

GOVERNANCE COMMITTEE MEETING

Wednesday, January 20, 2021

MEETING DETAILS

- Meeting Details
- Meeting Agenda
- Welcome
- Roll Call
- Public Comment
- Approval of Minutes
- Information / Discussion / Action Items
- Other Business
- Adjournment

What: Governance Committee Virtual Meeting

When: Wednesday, January 20, 2021
3:00 p.m. – 4:30 p.m.

Where: Virtual Meeting via Zoom

Link: <https://careersourcecf.zoom.us/j/98239924517?pwd=eFc5RTRHWG5rYTc1VWJiZG1Nd1FHdz09>

Dial In: 1 (929) 205-6099

Meeting ID: 982 3992 4517 / Password: 447925



1/20/21 GOVERNANCE VIRTUAL MEETING AGENDA

Agenda Item	Topic	Presenter	Action Item
1.	Welcome	Richard Sweat	
2.	Roll Call / Establishment of Quorum	Kaz Kasal	
3.	Public Comment		
4.	Approval of Minutes	Richard Sweat	
	A. 10/7/20 Governance Committee Meeting		X
5.	Information / Discussion / Action Items	Committee Discussion	
	A. Board Compliance to CSCF's By-laws		
	1) Demographics		
	2) By-laws - Status		
	B. Board Member Recruitment, Participation, Engagement and Development		
	1) Board Engagement (7/1/2020 thru 12/31/2020)		
	2) Required Board Training		
	C. Enterprise Risk - Updates		
6.	Other Business		
7.	Adjournment		

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UPCOMING MEETINGS

Meeting Details

▶ Meeting Agenda

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Board Meeting

2/25/21

9:00 a.m. – 10:30 a.m.

Governance Committee Meeting

5/12/21

2:00 p.m. - 3:30 p.m.

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WELCOME



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ROLL CALL / ESTABLISHMENT OF QUORUM

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PUBLIC COMMENT

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APPROVAL OF MINUTES



	<ul style="list-style-type: none"> • <u>Board Engagement</u> <u>Reviewed following suggested modifications:</u> <ul style="list-style-type: none"> – Revisions (attachment) – as displayed in “Description” section of “Board Engagement Metrics – FY 2020-2021.” – Survey Board quarterly vs. monthly. – Change survey format to be mobile-friendly. <p>Committee feedback:</p> <ul style="list-style-type: none"> ○ Concurred with suggested modifications. ○ Increase Board ownership and content knowledge. ○ Define talent needs on the Board. ○ Consider placing new Board Members on the Career Services Committee so they learn the business of CSCF. <p>Reviewed Board Meeting participation through 9/30/20 (attachment).</p> <p><u>Enterprise Risk Assessment - Updates</u></p> <ul style="list-style-type: none"> • Introduced Lance Willingham, CSCF’s new Facilities Manager, who will work with Enterprise Risk Committee to review risk priorities and re-establish the scale, especially in consideration of COVID-19. Objective remains as is: to consistently decrease top three risks with mitigation over time. 	<p><i>Staff to include slides in Board Engagement section as an information item for next board meeting</i></p>
6	<p>Other Business None offered.</p>	
7	<p>Adjournment Meeting adjourned at 4:22 p.m.</p>	

Respectfully submitted,

Kaz Kasal
Executive Coordinator

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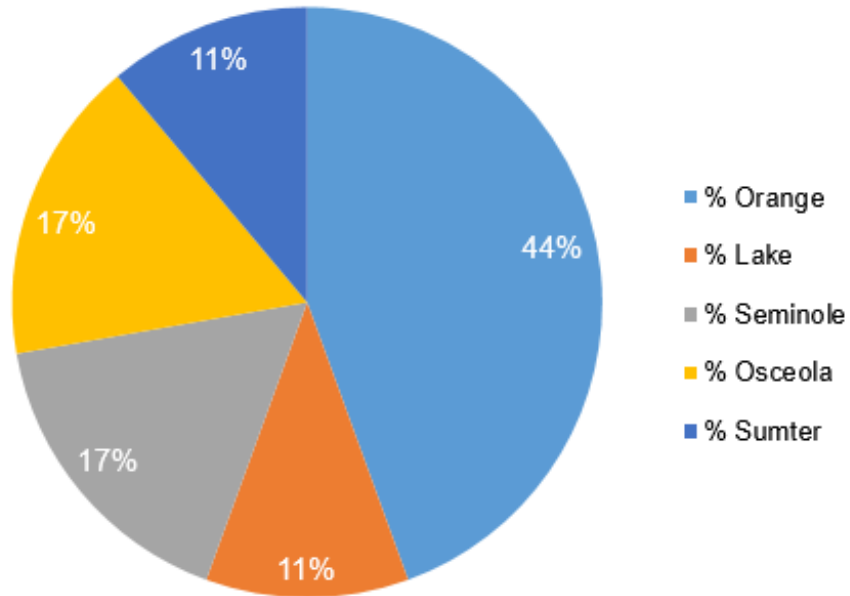
Adjournment

