

# Florida Talent Development Council

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## STRATEGIC PLAN

2023 Update



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# CHAIRMAN'S LETTER

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Dear Reader—

We as Floridians have the benefit of living in a state that is gifted with strong leadership throughout our branches of government. Within Governor Ron DeSantis' first 100 days in office, he signed Executive Order 19-31, directing the state to marshal the resources necessary for Florida to become the No. 1 state in the nation for the quality of its workforce. The Florida Legislature acted and is continuing to implement this vision. In June 2021, Governor DeSantis signed House Bill 1507 into law, establishing the Reimagining Education and Career Help (REACH) Act. This groundbreaking, bipartisan legislation is a comprehensive blueprint for enhancing access, alignment, and accountability across the state's workforce development system, which includes the state's education, workforce, and safety net systems. The REACH Act provides that the REACH Office, established in the Executive Office of the Governor, direct the objectives of the Florida Talent Development Council.

Through the Governor's and the Legislature's bold leadership, Florida is removing barriers to education and employment and helping Floridians become self-sufficient through enhanced access to good jobs and career pathways that offer economic opportunity.

To better prepare the workforce for the evolving workplace of the future, section 1004.015, Florida Statutes, directs the Florida Talent Development Council to create, update and recommend a strategic plan to raise the percentage of working-age adults with a high-value postsecondary credential to at least 60% by 2030. This plan, originally published in December 2019 and updated in March 2021, took steps to outline a path for access to quality education and training opportunities essential for all Floridians to reach their potential and achieve economic stability.

Florida is uniquely positioned for continued growth in today's global economic climate. With strong leadership from Florida's Governor and Legislature, a top-rated higher education system and engaged business and industry leaders, the collaborative effort to broaden our employment base and ensure Florida's workforce is prepared for current and future opportunities is well underway. There have been many successes in the last four years, but there is more work to be done.

We believe all students, whether from rural communities, inner cities, or suburbs, should have access to better educational outcomes and we will continue to champion the Governor's initiatives and support the goals of the REACH Act through alignment, collaborative and innovation. With support from this Council and the REACH Office, we are honored to contribute to the state of Florida's work to align education and training opportunities with tomorrow's workforce needs through the attached and updated Strategic Plan.

Sincerely,

**Bob Ward**

*President & CEO, Florida Council of 100  
Chairman, The Florida Talent Development Council*

# PURPOSE AND SCOPE OF THE FLORIDA TALENT DEVELOPMENT COUNCIL

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To meet the changing and evolving employment and employer demands of the future, Florida is refocusing to create a modern alignment of postsecondary attainment, workforce development, and economic development efforts. In 2019, the Florida Legislature established the Strengthening Alignment between Industry and Learning (SAIL) initiative as a proactive response to the need to develop a more evolved and highly skilled workforce. The SAIL to 60 initiative strives to have at least 60% of working-age adults (ages 25-64) in Florida with a high-value postsecondary certificate degree, credential, or training experience by 2030.

The 2021 REACH Act created the REACH Office within the Executive Office of the Governor to address the evolving needs of Florida's economy by increasing the level of collaboration and cooperation among state businesses and education communities while improving training within and equity and access to a more integrated workforce and education system for all Floridians. The enabling legislation, s. 14.36 F.S., charged the REACH Office to direct the objectives of the Talent Development Council established in s. 1004.015.

The Florida Talent Development Council Strategic Plan, updated in February 2023, provides recommendations to raise to at least 60% the number of working-age Floridians with stated credentialing by 2030 as well as improve the alignment of programs and credentials with needs of employers. The 16-member Council includes legislative, business, workforce development, and postsecondary education leaders. The Council committed to a cooperative and transparent strategic planning process and incorporated the following legislative requirements:

