



CareerSource Central Florida Organizational Profile

P.1 Organizational Description:

CareerSource Central Florida (CSCF) is one of 24 regional workforce boards in Florida with a business-led Board of Directors that represents Lake, Orange, Osceola, Seminole, and Sumter counties. CSCF, the second largest workforce board in the state, is a non-profit 501 (c) 3 providing workforce services in a region of approximately 7,000 unique businesses and 2.4 million residents.

P.1a Key services:

CareerSource Central Florida is focused on serving the region's businesses by providing qualified talent to support our region's economy.

- **Talent Recruitment:** CSCF creates recruitment solutions for businesses that range from self-service to full service options. Self-service options allow businesses to post job orders and search for talent through Employ Florida Marketplace, a web-based application that helps match businesses to candidates. Full Service options are customized solutions to meet a business need and may include hiring events, pre-screening candidates, on-the-job training opportunities, and internships. These services are facilitated by a business recruitment team.
- **Business Consulting Services:** Business Sales Consultants develop meaningful relationships with the employer community to understand the businesses holistic needs and deliver quality workforce solutions that include talent recruitment, skills training for existing workers, specialized internship development, and connections to other business services that may be offered by economic development and educational partners.
- **Talent Development and Training Services:** CSCF's talent development and training services are focused on identifying the skills needed to fill employment opportunities within the region's businesses, and intentionally create development and training programs through a variety of educational and industry partners that focus on high growth industries. Through CSCF's Career Service Centers, career seekers can access multiple resources to connect to employment opportunities, understand labor market information, assess skills and opportunities, and enter training. These services are delivered both at physical locations and virtually through a diverse and professional group of Career Consultants who guide career seekers to jobs and careers that result in employment in sustainable career pathways.
- **Talent Information Source:** CSCF is a primary information resource on the available talent to fill labor needs throughout the region. CSCF researches labor market trends via public database resources, and provides insight into Central Florida's workforce markets to inform organizational strategies. Partnership with other information resources include the University of Central Florida, Orlando Economic Development Commission, National Association of Workforce Boards, and the National Association of Workforce Development Professionals.

P.1a (2) Mission, Vision, Values:

As part of its mission, CareerSource Central Florida is dedicated to finding and developing talent to help keep Central Florida businesses competitive and putting Central Florida residents to work. The organization lives this mission by developing strategies to help Central Florida businesses find, hire, train, and retain the most qualified talent to meet their needs, and assists residents with entering and advancing in the workforce, preparing them for present and future workforce needs.

As such the CareerSource Central Florida Board has identified the following strategic priorities:

- CareerSource Central Florida will become business focused in all efforts
- CareerSource Central Florida will identify ways to measure progress and return on investment
- CareerSource Central Florida will become the backbone organization for workforce development in the Central Florida region.

CareerSource Central Florida Leadership directs its operations teams to provide stellar customer services and deliver performance results to achieve its operational vision of:

- Crafting strategies resulting in outstanding delivery of talent to businesses.
- Understanding industry trends, emerging occupations and the unique needs of existing and newly relocated business.

- Creating careers and helping businesses realize their goals.
- Providing services that are easy to understand, easy to access and valued by the customer.
- Creating an environment where stakeholders recognize the organization for services and resources beyond workforce development, including the unique ability to convene critical stakeholders, provide trusted referrals and thrive in different environments due to valuable alliances.
- Establishing an open process by which employees' suggestions and ideas for continuous improvement are welcomed and are a significant part of CSCF's successful performance.

The organization's values are lived through senior leaderships' Creed for Creating a Culture of Outrageous Trust that outlines how the organization will exceed expectations and trust- having the confidence and faith to trust - and earn each other's trust, one person, one action, and one step at a time. Senior leadership values relationships; honest and open communication; consistent, clear communication with staff, colleagues and stakeholders; integrity; dependability and accountability; a focus on the goals and vision of the organization; courage; and work / life balance. The organization's culture is shared with its work teams and each team creates unique creeds that support the organization's values.

