

# Strategic Policy and Performance Council Meeting Agenda

FEB. 22 • 2 – 4 P.M. ET  
DOUBLETREE BY HILTON TALLAHASSEE  
101 S. ADAMS STREET, TALLAHASSEE, FL 32301  
MEETING ROOM: BALLROOM

---

## Chair's Welcome and Remarks

**Sophia Eccleston**  
*Director, Origination, NextEra Energy Resources*

## Member Introductions

### Consent Item

**Sophia Eccleston**

- Jun. 8, 2022, Meeting Minutes

### Strategic Policy and Performance Council Overview

**Dan McGrew**

- Policy Development
- Plan Development
- Performance Reporting

### Department of Economic Opportunity Update

**Jimmy Heckman**  
*Chief, Bureau of Workforce Statistics and Economic Research*

### Performance Monitoring

**Adam Briggs, Ph.D.**

### Business and Workforce Strategic Initiatives

- Credentials Review Committee
- Industry Engagement
- Training Grants
- Apprenticeship Expansion
- Florida CLIFF Dashboard

**Dan McGrew**  
**Dehryl McCall**  
**Carmen Hilbert**  
**Susan Bosse**  
**Jackie Barreiros**

### Open Discussion/Public Comment

### Chair's Closing Remarks

**Sophia Eccleston**

### Information Items

**Consent Item 1**

Approved \_\_\_\_\_  
Disapproved \_\_\_\_\_

## **Consent Item**

### **JUNE 8, 2022, MEETING MINUTES**

In accordance with Article VII, Section 7.3 of the approved bylaws, the corporation is required to keep correct and complete books and records of accounts and shall keep minutes on the proceedings of the board of directors.

---

### **FOR CONSIDERATION**

- **Approval of June 8, 2022, Meeting Minutes, to include any modifications or changes noted by the Council.**

**CareerSource Florida**  
**Joint Strategic Policy and Performance and Finance Council Meeting Minutes**  
**June 8, 2022**

**I. Call to Order**

Chair Brittany Birken called the meeting to order at 2 p.m. on June 8, 2022.

**II. Roll Call**

The following members were present:

Brittany Birken  
Tim Center  
Robert Doyle  
Jonathan Miller  
Samuel Robbin  
Rick Matthews  
Jennifer O’Flannery Anderson  
Emmanuel Tormes

A quorum was present.

**III. Member Spotlight**

Chair Birken introduced Emmanuel Tormes, senior manager of government operations at The Boeing Company. Tormes shared photos to highlight upcoming events and recent accomplishments at The Boeing Company, including the launch and second test flight of the Starliner spacecraft.

**IV. 2021-2022 Initiatives Review**

**Finance Council**

- **Get There Faster Grants:** CareerSource Florida Chief Operating and Financial Officer Andrew Collins provided a budget update and stated \$17 million was approved for priority populations, with \$7 million for Veterans and military spouses, \$5 million for low-income returning adult learners and \$5 million for at-risk Floridians.

**Strategic Policy and Performance Council**

- **Policy Implementation:** CareerSource Florida Vice President of Strategic Policy and Performance Dan McGrew shared that 21 of 24 local workforce development boards are at about 48% of meeting the expenditure requirement for Individual Training Account funds.

- In June 2021, the board approved the Policymaking Authority and Delegation Policy. Since the policy was approved, eight administrative policies were developed and issued during the program year, and two new and eight revised strategic policies were issued.
- Credentials Review Committee: On April 28, the Credentials Review Committee heard from members of the Steering Committee include partners from CareerSource Florida, the Florida Department of Education, and the Florida Department of Economic Opportunity, who delivered a summary of findings and the final technical report produced by Education Strategy Group, the product of their contracted work on the Framework of Quality. Four workgroups continue to analyze both the conceptual and practical parameters of key factors associated with the Framework of Quality: Wage Thresholds, Demand Thresholds, Credential Sequencing, and Credential Identification. Beginning in June, designees from the workgroups and the Steering Committee will meet monthly with colleagues from the Office of Economic and Demographic Research, the body charged with producing the Labor Market Estimating Conference's publication called for in the law. Upon delivery of this product (expected in Q1 of the new fiscal year), the four workgroups and Steering Committee will review and propose a Framework of Quality that will ultimately determine the credentials included on a Master Credentials List for the state of Florida. The Credentials Review Committee will meet in Tampa on June 27.
- Local Workforce Development Board Letter Grades: Following a network-wide survey and listening session with representatives from local workforce development boards, a planning committee, led by the Reimagining Education and Career Help (REACH) Office and including local workforce development board representatives and staff from the Department of Economic Opportunity, Department of Education, and CareerSource Florida, developed a formula methodology for the letter grades called for in law. This formula will be presented at the CareerSource Florida board meeting.
- Florida Career Ladder Identifier and Financial Forecaster (CLIFF) Dashboard: After the April 30 completion of a four-month pilot exploring the usability of the CLIFF Dashboard in case management and career advising at nine Local Workforce Development Boards, our collaborative partners at the University of Florida are preparing a final evaluation of the pilot's results. Next steps include analyzing the best practices and lessons learned from the pilot; pursuing expanded use of the Florida CLIFF Dashboard with additional local workforce development boards; and exploring additional business use cases and opportunities for external partner engagement.
- Workforce Innovation and Opportunity Act (WIOA) Unified Plan Two-Year Modification: As of April 2022, Florida's WIOA core partners have received feedback from the U.S. Department of Labor (and the U.S. Department of Education on elements in the plan that require revision or supplementation. Partners are working to complete these updates and enhance the statewide plan.

## **V. Consent Item**

Chair Birken called for a motion to approve the minutes of the Feb. 16, 2022, meeting.

Motion: Robert Doyle

Second: Tim Center

The motion was approved. There was no public comment.

## **VI. Department of Economic Opportunity Update**

Chair Birken introduced DEO Chief of Workforce Statistics and Economic Research Jimmy Heckman to provide a statewide economic update. Heckman said the April 2022 unemployment rate was 3% and Florida has experienced 24 consecutive months of job growth.

## **VII. Revisiting Drivers of Performance: A Snapshot**

Chair Birken introduced Senior Program Analyst Jacqueline Barreiros. Barreiros stated in the third quarter of Program Year (PY) 2021-2022, Florida's workforce development system met or exceeded 100% of the statewide negotiated targets for all WIOA Primary Indicators of Performance. Indicators are considered met by USDOL when achievement is at 50% or more of negotiated levels of performance. Florida strives for local and state performance levels at 90% of negotiated targets. Innovative and responsive workforce services and programs contributed to sustained statewide performance in the first quarter of the program year. The PY 2021-2022 third quarter performance is a one-year rolling calculation representing four quarters of the most recent performance data available through March 31, 2022.

## **VII. Fiscal Year 2022-2023 CareerSource Florida Network Funding**

Collins provided a look at the financial operations of CareerSource Florida and how federal funding impacts state board initiatives.

WIOA allows workforce development programs to provide a combination of education and training services to prepare Floridians for work and help them prove their prospects in the labor market. Federal laws specify formulas for distributing WIOA funds among state and for sub-state allocations, primarily based upon relative share of workforce, unemployment, and poverty factors.

Wagner-Peyser Act of 1933 established a nationwide system of public employment offices known as the Employment Service. Proposed use of Wagner-Peyser Act funds for the new fiscal year include:

Wagner-Peyser 7(a) Funds:

- Local workforce development board salaries
- Labor exchange system (Employ Florida)
- State-level administration

Wagner-Peyser 7(b) Funds:

- Statewide outreach
- Military Family Employment Advocacy Program
- Apprenticeship Navigators

## **VIII. Open Discussion/Public Comment**

There were no public comments.

**IX. Closing Remarks**

Chair Birken thanked everyone for their time and attention and asked everyone to join the CareerSource Florida Board of Directors Meeting tomorrow.

**X. Board Secretary Certification**

In accordance with Article VII, Section 7.3, I hereby certify these minutes reflect the proceedings by the Board of Directors of CareerSource Florida, have been reviewed by the Board, and approved or approved with modifications which have been incorporated herein.

---

Michelle Dennard  
Board Secretary

---

Date



## A Closer Look: Policy & Performance Council

The CareerSource Florida Business and Workforce Strategies team (previously Strategic Policy & Performance) developed a four-part series to offer a closer look at specific elements of the state's workforce system and key activities related to the work of the state workforce development board. The goal of these sessions is to further inform Strategic Policy & Performance Council members of key elements of the state workforce system and how actions of the council and board may support the Governor's workforce development strategy for Florida.

Below is a short description of topics covered in the Closer Look Series. Videos of each session can be found on the [Workforce Training Institute](#) web page of the CareerSource Florida website.

### The Federal Workforce System

February 2021 | 20 minutes

The core federal grant programs implemented by the state's workforce system are highlighted in this session. Elements covered include the populations served by each grant, types of services provided, and outcomes sought for each program.

### WIOA Indicators of Performance and Policy Development

June 2021 | 24 minutes

This session offers a deeper dive into the performance measures set forth in the federal Workforce Innovation and Opportunity Act (WIOA) and a review of Florida's current and historical performance. This session highlights the relationship between policy and performance and the policy development process.

### The WIOA Unified Plan

December 2021 | 12 minutes

WIOA requires states to submit a comprehensive strategic plan every four years with modifications submitted biannually. This session provides an overview of the planning process and the partners involved, with a focus on board engagement and leadership opportunities. Important elements included in Florida's WIOA Two-Year Modification, submitted to the U.S. Department of Labor in March 2022, are also discussed.

