

# Governance Committee Meeting

May 10, 2023



# 5/10/23 GOVERNANCE COMMITTEE MEETING DETAILS

Meeting Details

Meeting Agenda

Welcome

Roll Call

Public Comment

Approval of Minutes

Information / Discussion / Action Items

Other Business

Adjournment

**What: Governance Committee Meeting**

**When:** Wednesday, May 10, 2023  
3:00 p.m. – 4:30 p.m.

**Where:** Virtual via Zoom:

LINK: <https://careersourcecf.zoom.us/j/88219512939?pwd=TjNUdiswNkZEWGpxOEVEQmR4SXYxUT09>

Dial In: 1 (929) 205-6099 / Meeting ID: 844 6126 1734  
Passcode: 892226

# 5/10/23 GOVERNANCE COMMITTEE MEETING AGENDA

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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	X
	A. <b><u>1/11/23 Governance Committee Meeting</u></b>		
5.	Information / Discussion / Action Items	Committee Discussion	
	A. Board Member Recruitment, Participation, Engagement and Development		
	1) <b><u>Proposed Roster for FY 2023-2024</u></b>		
	2) <b><u>Approval of Slate of Officers</u></b>		
	3) <b><u>Board Engagement (7/1/2022 thru 3/31/23)</u></b>		X
	B. <b><u>Enterprise Risk Update</u></b>		
6.	Other Business		
7.	Adjournment		

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# WELCOME





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# ROLL CALL



Meeting Details

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**Public Comment**

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# PUBLIC COMMENT



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Meeting Agenda

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# APPROVAL OF MINUTES



Draft  
Governance Committee Meeting  
Wednesday, January 11, 2023 / 3:00 p.m.

**MINUTES**

**MEMBERS PRESENT:** Richard Sweat, Kari Conley, Keira des Anges, John Gill, and Jeff Hayward

**MEMBERS ABSENT:** Eric Jackson

**STAFF PRESENT:** Pam Nabors, Leo Alvarez, Lance Willingham, Sean Masherella, Sheril Capleton, James Bloodworth, Merline Ulysse, and Kaz Kasal

**GUESTS PRESENT:** Heather Ramos / GrayRobinson

Agenda Item	Topic	Action Item / Follow Up Item
1	<b>Welcome</b> Mr. Sweat, Committee Chair, called meeting to order at 3:03 p.m.	
2	<b>Roll Call / Establishment of Quorum</b> Ms. Kasal reported a quorum present.	
3	<b>Public Comment</b> None offered.	
4	<b>Approval of Minutes:</b> <u>Approval of Minutes</u> <ul style="list-style-type: none"> <li>Reviewed draft minutes from 8/10/22 Governance Committee meeting (attachment).</li> </ul>	<b>Mr. Hayward made a motion to approve the minutes from the 8/10/22 Governance Committee Meeting. Mr. Gill seconded; motion passed unanimously.</b>
5	<b>Information / Discussion / Actions Items</b>	
	<u>Board Compliance to CSCF's Bylaws</u>  <u>Bylaws Review</u> <ul style="list-style-type: none"> <li>Ms. Ramos with GrayRobinson, CSCF's attorney, reviewed the proposed, updates to the Bylaws (attachment).</li> </ul> <u>Board Demographics 2023 vs. 2016</u> <ul style="list-style-type: none"> <li>Reviewed Board demographics 2023 vs. 2016, in comparison to demographics of the region 2023 vs. 2016.</li> </ul> <u>Board Member Recruitment, Participation, Engagement and Development</u>  <u>Board Engagement (7/1/2022 thru 12/31/2022)</u> <ul style="list-style-type: none"> <li>Reviewed metrics on Board Engagement for mid-year (attachment).</li> </ul>	<p><b>Mr. Hayward made a motion to move to Board for final approval the proposed updates to the Bylaws, as presented (redlined). Mr. Gill seconded; motion passed unanimously</b></p> <p><i>Staff to include previous years so Committee can review trends – i.e. year-to-year line graph.</i></p>





6	<b>Other Business</b> <ul style="list-style-type: none"><li>• None offered.</li></ul>	
7	<b>Adjournment</b> Meeting adjourned at 4:08 p.m.	

Respectfully submitted,  
  
Kaz Kasal  
Executive Coordinator

2023

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Approval of  
Minutes

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Discussion /  
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# INFORMATION / DISCUSSION / ACTION ITEMS



# Proposed Roster

(7/1/22 – 6/30/23)



**REGIONAL WORKFORCE BOARD (RWB) MEMBERSHIP**  
**Central Florida Workforce Development Board, d/b/a CareerSource CentralFlorida REGION NUMBER 12**

Vacancies/Replacements  
 Yellow: Renewing (Expiring 6/30/23)  
 Green: New Seat

ACTIVE BOARD MEMBERS: 35  
 NUMBER OF VACANCIES: 1  
 EFFECTIVE DATE: 7/1/23

NAME OF RWB MEMBER	Organization/Company	AREA(S) OF REPRESENTATION	County	Current Term	Comments
Albu, Andrew	Albu & Associates, Inc.	BU	Orange	7/1/2021 - 6/30/2024	
Brandon, Wendy	UCF Lake Nona Medical Center	BU	Orange	7/1/2022 - 6/30/2025	
Edwards, Michael	Ocean Insight	BU	Orange	7/1/2023 - 6/30/2026	<i>In process of attaining a nomination letter</i>
Gary, Tanisha Nunn	African American Chamber of Commerce of Central Florida	BU	Orange	7/1/2022 - 6/30/2025	
Havard, Mark	Hyatt Regency Orlando	BU	Orange	7/1/2022 - 6/30/2025	
Laws, Phillip	Nemours Children's Health	BU	Orange	12/15/22 - 6/30/2025	
LeWinter, Lindsey <i>(replacing Eric Jackson)</i>	Fairwinds	BU	Orange	7/1/2023 - 6/30/2026	<i>Appointment approval letter received from Mayor Demings</i>
Nakagawa, Steve <i>(replacing Kari Conley)</i>	Florida High Tech Corridor	BU	Orange	7/1/2022 - 6/30/2025	<i>Appointment approval letter received from Mayor Demings</i>
Ortioni, Gaby	Hispanic Chamber of Commerce of Metro Orlando	BU	Orange	7/1/2022 - 6/30/2025	
Wood, Jody	Disney Parks, Experiences & Products	BU	Orange	7/1/2022 - 6/30/2025	
Martz, Nicole	Sanford Airport Authority	BU	Seminole	7/1/2023 - 6/30/2026	<i>5/5/23: received nomination letter from Sanford Airport Authority and forwarded to Seminole County for their approval</i>
Sprinkle, David	Veritas Recruiting Group, LLC	BU	Seminole	7/1/2021 - 6/30/2024	
Sweat, Richard	.decimal	BU <i>Small Business</i>	Seminole	7/1/2022 - 6/30/2025	
Walton, Matt	MiGre Engineers, LLC	BU	Seminole	7/1/2021 - 6/30/2024	
Hindle, Shawn	Hanson, Walter & Associates, Inc.	BU	Osceola	7/1/2021 - 6/30/2024	
Larry, Ben <i>(replacing Manuel Rascon)</i>	Skywalker Technologies, Inc.	BU	Osceola	7/1/2022 - 6/30/2026	<i>5/4/23: received nomination letter from Osceola Chamber and forwarded to Osceola County for their approval</i>
Siracusa, Stella	Tomato Express, Inc.	BU	Osceola <i>Small Business</i>	12/17/2020 - 6/30/2023	<i>Will continue to serve: 7/1/23 thru 6/30/26</i>
Olson, Sheri	South Lake Hospital	BU	Lake	7/1/2021 - 6/30/2024	
Bryan Orr	Kalos Services, Inc.	BU	Lake/Sumter	7/1/2022 - 6/30/2025	
VACANT <i>(replacing Brooke Morris)</i>		BU	Sumter		<i>Pam meeting with Kevin McDonald, Board President of Sumter County Chamber on May 18th</i>