Our core competencies are strategically important to our success. Not only do they support our mission by intentionally positioning our services to deliver the talent needs of the region, but they enable us to approach our work with passion and earn the trust of all of our stakeholders. CareerSource Central Florida's core competencies are:

- Delivering a high quality customer experience
- Building and managing relationships with community stakeholders
- Being forward looking and agile
- Financial stewardship and resource management
- Knowledgeable, diverse, collaborative teams
- Innovation and technology

P.1.a (3) Workforce Profile:

CareerSource Central Florida's workforce is currently comprised of 239 full-time staff, including 39 Florida Department of Economic Opportunity (DEO) state workers who belong to the American Federation of State, County, and Municipal Employees (AFSCME) union, and 8 temporary staff. Sixty percent (60%) of staff have completed a 2-year degree program or higher. Ninety percent of the organization has achieved the Tier I workforce certification as required by Florida DEO. CSCF has employees who are proficient in English, Spanish, Creole, and other languages. Our workforce mirrors the demographic populations served in the five-county region. CSCF ensures workplace safety training, drug-free workplace compliance, provides wellness initiatives, and ensures that Level 2 background screening requirements are met.

Based on a SHRM employee survey conducted in 2015 and again in 2016, overall employee engagement demonstrated that the organization's employees were more engaged as compared with employees at similar size organizations in the same industry. Engagement was primarily driven by the type of work, the meaningfulness of the job, and individual contributions to the organization's business goals.

CSCF Leadership values two-way communication and has an open door policy for all teams. Weekly Q&A emails, town hall meetings, weekly operations meetings, and leadership visits to career centers allow the organization to foster this critical exchange of information, suggestions, and understanding of critical topics.

P.1.a (4) Assets - Facilities, Technology, Equipment:

CSCF is the second largest workforce board in the state of Florida and has an operating budget of approximately \$30 million in federal and state funding. The organization delivers its business and career seeker services primarily through six One Stop Career Centers, two satellite centers, and two Mobile Career Centers. All Career Centers are located near public transportation, partner community resources, and other support services centers.

The organization uses its current technology to maximize employee productivity and client services. All locations are supported by the Information Technology team who maintains:

- A colocation data center with Level 3 on a fiber ring.
- More than 800 HP TouchSmart desktops
- 50 fully operational cloud users
- 80 laptops

- 80 cell phones
- 500 Cisco IP Phones
- 2 mobile, internet equipped, career service centers each with 12 workstations
- 25 copiers/printers
- 20 document scanning devices
- Connectivity to State database systems

The IT department provides a fully virtualized Citrix platform with fiber connectivity to all sites. Complete mobile cloud computing solution allows for scalability and agile service delivery. Organizational technology is deployed with an emphasis on collaboration including video conference from every site, mobile cast presentation to support bring your own device (BYOD) initiatives, digital signage, and organizational instant messaging. Annual full suite security awareness training, testing, and certification solutions for staff and subcontractors. Barracuda filters, Symantec AV, and firewalls protect the organization from malware and other technological threats. Duplication and archiving processes comply with all technical audit standards. The IT Department is also responsible for the organizational Continuity of Operations Plan consisting of Business Impact Analysis, Emergency Management Plan, Manual of Procedures, Disaster Recovery Plan, and Crisis Communication Plan.

P.1.a (5) Regulatory Environment:

CSCF’s regulatory environment begins with the U.S. Department of Labor who oversees the rules and regulations for the operation of the country’s workforce development system. Each state is governed by a state-level workforce board appointed by the Governor. In the state of Florida, CareerSource Florida sets the policy and direction for the state’s system, while the implementation of workforce programs is managed by Florida’s Department of Economic Opportunity through 24 local workforce areas, of which CSCF is the second largest.

The 2014 Workforce Innovation & Opportunity Act (WIOA) passed by Congress set the framework by which the country’s workforce system operates and sets performance accountability measures. CSCF must also comply with "2 CFR Part 200" - Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards. Other federal regulations governing CSCF’s work include the Personal Responsibility and Accountability Act – Temporary Assistance for Needy Families (TANF); Supplemental Nutrition Assistance Program (SNAP; also known as Food Stamps); and the Wagner Peyser Act of 1933 that facilitates the connection of career seekers with open employment opportunities. Federal guidance is provided through regular releases of Training and Employment Guidance Letters (TEGL), Training and Employment Notices (TEN).