INFORMATION / DISCUSSION / ACTION ITEMS

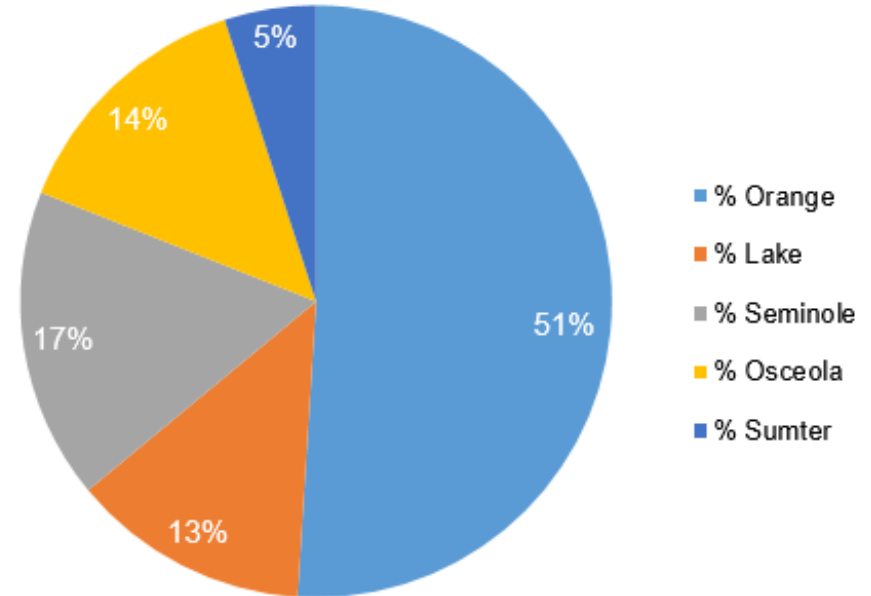
CURRENT BOARD DEMOGRAPHICS

Board vs. Region

Geographical Breakdown - Board (Business Seats)

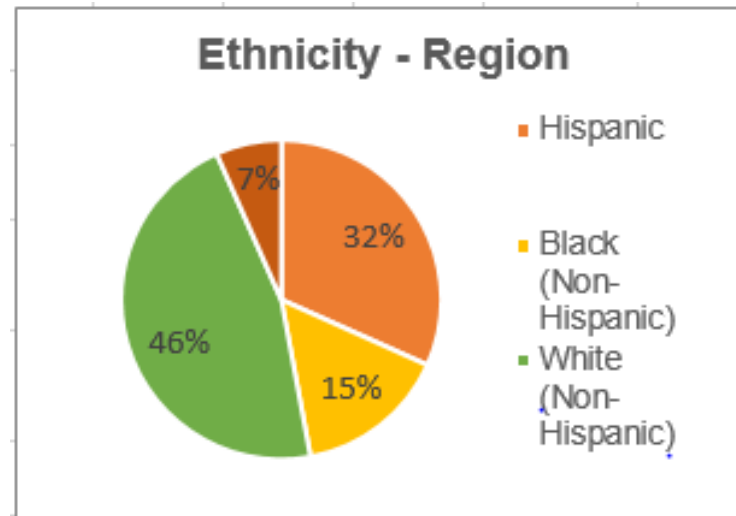
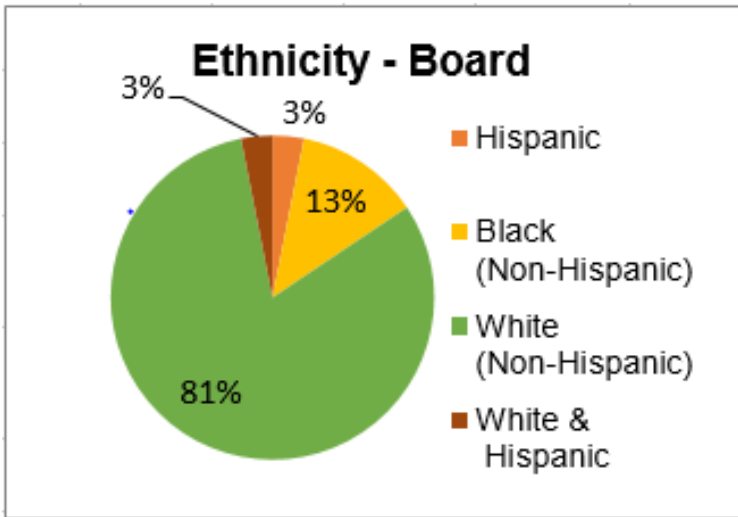
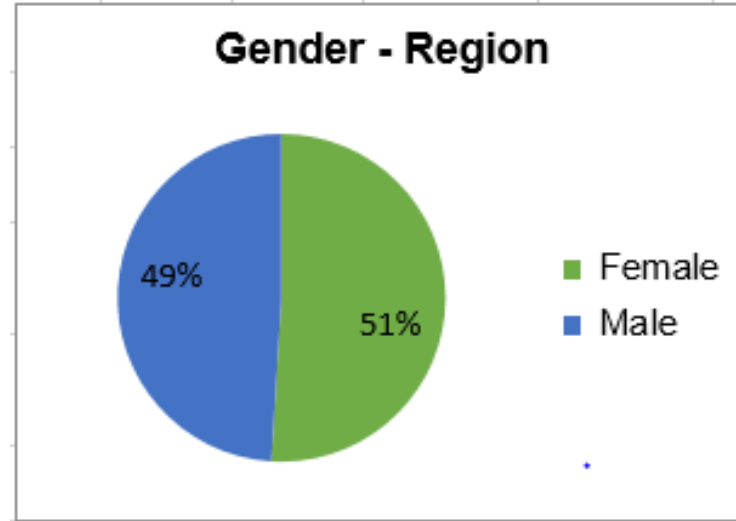
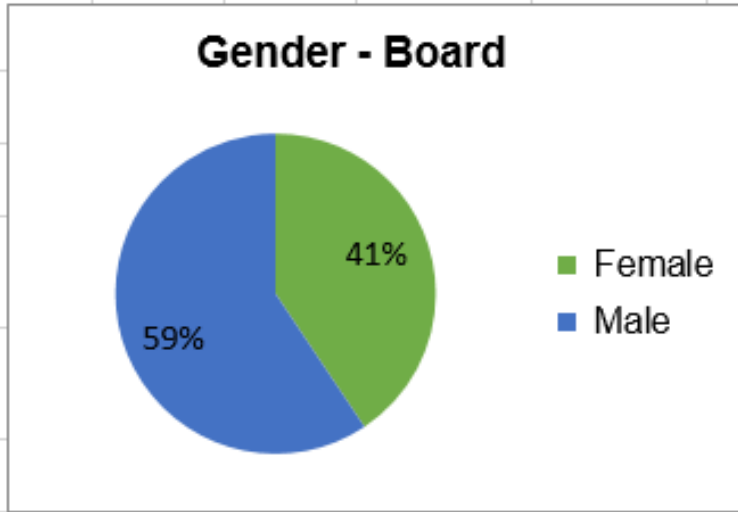