**REGIONAL WORKFORCE BOARD (RWB) MEMBERSHIP**  
**Central Florida Workforce Development Board, d/b/a CareerSource CentralFlorida REGION NUMBER 12**

NAME OF RWB MEMBER	Organization/Company	AREA(S) OF REPRESENTATION	County	Current Term	Comments
Casel, Glen	Embrace Families	WOY (CBO representing Youth)	Multi-County	7/1/2022 - 6/30/2025	
Cunha, Gui	Seminole County Government, Office of Economic Development & Tourism	GRED	Seminole	12/16/2021 - 6/30/2023	<i>Will continue to serve: 7/1/23 thru 6/30/26</i>
des Anges, Keira	Division of Vocational Rehabilitation / Florida Department of Education	GRVRD	Multi-County	7/1/2021 - 6/30/2024	
Donnelly, Sean	Central Florida Electrical Joint Apprenticeship & Training Committee (J.A.T.C.) / Central Florida AFL-CIO	WOLO/WOJ	Multi-County	12/16/2021 - 6/30/2023	<i>Will continue to serve: 7/1/23 thru 6/30/26</i>
Dziomey-Lukash, Jessie	International Union of Painters & Allied Trades (IUPAT DC 78), Florida Finishing Trades	WOLO/WOJ	Multi-County	12/16/2021 - 6/30/2023	<i>Will continue to serve: 7/1/23 thru 6/30/26</i>
Ford, Wendy	Osceola Council on Aging	CBO	Osceola	7/1/2022 - 6/30/2025	
Gill, John	Quest, Inc.	WOD (CBO representing Individuals & Disabilities)	Multi-County	7/1/2022 - 6/30/2025	
Gyllin, Dr. John	Foundation for Seminole State College, Inc.	ETPA	Seminole	7/1/2021 - 6/30/2024	
Hayward, Jeff	Heart of Florida United Way	WOD/WOV (CBO representing Disabilities/Veterans)	Multi-County	7/1/2020 - 6/30/2023	<i>Will continue to serve: 7/1/23 thru 6/30/26</i>
Quintanilla, Renee	Crummer Graduate School of Business at Rollins College	ETPC	Multi-County	7/1/2022 - 6/30/2025	
Joe Battista	Valencia College	ETPC	Multi-County	7/1/2022 - 6/30/2025	
Kristin Gray <i>(replacing Charles Scherer)</i>	State of Florida Department of Children & Families	GRO	Multi-County	7/1/2023 - 6/30/2026	<i>5/1/23 - received DCF nomination letter for Kristin Gray which will be placed on Consortium meeting packet for approval</i>
Thomas, DeAnna	Lake Technical College	ETPA	Multi-County	7/1/2022 - 6/30/2025	
Ushkowitz, Eric	City of Orlando <i>(transitioned from Orange County Gov' to City of Orlando)</i>	GRED	Region	7/1/2021 - 6/30/2024	
Vazquez, Dr. Maria	Orange County Public Schools	ETPA	Orange	12/16/2021 - 6/30/2024	
Michelle Sperzel	Harbor House	CBO	Multi-County	7/1/2022 - 6/30/2025	



**REGIONAL WORKFORCE BOARD (RWB) MEMBERSHIP**  
**Central Florida Workforce Development Board, d/b/a CareerSource CentralFlorida REGION NUMBER 12**

Key Codes:

Areas of Representation:

- BU – Business (21 Seats)
- WOLO – Workforce-Labor Organization
- WOJ – Workforce-Joint labor-management Apprenticeship Program
- WOD – Workforce-Community-based Organizations representing Individuals with Disabilities (optional)
- WOV – Workforce-Community-based Organizations representing Veterans (optional)
- WOY – Workforce-Community-based Organizations representing Youth (optional)
- ETPA – Education and Training Provider-Adult Education and Literacy
- ETPC – Education and Training Provider-Institution of Higher Education
- ETPO – Education and Training Provider-Other Providers (optional)
- GRED – Government Representative-Economic Development
- GRES – Government Representative-Employment Service
- GRVRD – Government Representative-Vocational Rehabilitation
- GRO – Government Representative-Other (optional) \*\*CareerSource Central Florida operates the Wagner Peyser (GRO) function
- OTHER – Other (please specific group/program being represented) (optional)

# Proposed Slate of Officers



# SLATE OF OFFICERS

**Proposed:**

**CareerSource Central Florida Board of Directors**

**Slate of Officers FY: 2023-2024**

<b>Board Position</b>	<b>Nomination</b>	<b>Job Title</b>	<b>Organization</b>
Chair	Richard Sweat	President/CEO	.decimal
Vice Chair	Sheri Olson	Director, Foundation, Government & Guest Relations	.South Lake Hospital
Treasurer	Eric Ushkowitz	Economic Development Administrator	City of Orlando
Secretary	Jeff Hayward	President/CEO	Heart of Florida United Way

# Board Engagement

(7/1/22 – 3/31/23)