CSCF is also governed by the Florida Statutes 441 – Workforce Accountability Act – which outlines rules by which local workforce boards will conduct business. The Act includes a fiscal requirement that local workforce areas must expend 50% of their funds on training activities and 10% or less on administrative costs.

The CSCF Board of Directors is subject to Florida Sunshine Laws and conducts its business through open committee meetings, quarterly Board meetings, bi-annual meetings with representatives of the counties’, Chief Elected Official Approval, and Annual Retreats. The Board’s business includes approval of the organization’s budget, development of organizational strategies by the Board, and convening stakeholders to understand and address the region’s workforce needs.

P.1 (b) Organizational Relationships:

P.1.b (1) Organizational Structure and Governance System:

CSCF is a 501(c)3 private nonprofit with a Board of Directors whose membership is comprised of private sector leadership (51%) representing five counties – Lake, Orange, Osceola, Seminole, and Sumter; the remaining 49% is comprised of representatives from local agencies and institutions as defined in Florida and Federal statute. The organization’s Consortium of Local Elected Officials designates the Board as the fiscal administrator and CSCF as operator of workforce services. The Board of Directors reports to the Consortium. The Board hires the organization’s President & CEO who is responsible for hiring Board staff. The Board operates through a committee structure which includes a Governance Committee which evaluates the Board’s bylaws, representation, and development.

The organization has two key operational units: operations and administrative support. Operations delivers business and career services through career service centers in a demand-driven, intentional, customer-focused, and coordinated approach. Administrative support units provide fiscal, human resource and office administration services to assist the operations group in achievement of its goals.

P.1.b (2) CSCF's core customers and stakeholders:

CSCF's key customer is the business community who seeks efficient and innovative ways to recruit, train and retain its workforce. CSCF is focused on the region's employer base, with a focus on high growth industries- Health Care, Business & Professional Services (IT), Hospitality & Leisure, Advanced Manufacturing, Trade, Transportation, and Utilities, and Construction, which have open positions for qualified talent, and have the need and/or desire to continue upskilling their current workforce.

CSCF's secondary customer are the career seekers living within the five-county region that want to engage in training options and become competitive for job opportunities that allow them career path growth options or an opportunity to enter an in-demand occupation. Although CSCF's funding resources primarily supports career seeker development, the organization understands the importance of supporting the region's businesses to ultimately impact the quality and talent level of our workforce.

Additional stakeholders include:

- Elected Officials who expect CSCF will be good stewards of funds, provide effective, efficient services and contribute to quality of life improvements;
- Cognizant state and federal agencies who expect CSCF will comply with fiscal and program policies and guidance requirements;
- Education and Training Partners who collaborate with CSCF to deliver relevant training to skill and upskill the region's talent pipeline; and
- Community and Non-profit Organization Partners who collaborate with CSCF to address workforce related issues, and coordinate support services for career seekers and youth.

P.1.b (3) Suppliers & Partners:

CSCF has a variety of suppliers from whom goods and services are purchased, including facility and facility-related services; information technology infrastructure support; training; and consulting services. CSCF also contracts with sub-recipients to deliver workforce programs on behalf of the organization. Suppliers are expected to adhere to state and federal regulations related to business practices, and to provide the best products/services to contribute to the organization's performance, at a fair price.

Partners and collaborators play an important role in our work system through the leveraging of resources, capacity, and competencies. Economic development partners play a key role in increasing the business community's understanding of CSCF's mission, as well as talent recruitment and retention services. Through the local chambers of commerce, the organization is able to increase its networking capacity and validate assumptions about what services businesses need.

Other important partners/collaborators include training and educational partners who are critical to CSCF meeting local, state and federal performance expectations for its career seeker programs. These partners must understand the relevant skills needed by today's industries, and deliver training that will prepare our region's talent pipeline to in demand occupations.

In addition to these relationships, CSCF partners with many community organizations, advocacy groups, and individuals who are committed to ensuring the region's businesses are competitive and its residents have employment opportunities that increase their economic potential.