Geographical Breakdown - Region



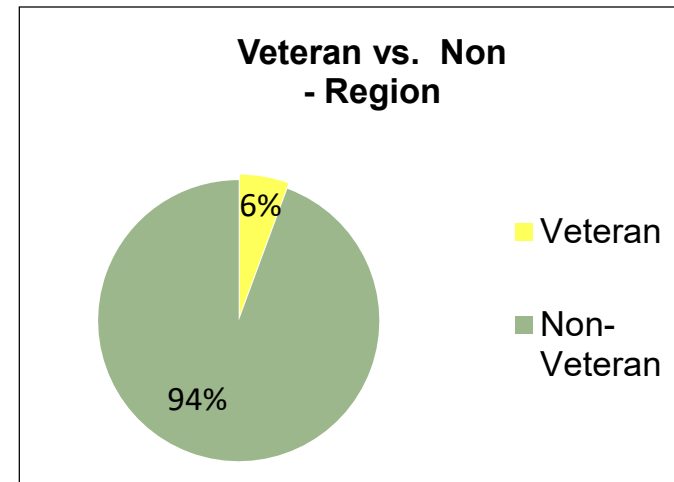
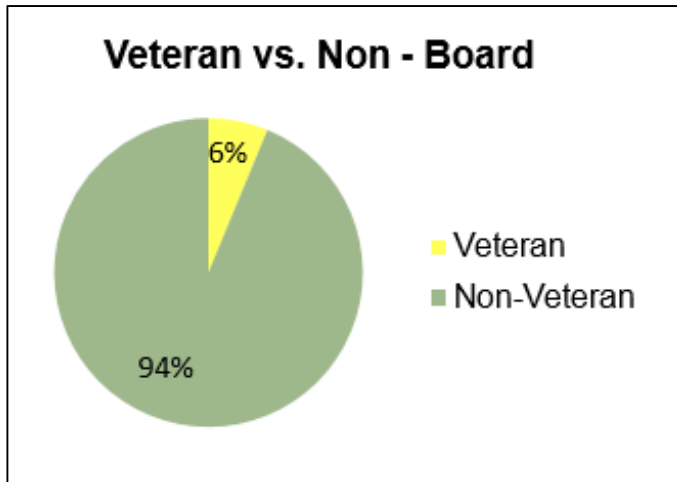
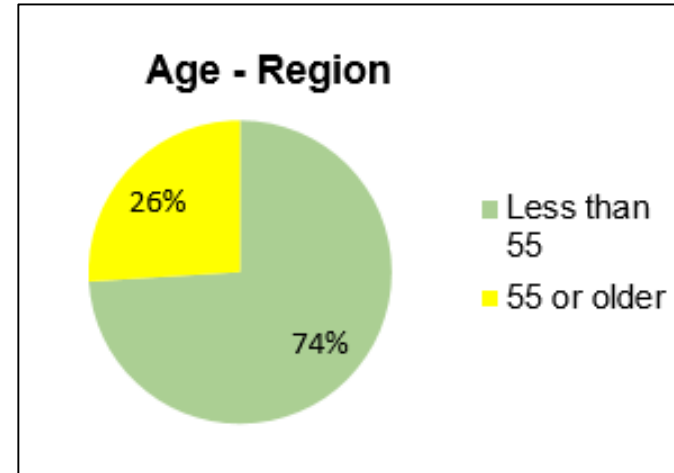
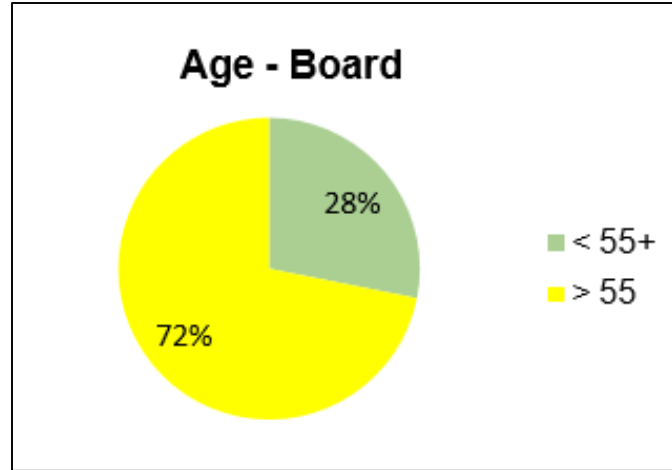
CURRENT BOARD DEMOGRAPHICS