- Identify Florida's fastest-growing industry sectors and the postsecondary credentials required for employment in those industries.
- Assess whether postsecondary degrees, certificates, and other credentials awarded by Florida's institutions align with high-demand employment needs and job placement rates.
- Identify strategies to deepen and expand cross-sector collaboration to align education programs with targeted industry needs.
- Establish targeted strategies to increase certification programs for all populations with attention to closing equity gaps for underserved populations and incumbent workers requiring an upgrade of skills.
- Assess the role of apprenticeship programs in meeting targeted workforce needs and identify any barriers to program expansion.
- Identify common metrics and benchmarks to demonstrate progress toward the 60% attainment goal and how the Sail to 60 Initiative under s. 1004.013 F.S. can provide coordinated cross-sector support for the strategic plan.
- Recommend for improvement the consistency of workforce education data collected and reported by Florida College System institutions and school districts including the establishment of common elements and definitions for any data that is used for state and federal funding and program accountability.
- Establish a timeline for regularly updating the strategic plan and the established goals.

**I****POLICY AND  
SYSTEM  
ALIGNMENT:**

Deliver postsecondary education and training for students that results in talent pipeline alignment with high-demand employment needs.

**II****DATA AND  
ACCOUNTABILITY:**

Identify common metrics and benchmarking to demonstrate progress on the SAIL to 60 by 2030 initiative.

**III****CROSS-SECTOR  
COLLABORATION  
AND ENGAGEMENT:**

Engage all stakeholders in talent development and workforce education and training and leverage community partnerships to better align efforts to meet the needs of employers, particularly those in high-demand industry sectors.

**IV****EQUITY AND  
ACCESS:**

Increase access to postsecondary education and successful completion for underserved populations and incumbent workers requiring an upgrade of skills.

**V****WORKFORCE  
READINESS:**

Increase postsecondary attainment, training, transition, skills and gainful employment in targeted industry sectors.

**GOAL II: DATA AND ACCOUNTABILITY**

What measures should determine progress toward our goal of being number one in workforce education?

**GOAL IV: EQUITY AND ACCESS**

How do we ensure that policies and practices provide equitable access to pathways to prosperity?

**GOAL I:  
Policy and  
Systems  
Alignment****GOAL III: CROSS-SECTOR COLLABORATION**

How can employers and the state work more collaboratively to invest in high value education and training?

**GOAL V: WORKFORCE READINESS**

What can the state do to ensure that students graduate ready for the workplace?

# FLORIDA'S WORKFORCE SYSTEM HIGHLIGHTS

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Since the 2021 update of the Florida Talent Development Council's Strategic Plan, Florida's workforce development system has undergone unprecedented alignment. The policies and programs highlighted here are just a sample of the progress that has been made.

## FLORIDA DEPARTMENT OF EDUCATION: CREDENTIAL ENGINE/EDUCATION MEETS OPPORTUNITY PLATFORM

In early 2021, the Department of Education hired a multi-vendor coalition to integrate and visualize education and workforce data from across Florida's school districts, postsecondary institutions, and Workforce Innovation and Opportunity Act (WIOA) providers to provide data on education program performance. The purpose of the Education Meets Opportunity Platform (EMOP) is to materially improve program investment decisions and policy recommendations, and help effect change at the local level in support of accelerated pathways to economic self-sufficiency for Florida's residents.

Ten data-sharing agreements were executed, and more than 300 million records were integrated to launch two dashboards in December 2022:

- **Labor Market Information:** Florida's career clusters, occupations, wages, credentials, and skills by county, workforce area, and demographic. These real-time data are based on Florida job ads.
- **Postsecondary Career and Technical Education (CTE) Program Quality:** Florida's postsecondary CTE program enrollments, completions, retention, success, and wage outcomes by career cluster, sector, institution, and demographic.
- **Return on Investment:** Inferential statistical analysis/visualization of impact of workforce programs on Floridians' wages by institution, career cluster, and program.
- **Supply & Demand:** Visualization of relationship between the skills and credentials being supplied by Florida's educational institutions and the skills and credentials being demanded by Florida's employers.

Additional Program Quality Dashboards including secondary career and technical education, adult education, WIOA, and Perkins V, including program enrollments, completions, retention, and wage outcomes by career cluster, sector, institution, and demographics, will be added in the future.