### Federal Funding and State Board Initiatives

February 2022 | 30 minutes

The CareerSource Florida Board of Directors approves the state WIOA budget annually, including formula-based funding for the local workforce development boards and board-led initiatives funded by the Governor's set aside — representing 15 percent of the state's federal WIOA funding. This session offers an overview of the formula funding allocation, how the Governor's set-aside funding may be used and a brief history of initiatives funded by the board.

# POLICY DEVELOPMENT FRAMEWORK

## INTRODUCTION

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

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

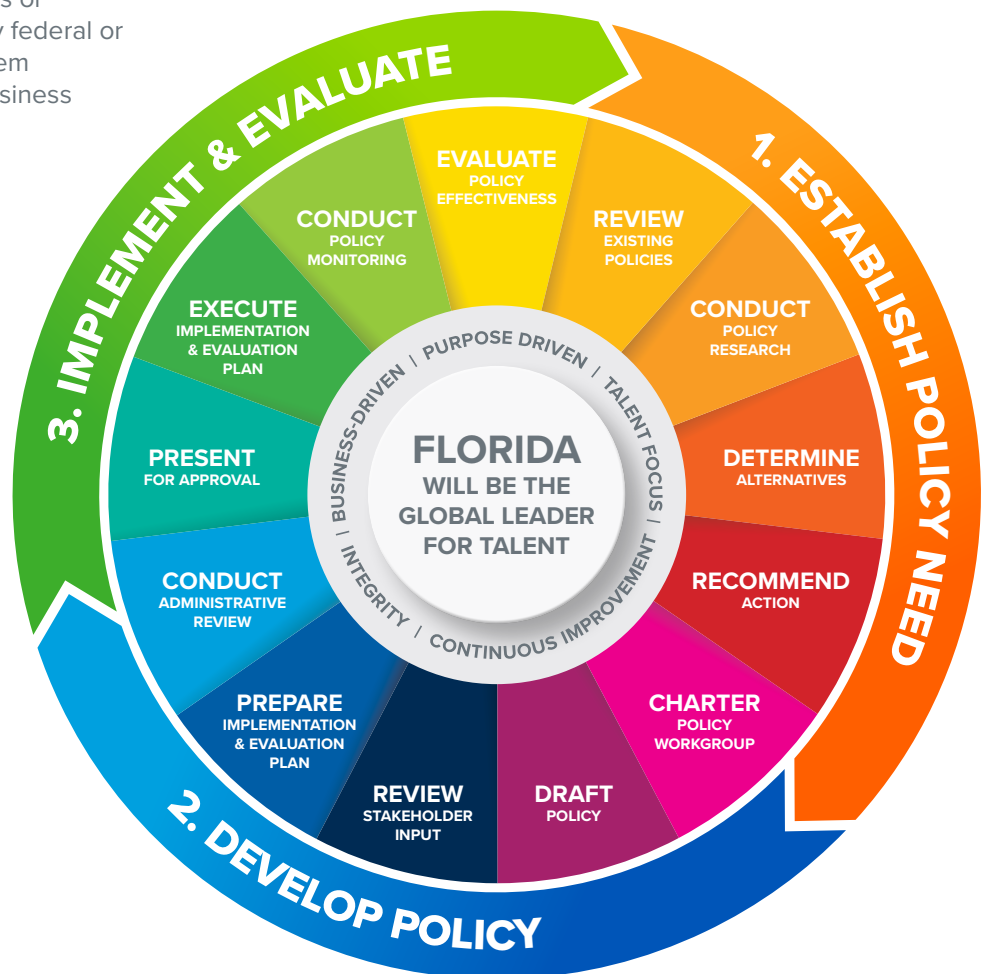
This framework describes how strategic and administrative policies are developed and approved and provides alternatives to formal policy.

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

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

The policy development framework consists of three major components:

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





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

## MISSION, VISION AND VALUES-BASED

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

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

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

## SYSTEMS PERSPECTIVE

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

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

Risks are identified and actively managed.

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

## BUSINESS, JOB SEEKER, PARTNER AND STAKEHOLDER FOCUS

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

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

## PRAGMATIC AND OPERATIONAL: VALUING PEOPLE AND RESOURCES

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

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

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

## INNOVATIVE AND EVIDENCE-BASED

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

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

## FOCUSED ON SUCCESS, MEASURABLE RESULTS AND EVALUATION

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

For more information, please visit [careersourceflorida.com](https://careersourceflorida.com).





## **Administrative Policies Summary**

Consistent with the agreement between the Florida Department of Economic Opportunity and CareerSource Florida, Inc., the CareerSource Florida professional team provides administrative support for the state workforce development board. As described in [Strategic Policy 2021.06.09.A.1: Statewide Workforce Development Board Policymaking Authority and Delegation](#), CareerSource Florida administrative policies and operational guidance are developed by the Department of Economic Opportunity Bureau of One Stop and Program Support in consultation with the CareerSource Florida professional team using best practices from the Policy Development Framework. Administrative policies and operational guidance include business rules, requirements, processes and responsibilities that expand, explain or further specify federal and state legislative policies as well as board-approved strategic policies.

The CareerSource Florida professional team reviewed the following administrative policy and determined this policy does not require approval by the state workforce development board:

[Administrative Policy 122 – Adult and Dislocated Worker Program Eligibility](#). This policy provides the Workforce Innovation and Opportunity Act (WIOA) Adult Dislocated Worker program eligibility requirements to Local Workforce Development Boards and program service providers. The updated policy was published on December 19, 2022.



## Fiscal Year 2022-2023 Business and Workforce Strategies Team Initiatives

### Credentials Review Committee

During the 2021 legislative session, the Florida House and Senate passed House Bill 1507 ([Chapter 2021-164](#), Florida Statutes) to address the evolving needs of Florida's economy by increasing the level of collaboration and cooperation among state businesses and education communities, while also improving access to a more integrated workforce education training system for all Floridians.

The legislation, which passed unanimously and was signed into law by Governor Ron DeSantis on June 24, 2021, was titled the Reimagining Education and Career Help (REACH) Act. The REACH Act directed CareerSource Florida to convene a Credentials Review Committee to identify degree and nondegree credentials of value, develop a Master Credentials List for performance funding, and establish policy direction for funding that prioritizes outcomes.

**Status update:** Following the Labor Market Estimating Conference's delivery in October 2022 of the work product called for in the law, the four Framework of Quality workgroups established earlier in the year — Demand Thresholds, Wage Thresholds, Credential Sequencing, and Credential Identification (two of which had lead facilitators from the Business and Workforce Strategies team) — concluded their research and made recommendations to the Steering Committee on a proposed Framework of Quality for use in qualifying credentials for inclusion on Florida's Master Credentials List. At its December meeting, the Credentials Review Committee adopted this Framework of Quality, thereby establishing it as the touchstone by which credentials will be assessed for demand and associated wages, in accordance with the provisions of statute.

At its meeting in early February 2023, the Committee received recommendations for credentials to include on the 2023-24 Master Credentials List along with additional credentials to add to the 2022-2023 Master Credentials List. This initial list of credentials will be the first to have been approved under the new Framework of Quality. The Master Credentials List will continue to evolve as new credentials that meet labor market needs are added at multiple opportunities during the year. Credentials Review Committee work and related cross-partner REACH Act implementation efforts aimed at increasing alignment and efficiencies and strengthening outcomes for businesses and stakeholders across Florida's workforce, education, and business development systems will continue through the remainder of this program year. All meetings of the Committee and their associated documents can be viewed [online](#).

### Local Workforce Development Board (LWDB) Letter Grades

Per Section 14.36(3)(h), Florida Statutes, the REACH Office within the Executive Office of the Governor was charged with developing the criteria for assigning a letter grade to each LWDB under s. 445.004, Florida Statutes. The criteria for these letter grades are based on LWDB performance accountability measures, return on investment, and improvement by each local board in terms of the long-term self-sufficiency of participants based on outcome measures such as reduction in long-term public assistance and increase in wages relative to the period before participation in a program. The state workforce development board, in turn, is responsible for applying these criteria to assign a letter grade to each of Florida's 24 LWDBs.

**Status update:** Using the letter grade methodology presented to the CareerSource Florida Board of Directors at the September 2022 meeting, baseline informational grades for the 2021-2022 program year were calculated and shared with the Board of Directors and LWDBs in October 2022. In

January 2023, the interagency team conducted a technical assistance webinar in conjunction with the release of performance data for quarter 1 of 2022-2023. Information on letter grades can be found on CareerSource Florida's [Analytics site](#).

## Florida Career Ladder Identifier and Financial Forecaster (CLIFF) Dashboard

The Florida CLIFF Dashboard, developed through a partnership between CareerSource Florida and the Federal Reserve Bank of Atlanta, provides information to help users understand the potential impact of earnings from paid employment on the timing and size of reductions in public assistance as individuals progress along in-demand career pathways on their road to self-sufficiency. While the initial development of this tool predates the passage of the REACH Act, this instrument aligns with key activities and objectives outlined in the law. This exciting and robust tool has been available since early 2022: [floridacliffdashboard.com](http://floridacliffdashboard.com).

**Status Update:** During the first half of 2022, the Business and Workforce Strategies team planned and facilitated a four-month pilot aimed at exploring the useability of the Florida CLIFF Dashboard in case management and career coaching contexts within roughly one-third of our state's 24 LWDBs. Results from the pilot are documented in the following [report](#) developed by the Anita Zucker Center at the University of Florida who conducted a third-party evaluation of the pilot. The insights gleaned from the pilot resulted in enhancements to the dashboard and are informing our efforts to expand usage during 2022-23 across the CareerSource Florida network and among external partners — including the Department of Education's Divisions of Vocational Rehabilitation and Blind Services and the Hope Florida initiative led by the Department of Children and Families. Within the last month, a Spanish-language version of the Dashboard was released, an important step toward promoting useability and access for a large segment of our state's diverse population.