Board vs. Region



CURRENT BOARD DEMOGRAPHICS

Board vs. Region



[RETURN TO AGENDA](#)

FY 20-21 BOARD ENGAGEMENT: RESULTS THRU 12/31/20

	ENGAGEMENT		NEW
	PARTICIPATE	DEMONSTRATE	CONTRIBUTE
GOAL	90% of Board Membership	80% of Board Membership	70% of Board Membership
KPI	24 Hours per Board Member, per Year	Every Board Member Participates in One Occurrence, per Year	Contribute to Revenue Generation and/or provide In-kind Contribution
Status thru 12-31-20	10 hours average Participated	104% Demonstrated	48% Contributed

BOARD ENGAGEMENT METRICS – FY 2020-2021

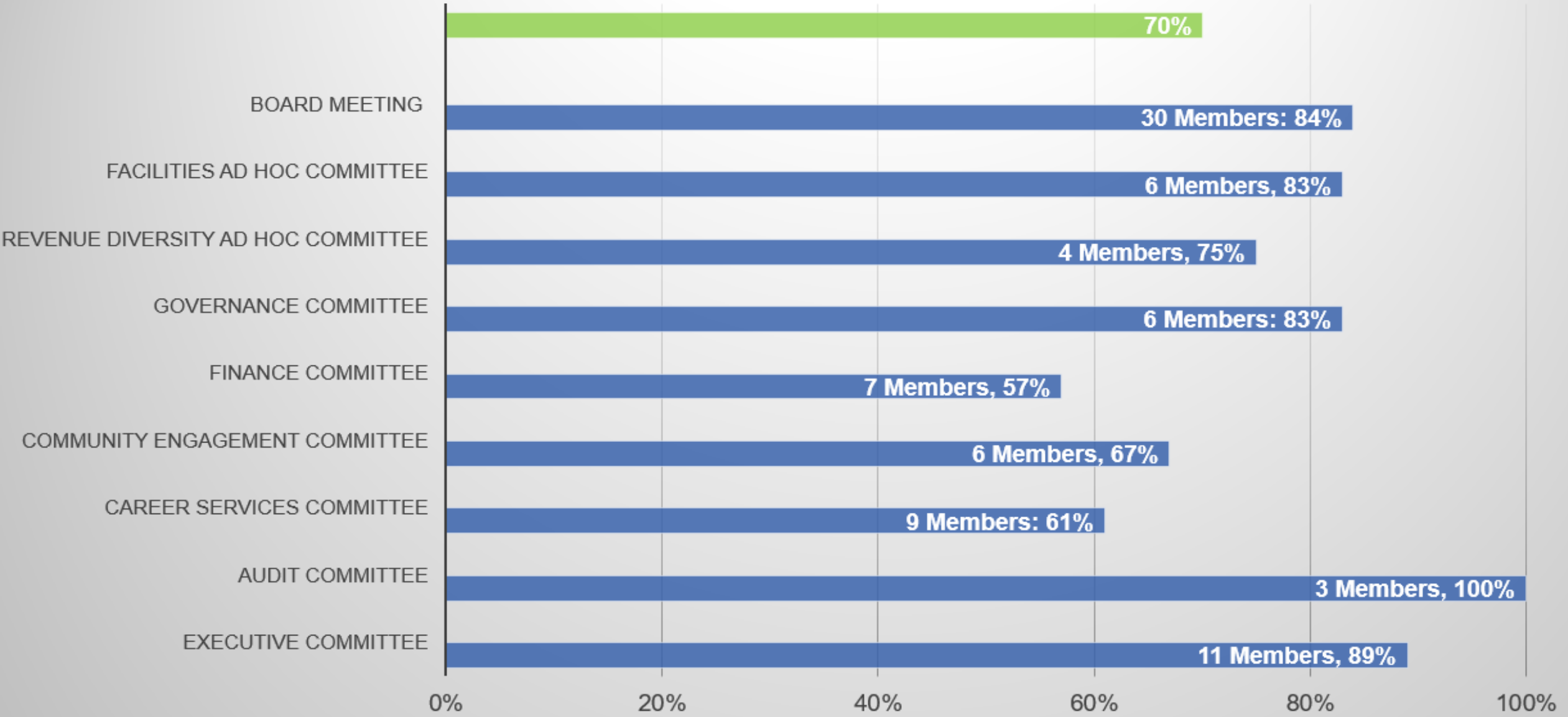
	ENGAGEMENT		NEW
	PARTICIPATE	DEMONSTRATE	CONTRIBUTE
GOAL	90% of Board Membership	80% of Board Membership	70% of Board Membership
DESCRIPTION	<ul style="list-style-type: none"> Board Meetings Committee Meetings Board Orientation Board Conference Travel (NAWB, State Board Meetings) 	<ul style="list-style-type: none"> Attending Company Sponsored / Industry Events Participate in Media Interviews Speaking Engagements (internal or external) Sharing the CSCF Story: Inclusion of News/Information in Company's Communications Channels (internal or external) CSCF Miscellaneous Business Activities Job Shadowing Center Visits The Board Source Newsletter 	<ul style="list-style-type: none"> Annual Contribution (Suggested \$500) Participation in Fundraising Activities Contribution of In-Kind Donations
KPI	Participate for 24 Hours, Per Year	Participate in One Occurrence, Per Year	Contribute to Revenue Generation and/or provide In-kind Contribution