# Board Engagement Goals – FY 2022-2023

	PARTICIPATE	DEMONSTRATE	CONTRIBUTE
GOAL	90% of Board Membership	80% of Board Membership	70% of Board Membership
DESCRIPTION	<ul style="list-style-type: none"> <li>• Board Meetings</li> <li>• Committee Meetings</li> <li>• Board Orientation</li> <li>• Board Conference Travel (NAWB, State Board Meetings)</li> <li>• Individual Meetings with CSCF Staff</li> <li>• Workforce Development - Related Meetings and Events</li> </ul>	<ul style="list-style-type: none"> <li>• Attending Company Sponsored/ Industry Events</li> <li>• Participate in Media Interviews</li> <li>• Speaking Engagements (Internal or External)</li> <li>• Sharing CSCF News/ Information in Company's Communication Channels (internal or external)</li> <li>• CSCF Miscellaneous Business Activities</li> <li>• Job Shadowing</li> <li>• Center Visits</li> <li>• Read the Board Source Newsletter</li> </ul>	<ul style="list-style-type: none"> <li>• Annual Contribution (Suggested \$500)</li> <li>• Participation in Fundraising Activities</li> <li>• Contribution of In-Kind Donations</li> <li>• Sponsor Summer Youth Program</li> </ul>
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 thru 3<sup>rd</sup> Quarter Update

	<b>PARTICIPATE*</b>	<b>DEMONSTRATE*</b>	<b>CONTRIBUTE*</b>
<b>GOAL</b>	<b>90% of Board Membership</b>	<b>80% of Board Membership</b>	<b>70% of Board Membership</b>
<b>KPI</b>	<b>Board Members Participate with 24 Hours per Year</b>	<b>Board Members Demonstrate One Occurrence per Year</b>	<b>Board Members Contribute to Revenue Generation and/or In-kind Contributions per Year</b>
<b>Thru Q3 update</b>	<b>12 out of 32 achieved annual KPI 15 out of 32 on track through Q3</b>	<b>91% (29 out of 32) Demonstrated</b>	<b>47% (15 out of 32) Contributed</b>

- \* *PARTICIPATE: board, committee, industry and staff meetings*
- \* *DEMONSTRATE: taking action (e.g., center visit, social media, RFQ participating)*
- \* *CONTRIBUTE: monetary, host board meeting, accept interns, sponsorship referrals*

# Enterprise Risk Management

## July 2022 – January 2023



# ENTERPRISE RISK MANAGEMENT MUST BE MEASURABLE

## Methodology

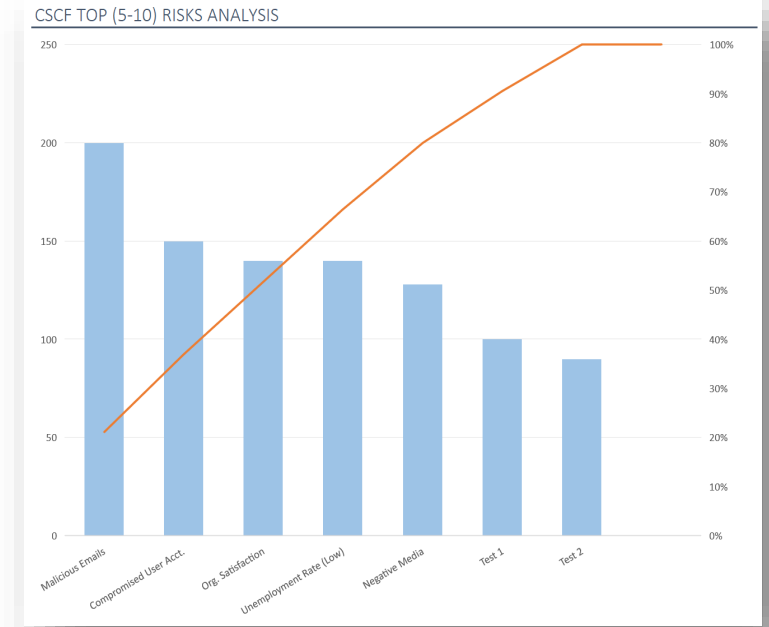
Baseline Data > Six Sigma FMEA Tool > Pareto “Top Risks” Chart



FMEA Form

Process/Module Name: \_\_\_\_\_ Prepared By: \_\_\_\_\_  
 Responsible: \_\_\_\_\_ FMEA Date (Day): \_\_\_\_\_ (Month): \_\_\_\_\_

Process Step	Process Step Description	Process Step	Process Step	Process Step	Process Step	Process Step	Process Step	Process Step	Process Step	Process Step	Process Step	Process Step	Process Step	Process Step	Process Step	Process Step	Process Step	Process Step	Process Step	Process Step
1	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?
2	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?	What is the current step, change or feature under consideration?



# ENTERPRISE RISK COMMITTEE RESPONSIBILITIES



- Define CSCF risk measures, scales, and scores
- Develop the baseline of overall risk occurrences
- 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 3-5 CSCF risks for Governance Committee review

**FMEA Form**

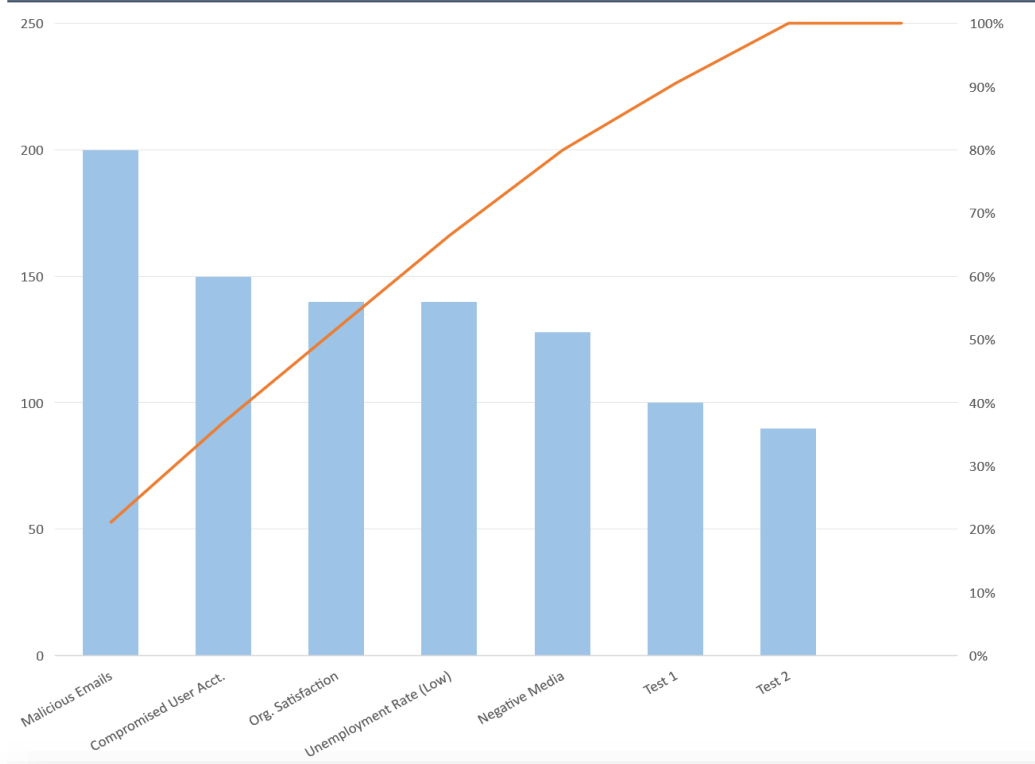
Process/Product Name: \_\_\_\_\_ Prepared By: \_\_\_\_\_  
 Responsible: \_\_\_\_\_ FMEA Date (Day, J): \_\_\_\_\_ (Rev): \_\_\_\_\_