In January 2023, the CLIFF collaborative team held its most recent planning meeting to discuss strategies and objectives to be pursued during the remainder of this program year and into the next. These efforts are focused on promoting expanded use of the tool and exploring additional business use cases and opportunities for external partner engagement. Informational, training, and evaluation resources related to the tool can be found on the Policies and Initiatives page under [CLIFF Dashboard](#).

## Apprenticeship Expansion

The CareerSource Florida Board of Directors approved \$1.5 million to support apprenticeship navigators, regional experts in registered apprenticeship, at each of the 24 LWDBs. The 24 apprenticeship navigators along with interested LWDB staff attended eleven hours of apprenticeship training developed by CareerSource Florida and presented by CareerSource Florida and partner agencies, including Florida Department of Education, Florida Department of Economic Opportunity, among other national apprenticeship experts. Continuing education is provided on a monthly basis from department of labor WIOA experts, department of labor apprenticeship intermediaries, registered apprenticeship sponsors and LWDBs.

Apprenticeship navigators at the LWDBs meet with employers, existing registered apprenticeship sponsors, community organizations and others who may be interested in learning how a registered apprenticeship can become a talent development strategy. They assist employers with recruiting apprentices and with securing WIOA funding in support of the apprentice's related instruction, on the job training and supportive services.

The Apprentice Florida website ([apprenticeflorida.com](http://apprenticeflorida.com)) provides employers or interested job seekers the videos, tools, and information they need to learn more about registered apprenticeships in Florida. Here employers can contact CareerSource Florida directly to schedule a meeting to discuss apprenticeships and those individuals who are interested in becoming an apprentice can sign up to be contacted by their LWDB. Additionally, social media marketing and traditional marketing of

registered apprenticeships helps to spread the word about the many benefits of using the registered apprenticeship model as a workforce development tool.

CareerSource Florida assists the Florida Department of Education's Office of Apprenticeship with the coordination of and presentations for industry specific apprenticeship accelerators across the state. This fiscal year, apprenticeship accelerators for the healthcare, transportation, aerospace, and Information Technology industries have taken place with planned apprenticeship accelerators in hospitality, emerging industries, supply chain, logistics, advanced manufacturing, cybersecurity and construction.

## Industry Engagement

A key component of CareerSource Florida's mission is connecting employers with qualified, skilled talent. The Business and Workforce Strategies team employs a sector strategy approach aligned with Enterprise Florida's targeted industry sectors of focus. Senior Director Dehryl McCall focuses on manufacturing, trade and logistics, headquarters and financial/professional services. Director Carmen Hilbert focuses on aviation/aerospace and information technology. Director Susan Bosse focuses on healthcare/life sciences and apprenticeships. The team collaborates with industry leaders, associations, state and local workforce, economic development and education partners to identify talent solutions for these critical industries. Examples of partnerships include Enterprise Florida, the Florida Economic Development Council, FloridaMakes, Florida Trucking Association, Space Florida, IT consortiums, the Florida Senior Living Association, The Florida Hospital Association and others to identify talent solutions for our state's critical industries.

## Quick Response Training and Incumbent Worker Training Programs

The state-funded Quick Response Training grant program is a proven, strong investment in supporting job creation and ensuring Florida has a highly skilled workforce to meet the talent needs of new-to-Florida or expanding businesses. Eligible businesses receive reimbursement for a portion of their training costs for newly hired employees in high-skill, high-wage jobs. Since 1993, CareerSource Florida has assisted over 950 new and expanding companies in the state of Florida in the recruitment, selection, and training of over 200,000 employees through the Quick Response Training grant program.

Incumbent Worker Training grants help businesses close skills gaps within their existing workforce, allowing companies to retain workers, grow and prosper. Since 1999, the Incumbent Worker Training program has assisted more than 2,900 businesses and trained at least 195,000 workers.

This current program year, CareerSource Florida has executed over \$3.6 million in contracts in Quick Response Training and \$1.1 million in Incumbent Worker Training. These programs continue to play a vital role in Florida's overall economic development efforts by ensuring Florida has a highly skilled workforce to meet talent needs.

# APPRENTICE FLORIDA

## IS AN APPRENTICESHIP RIGHT FOR YOUR BUSINESS?

Preparing your business for tomorrow means finding the skilled team you need today. Registered Apprenticeships provide the opportunity to custom train a ready workforce to better prepare for future needs and growth. Apprentices earn while they learn, gaining skills that enhance your bottom line.

Do any of these statements apply to your business?

- Do you need a more skilled workforce?
- Do you want to diversify your talent pool?
- Do you want to train and educate your staff to meet specific needs?
- Do your workers need help keeping pace with industry advancements?
- Are your highly skilled workers retiring soon or leaving for other opportunities?

If you answered “yes” to one or more of these questions, an apprenticeship program might be the right solution for your business.

## BENEFITS OF REGISTERED APPRENTICESHIPS



### SKILLED WORKFORCE

Recruit and develop a highly skilled workforce that helps you grow your business



### POSITIVE IMPACT TO YOUR BOTTOM LINE

Improve productivity, profitability and your bottom line



### REDUCE TURNOVER

Minimize cost with reduced turnover and liability



### CUSTOMIZABLE TRAINING

Create flexible training options that ensure workers develop the right skills



### RETAIN WORKERS

94% of apprentices continue employment after completing an apprenticeship



### DIVERSITY

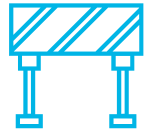
Foster a diverse and inclusive culture

# FLORIDA'S KEY SECTORS

Organizations across diverse industries, such as the ones below and many more, are reaping the benefits of a Registered Apprenticeship program as they enable industry leaders to grow and innovate in the 21<sup>st</sup> century.



**ADVANCED  
MANUFACTURING**



**CONSTRUCTION**



**HEALTHCARE**



**INFORMATION  
TECHNOLOGY**



**HOSPITALITY**



**TRADE &  
LOGISTICS**

## READY TO TAKE THE NEXT STEP?

Successful apprenticeships are collaborative and include businesses, industry associations, educational institutions, the CareerSource Florida network and community organizations. These partnerships connect you with education partners such as Florida universities, state colleges or trade schools, design the apprenticeship program and recruit apprentices.

### BUSINESS

- Identify the skills and knowledge that apprentices must learn
- Hire new workers, or select current employees, to be apprentices
- Provide on-the-job training
- Identify an experienced mentor to work with apprentices
- Pay progressively higher wages as skills increase

### EDUCATIONAL INSTITUTIONS

- Develop curriculum for related instruction
- Deliver related instruction to apprentices
- Provide college credit for courses successfully completed

### WORKFORCE DEVELOPMENT PARTNERS

- Develop sector and career pathway strategies utilizing apprenticeships
- Recruit and screen candidates to be apprentices
- Provide pre-apprenticeship and basic skills preparation
- Provide supportive services (such as tools, uniforms, equipment or books)
- Contribute funding for on-the-job training or related instruction

**SOURCE:**

U.S. Department of Labor Employment and Training Administration Office of Apprenticeship



# Information Items





# Speaker Bio

## Jimmy Heckman

---



Jimmy Heckman is an economist and bureau chief for Workforce Statistics and Economic Research (WSER) at the Florida Department of Economic Opportunity. Mr. Heckman researches a variety of topics including reducing unemployment, long-term growth industries, and in-demand job skills.

Mr. Heckman is a Florida native and attended Florida State University where he earned a master's degree in applied economics.



**Strategic Policy and Performance Council Charter**

**CSF-BOD-06**

<b>Title:</b>	<b>Strategic Policy and Performance Council Charter</b>
<b>Adopted:</b>	November 20, 2020
<b>Effective:</b>	January 27, 2021

**I. PURPOSE AND SCOPE**

CareerSource Florida is the principal workforce policy organization for the state. The purpose of CareerSource Florida, Inc., is to design and implement strategies that help Floridians enter, remain in, and advance in the workplace, so that they may become more highly skilled and successful, which benefits these Floridians, Florida businesses, and the entire state, and fosters the development of the state’s business climate. CareerSource Florida has authority to create state employment, education and training policies that ensure programs prepare workers in response to present and future business and industry needs. Consistent with CareerSource Florida’s strategic goals, priority is given to addressing workforce needs for businesses in the state’s target and infrastructure industries.

The chairman of the CareerSource Florida Board of Directors may appoint committees to fulfill the board’s responsibilities, to comply with federal requirements, or to obtain technical assistance, and must incorporate members of local workforce development boards into its structure.

The Strategic Policy and Performance Council is established to review existing policies and develop new strategies and policies designed to foster a performance-driven talent delivery system with the ability to serve individuals at all levels, businesses of all sizes and entrepreneurs to meet the demands of Florida’s growing and diversifying economy. The Strategic Policy and Performance Council analyzes, discusses and finalizes strategic

policies and performance incentives for the CareerSource Florida network as directed by the chairman of the board.

The Strategic Policy and Performance Council ensures compliance with federal common measures and reviews and analyzes federal, state and local performance measures including both short-term and long-term outcomes on results including job placements, employment retention and earnings with the goal of recommending policies and financial incentives leading to greater collaboration, effectiveness and efficiencies. While focusing on the state's shared workforce and economic development goals, federal workforce common measures and the Governor's strategic targets, the Strategic Policy and Performance Council designs, recommends and oversees statewide performance measures to include recommendations for performance-based financial incentives.