BOARD ENGAGEMENT: BOARD MEETING PARTICIPATION

FY: 20-21

Actual Overall 7/1/20 thru 12/31/20: 78%



ENTERPRISE RISK MANAGEMENT

FMEA UPDATE

WHAT IS ENTERPRISE RISK MANAGEMENT?

- **Enterprise risk management (ERM)** includes the methods and processes used by organizations to manage risks and seize opportunities related to the achievement of their objectives.
- An **Enterprise Risk** differs from an operational risk in that:
 - It has the potential to negatively or positively affect CareerSource Central Florida's ability to achieve one or more strategic goals set forth by the Board of Directors
 - It cannot be effectively managed operationally by a single department or several departments working together due to lack of authority or resources.
 - FMEA is a process designed to identify potential failure modes and to rate the severity of their effects.

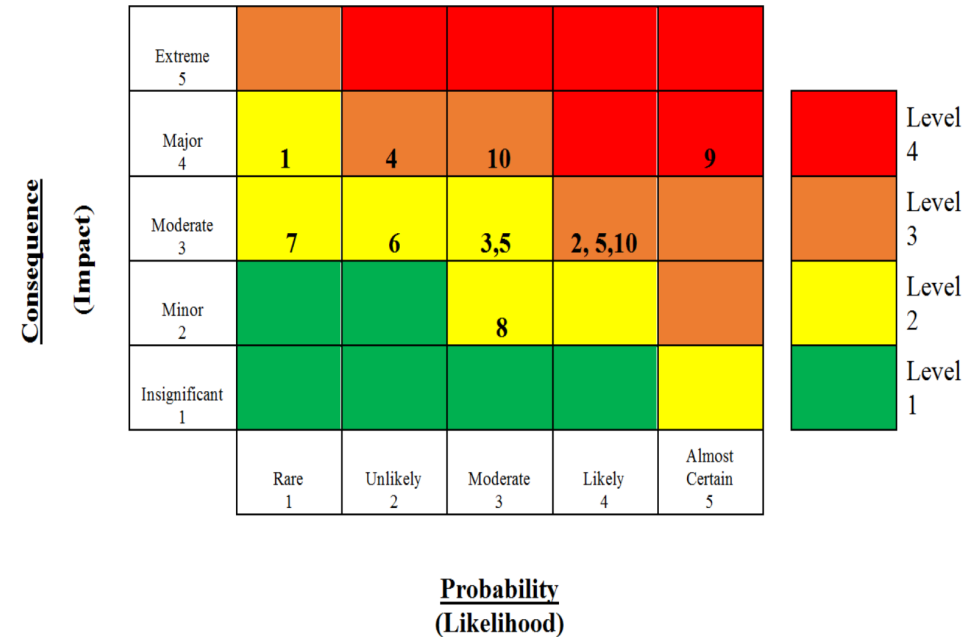
ERM GOALS

- Incorporate a consistent and objective approach to emergency management by incorporating a risk management component into the culture and strategic planning processes for CareerSource Central Florida.
- Apply a consistent approach to risk management that supports CareerSource Central Florida's governance responsibilities for innovation and responsible risk-taking, policy development, programs and objectives.
- Manage a transparent approach to risk through open and meaningful, communication, and monitoring of all key risks that balances the cost of managing risk with the anticipated benefit.

ASSESSING CURRENT ENTERPRISE RISK MANAGEMENT STRATEGY

- Previous Risk Matrix
 - Subjective review
 - No incident, benchmark, or trend data
 - Very broad risks
 - Inability to make data-driven decisions or focus on the right things first

Risk Exposure Matrix:

