requirements that require state workforce development board approval
- Policies as determined by the CareerSource Florida professional team to be approved by the state workforce development board

The following criteria are presented for determining what policies do not require the state workforce development board's approval but do require consultation with the CareerSource Florida professional team and, in addition, require that the state workforce development board be notified of new administrative policies or changes to existing guidance.

DEO-Issued Operational Guidance Criteria:

- Business rules, requirements, and processes related to the implementation and operation of workforce program and grants (operational, programmatic, and financial)
- Compliance-related administrative policies and guidance that operationalize federal or state laws and regulations, as well as board-approved strategic policies
- Instructions or guidelines for workforce programs and grants
- Auditing/monitoring implications

The following criteria are presented for determining what workforce guidance may be issued by the Department of Economic Opportunity without the state workforce development board's approval:

Workforce Guidance Criteria That:

- Explains or clarifies a legislative, strategic, or administrative policy or operational guidance
- Provides clarification regarding program or system requirements

- Resource information that shares best practices, supporting information, recommendations, examples, etc.
- Time-sensitive communication that requires immediate communication and implementation by the local workforce development boards.

IMPLEMENT AND EVALUATE POLICY

• Present Policy for Approval

- If approved by CareerSource Florida leadership, policies and resource materials are included in a board packet. The 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 Strategic Policy and Performance Council.
- The 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 Council.
- The CareerSource Florida Board of Directors may *approve* or *not approve* the policy. If the policy is not approved, the Board may identify revisions required and send the proposed policy back to CareerSource Florida for future consideration by the Board.

• Issue Policy

- For administrative policies that do not require approval by the CareerSource Florida Board of Directors, the final administrative policy and consultation matrix is reviewed by DEO management and senior leadership and is issued to the local workforce development boards for immediate implementation.
- For strategic policies (and administrative policies determined to require approval by the CareerSource Florida Board of Directors), if approved, the policy is forwarded to DEO for issuance to the local workforce development boards.
- Strategic policies are published on the CareerSource Florida website. Administrative policies and workforce guidance are published on the DEO website.
- Email notification is sent by the DEO Bureau of One-Stop and Program Support to the LWDB global distribution list regarding the approval and issuance of the policy. This notification informs local workforce development boards that the policy is approved and the date it goes into effect. This notification identifies the name of the policy or guidance and to whom it applies, give a brief description of the policy or guidance, and indicate where it 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 should also include information about whether training or workforce guidance is required and forthcoming to support implementation of the policy.
- Comments on strategic policies and CareerSource Florida initiatives is received at info@careersourceflorida.com and floridawioa@careersourceflorida.com.

- **Execute Implementation and Evaluation Plans**

- The Policy Development Workgroup collaborates to determine the timeline and next steps for executing the implementation of the strategic or administrative policy.
- The Department of Economic Opportunity includes a section about monitoring in all administrative policies issued.
- The Policy Development Workgroup reviews the progress on the implementation and evaluation of policy as necessary.
- 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, no less than annually, to assess and evaluate whether local workforce development boards comply with program laws, regulations, state and local plans, appropriate state and local policies and guidance, and local operating procedures in administering workforce programs at the local level.
- Programmatic monitoring is carried out by program-specific staff in the DEO Bureau of One-Stop and Program Support. Financial monitoring is carried out by program-specific fiscal staff in the DEO Bureau of Financial Monitoring and Accountability.
Should monitoring outcomes 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 may include “Time to Design and Implement Policy” and “Policy Impact on Performance.”
- Determination of policy effectiveness is based on factual information and data. The Policy Development Workgroup will request data and information from the appropriate DEO monitoring team(s) regarding monitoring outcomes that align with policies that are being evaluated for effectiveness.
- Approaches to determine policy effectiveness could 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 when/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 existing 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. Policies more operational in nature may be transferred to DEO for administration. References to laws, organizations and other entities should be updated. The background and history of policies for retention should also be updated if necessary.

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 or state statutes 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 TEMPLATE

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. IMPLEMENTATION AND EVALUATION

F. COMMUNICATION

G. RISKS

H. ASSUMPTIONS / CONSTRAINTS

I. REFERENCES

J. 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 TEMPLATE

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

Each strategic policy is drafted using the approved strategic policy template including the CareerSource Florida registered logo. Strategic policies are presented in Arial 11pt. 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, 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. Purpose should include desired outcome of policy implementation for evaluative purposes.
- **Policy** – A description of the policy and procedures to be followed.
- **Background** – a narrative summary of issues and events which caused the strategic policy to be created. This 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 Department of Economic Opportunity were instructed to draft policy, when the policy was approved by the board, whether it 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.



**POLICY #
TBD**

Strategic Policy

Title:	
Adopted:	
Effective:	

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

Each administrative policy is drafted using the approved administrative policy template and includes a headline banner identifying the policy as an Administrative Policy or Consultation Paper. Administrative policies are drafted using Times New Roman 12 pt. font and 1" 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 DEO staff
- **Program** – The program described in the policy
- **Effective** – The initial date the policy becomes effective
- **Revised** – The date when the policy is revised
- **Purpose and Scope** – Identifies why the policy is written, the 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 observe 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)**
 - **Unemployment Insurance Program Letter (UIPL)**
 - **State Law (Florida Statutes)**
 - **Florida Administrative Code**
 - **State Plan (SNAP Employment and Training, TANF, Florida WIOA Unified State Plan)**
 - **CareerSource Florida Strategic Policy**
- **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 local workforce development boards.
 - Includes the standard monitoring language to be used in policies.