The Strategic Policy and Performance Council reviews and analyzes federal reports, state and regional outcomes to provide oversight, productivity and effectiveness recommendations and accountability for outcomes derived through the strategies and activities of Florida's workforce system. This includes analyzing federal guidance; information supplied by core partners and making recommendations for Florida's four-year statewide workforce plan consistent with the requirements of the Workforce Innovation and Opportunity Act (WIOA); and making recommendations for the implementation of the plan.

Recommendations of the Strategic Policy and Performance Council are considered for approval by the CareerSource Florida Board of Directors.

## **II. COMPOSITION AND TERM**

The Strategic Policy and Performance Council includes members of the board and also may include individuals appointed by the chairman of the board from outside CareerSource Florida who possess relevant experience or expertise in the subject area of the council.

Members of the Strategic Policy and Performance Council, including a Chairman and Vice Chairman, shall be appointed by the chairman of the board. Members serve on the council at the pleasure of the chairman of the board for a period determined by the chairman.

In all matters pertaining to Strategic Policy and Performance Council business, council members shall report directly to the council chairman (or in the chairman's absence, the council vice-chairman). The Strategic Policy and Performance Council chairman shall report to the chairman of the board.

## **III. MEETINGS**

The Strategic Policy and Performance Council meets periodically, whether in person, by telecommunications or webinar, in conjunction with the regular quarterly meetings of the Board of Directors. If there is no business that needs to go before the Strategic Policy and Performance Council or that the council is not required to present to the board, the council is not required to meet.

Additional meetings, whether held in person or electronically, may be conducted at the request of the board chairman or the council chairman.

#### **IV. AUTHORITY**

[Public Law 113-128, the Workforce Innovation and Opportunity Act](#)

[Chapter 445.003 and Chapter 445.004, Florida Statutes](#)

Bylaws of CareerSource Florida, Inc.

#### **V. STRATEGIC POLICY AND PERFORMANCE COUNCIL POINT OF CONTACT**

In order to conduct its business and administer its affairs, the primary point of contact for the Strategic Policy and Performance Council is:

Dan McGrew, Vice President of Business and Workforce Strategies

Phone: (850) 759-4343

Email: [dmcgrew@careersourceflorida.com](mailto:dmcgrew@careersourceflorida.com)

#### **VI. HISTORY**

<b>Date</b>	<b>Description</b>
07/02/2022	Revised primary point of contact
11/20/2020	Revised merging Strategic Policy Council Charter and Performance and Accountability Council Charter
05/12/2014	Approved by Chairman
05/07/2014	Version for Chairman's review and approval

#### **VII. ATTACHMENTS**

[CareerSource Florida Strategic Policy and Performance Council Roster](#)



## Local Workforce Development Board Letter Grades PY 2022-2023 Q1 Performance Update | February 2023

### Background

Florida's [2021 Reimagining Education and Career Help \(REACH\) Act](#) is a comprehensive blueprint for enhancing access, alignment and accountability across the state's workforce development system, which spans Florida's workforce, education and public assistance programs. With a focus on improved accountability, the law charges the Governor's REACH Office with developing criteria for determining [letter grades](#) for local workforce development boards. The law charges CareerSource Florida with assigning letter grades to all local workforce development boards and publicly releasing them annually.

In November 2021, the REACH Office began collaboration with a stakeholder group of experts, including leaders from CareerSource Florida, the Florida Department of Economic Opportunity, the Florida Department of Education and local workforce development boards, to develop the letter grading system. The data used to calculate letter grades are derived from performance outcomes collected by the Department of Economic Opportunity, the Department of Children and Families and the Department of Education. Through this interagency collaboration, preliminary letter grades were calculated for program year 2021-2022 (July 1, 2021, through June 30, 2022), for informational purposes only, using data and performance prior to the development of the methodology.

The final metrics and methodology used to calculate the letter grades for each local workforce development board were presented to the CareerSource Florida Board of Directors on September 12, 2022. These metrics include existing accountability measures for the federal workforce system along with new, statutorily defined measures focused on the local workforce development board's impact on the long-term self-sufficiency of participants. Additional measures capturing services to Florida businesses and upskilling of participants through training are also included.

Letter grades for program 2022-2023 will be assigned by CareerSource Florida for performance during program year once the program year has ended and all program year data is finalized. Visit the [Letter Grades website](#) to view the latest performance updates and learn more about the letter grades methodology.

## PY 2022-2023 Q1 Update

Letter grades are assigned to local workforce development boards on an annual basis once the program year has ended and all program year data is finalized. CareerSource Florida, in collaboration with the Governor's REACH Office and the Florida Department of Economic Opportunity, offers quarterly updates leading up to the annual letter grades.

Below is the Quarter 1 update for Program Year 2022-2023. The information displayed is preliminary until all program data is complete and deemed final for the program year.

Local Workforce Development Board	Q1 Total Score (%)
01 - CareerSource Escarosa	85.38
02 - CareerSource Okaloosa Walton	82.17
03 - CareerSource Chipola	96.38
04 - CareerSource Gulf Coast	84.95
05 - CareerSource Capital Region	84.02
06 - CareerSource North Florida	94.25
07 - CareerSource Florida Crown	84.88
08 - CareerSource Northeast Florida	91.66
09 - CareerSource North Central Florida	82.14
10 - CareerSource Citrus Levy Marion	89.51
11 - CareerSource Flagler Volusia	93.95
12 - CareerSource Central Florida	97.76
13 - CareerSource Brevard	84.99
14 - CareerSource Pinellas	83.19
15 - CareerSource Tampa Bay	94.07
16 - CareerSource Pasco Hernando	89.62
17 - CareerSource Polk	90.33
18 - CareerSource Suncoast	86.10
19 - CareerSource Heartland	90.17
20 - CareerSource Research Coast	89.30
21 - CareerSource Palm Beach County	89.54
22 - CareerSource Broward	88.52
23 - CareerSource South Florida	93.83
24 - CareerSource Southwest Florida	91.24

### Letter Grades Scale:

A+ :  $\geq 97$

A : 93 to  $< 97$

A- : 90 to  $< 93$

B+ : 87 to  $< 90$

B : 83 to  $< 87$

B- : 80 to  $< 83$

C+ : 77 to  $< 80$

C : 73 to  $< 77$

C- : 70 to  $< 73$

D : 60 to  $< 70$

F :  $< 60$

# Workforce Innovation and Opportunity Act (WIOA) Primary Indicators of Performance

Performance Period Ending September 30, 2022



The federal Workforce Innovation and Opportunity Act (WIOA) establishes performance accountability measures, known as Primary Indicators of Performance, to assess the effectiveness of states and local workforce development boards in achieving positive outcomes for individuals served by the workforce development system. The U.S. Department of Labor (USDOL) oversees the performance accountability requirements of WIOA on a program year basis (from July to June), which coincides with the state's fiscal year. Performance on the WIOA Primary Indicators of Performance is reported to USDOL on a quarterly basis.

Performance targets are negotiated with USDOL prior to the start of each program year. Driven by a commitment to excellence, Florida strives for local and state performance levels at 90% of negotiated targets. In quarter one of Program Year 2022-2023, Florida's workforce development system achieved 90% or more of the negotiated targets on 16 of the 18 WIOA Primary Indicators of Performance. Innovative and responsive workforce services and programs contributed to sustained statewide performance during the program year. Performance during quarter one of PY 2022-2023 was impacted by new common exit guidance released by DEO in the fourth quarter of the program year that resulted in local boards exiting large numbers of disengaged participants from their active rosters in April through June 2021. The impact of these exits is seen in the Employed 2nd Quarter After Exit for both Adults and Dislocated Workers.

Negotiated performance targets are adjusted after the end of each program year (usually around February of the following year) through a statistical adjustment model to account for economic conditions and participant characteristics. After this adjustment has occurred, the state's final performance is recalculated against the adjusted goals. Individual indicator scores (actual performance divided by the adjusted target) are considered met by USDOL when they are greater than or equal to 50%.

The data in this performance report represents a rolling four-quarter calculation of most recent performance data available through September 30, 2022. The tables in this report show actual performance in relation to performance targets negotiated with USDOL for PY 2022-2023.

For additional information, please visit the Indicators of Performance Reports section on the Department of Economic Opportunity website at: [Indicators of Performance Reports](#). If you have questions about this report, please contact Daniel Harper, Bureau of One-Stop and Program Support at the Department of Economic Opportunity, at (850) 921-3327.

## Populations Served

The following populations are served through the workforce development programs measured within the Primary Indicators of Performance:

- **WIOA Adult:** Individuals who are 18 or older in need of job search assistance and training opportunities, with priority given to recipients of public assistance, other low-income individuals, and individuals who are basic skills deficient.
- **WIOA Dislocated Workers:** Individuals who are 18 or older and have lost their jobs through no fault of their own as a result of job loss, mass layoffs, global trade dynamics, or transitions in economic sectors.
- **WIOA Youth:** Individuals who are 14 to 24 years old and face barriers to education, training and employment.
- **Wagner-Peyser:** Individuals who are 18 or older, are authorized to work in the U.S. and are in need of job search assistance.

## Employment Indicators

### Employment 2nd Quarter After Exit

- **WIOA Adult, WIOA Dislocated Workers and Wagner-Peyser:** For these programs, this indicator captures the percentage of participants who are in unsubsidized employment during the 2nd quarter after exiting the program.
- **WIOA Youth:** For this program, this indicator captures the percentage of participants in education or training activities, or in unsubsidized employment during the 2nd quarter after exiting the program.

### Employment 4th Quarter After Exit

- **WIOA Adult, WIOA Dislocated Workers and Wagner-Peyser:** For these programs, this indicator captures the percentage of participants who are in unsubsidized employment during the 4th quarter after exit from the program.
- **WIOA Youth:** For this program, this indicator captures the percentage of participants in education or training activities, or in unsubsidized employment during the 4th quarter after exiting the program.