P.2 Organizational Situation:

P.2a. Competitive Environment:

CSCF is the designated workforce board for the Central Florida region led by the Consortium of Local Elected officials who has directed the organization to serve as the fiduciary and administrative entity of federal employment and training resources. However, it is not alone in delivering workforce services in the five-county region to both businesses and career seekers. There are three state colleges and a university in the region that provide substantial training in both hard and soft skills to career seekers and employees. In addition, Goodwill Industries of Central Florida has developed a Job Connection program, with multiple locations across the region that mirror some of the services provided by CSCF. There are also numerous private, profit and not-for-profit training organizations that deliver soft and hard skills training for fees. A talented and varied group of staffing agencies that provide recruitment of candidates to businesses, based upon a fee structure, also exist in the region.

P.2a. (1) Competitive/Comparable Position:

CSCF is able to offer its talent recruitment/consulting services to businesses, as well as career seeker employment and training services, at no cost because more than 90% of the organization's funds are from federal sources. The organization is agile in providing business referrals to resources and services outside of what the organization can offer internally. CSCF's consulting services carry a monetary value that businesses receive without fees.

The organization's competitors include:

- Nonprofit organizations who offer some workforce services, including connection to employment opportunities;
- Post-secondary institutions who offer careers and placement services for their students and graduates; and
- Recruitment companies, placement agencies and headhunters who mine and seek regional talent to fill job orders for businesses for a fee.

P.2a. (2) Competitiveness changes:

CSCF has a relatively new leadership team directing the organization after the Governor mandated a change to the organization's Board and structure in 2011. The Leadership Team has worked to repair its community and partner relationships, fiscal position, and service delivery model, while beginning to develop a new workplace culture focused on performance excellence. Additionally, new legislative mandates under the Workforce Innovation and Opportunity Act (WIOA) requires the organization to collaborate with key, core partners – Adult Education and Family Literacy programs, Wagner Peyser labor exchange services, and Vocational Rehabilitation – in ways not previously required.

Since 90% of CSCF's resources are federal funds and have specific allowable uses, the organization must diversify its funding structure to provide services that are appealing to business and career seekers and do not require eligibility criteria. All these changes provide opportunities and new challenges to work collaboratively with staff and partners to develop innovative solutions.

P.2a. (3) Comparative and competitive data:

CSCF accesses competitive data for the industry from state data management sources – Employ Florida Marketplace, Florida Integrated Workforce Performance Reporting System, One-Stop System Tracking, and Salesforce. The organization also partners with economic development, college and university resources to access industry and non-industry specific data. State and federal data resources are accessed to provide economic, regional and demographic information about the Central Florida region. Data analysis can be challenging due to the lag time of federal performance measures, differing definitions of data sets, and lack of consistency in analytic methods and perspectives. Cost of licenses and availability of data is also a barrier. CSCF is focused on developing standardized data analysis and reporting to drive improvement and inspire continued successes.

P.2b. Strategic Context:

As the organization is changing its focus to the needs of business, changing the culture of the organization from social services to a business-focused, consultative approach is a challenge. The organization's leadership has a vision of creating an organization that provides stellar customer service to business in the time that business needs a solution. This is a paradigm shift from the organization's previous social service position to this new business-focused approach. The implementation of WIOA supports this shift and that is an advantage to moving the organization toward this new intentional focus.

Another advantage for the organization is its new-found support of workforce initiative in the communities it serves. There are many new partners and stakeholders that support the organization's vision and have become its champion. The organization's ability to deliver the services promised in a timely and efficient manner will be the ultimate test of how it can retain its advocates and its advantage as the workforce backbone in the region.

P.2.c Performance Improvement System:

The organization has both internal and contracted quality assurance units that provide on-going review of program quality, program/fiscal compliance, program processes and procedures, and performance metrics to gauge the impact of all workforce programs. These units recommend process changes to increase efficiency, effectiveness, and customer excellence. Based on evaluations and reports, quality assurance staff provide technical assistance to address deficiencies, introduce process changes, and increase the knowledge of CSCF's workforce.

As part of the organization's 2015-2016 Strategic Planning process, clear goals, strategies and tactics have been developed and shared with the workforce and in many cases has been incorporated into Cornerstone, CSCF's employee performance and review system. Teams will contribute to the continuous improvement process by utilizing modified Plan-Do-Check-Adjust processes based on the organization's Sterling Management Model implementation.