Process Step	Process Step Description	Process Step Objective	Process Step Inputs	Process Step Outputs	Process Step Controls	Process Step Risks	Process Step Controls	Process Step Controls	Process Step Controls	Process Step Controls	Process Step Controls	Process Step Controls	Process Step Controls	Process Step Controls	Process Step Controls	Process Step Controls	Process Step Controls	Process Step Controls	Process Step Controls	Process Step Controls
1	What is the process step, change or failure under management?	What is the purpose of the step, change or failure under management?	What is the reason for the failure or change in the process?	What is the reason for the failure or change in the process?	What is the reason for the failure or change in the process?	What is the reason for the failure or change in the process?	What is the reason for the failure or change in the process?	What is the reason for the failure or change in the process?	What is the reason for the failure or change in the process?	What is the reason for the failure or change in the process?	What is the reason for the failure or change in the process?	What is the reason for the failure or change in the process?	What is the reason for the failure or change in the process?	What is the reason for the failure or change in the process?	What is the reason for the failure or change in the process?	What is the reason for the failure or change in the process?	What is the reason for the failure or change in the process?	What is the reason for the failure or change in the process?	What is the reason for the failure or change in the process?	What is the reason for the failure or change in the process?

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# GOVERNANCE COMMITTEE RESPONSIBILITIES

CSCF TOP (5-10) RISKS ANALYSIS



- Review Pareto Chart information of the top 3-5 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

RISK DATA

RISK CATEGORY	RISK PRIORITY NUMBER	PERCENT OF TOTAL	CUMULATIVE PERCENT
Malicious Emails	200	21.10%	21.10%
Compromised User Acct.	150	15.82%	36.92%
Org. Satisfaction	140	14.77%	51.69%
Unemployment Rate (Low)	140	14.77%	66.46%
Negative Media	128	13.50%	79.96%
Test 1	100	10.55%	90.51%
Test 2	90	9.49%	100.00%

- **Defined objective:** Reduction in top 3-5 CSCF Risk Priority Numbers over time

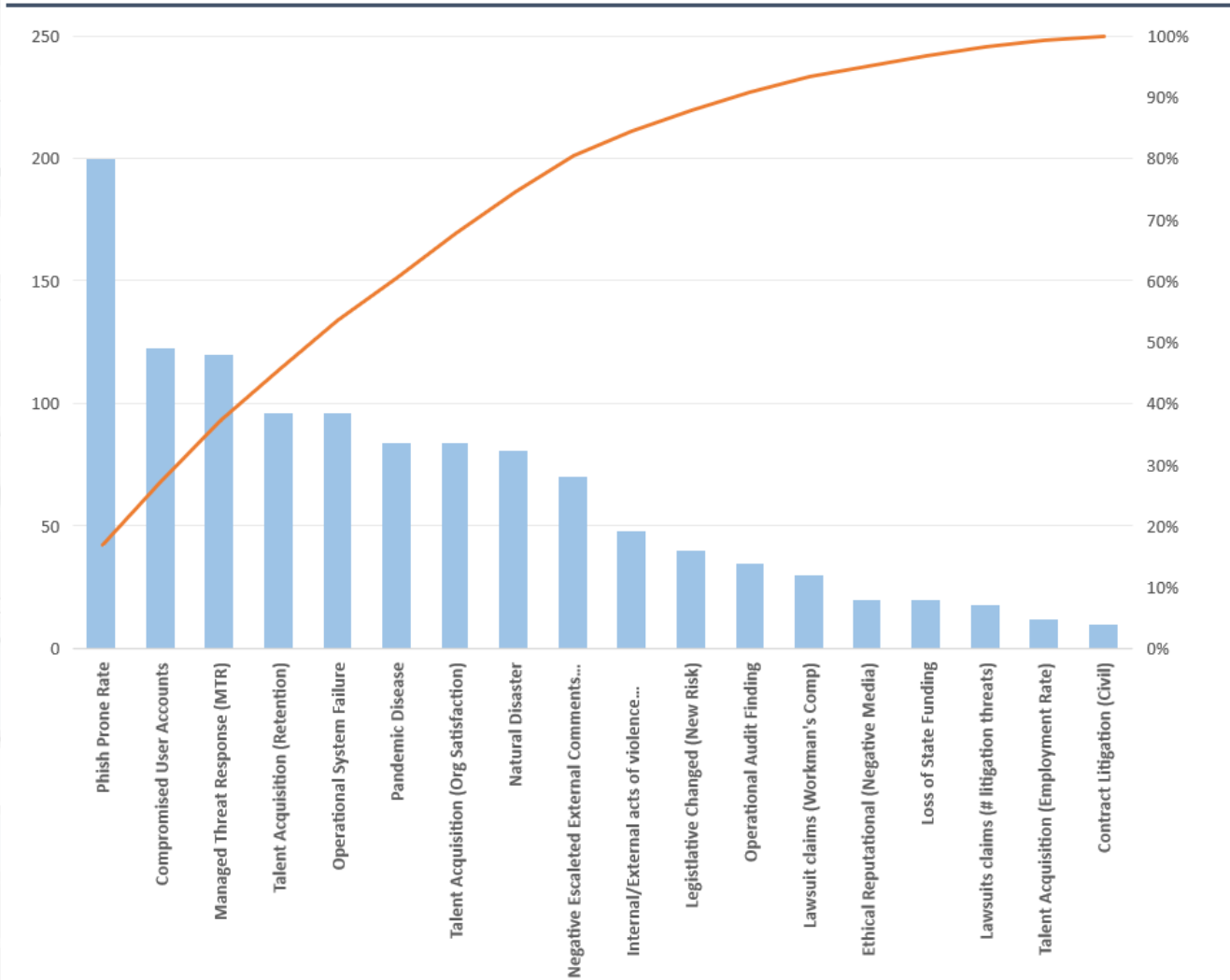




# Enterprise Risk Management 22-23

- ERM uses a Six Sigma Tool to calculate Risk Priority Number for data-driven decisions
- Phishing remains the highest risk to the CSCF organization by Risk Priority Number.
- 91% of cybersecurity attacks start with a malicious email, clicking a link, or entering your info into websites.