### Median Earnings 2nd Quarter After Exit

- **WIOA Adult, WIOA Dislocated Worker, WIOA Youth and Wagner-Peyser:** This indicator captures participants' median (middle value) quarterly earnings in the 2nd quarter after exiting the program.



## Education/Training Indicators

### Credential Attainment

- **WIOA Adult, WIOA Dislocated Worker and WIOA Youth:** This indicator captures the percentage of those participants enrolled in an education or training program (excluding those in On-the-Job Training or customized training) who attain a recognized postsecondary credential or a secondary education diploma, or its recognized equivalent, during participation in or within one year after exiting the program.

### Measurable Skill Gains

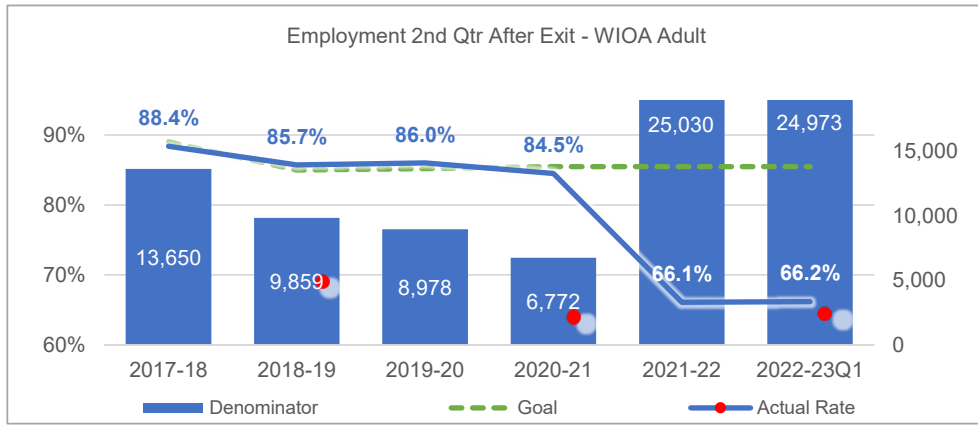
- **WIOA Adult, WIOA Dislocated Worker and WIOA Youth:** This indicator captures the percentage of participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving documented academic, technical, occupational, or other forms of progress, toward such a credential or employment.

The Measurable Skill Gains indicator is used to measure interim progress of participants who are enrolled in education or training services for a specified reporting period. Therefore, it is not an exit-based measure. Instead, it is intended to capture important progressions through pathways that offer different services based on program purposes and participant needs and can help fulfill the vision for a workforce system that serves a diverse set of individuals with a range of services tailored to individual needs and goals.

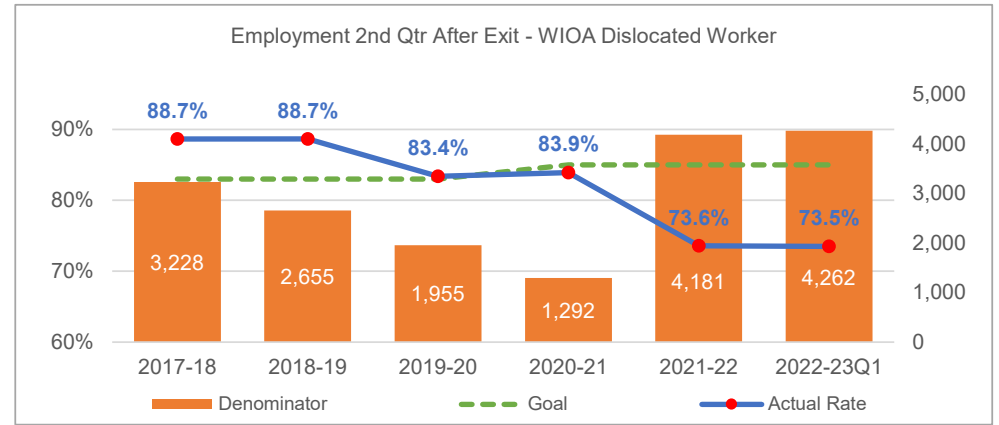
# Entered Employment Rate - 2nd Quarter After Exit

Program Year (PY) 2022-2023 Q1 Report

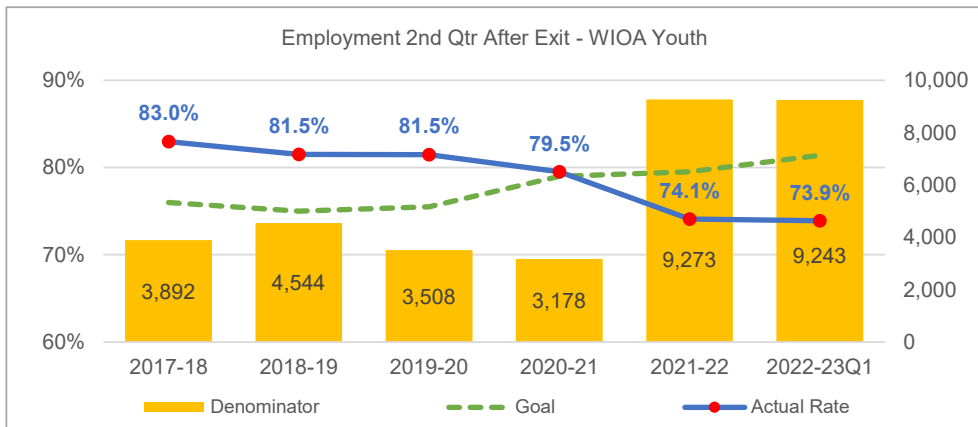
PY (July 1 - June 30)



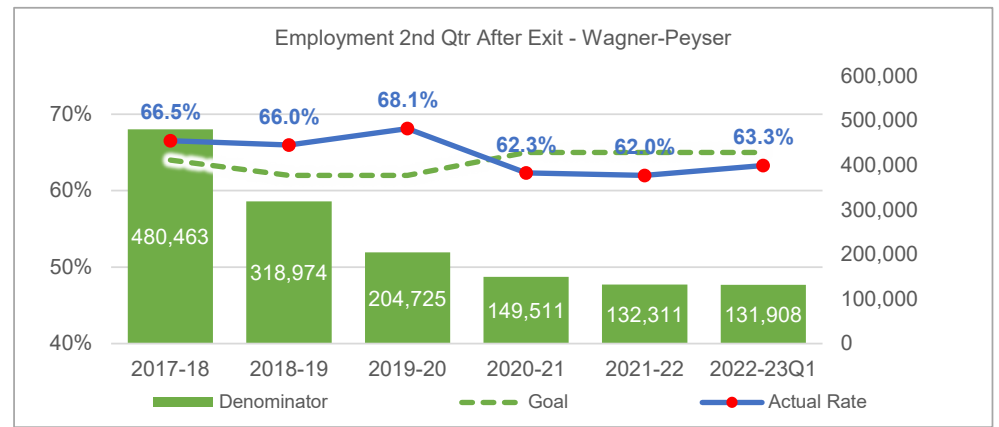
PY	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23Q1
Numerator	12,065	8,453	7,721	5,724	16,555	16,540
Denominator	13,650	9,859	8,978	6,772	25,030	24,973
Actual Rate	88.4%	85.7%	86.0%	84.5%	66.1%	66.2%
Success (>=90% of Goal)	80.1%	76.5%	76.7%	77.0%	77.0%	77.0%



PY	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23Q1
Numerator	2,862	2,354	1,630	1,084	3,079	3,131
Denominator	3,228	2,655	1,955	1,292	4,181	4,262
Actual Rate	88.7%	88.7%	83.4%	83.9%	73.6%	73.5%
Success (>=90% of Goal)	74.7%	74.7%	74.7%	76.5%	76.5%	76.5%



PY	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23Q1
Numerator	3,229	3,703	2,858	2,527	6,870	6,832
Denominator	3,892	4,544	3,508	3,178	9,273	9,243
Actual Rate	83.0%	81.5%	81.5%	79.5%	74.1%	73.9%
Success (>=90% of Goal)	68.4%	67.5%	68.0%	71.1%	71.6%	73.3%



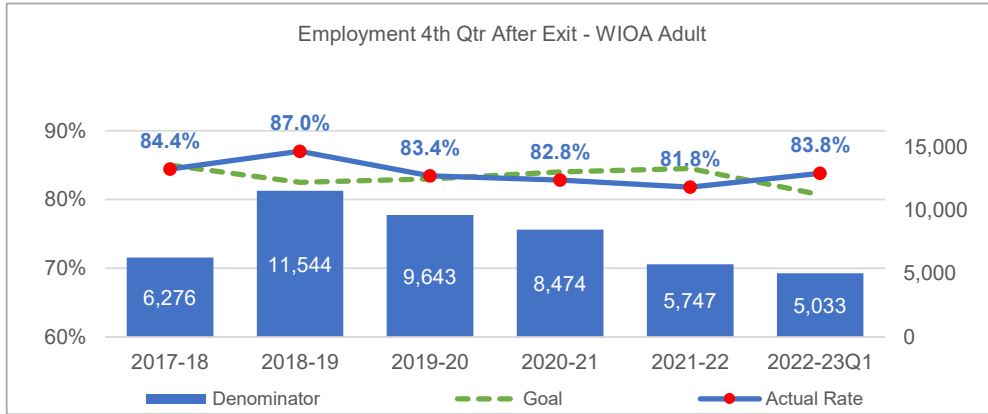
PY	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23Q1
Numerator	319,687	210,397	139,458	93,177	82,070	83,449
Denominator	480,463	318,974	204,725	149,511	132,311	131,908
Actual Rate	66.5%	66.0%	68.1%	62.3%	62.0%	63.3%
Success (>=90% of Goal)	57.6%	55.8%	55.8%	58.5%	58.5%	58.5%

Note: Cohorts for PY 2022-23 are participants who received their last service between October 2020 and September 2021.