Economic shifts in Florida will result in **SKILLS GAPS** between jobs and the workers needs to fill these **EMPLOYMENT OPPORTUNITIES**. The state faces an **URGENT** and **GROWING** need for **TALENT**.

**TO MAKE FLORIDA #1 IN TALENT**, increasing the number of credentials that align to workforce needs will close the educational and skills gap.

In Florida, more than 1.3 million people between the ages of 25 and 64 have some college experience, but no degree, according to the U.S. Census Bureau's American Community Survey. To stay competitive, the state must incentivize these individuals to return and complete their degree or other types of high quality training or certification. Better-paying jobs will continue to demand more sophisticated skills in manufacturing, financial services and other industries.

## FLORIDA CHAMBER FOUNDATION: WORKFORCE NEEDS STUDY & FUTURE OF WORK FLORIDA INITIATIVE

The Florida 2030 Blueprint, led by the Florida Chamber Foundation, is a unifying strategic plan for the state of Florida. In the Blueprint, 39 goals for Florida that can grow Florida to the 10th largest global economy in 10 years if Florida was a nation are identified, including six for improving Florida's talent pipeline for a better workforce.



The Florida Chamber Foundation's Workforce Needs Study, released in Fall 2021, included survey information from business leaders, human resource professionals, and local chambers of commerce. The study found that Florida is at a crossroads in terms of talent supply and education. Specifically, the research showed the opportunities for increased wages and more resilient careers that could be enjoyed by Florida workers as they leverage previous work experience gained in lower-demand occupations and acquire new training and skills. The research also provided several specific examples of higher-wage jobs in growing career areas that do not require a bachelor's degree.

Informed by the results of the original Workforce Needs Study, in 2022 the Florida Chamber Foundation launched the Future of Work initiative in partnership with the Florida Department of Education and CareerSource Florida — an organization that serves as a Florida Chamber Community Development partner and Florida 2030 Blueprint goal leader. As part of Future of Work, the Foundation has created a statewide leadership Advisory Board of organizations and business leaders to serve as a think tank, working with our partners to build America's best workforce in Florida. The Florida Chamber Foundation's Workforce Needs Study 2.0, currently underway, will aid the Talent Development Council's efforts to create the world's best workforce by engaging employers on credentials of value, identifying pockets of excellence in industry-education partnerships that can be scaled into statewide patterns of excellence, and increasing employer awareness of training resources for incumbent workers.

## INDEPENDENT COLLEGES AND UNIVERSITIES OF FLORIDA: ICUF DASHBOARD

Launched in 2022, the Independent Colleges and Universities of Florida (ICUF) dashboard aggregates data from independent, nonprofit higher education institutions across the state, which allows users to compare tuition, view school performance metrics, and examine post-graduation wage earnings by program.

The interactive dashboard will have information for all 30 ICUF institutions at the institutional and programmatic levels in the following categories:

- Expected Wage Data for Programs and Areas of Study for 1-, 5- and 10-Years Post-Graduation.
  - Represents 5,000 programs offered at ICUF institutions.
- Net Price Tuition Calculator.
  - Demonstrates the actual cost of tuition, including tuition discounts.
- Annual Data on ICUF Performance Measures.
  - Includes graduation rates, retention rates, Pell eligibility percentages, affordability, and placement or employment rates.
- Pillars of Excellence for Each Institution.
  - Features the institution's self-identified areas of excellence.

The ICUF dashboard will help empower students to make informed choices and pursue an institution that best meets their needs. Additionally, the dashboard sets up a benchmark from which ICUF institutions can show gains and achievements over time.

## FLORIDA BOARD OF GOVERNORS: BOG DASHBOARD

MyFloridaFuture, an interactive tool designed to assist students and families in making better informed decisions about postsecondary educational options in the State University System (SUS) of Florida, launched in spring 2022 as a standalone website and on the admissions page of each of Florida's 12 public universities. House Bill 1261, passed by the 2021 Florida Legislature and signed by Governor DeSantis, directed the Board of Governors of the SUS to develop a free, online college and career planning tool that provides students, parents, and policymakers with SUS graduate outcome information. MyFloridaFuture allows users to explore data at the system-level and by individual institution to provide useful information about the employment, salaries, and debt of graduates from Florida's 12 public universities.