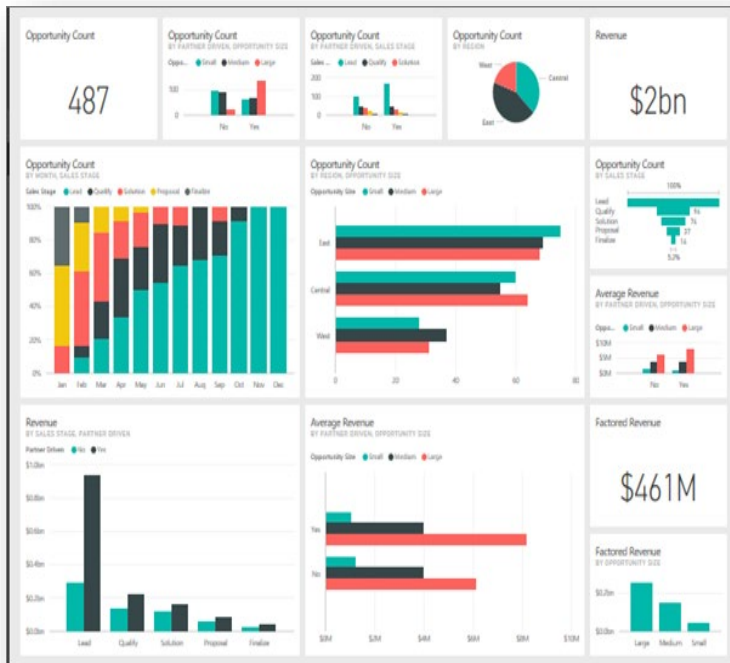


<u>Top 10 Risks Facing CSCF Today:</u>	
1. A breach of sensitive and confidential data/info.	6. Operational system failure
2. Lawsuit/Claims	7. Fiscal mismanagement/audit findings
3. Natural/Environmental disasters	8. Operational compliance findings

ENTERPRISE RISK MANAGEMENT MUST BE MEASURABLE

Methodology

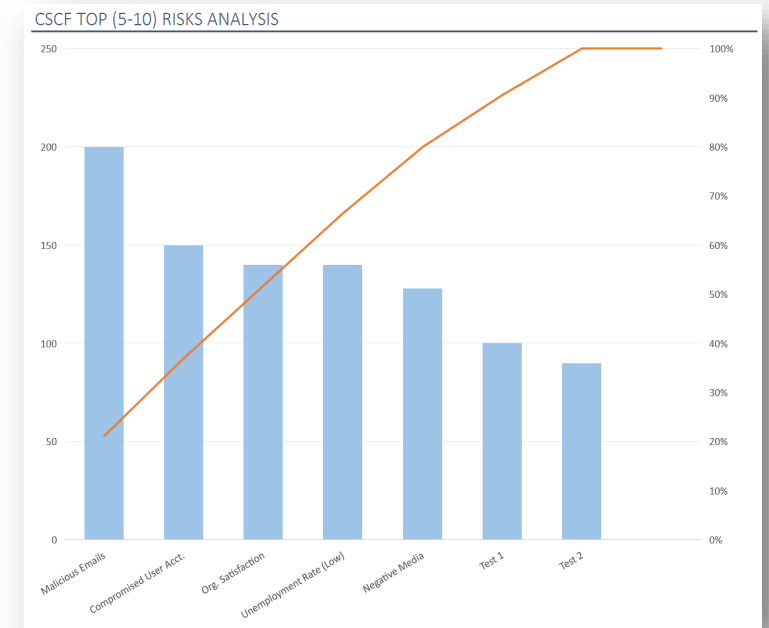
Baseline Data > Six Sigma FMEA Tool > Pareto “Top 3 Risks” Chart



FMEA Form

Process/Module Name: _____ Prepared By: _____
 Responsible: _____ HULL Date (Day): _____ (Mn): _____

Process/Module Name	Prepared By	Responsible	HULL Date (Day)	(Mn)	Opportunity	Severity	Occurrence	Detection	RPN	Control Plan	Owner	Start Date	Completion Date
What & how often they change or feature updates?	How often they change or feature updates?	How to be updated or approved?	What is the risk of change or feature updates?	How often they change or feature updates?	How often they change or feature updates?	How often they change or feature updates?	How often they change or feature updates?	How often they change or feature updates?	How often they change or feature updates?	How often they change or feature updates?	How often they change or feature updates?	How often they change or feature updates?	How often they change or feature updates?
How often they change or feature updates?	How often they change or feature updates?	How often they change or feature updates?	How often they change or feature updates?	How often they change or feature updates?	How often they change or feature updates?	How often they change or feature updates?	How often they change or feature updates?	How often they change or feature updates?	How often they change or feature updates?	How often they change or feature updates?	How often they change or feature updates?	How often they change or feature updates?	How often they change or feature updates?



UNDERSTANDING THE DATA

WHAT IS A RISK PRIORITY NUMBER?

- **What is FMEA?** Failure Modes and Effects Analysis (FMEA) is a systematic, proactive method of evaluating a process. An FMEA identifies the opportunities for failure, or "failure modes," in each step of the process. Each failure mode gets a numeric score that quantifies (a) likelihood that the failure will occur, (b) likelihood that the failure will *not be* detected, and (c) the amount of harm or damage the failure mode may cause to a person or to equipment.
- **Risk Priority Number (RPN)** is the product of the above three scores for that failure mode. The sum of the RPNs for the failure modes is the overall RPN for the process.

BASELINE DASHBOARD: DISCOVERY AND BASELINE DEVELOPMENT

- Evaluation of Top 10 risks resulted in 16 risk subcategories
 - Industry Benchmark and CSCF Measure
 - **Defined objective:** Establish benchmark risk data