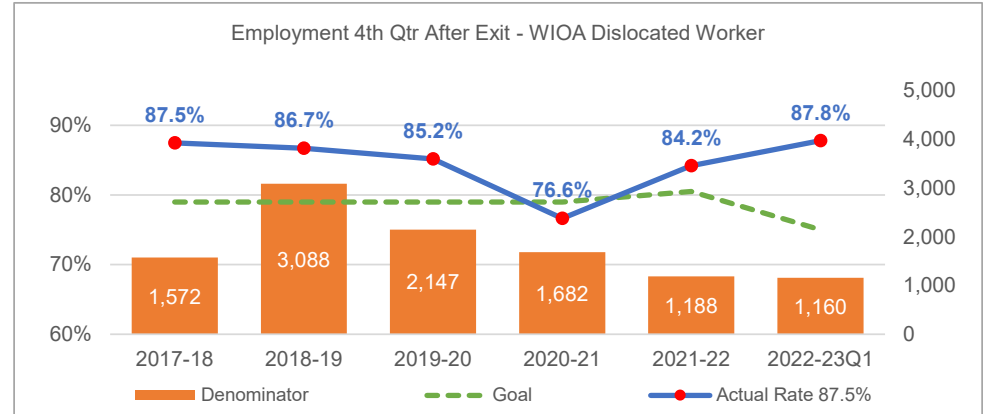
# Entered Employment Rate - 4th Quarter After Exit

Program Year (PY) 2022-2023 Q1 Report

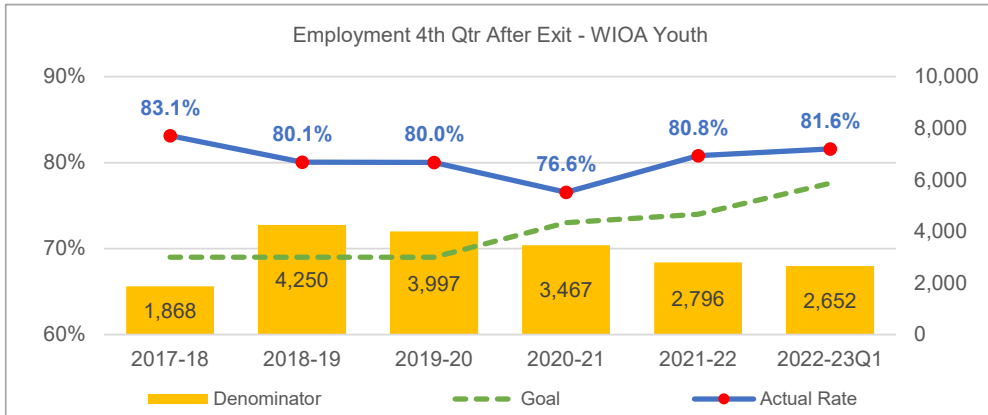
PY (July 1 - June 30)



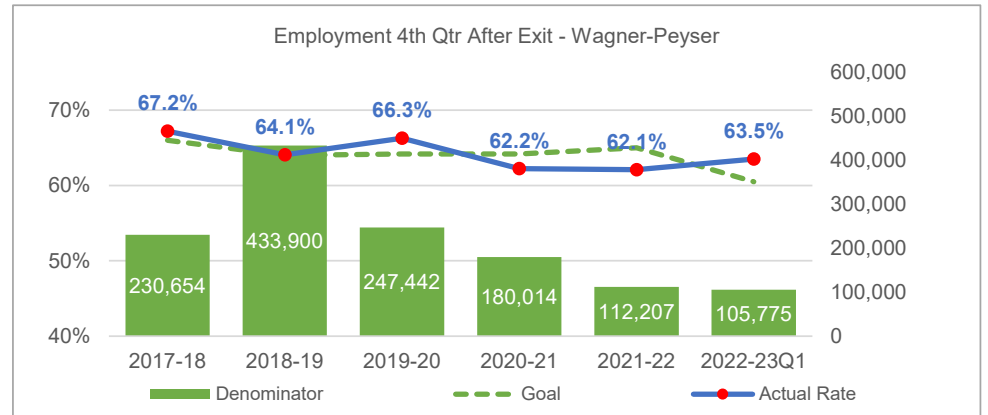
PY	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23Q1
Numerator	5,299	10,046	8,045	7,020	4,701	4,216
Denominator	6,276	11,544	9,643	8,474	5,747	5,033
Actual Rate	84.4%	87.0%	83.4%	82.8%	81.8%	83.8%
Success (>=90% of Goal)	76.5%	74.3%	74.7%	75.6%	76.1%	72.6%



PY	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23Q1
Numerator	1,375	2,678	1,829	1,289	1,000	1,019
Denominator	1,572	3,088	2,147	1,682	1,188	1,160
Actual Rate	87.5%	86.7%	85.2%	76.6%	84.2%	87.8%
Success (>=90% of Goal)	71.1%	71.1%	71.1%	71.1%	72.5%	67.5%



PY	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23Q1
Numerator	1,553	3,403	3,199	2,654	2,260	2,136
Denominator	1,868	4,250	3,997	3,467	2,796	2,652
Actual Rate	83.1%	80.1%	80.0%	76.6%	80.8%	81.6%
Success (>=90% of Goal)	62.1%	62.1%	62.1%	65.7%	66.6%	69.8%



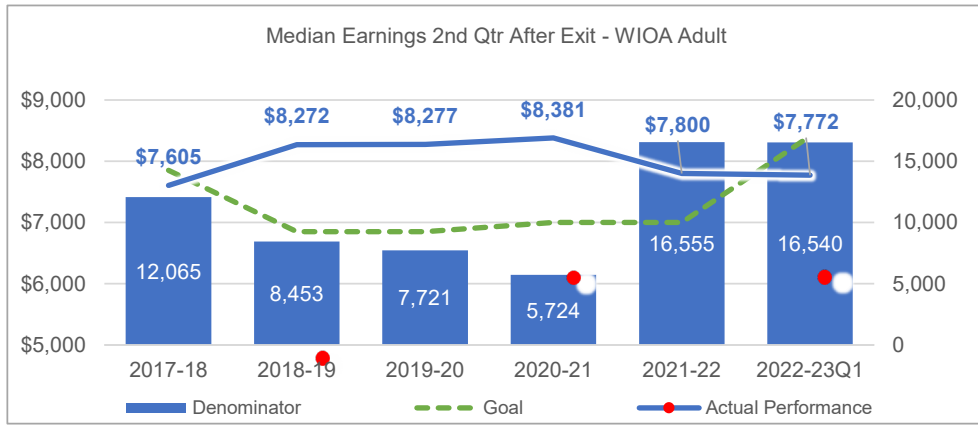
PY	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23Q1
Numerator	155,007	277,966	163,990	112,022	69,639	67,131
Denominator	230,654	433,900	247,442	180,014	112,207	105,775
Actual Rate	67.2%	64.1%	66.3%	62.2%	62.1%	63.5%
Success (>=90% of Goal)	59.4%	57.6%	57.8%	57.8%	58.5%	54.5%

Note: Cohorts for PY 2022-23 are participants who received their last service between April 2020 and March 2021.

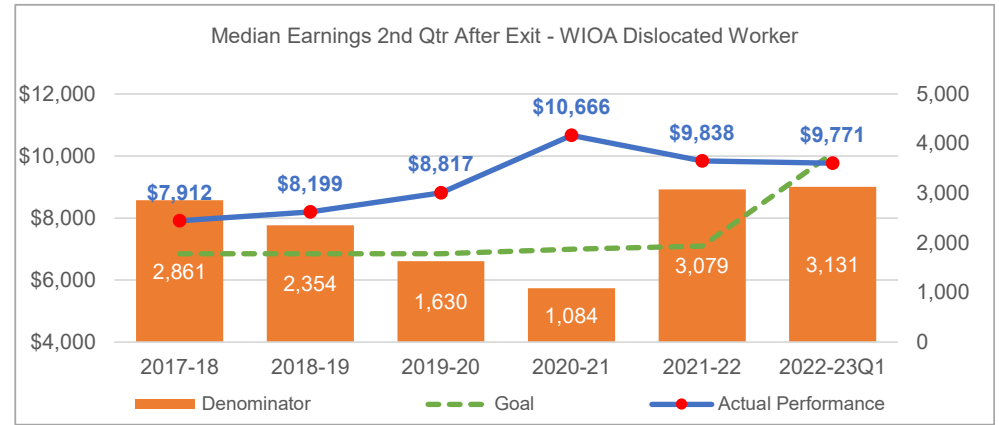
# Median Earnings - 2nd Quarter After Exit