Students and their families can explore each tab to learn more about options regarding:

- **Earnings over time** – Earning potential for each academic program at 1, 5, and 10 years after graduation.
- **Compare earnings** – Examples of low, median, and high wages across multiple programs.
- **Beyond the bachelor's** – Additional earning potential of continuing education beyond a bachelor's degree.
- **Earnings by major group** – Allows comparison of salary ranges expected for different major groups.
- **Typical loan amounts** – Proportion of students in the SUS who graduate with student loan debt and the average loan amount of a specific academic program.
- **Loans over time** – Projected monthly student loan debt payments as a proportion of potential monthly earnings over a 10-year period.



## FLORIDA DEPARTMENT OF ECONOMIC OPPORTUNITY: FL WINS

Led by the Governor's REACH Office, FL WINS is a strategic alignment and coordination of education and workforce initiatives to create a consumer-first workforce system, providing Floridians with broader access to education and training options, labor market information, career planning tools, workforce training, and education support. FL WINS requires the collaborative efforts of the REACH Office, DEO, Florida Department of Children and Families, Florida Department of Education, and CareerSource Florida, hereafter referred to as workforce partner agencies or workforce partners.

This innovative, system-wide approach to workforce development and education in Florida will create opportunities for meaningful employment and economic freedom for Floridians. It will also improve coordination among workforce partners which will, in turn, improve the delivery of workforce services to Floridians.

The FL WINS Program's goal is to integrate existing departmental systems of record by creating a data hub, common intake form, and public facing consumer portal that allows interoperability among multiple workforce partner agencies, and to create an enhanced user experience for Floridians. This will result in improved and efficient alignment of workforce services for Floridians, across state agencies, and streamlined processes that will minimize duplicative data entry from both individuals and workforce programs. Leveraging technology for integration will enable a more comprehensive look at data to enhance analytics and reporting metrics of programmatic performance outcomes.

The FL WINS Program is on a 5-year schedule, with an anticipated completion date of December 31, 2026. As of April 2023, the FL WINS Program is now in the execution phase.

## CAREERSOURCE FLORIDA: FLORIDA CLIFF DASHBOARD

Through a partnership with the Federal Reserve Bank of Atlanta, CareerSource Florida launched the Florida Career Ladder Identifier and Financial Forecaster (CLIFF) Dashboard ([floridacliffdashboard.com](https://floridacliffdashboard.com)) in January 2022. The dashboard maps the changes in public assistance eligibility as a participant's salary increases along chosen career paths. This dashboard was piloted in a case management setting with nine local workforce development boards throughout the state.

The purpose of the pilot was to assess the use of the dashboard in case management and career coaching. Several enhancements to the dashboard were identified and CareerSource Florida is working with the Federal Reserve Bank of Atlanta on updates including making the dashboard available in Spanish, adding the capability to address larger family sizes, and include more occupations, in addition to those identified as in demand in Florida.

CareerSource Florida is planning to expand the usage of this tool statewide and will support statewide implementation with training materials and desk aids.

Additionally, CareerSource Florida is seeking to expand the usage of the CLIFF dashboard beyond the state workforce system to additional partners including DCF's HOPE Florida Care Navigators, local community-based organizations and faith-based organizations, and employers.



## **FLORIDA ATLANTIC WORKFORCE ALLIANCE - \$30 MILLION FOR TALENT PIPELINE DEVELOPMENT**

In September 2022, Governor Ron DeSantis announced a nearly \$30 million investment in Florida's Space Coast, including major investments in workforce training programs to attract additional businesses in the aviation, aerospace, defense manufacturing and information technology industry sectors to Florida.