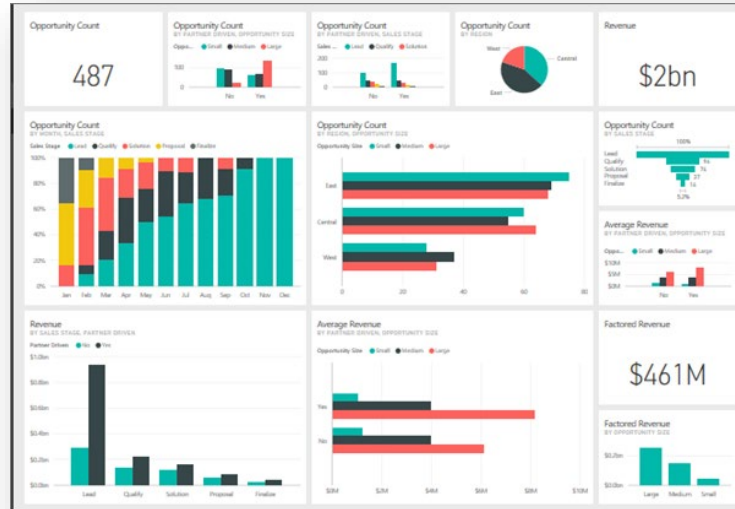
Measurement	Departmental Owner	Risk Owner	Industry Benchmark	Source	CSCF Goal	CSCF Occurrences
Audit findings	Operations	Alexis Acheverria		CSCF	< 15	11
Hurricane, Tornado, Fire	Facilities	Lance Willingham	FL- 9	Link	< 6	1
Covid, SARS, etc	Facilities	Lance Willingham	1		<1	1
Office 365 Security & Compliance	Information Technology	Paul Worrell	67% cyber attack last 12 months	Link	< 1	0
Solar Winds LEM	Information Technology	Paul Worrell	58% data breach last 12 months	Link	< 1	0
Phishprone Rate	Information Technology	Paul Worrell	Non Profit < 39%	Link	< 20%	2%
Sophos	Information Technology	Paul Worrell	No Benchmark	N/A	<20, <1	0
Lumen Network Uptime	Information Technology	Paul Worrell	95 - 99% Uptime	Link	> 95%	99%
Negative Sentiment	Communications	Lisa Jacobsen	10%	Based on # PY 2019-2020 social media complaints	<7%	<7%
# of Claims	Human Resources	Nakisha Louis	\$37,000	Link	< \$37,000	0
# of Litigation Threats	Human Resources	Nakisha Louis	5	EEOC Formal Charge or Attorney Notice	< 4	2
Police Reports	Human Resources	Nakisha Louis	3	Incident Reports	< 3	0
Employment Rate	Human Resources	Nakisha Louis	FL - 6.5%	DEO	4%	8.0%
SHRM results	Human Resources	Nakisha Louis	72%	SHRM Survey	> 80%	80%
DEO	Information Technology	Sheril Capelton	5	Employ Florida	<7	3
# of Lawsuits	Finance	Carol Sierra	2	CSCF	< 2	0
Financial Audit findings	Finance	Carol Sierra	5	CSCF	3	0
Year End Reports	Finance	Carol Sierra	5% reduction	CSCF	> 5%	5%

Defined objective: Calculate Risk Priority Number (RPN) and %Reduction in RPN

Risk Factor	Potential Risk Mode	Potential Risk Effects	SEVERITY (1 - 10)	Potential Causes	OCCURRENCE (1 - 10)	Current Controls	DETECTION (1 - 10)	RPN (Initial)	Action Recommended	Responsibility	Actions Taken	SEVERITY (1 - 10)	OCCURRENCE (1 - 10)	DETECTION (1 - 10)	RPN (Revised)	%Reduction in RPN
What is the risk factor under investigation?	In what ways could this risk occur?	What is the impact on the customer if this risk is not prevented or corrected?		What causes the risk to go wrong? (how could it occur?)		What controls exist that either prevent or detect the risk?			What are the recommended actions for reducing the occurrence of the risk or improving detection?	Who is responsible for making sure the actions are completed?	What actions were completed (and when) with respect to the Risk Priority Number?					
Natural Disasters	Infectious Disease- Pandemic	Inability to provide needed services to our customer base.	10	Pandemic declared by WHO or CDC	5	CDC, WHO, Health screenings, Infectious disease plan, OC Govt	4	200	Develop Infectious Disease Preparedness and Response Plan, Social Distance Ambassadors, Weekly Covid Reporting, CDC and local monitoring assignment, proposing incentives for vaccination, load balancing and occupancy	Lance Willingham- Facilites Manager					0	0%
Data Breach	Phishprone Rate	Email virus stopping network and business functionality	10	Unblocked and accessed malicious emails,	4	Spam filter, Sophos, Symantec Antivirus, Cybersecurity Awareness Training, and Phishing Campaigns	5	200	Cybersecurity awareness training LMS, testing/gamification, remedial training/ communication, increased spam filtering controls, Sophos endpoint portection (layered), increased phishing campaigns, "Tech Talks", external monitoring 24/7	Steven Nguyen- VPIT					0	0%
Data Breach	Compromised User Accounts	Exposure of Personally Identifiable Information (PII) and Identity Theft	10	Poor password management or social engineering	4	Office 365 Security & Compliance Center, SolarWinds Log Event Manager	4	160	Cybersecurity awareness training LMS, testing/gamification, remedial training/ communication, increased spam filtering controls, Sophos endpoint portection (layered),	Steven Nguyen- VPIT					0	0%