CSCF TOP RISKS ANALYSIS



## Top 5 Risks

July 2022- January 2023

1. Phish Prone: (↔)
  1. Static at RPN 200
2. Compromised User Account: (↔)
  1. Reduction RPN 140 to 123
3. Data Breach MTR: (↑)
  1. Static at RPN 120
4. Talent Acquisition (Retention) (↑)
  1. Static at RPN 96
5. Operational System Failure EF: (↑)
  1. Static at RPN 96

# Updates in Enterprise Risk

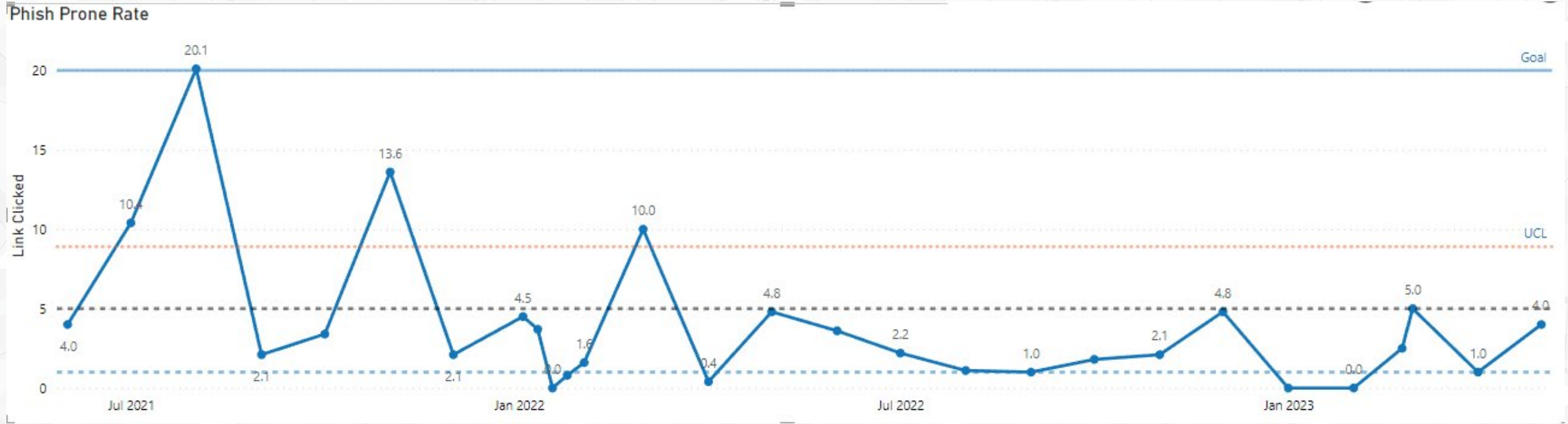
## July 2022- January 2023

- Technology attributes to almost 44% of all CSCF Risk Priority Numbers (RPN)
- This is an overall tech risk reduction from 50% last year to 44% due to advancing detections
- Majority static with very similar occurrence numbers in Operational System Failure State Database, Employ FI and talent acquisition.
- Pandemic Disease moves **down** the list from 3 to 6
  - Covid occurrences decreased, detection is higher, and no longer national emergency.



# Risk Management Drives Action

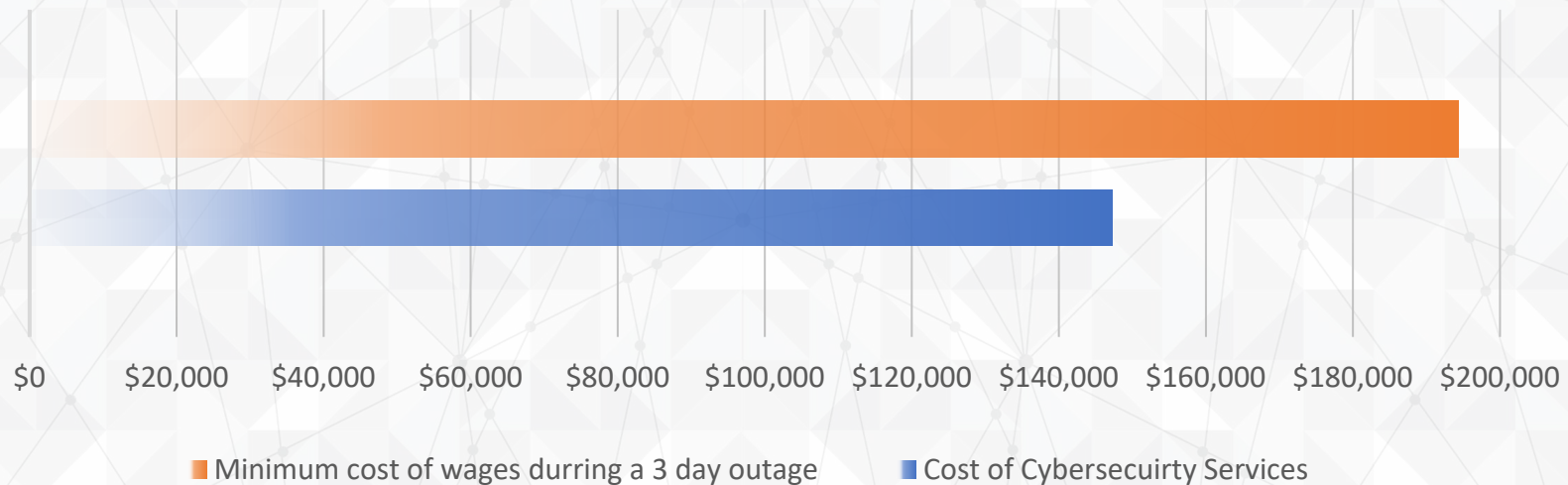
What is the data telling us?