The Department of Economic Opportunity, the Department of Education, CareerSource Florida, Enterprise Florida, Space Florida, local workforce development boards and state colleges partnered in this initiative to identify high demand industries and match them with workforce education opportunities in the Space Coast region.

Investments include:

- The Governor's Job Growth Grant Fund (\$11.5 million) – to expand and support machining, welding, manufacturing, and avionics training programs at Eastern Florida State College (EFSC), Daytona State College (DSC), and Indian River State College (IRSC). The Governor's Job Growth Grant Fund promotes public infrastructure and workforce training across the state.
- The Florida Department of Education's Pathways to Career Opportunities Grant (PCOG) program (\$6.4 million) – to develop and expand machining and welding, aerospace, cybersecurity, and electrical apprenticeship and pre-apprenticeship programs at EFSC, DSC, and IRSC. The PCOG program is appropriated under the state of Florida General Appropriations Act to establish or expand registered apprenticeship or pre-apprenticeship programs.
- The Florida Department of Education's Cyber/IT Pathways Grant program, (\$3 million) – to develop, expand, and support cybersecurity programs at EFSC, DSC, and IRSC. The Cybersecurity and Information Technology Pathways program is a joint endeavor of the Florida Department of Education and the Florida Center for Cybersecurity to inspire and prepare more students to pursue fulfilling and lucrative careers in cybersecurity/information technology while helping address a national skills shortage in these areas.
- Workforce Innovation and Opportunity Act (WIOA) funding through CareerSource Florida (\$9.0 million) – to create the Florida Atlantic Workforce Alliance, a collaborative effort between workforce boards, educational institutions and school systems and aerospace, aviation, cybersecurity, and manufacturing employers from Flagler to Martin counties.
- WIOA creates and funds a comprehensive workforce development system that aids job seekers and employers.

## **FLORIDA RANKS NO. 1 IN THE NATION FOR ATTRACTING AND DEVELOPING SKILLED WORKFORCE**

Florida's focus on training workers with the technical skills and credentials is paying off as Florida was named No. 1 in the U.S. for attracting and developing a skilled workforce, according to Lightcast's 2022 Talent Attraction Scorecard. The No. 1 ranking confirms that our state's strong policies, open economy, and focus on education have solidified Florida as the nation's best state to learn, work and live.

Lightcast, a global leader in labor market analytics, launched the Talent Attraction Scorecard to help communities understand how they are doing at attracting and developing talent. Now in its seventh year, the Scorecard ranks counties based on education, overall job change, migration, skilled job change, competitive effect (jobs created above or below what is expected), and skilled job openings. The report measures seven growth areas of the most recent five-year period including net migration of counties adding new residents, education attainment, job creation, skilled job creation, competitive effect, and average annual job openings.

Highlights show successful job creation and growth across the state in counties big and small:

- Florida led the nation's states in talent attraction with 15 large counties in the top 50, led by Hillsborough County (8), Polk (10), Lee (12), St Johns (18), and Pasco (20).
- Florida also led all states in net migration, adding more than 388,000 residents between 2016-20. That is nearly double than the next state, Texas.
- Three Florida counties are among the top 10 large counties nationally in net migration: Lee, Pasco and Polk counties.
- And Nassau County led the nation in net migration among small counties with Walton County ranked fourth.

## **FLORIDA CREDENTIALS REVIEW COMMITTEE**

Created by the 2021 REACH Act, the Florida Credentials Review Committee includes private and public sector leaders in business, workforce development, education, and government. The committee is chaired by the Director of the REACH Office and receives administrative support from CareerSource Florida.

The REACH Act requires the Credentials Review Committee to establish a definition for credentials of value, create a Framework of Quality and identify non-degree and degree credentials of value to ensure instructional programs prepare Floridians for in-demand occupations. The Framework of Quality, a rubric by which credentials are evaluated for inclusion on the state's new Master Credentials List, must align with federally funded workforce accountability requirements.

