

2012 Update



STRATEGIC PLAN
FOR THE
TEXAS WORKFORCE SYSTEM
FY2010-FY2015



2012 Update

*Advancing Texas: Strategic Plan for the Texas Workforce System
(FY2010-FY2015)*

Introduction

In September 2009, the Texas Workforce Investment Council (Council) completed a yearlong planning process, culminating with the approval of the integrated strategic plan for the state's workforce system. Entitled *Advancing Texas: Strategic Plan for the Texas Workforce System (FY2010-FY2015)* (*Advancing Texas*), the strategic plan was approved by the Governor on October 23, 2009. Building on the systems approach to workforce planning first incorporated into the previous system strategic plan, *Advancing Texas* serves as the blueprint for Texas' workforce system.

In accordance with Texas Government Code §2308.104(a)-(f), the plan establishes a framework for budgeting and operation of the workforce system. The system is comprised of the workforce programs, services and initiatives administered by eight state agencies and 28 local workforce boards, as well as independent school districts, community and technical colleges and local adult education providers.

The plan was devised on a six-year timeframe to align with the existing Texas Strategic Planning and Performance Budgeting System. The dynamic nature of the planning process provides for annual evaluations of progress and recommendations for further action. *Advancing Texas* is periodically updated to indicate accomplishments and milestones achieved, in addition to other applicable changes to the action plans (APs) and associated agency project plans.

This document represents the first update to the strategic plan. The APs and agency project plans are presented in their entirety with progress achieved indicated by a check mark (√) in the left-hand column, and major changes summarized in the Overview of Changes section.

Background

On December 1, 2003, the Council's System Integration Technical Advisory Committee (SITAC) convened to begin implementation of the previous system strategic plan. SITAC is authorized to create and deploy cross-agency teams to attain integrated solutions to issues associated with implementation of the long term objectives (LTOs) necessary for attainment of the vision for the Texas workforce system.

SITAC members were involved in development of *Advancing Texas* and continue to play a vital leadership role, working to develop and implement changes that further improve coordination, accountability and access to system programs and services. The Council Chair appoints SITAC members, who are executive-level representatives of each of the partner agencies. Additionally, SITAC has representation from the Texas Association of Workforce Boards.

For the *2012 Update*, all APs and agency projects associated with LTOs P5 – Employer Needs/Satisfaction and P6 – Use of Employment Data for Program Improvement were reviewed with the applicable system partner(s). Updates were required where there were changes or modifications in one or more areas such as: accomplishment of specified LTO; changes to status or accountable participants; or completion of, clarification to, or addition of major tasks/milestones.

Performance targets were also established or revised for several APs and project plans. In these cases, the targets were compared to baseline data and data reported for the Council's annual evaluation reports. Where no target was specified, staff worked with the partner(s) to establish one.

During the review and update process, Council staff conducted a preliminary review of information provided by partner agencies through verbal and written quarterly reports to SITAC. Responses to information requests for the Council's 2010 and 2011 Evaluation reports were also considered. Where additional or updated information was required, the applicable partner(s) responded to requests for the necessary information and data.

The proposed update was presented to the Council for action at the March 2012 meeting. Upon Council approval, the update was forwarded to the Governor for approval. Following approval by the Governor, the update was distributed to system partners and posted on the Council's website. The *2012 Update* now serves as the foundation of system and partner agency actions in the continued implementation of *Advancing Texas* and evaluation of its objectives and performance targets.

Overview of Changes

The *2012 Update* includes changes to all 14 APs and the eight associated agency projects. As noted above, recommended changes reflect agreement from the applicable partner agency(ies).

Senate Bill 653 (82nd Legislature) abolished original system partner, the Texas Youth Commission (TYC), and the Texas Juvenile Probation Commission. Effective December 1, 2011, duties assigned to the two agencies were transferred to the newly created Texas Juvenile Justice Department (TJJJ). As a new workforce system partner agency, TJJJ will: participate on SITAC; report Formal performance measure data previously submitted by TYC; and collaborate on implementation of *Advancing Texas*.