# Risk Management Drives Action

Yearly cyber security costs are high but are also effective and needed.

## YEARLY SECURITY COST VS RISK



A single 3-day outage would exceed our yearly cybersecurity cost based on a \$27/hr average wage and 300 employees



# Managing Risk

## Proactive action taken to cyber security environment.

- Upgraded cyber security vendor monitoring access
- Next gen firewalls and endpoint protection logging all traffic
- Customized network access to resources based on user needs

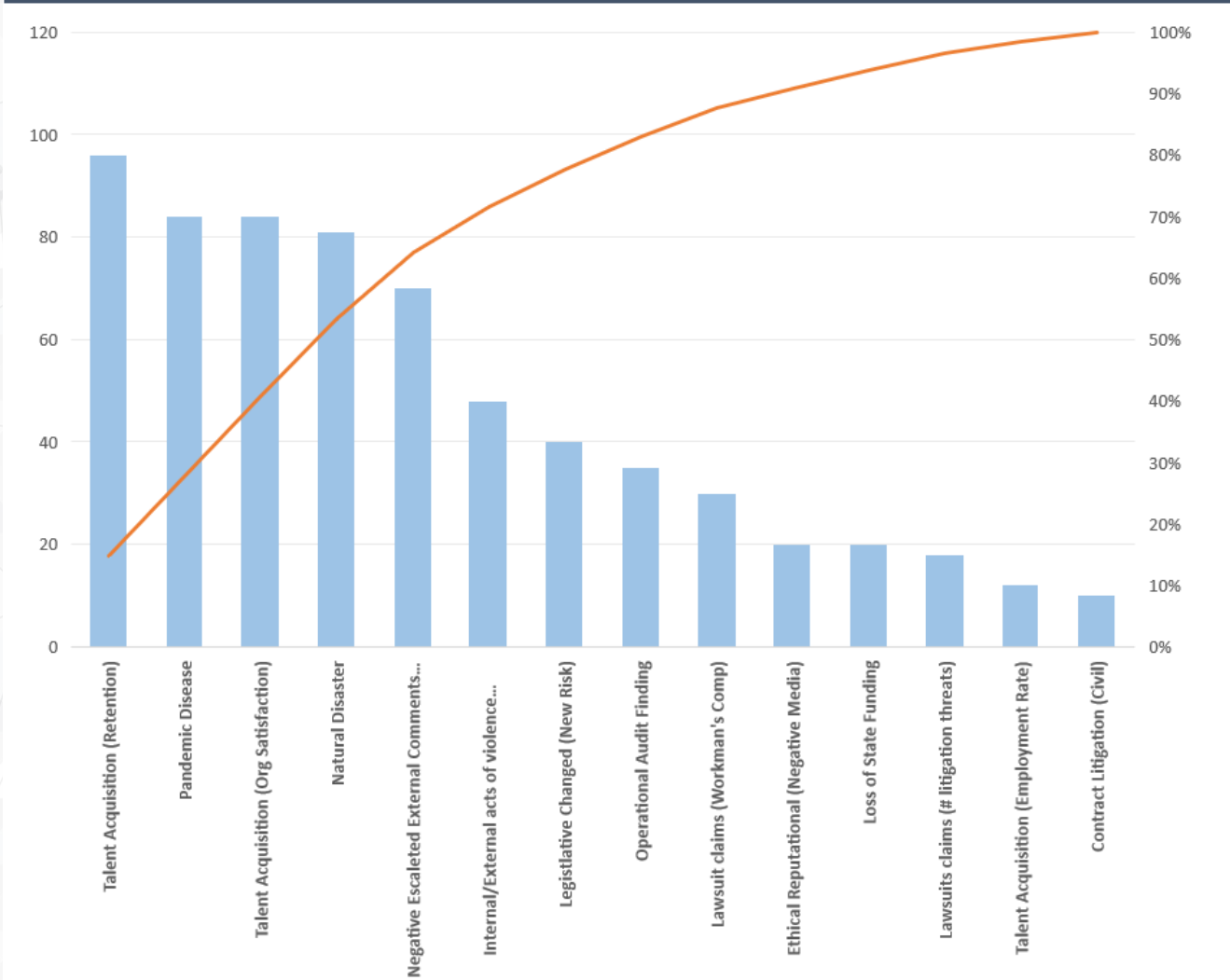
## Next Steps

- AI log additional environment monitoring- analyze trends
- Increased cybersecurity training for staff
- Realign Cybersecurity policy to incentivize skill attainment using gamification, champions, and rewards

# Enterprise Risk Management (No IT)

- Removing IT, "Talent Acquisition (Retention)" is the highest risk.
- "Pandemic Disease" and "Natural Disasters" are 2nd and 3rd due to severity.
- Need continued Org Satisfaction surveys
- "Legislative Change" dropped from #3 to #7 with the announcement that R12 will not be affected by regional consolidation.

CSCF TOP RISKS ANALYSIS (No IT)



## Top 5 Risks (No IT) July 2022-January 2023

1. Talent Acquisition (Retention)(↔)
  1. Static RPN 96
2. Pandemic Disease(↓)
  1. Reduction RPN 135 to 84
3. Talent Acquisition (Org Satisfaction) (↑)
  1. Static at RPN 72
4. Natural Disaster(↔)
  1. Static RPN 81
5. Negative Press (Reputation) (↔)
  1. Static at RPN 70