To adopt a Framework of Quality, the Credentials Review Committee worked throughout 2022, convening a series of workgroups focused on labor demand, wages, and the sequencing of credentials. These workgroups analyzed data and educational and industry needs and trends to ensure the Master Credentials List would meet the needs of Florida's job seekers and employers. In October 2022, the Labor Market Estimating Conference provided data needed for the Credentials Review Committee to finalize the recommendations for the Framework of Quality, which was approved at the December 2022 meeting of the committee. In February 2023, the Credentials Review Committee will meet to formally adopt the Master Credentials List for the state of Florida.

# FLORIDA TALENT DEVELOPMENT COUNCIL STRATEGIC GOALS | 2023 UPDATE

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## **I. POLICY AND SYSTEMS ALIGNMENT - Deliver postsecondary education and training for students that results in talent pipeline alignment with high-demand employment needs.**

### **a. Determine the postsecondary programs, credentials, and skills needed to fill current and emerging demand for jobs.**

- i. Match occupation data with postsecondary program data to examine the difference between employment needs and potential supply.
- ii. Develop a consistent validation process to ensure industry credentials and job skills offered across secondary and postsecondary institutions are in demand for the fastest-growing jobs statewide and in their respective regions.
- iii. Identify emerging employment needs that might not be captured elsewhere.
- iv. Modify the national Classification of Instructional Programs (CIP) x Standard Occupational Classification (SOC) crosswalk to align with Florida secondary and postsecondary credentials.
- v. Develop a methodology for determining postsecondary credentials of value that includes employment demand and outcomes.

### **b. Build a talent pipeline by connecting employers to postsecondary delivery systems.**

- i. Leverage input from employers to identify, understand, and anticipate collective industry needs, address how industry trends will impact training and other workforce needs, and implement customized solutions at both the state and local levels.
- ii. Optimize and incentivize existing and new systems for developing partnerships between educational institutions and specific employers, including, but not limited to, the development of best practices.
- iii. At the regional level, work across partner lines to implement a coordinated and unified sector strategy approach to integrate business recruitment marketing, business engagement, needs assessment, and service/solutions delivery.
- iv. Incentivize the business community to provide more work and learn opportunities to Florida students and adults.
- v. Provide value-added tools and activities for students and job seekers to more efficiently connect with employers who are recruiting talent.
- vi. Establish a systemwide business services design by creating a single-entry point in government for businesses looking to partner with state entities.





## **II. DATA AND ACCOUNTABILITY - Identify common metrics and benchmarking to demonstrate progress on the SAIL to 60 by 2030 initiative.**

### **a. Enhance data collected by workforce partners.**

- i. Identify and leverage existing program accountability measures required by law and how these measures may be improved.
- ii. Identify, measure, and assess the integration of critical employability skills into training programs and assessments.
- iii. Measure the use of business-led, work-based learning, such as preapprenticeships, apprenticeships, customized training, and on-the-job training as well as credit for prior learning.

### **b. Provide data-driven tools to support and inform decision-making for both consumers and policymakers.**

- i. Improve information available to the workforce development system to make key strategic, programmatic, and funding decisions as well as communicate performance to all stakeholders, including students/parents, job seekers, businesses, and policymakers.
- ii. Develop online resources to help residents of the state explore and identify career pathways and opportunities.
- iii. Develop tools to capture real time data on high-demand employment.
- iv. Publish a data visualization tool to show where there are unmet needs.