Program Year (PY) 2022-2023 Q1 Report

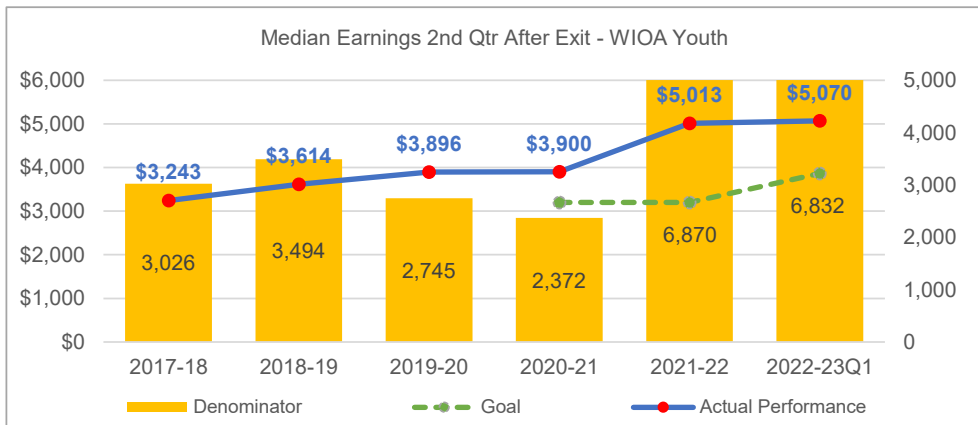
PY (July 1 - June 30)



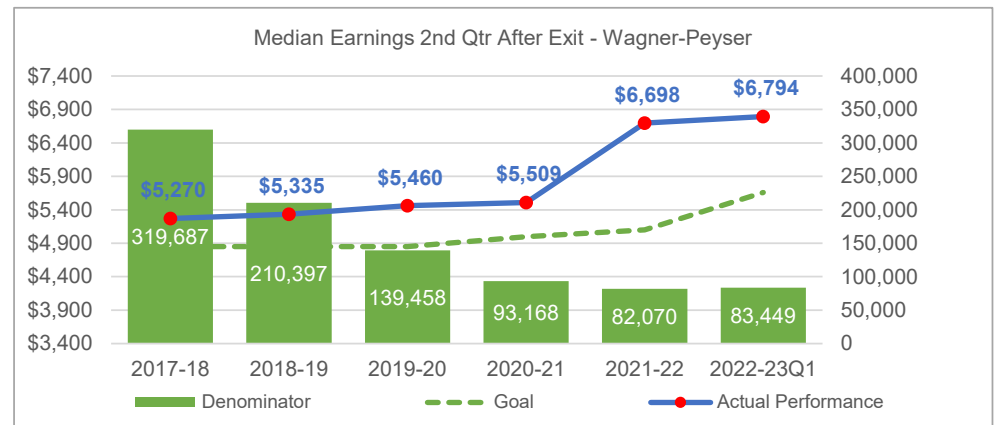
PY	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23Q1
Numerator	N/A	N/A	N/A	N/A	N/A	N/A
Denominator	12,065	8,453	7,721	5,724	16,555	16,540
Actual Performance	\$7,605	\$8,272	\$8,277	\$8,381	\$7,800	\$7,772
Success (>=90% of Goal)	\$7,065	\$6,165	\$6,165	\$6,300	\$6,300	\$7,570



PY	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23Q1
Numerator	N/A	N/A	N/A	N/A	N/A	N/A
Denominator	2,861	2,354	1,630	1,084	3,079	3,131
Actual Performance	\$7,912	\$8,199	\$8,817	\$10,666	\$9,838	\$9,771
Success (>=90% of Goal)	\$6,165	\$6,165	\$6,165	\$6,300	\$6,390	\$9,084



PY	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23Q1
Numerator	N/A	N/A	N/A	N/A	N/A	N/A
Denominator	3,026	3,494	2,745	2,372	6,870	6,832
Actual Performance	\$3,243	\$3,614	\$3,896	\$3,900	\$5,013	\$5,070
Success (>=90% of Goal) *	N/A	N/A	N/A	\$2,880	\$2,880	\$3,478



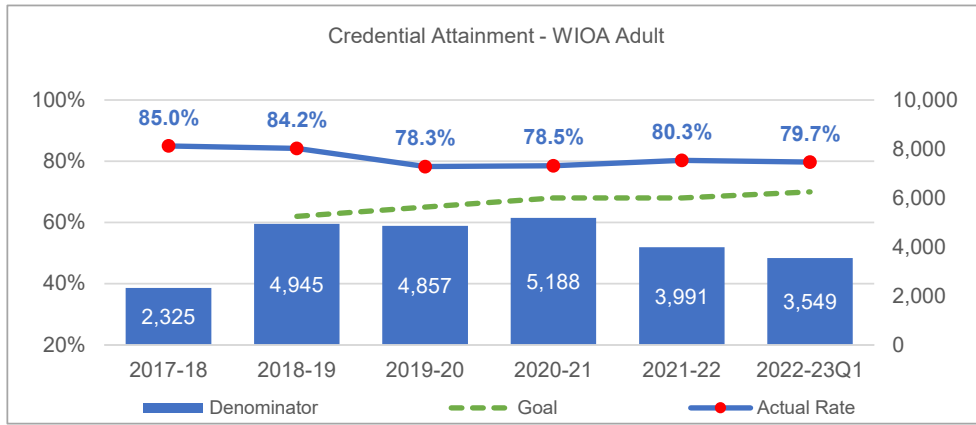
PY	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23Q1
Numerator	N/A	N/A	N/A	N/A	N/A	N/A
Denominator	319,687	210,397	139,458	93,168	82,070	83,449
Actual Performance	\$5,270	\$5,335	\$5,460	\$5,509	\$6,698	\$6,794
Success (>=90% of Goal)	\$4,365	\$4,365	\$4,365	\$4,500	\$4,590	\$5,093

\* Goal setting for the Median Earnings 2nd Quarter After Exit metric for WIOA Youth began in PY 2020-2021.

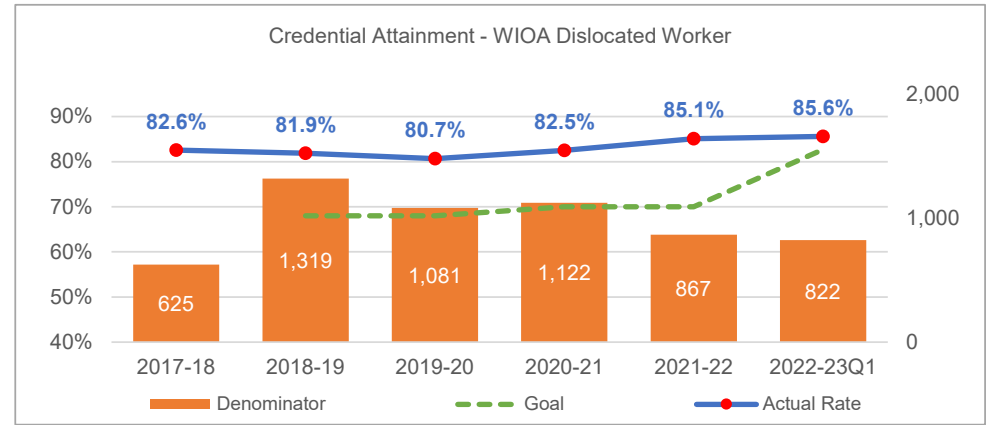
Note: Cohorts for PY 2022-23 are participants who received their last service between October 2020 and September 2021.

## Credential Attainment Rate

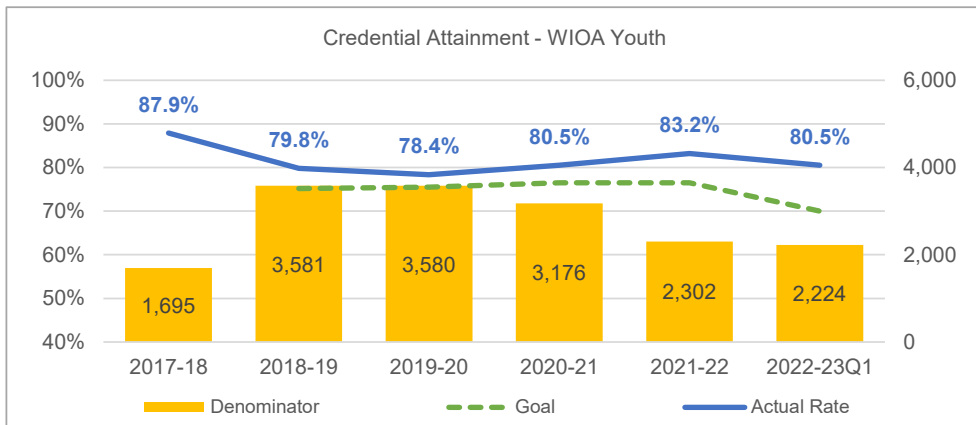
Program Year (PY) 2022-2023 Q1 Report  
PY (July 1 - June 30)



PY	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23Q1
Numerator	1,976	4,164	3,802	4,074	3,205	2,830
Denominator	2,325	4,945	4,857	5,188	3,991	3,549
Actual Rate	85.0%	84.2%	78.3%	78.5%	80.3%	79.7%
Success (>=90% of Goal)	N/A	55.8%	58.5%	61.2%	61.2%	63.0%



PY	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23Q1
Numerator	516	1,080	872	926	738	704
Denominator	625	1,319	1,081	1,122	867	822
Actual Rate	82.6%	81.9%	80.7%	82.5%	85.1%	85.6%
Success (>=90% of Goal)	N/A	61.2%	61.2%	63.0%	63.0%	74.4%