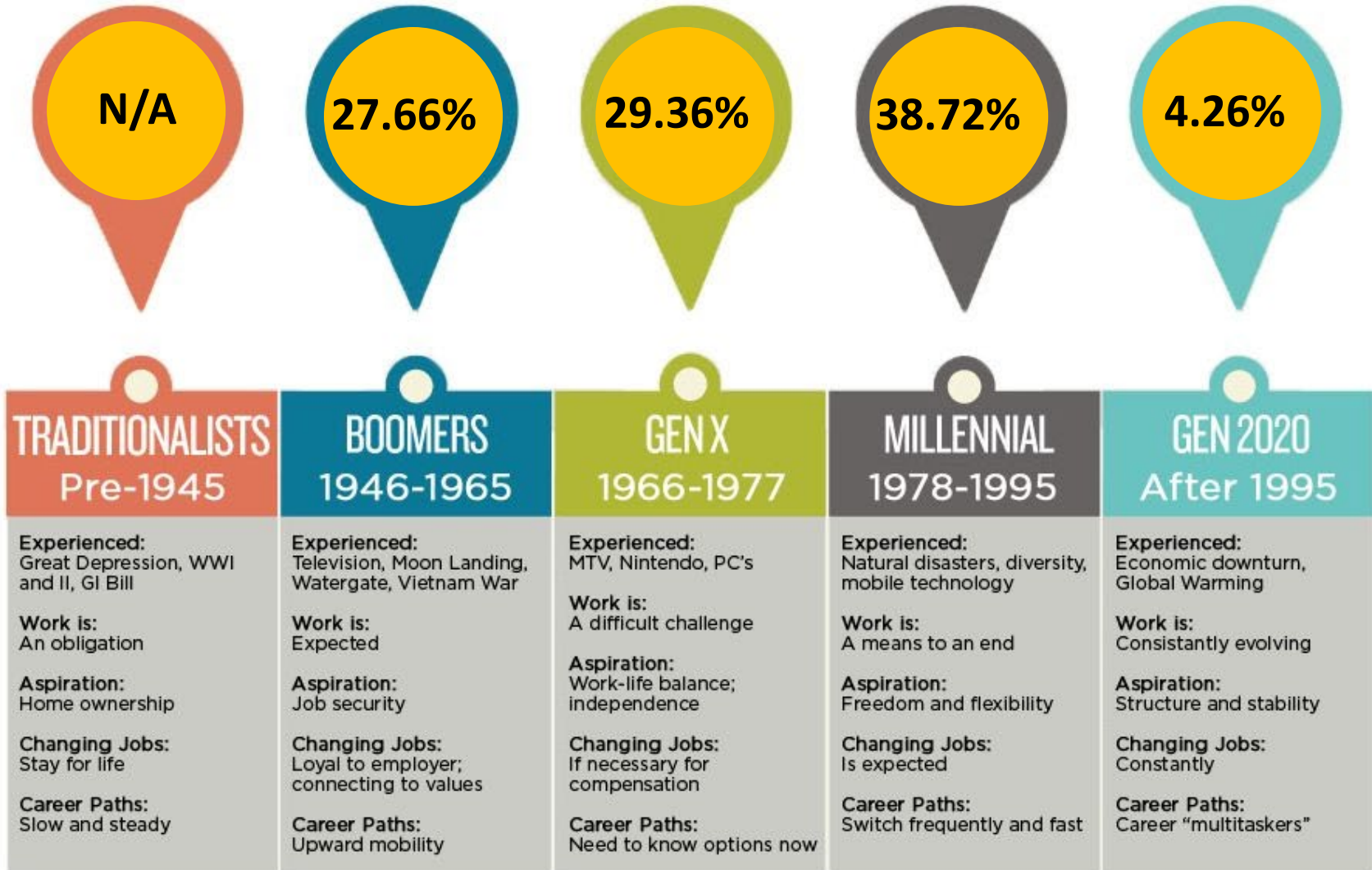


# Attracting & Retaining Top Talent



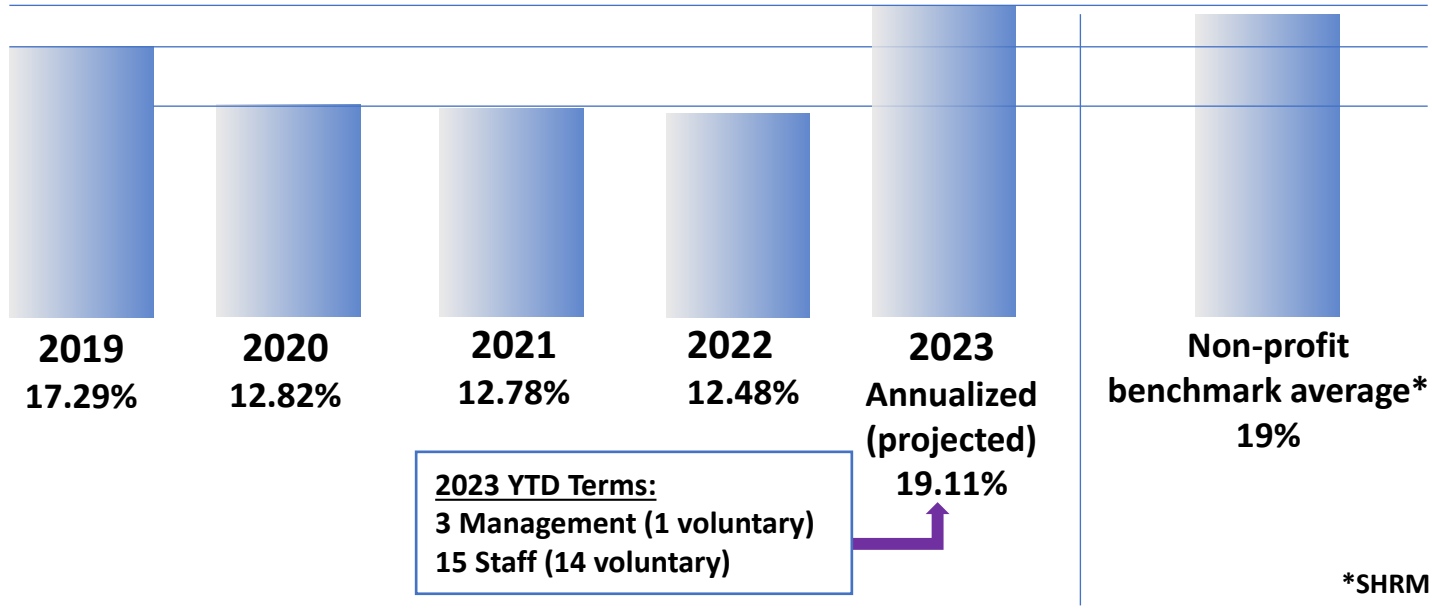
# MULTIPLE GENERATIONS @ WORK

CSCF →  
Workforce  
Demographic





# CSCF Historical Average Turnover

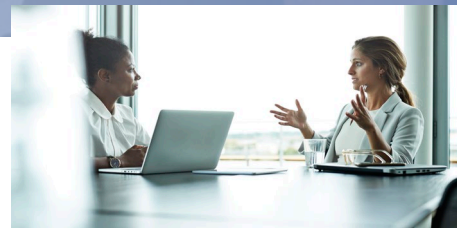


# Key Metrics CareerSourcers

Year	Average Headcount (w/o DEO)
2019	191
2020	187
2021	199
2022	220
2023	235

## Top 3 Reasons for CSCF Voluntary Resignations:

1. Personal Reasons
2. Compensation
3. Advancement
4. Length of time to move into hybrid position due to training (Service Delivery)