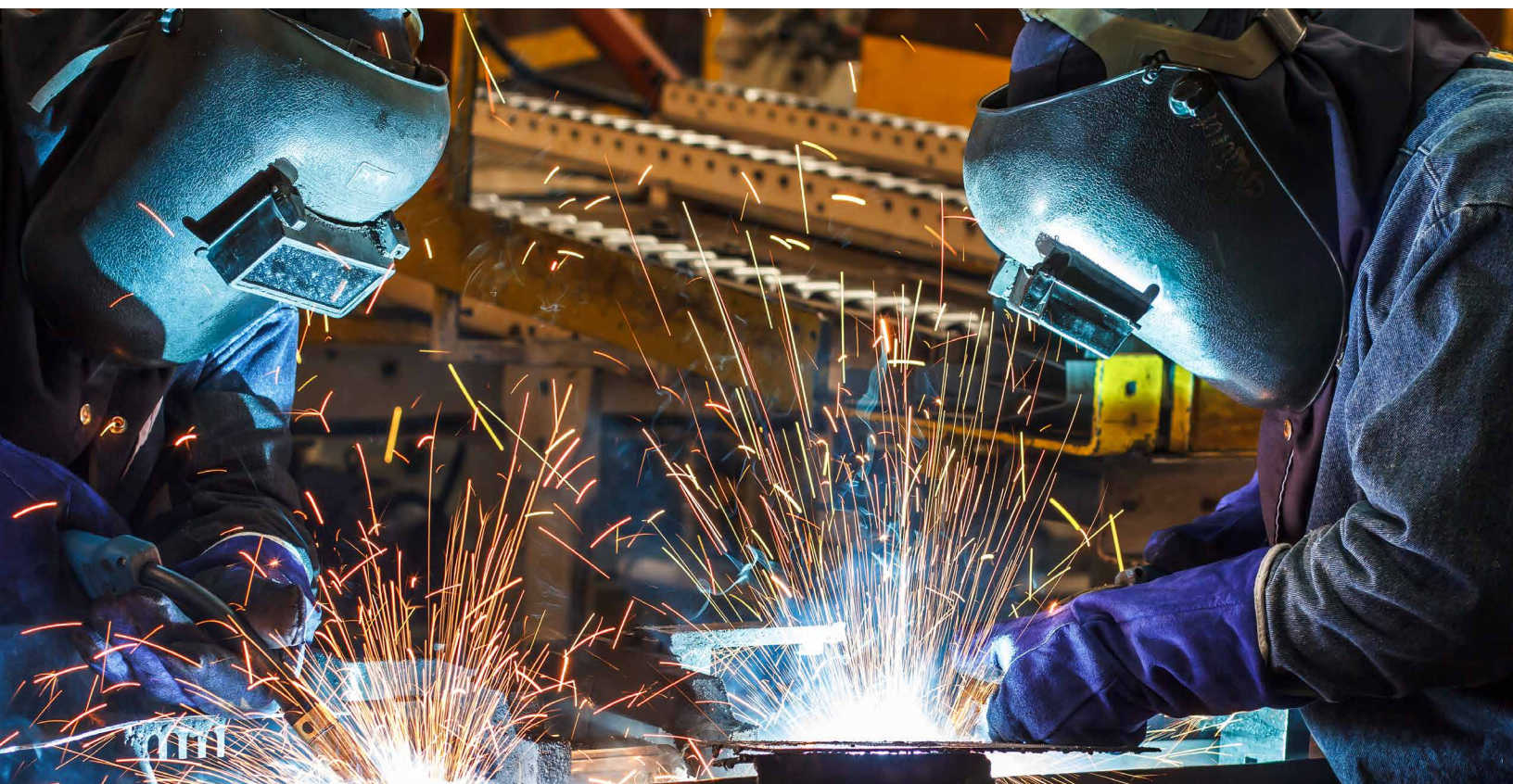
**III. CROSS-SECTOR COLLABORATION AND ENGAGEMENT- Engage all stakeholders in talent development and workforce education and training and leverage community partnerships to better align efforts to meet the needs of employers, particularly those in high-demand industry sectors.**

- a. Ensure all workforce partners share the common mission to increase the skills of Floridians, provide pathways to self-sufficient careers, and measure success using common metrics.**
  - i. Build upon and align with the Workforce Innovation and Opportunity Act (WIOA) State Plan's core partners/programs' strategies aimed to enhance coordination and partnerships.
  - ii. Support service and education alignment across workforce, education, and nonprofit support service organizations and social service agencies.
- b. Expand and accelerate the development, approval, and implementation of employer-driven models.**
  - i. Fast-track expansion and implementation of employer-driven training models that are supported by industry/employer stakeholders.
  - ii. Expand state and community college and partner capacity to design/replicate employer-driven training models by linking the sharing of models to professional development and continuing education requirements.
- c. Optimize public investment in Florida's workforce system.**
  - i. Evaluate current resource allocation and funding streams for system partners to identify and address duplicative services.
  - ii. Identify and recommend creative, cross-agency and cross-sector funding models that support similar workforce programs.
  - iii. Leverage opportunities to adopt technology solutions for data coordination to share information more systematically among job seekers, employers, and partners.