ACCOUNTABILITY AND GOVERNANCE

ENTERPRISE RISK COMMITTEE RESPONSIBILITIES

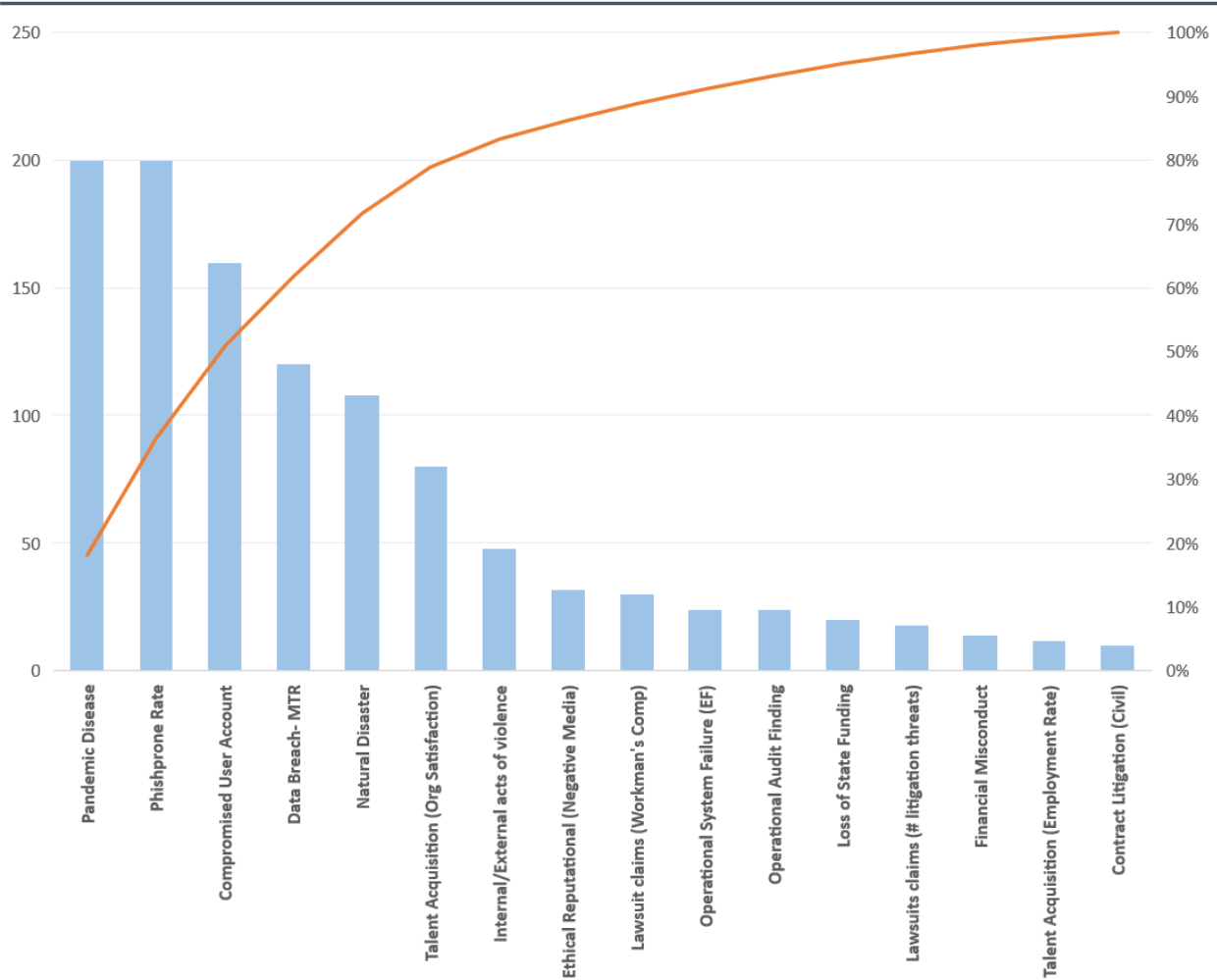


FMEA Form											
Process/Product Name: _____						Prepared By: _____					
Responsible: _____						FMEA Date (Day, M, Y): _____					
Control Plan	Control Plan	Control Plan	Control Plan	Control Plan	Control Plan	Control Plan	Control Plan	Control Plan	Control Plan	Control Plan	Control Plan
What is the process step, change or failure under management?	What is the current risk level?	What is the reason for the failure? What is the failure mode?	What is the failure mode? What is the failure effect?	What is the failure mode? What is the failure effect?	What is the failure mode? What is the failure effect?	What is the failure mode? What is the failure effect?	What is the failure mode? What is the failure effect?	What is the failure mode? What is the failure effect?	What is the failure mode? What is the failure effect?	What is the failure mode? What is the failure effect?	What is the failure mode? What is the failure effect?
1	2	3	4	5	6	7	8	9	10	11	12

- ✓ Define CSCF risk measures, scales, and scores
- ✓ Develop the baseline of overall risk occurrences
- ✓ Convert baseline spreadsheet to a living data dashboard
- ✓ Translate the baseline data in FMEA tool and calculate Risk Priority Numbers on a quarterly basis
- ✓ Visualize the data in a Pareto chart of top 3 CSCF risks for Governance Committee review

GOVERNANCE COMMITTEE RESPONSIBILITIES

CSCF TOP RISKS ANALYSIS



- Review Pareto Chart information of the top 3 Enterprise Risks
- Review the mitigation action items provided for each risk
- Review new measures for % Reduction in Risk Priority Number
- Approve allocation of resources to appropriate risks as needed
- **Defined objective:** Reduction in top 3 CSCF Risk Priority Numbers over time

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ADJOURNMENT

THANK YOU!

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