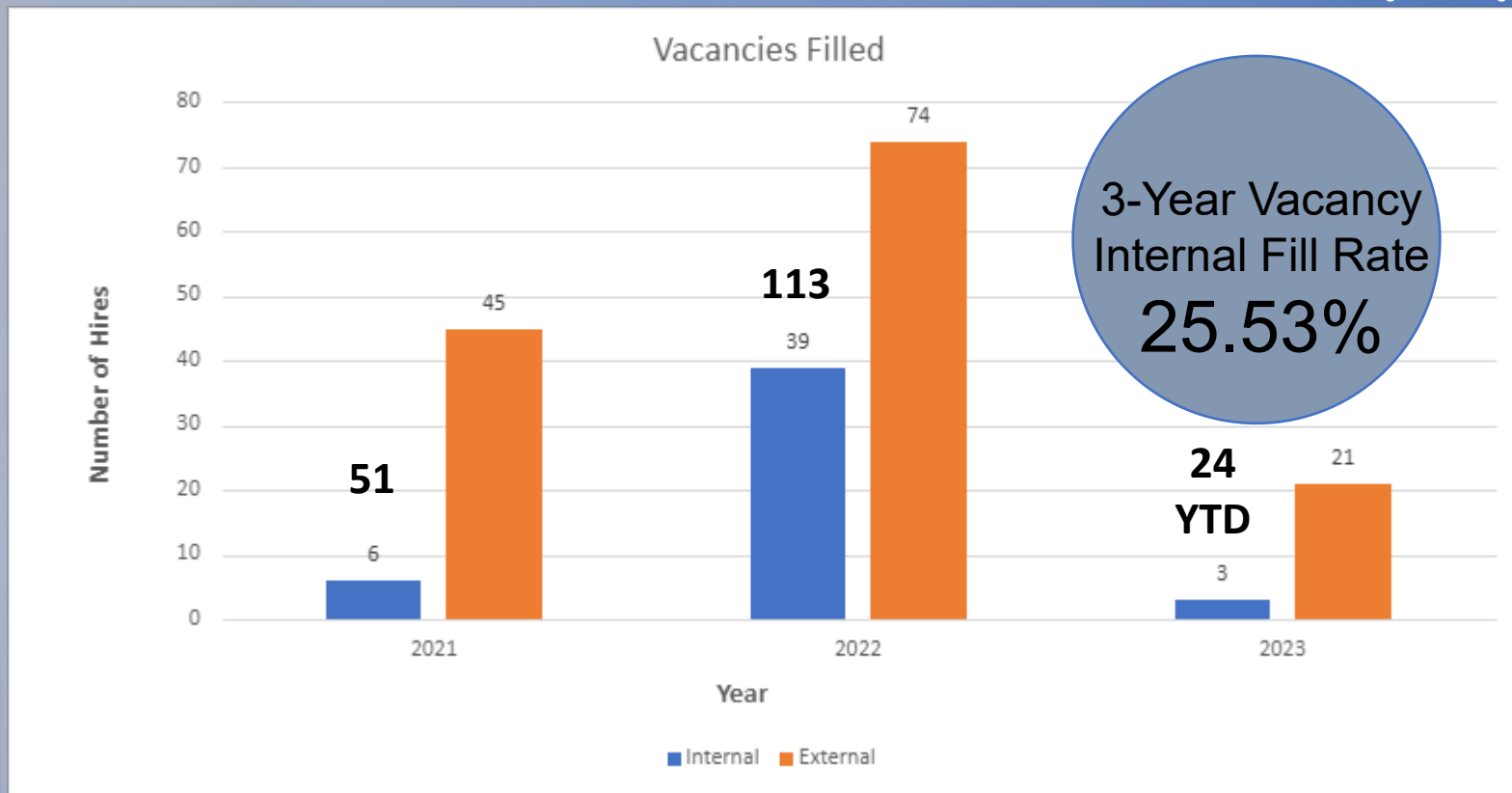




# Key Metrics

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## Candidates



### Most common reasons we lose candidates:

1. Compensation
2. Speed of managers' decisions (took another job)

Average Time to Fill  
**40 days\***

\*Average is 42 days - SHRM

# CSCF Recruitment & Retention Strategy

## Compensation

Hired outside compensation vendor to conduct a market pay analysis. Realigned our pay grades and salaries to be competitive in the market and reward top talent



*CSCF's LinkedIn post welcoming May 1st new hires, with link to apply to all our open jobs!*

## Career Development

Strategic focus placed on succession management, career pathing, competency framework, implementation of online learning management system and enhanced staff training and development opportunities that's both learning focused and experiential

## Enhanced Recruitment Efforts

Now incorporating more quality of hire and behavioral-based interviewing, along with new employment branding and social media recruitment strategies

*April Wacky Wednesday Tie Dye Theme*



## Employee Engagement

Continue to drive a great culture by listening to employees, enhancing benefits, creating hybrid work environment, and creating fun!

# STRENGTHS

1. **Compensation – priced out of the market; loss of funding or failure to diversify revenue**
2. **Staffing model currently built on full-time only**
3. **People “quietly quitting” but staying in place – low morale/high stress/poor culture**
4. **We don’t differentiate ourselves in the market as a leading employer**
5. **We fail to upskill our staff to drive innovation = we don’t evolve**
6. **Loss of continuity in strategic planning and visionary leadership due to excessive leadership turnover**
7. **Potentially harmful directives from the State – i.e., less rich consolidated benefits**



## Risks & Threats

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# OPPORTUNITIES to keep us market competitive & stand out as an employer of choice

## BOLD PEOPLE STRATEGY

### RECRUITMENT

- Update comp alignment for competitiveness
- Adapt to and incorporate alternative work arrangements
- Continue exploring technology and AI's benefits in recruitment

### RETENTION

- Conduct new employee engagement survey - Fall 2023
- Continue implementation of our 3-year strategic benefits plan
- Continue aligning and upskilling workforce for CSCF's future state



Mission, Vision,  
Values & Strategic  
Goals

# Risk Management Drives Action

- Legislative Changes
  - Regional Consolidation does not affect Region 12 Curium Change Management Assessment
  - Continued decrease in federal workforce allocations
  - Potential changes in federal workforce law

Meeting Details

Meeting Agenda

Welcome

Roll Call

Public Comment

Approval of  
Minutes

Information /  
Discussion /  
Action Items

Other Business

Adjournment

# OTHER BUSINESS





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# ADJOURNMENT



# THANK YOU!



[RETURN TO AGENDA](#)