#### **IV. EQUITY AND ACCESS - Increase access to postsecondary education and successful completion for underserved populations and incumbent workers requiring a skills upgrade.**

- a. Remove barriers and increase access to education and workforce services for underserved populations.**
  - i. Identify gaps in educational attainment and labor market outcomes among underserved populations.
  - ii. Use data to identify benchmarks and targets for postsecondary attainment by the underserved opportunity groups for whom equity gaps exist.
  - iii. Evaluate current practices to identify, share, and, where appropriate, replicate proven practices that expand access to and completion of postsecondary degrees, certificates, and other credentials and support closing equity gaps.
  - iv. Increase certification and degree completion by gathering stakeholder input on programs and practices with proven results in reducing barriers to access.
  - v. Identify statewide priorities for closing critical equity gaps in education and training.
- b. Enhance awareness of the value of postsecondary attainment, focusing on underserved and underrepresented Floridians to help increase their postsecondary attainment outcomes.**
  - i. Identify and highlight strategies, programs, and practices by community partners and other entities that effectively address closing equity gaps in education and training resulting in postsecondary attainment.
  - ii. Gather information about existing methods for making college and career information available to students, especially students with identified barriers, at each tier of the education system.





**V. WORKFORCE READINESS - Increase postsecondary attainment, training transition, skills and gainful employment in targeted industry sectors.**

**a. Expand opportunities for employer-driven training models.**

- i. Reduce barriers to participation in rural communities and underserved populations.
- ii. Incentivize and expand education and awareness of apprenticeships as a viable career path.
- iii. Facilitate student access to, and incentivize employers to provide, hands-on training and work-based learning opportunities.

**b. Increase career-related education and exposure at all levels.**

- i. Identify, leverage, and build upon best practices relating to existing early career-related education programs.
- ii. Build partnerships among employers and all levels of educational institutions to facilitate earlier engagement in career exploration.
- iii. Make career-related services readily accessible to all students.
- iv. Incentivize the expansion of career and technical education.

**c. Address essential and occupational skills gaps.**

- i. Embed transferrable and employability skill instruction into curricula and programs.
- ii. Make skill-building tools and enabling technologies readily accessible to all students.

**d. Establish career pathways as the framework for Florida's talent development system.**

- i. Provide opportunities to attain stackable credentials, with multiple on-ramps and off-ramps, to ensure a lifelong career pathway.
- ii. Educate all students about and connect them with career pathway and credential opportunities.

**e. Increase postsecondary transitions and credential attainment.**

- i. Establish a flexible system that enables students to efficiently move across sectors, institutions, and programs to attain a credential of value.
- ii. Embed career advancement in existing career pathways and connect non-credit training and adult education to postsecondary credit training.



# COUNCIL MEMBERS

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**BOB WARD, CHAIR**

*President of Florida Council Of 100 /  
Governor Appointed Chair*

**SENATOR DOUG BROXSON**

*Member of the Florida Senate*

**REPRESENTATIVE ALEX ANDRADE**

*Member of the Florida House of  
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**LAURA DIBELLA**

*President and CEO, Enterprise Florida*

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**MONESIA BROWN**

*One Member of the State Board of Education*

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**SUE EDWARDS**

*President, Florida Association of Postsecondary  
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# Florida Talent Development Council

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## STRATEGIC PLAN

2023 Update

[floridajobs.org/TalentDevelopmentCouncil](https://floridajobs.org/TalentDevelopmentCouncil)