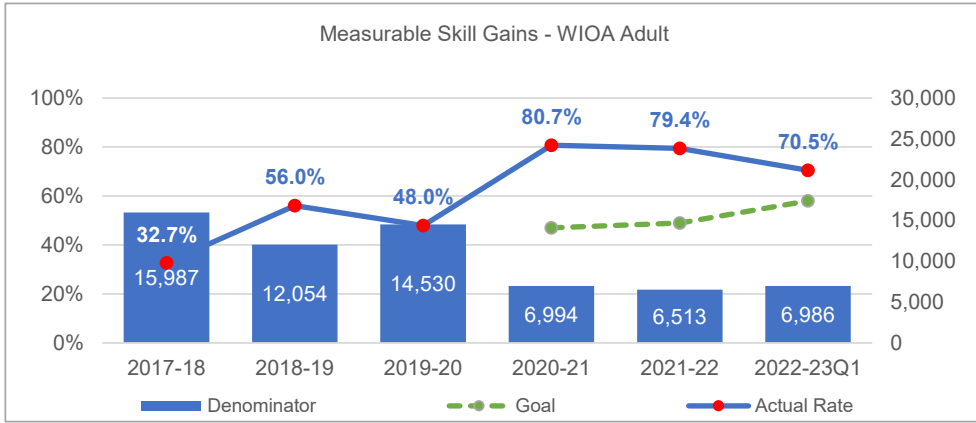


PY	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23Q1
Numerator	1,490	2,857	2,805	2,557	1,916	1,791
Denominator	1,695	3,581	3,580	3,176	2,302	2,224
Actual Rate	87.9%	79.8%	78.4%	80.5%	83.2%	80.5%
Success (>=90% of Goal)	N/A	67.7%	68.0%	68.9%	68.9%	63.0%

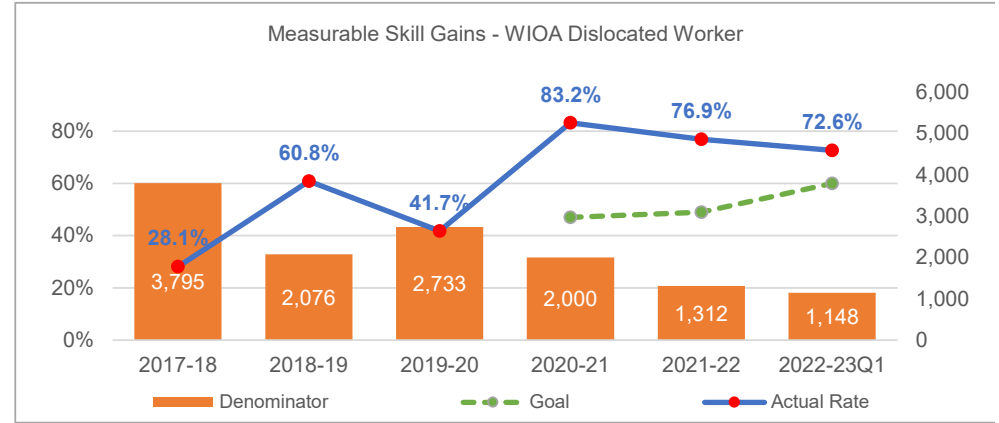
Note: Cohorts for PY 2022-23 are participants who received their last service between April 2020 and March 2021.

## Measurable Skill Gains

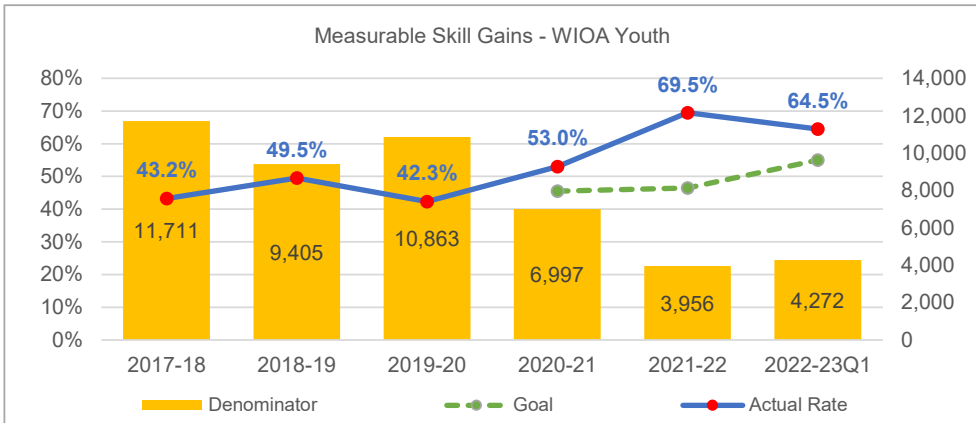
### Program Year (PY) 2022-2023 Q1 Report PY (July 1 - June 30)



PY	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23Q1
<b>Numerator</b>	5,226	6,756	6,968	5,646	5,172	4,928
<b>Denominator</b>	15,987	12,054	14,530	6,994	6,513	6,986
<b>Actual Rate</b>	32.7%	56.0%	48.0%	80.7%	79.4%	70.5%
<b>Success (&gt;=90% of Goal)</b>	N/A	N/A	N/A	42.3%	44.1%	52.2%



PY	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23Q1
<b>Numerator</b>	1,067	1,263	1,141	1,664	1,009	833
<b>Denominator</b>	3,795	2,076	2,733	2,000	1,312	1,148
<b>Actual Rate</b>	28.1%	60.8%	41.7%	83.2%	76.9%	72.6%
<b>Success (&gt;=90% of Goal)</b>	N/A	N/A	N/A	42.3%	44.1%	54.0%



PY	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23Q1
<b>Numerator</b>	5,063	4,654	4,597	3,708	2,749	2,757
<b>Denominator</b>	11,711	9,405	10,863	6,997	3,956	4,272
<b>Actual Rate</b>	43.2%	49.5%	42.3%	53.0%	69.5%	64.5%
<b>Success (&gt;=90% of Goal)</b>	N/A	N/A	N/A	41.0%	41.9%	49.5%

Note: Cohorts for PY 2022-23 are participants who received services between October 2021 and September 2022.

# CAREERSOURCE FLORIDA BOARD OF DIRECTORS

*Executive Committee & Board Councils*

## EXECUTIVE COMMITTEE

---

- Jennifer Anderson
- Robert Doyle
- **Vice Chair** Sophia Eccleston
- Bill Johnson
- Robert Salonen
- Meredith Brock Stanfield
- **Chair** Stephanie Smith

## STRATEGIC POLICY and PERFORMANCE COUNCIL

---

- Sophia Eccleston, **Chair**
- Abe Alangadan
- Bayne Beecher
- Kiley Damone
- Robert Doyle
- Eric Hall
- Shevaun Harris
- Tim Hinson
- Allison Kinney
- Joe Marino
- Laurie Sallarulo
- Patsy Sanchez, **Vice Chair**
- Brian Sartain

## FINANCE COUNCIL

---

- John Adams, Jr.
- Jennifer O'Flannery Anderson
- Bill Johnson, **Chair**
- Henry Mack
- Kevin McDonald
- Bryan Nelson
- Robert Salonen
- Andrew Schmadeke
- Les Sims
- Meredith Brock Stanfield
- Emmanuel Tormes, **Vice Chair**



# APPRENTICE FLORIDA



## IS AN APPRENTICESHIP RIGHT FOR YOUR BUSINESS?

Preparing your business for tomorrow means finding the skilled team you need today. Registered Apprenticeships provide the opportunity to custom train a ready workforce to better prepare for future needs and growth. Apprentices earn while they learn, gaining skills that enhance your bottom line.

Do any of these statements apply to your business?

- Do you need a more skilled workforce?
- Do you want to diversify your talent pool?
- Do you want to train and educate your staff to meet specific needs?
- Do your workers need help keeping pace with industry advancements?
- Are your highly skilled workers retiring soon or leaving for other opportunities?

If you answered “yes” to one or more of these questions, an apprenticeship program might be the right solution for your business.

## BENEFITS OF REGISTERED APPRENTICESHIP



### WORKFORCE

Recruit and develop a highly skilled workforce that helps you grow your business



### POSITIVE IMPACT TO YOUR BOTTOM LINE

Improve productivity, profitability and your bottom line



### REDUCE TURNOVER

Minimize cost with reduced turnover and liability



### CUSTOMIZABLE TRAINING

Create flexible training options that ensure workers develop the right skills



### RETAIN WORKERS

93% of apprentices that complete an apprenticeship are still employed nine months later



### SKILLS

Foster a talent pool with diverse skills

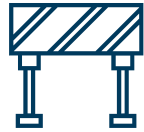


# FLORIDA'S KEY SECTORS

Organizations across diverse industries, such as the ones below and many more, are reaping the benefits of a Registered Apprenticeship program as they enable industry leaders to grow and innovate in the 21<sup>st</sup> century.



ADVANCED  
MANUFACTURING



CONSTRUCTION



HEALTHCARE



INFORMATION  
TECHNOLOGY



HOSPITALITY



TRADE &  
LOGISTICS

## READY TO TAKE THE NEXT STEP?

Successful apprenticeships are collaborative and include businesses, industry associations, educational institutions, the CareerSource Florida network and community organizations. These partnerships connect you with education partners such as Florida universities, state colleges or school district career centers to design the apprenticeship program and recruit apprentices.



### BUSINESS

- Identify the skills and knowledge that apprentices must learn
- Hire new workers, or select current employees, to be apprentices
- Provide on-the-job training
- Identify an experienced mentor to work with apprentices
- Pay progressively higher wages as skills increase

### EDUCATIONAL INSTITUTIONS

- Develop curriculum for related instruction
- Deliver related instruction to apprentices
- May provide credit for courses successfully completed

### WORKFORCE DEVELOPMENT PARTNERS

- Develop sector and career pathway strategies utilizing apprenticeships
- Recruit and screen candidates to be apprentices
- Provide pre-apprenticeship and basic skills preparation
- Provide supportive services (such as tools, uniforms, equipment or books)
- Contribute funding for on-the-job training or related instruction

SOURCE:

U.S. Department of Labor Employment and Training Administration  
Office of Apprenticeship