- **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** – This is a chart illustrating previous version(s) of the policy, to include the title and date of release. It will also indicate other policies or guidance documents the policy rescinds or supersedes.
- **Attachments** – Includes relevant forms and templates associated with the policy.
- **Resources (if applicable)** – Includes relevant items the reader can use to implement the policy. This may include toolkits, desk aids, resource guides, fact sheets, process flows, etc.




**POLICY #
TBD**

Administrative 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 TEMPLATE

 Policy Implementation and Evaluation Plan (High Level)		POLICY # TBD
Title:		
Program:		
Executive Sponsor (s):		
Effective:		

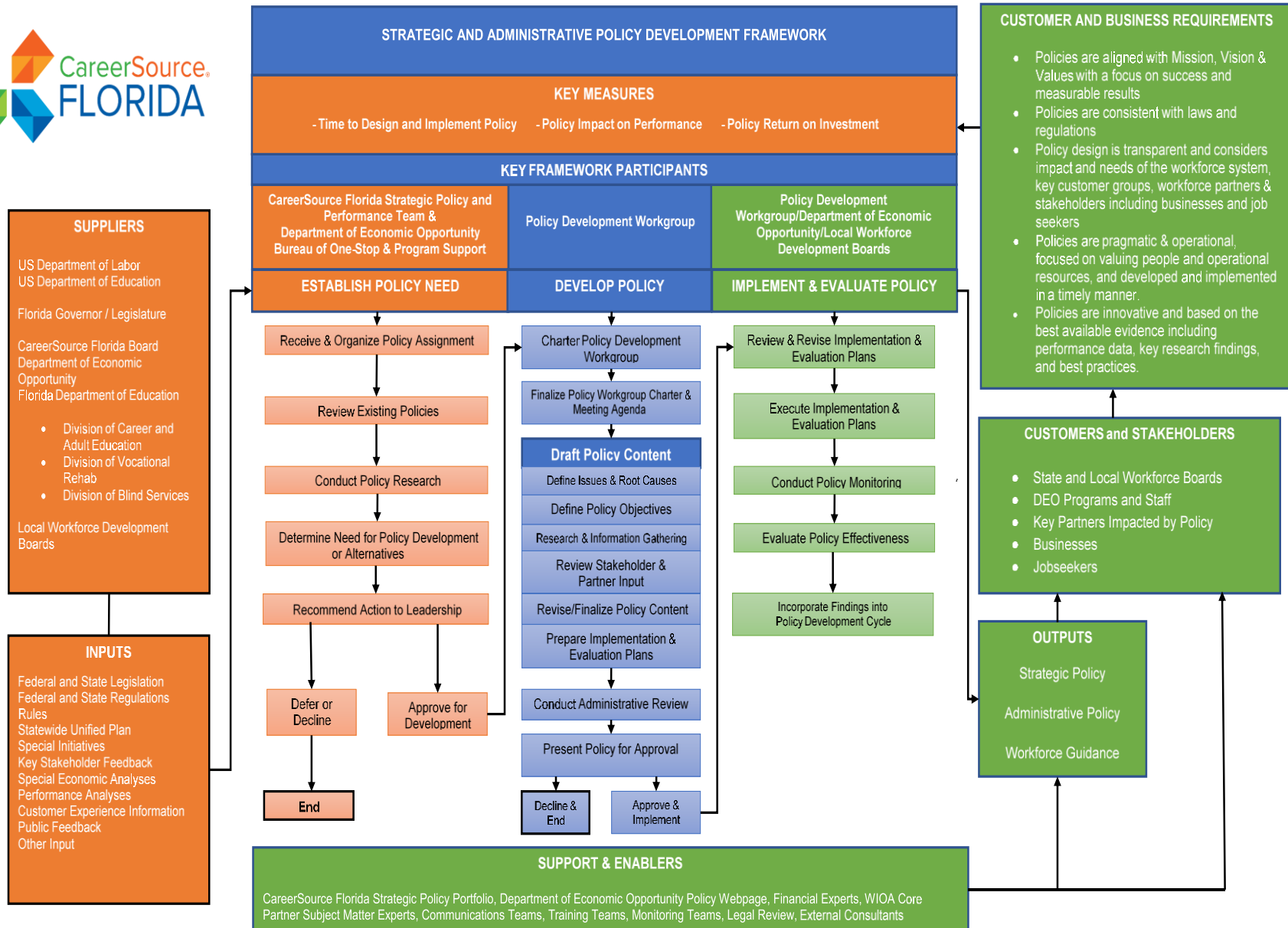
HIGH LEVEL IMPLEMENTATION PLAN (WITH EXAMPLE CONSIDERATIONS)

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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Baldrige Performance Excellence Program. 2017. *2017-18 Baldrige Excellence Framework: A Systems Approach to Improving Your Organization's Performance*. Gaithersburg, MD: U.S. Department of Commerce, National Institute of Standards and Technology. <https://www.nist.gov/baldrige>.

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