Two agency projects associated with AP P5 – Employer Needs/Satisfaction will be closed in conjunction with approval of the *2012 Update*:

- ▶ *P5.2 – Texas Higher Education Coordinating Board (THECB)*: The plan of work was modified and completed in 2011. As part of that effort, Blinn College and Lone Star College System were selected as models of promising practices for their efforts to measure employer satisfaction and use that information in institutional planning processes to improve program delivery. Both were formally recognized by the Council in December 2011.
- ▶ *P5.4 – Texas Youth Commission*: All major tasks have been completed, with implementation of the reformatted employer survey on hold due to the agency's reduction in force. As noted above, functions previously assigned to TYC have been assumed by TJJJ. The agency plans to continue implementation of employer satisfaction surveys when budget and staff are available.

Action Plans and Agency Project Plans

The following is a summary of the changes made to the APs and agency projects associated with LTOs P5 – Employer Needs/Satisfaction and P6 – Use of Employment Data for Program Improvement. The majority of the changes reflect accomplishment of milestones in the APs and project plans. The update also includes status changes, as well as additions or modifications to tasks/milestones and schedules to better reflect the anticipated actions and their durations.

- S1 – Assess Workforce Supply/Demand
- ▶ Changed status to Active.
 - ▶ Added Council as accountable participant.
 - ▶ Added new tasks.
 - ▶ Indicated task achievement.
 - ▶ Updated task to reflect modified work plan.
 - ▶ Adjusted schedule information to reflect revised project timeline.
 - ▶ Added dependency information.
 - ▶ Added/updated tracking measure/output information.
- S2 – Career Technical Education (CTE) – Increase Student Completion
- ▶ Changed status to Active.
 - ▶ Specified performance target.
 - ▶ Indicated task achievement.
 - ▶ Adjusted schedule information to reflect revised project timeline.
 - ▶ Added/updated tracking measure/output information.
- S3 – Dual Credit Transfer
- ▶ Changed status to Active.
 - ▶ Specified key performance measures.
 - ▶ Indicated task achievement.
 - ▶ Adjusted schedule information to reflect revised project timeline.
 - ▶ Updated dependency information.
 - ▶ Added/updated tracking measure/output information.
- S4 – CTE Demo – Improve Knowledge/Value Perception
- ▶ Changed status to Active.
 - ▶ Specified key performance measures.
 - ▶ Indicated task achievement.
 - ▶ Revised task to reflect funding decision.
 - ▶ Added/updated tracking measure/output information.
- C1 – Blind/Disabled Employment
- ▶ Changed status to Active.
 - ▶ Indicated task achievement.
 - ▶ Added/updated tracking measure/output information.
- C2 – Veteran Employment
- ▶ Changed status to Active.
 - ▶ Updated performance targets.
 - ▶ Indicated task achievement.
 - ▶ Adjusted schedule information to reflect revised project timeline.
 - ▶ Added/updated tracking measure/output information.
- C3 – English Language Learner (ELL) Employment
- ▶ Changed status to Active.
 - ▶ Added THECB as accountable participant.
 - ▶ Indicated task achievement.
 - ▶ Added/updated tracking measure/output information.
- C4 – Adult Basic Education/Low Literacy Level Employment
- ▶ Changed status to Active.
 - ▶ Indicated task achievement.
 - ▶ Added/updated tracking measure/output information.

P1 – Technical Education – Address Regional Skill Gaps

- ▶ Changed status to Active.
- ▶ Specified key performance measures.
- ▶ Indicated task achievement.
- ▶ Adjusted schedule information to reflect revised project timeline.
- ▶ Updated dependency.
- ▶ Added/updated tracking measure/output information.

P2 – Apprenticeship

- ▶ Changed status to Active.
- ▶ Indicated task achievement.
- ▶ Adjusted schedule information to reflect revised project timelines.

P3 – Data Set (*Texas Index*)

- ▶ Changed status to Active.
- ▶ Indicated task achievement.
- ▶ Revised long term objective, key performance measure and completion dates; deleted tasks; and added explanatory information to reflect modified work plan.

P4 – Local Board Plan Alignment

- ▶ Changed status to Active.
- ▶ Indicated task achievement.
- ▶ Added/updated tracking measure/output information.

P5 – Employer Needs/Satisfaction

- ▶ Changed status to Active.
- ▶ Indicated status of agency-specific projects.

Project P5.1 – Health and Human Services Commission – Department of Assistive and Rehabilitative Services

- Specified performance target.
- Indicated task achievement.
- Adjusted schedule information to reflect revised project timelines.
- Added actions taken.

Project P5.2 – Texas Higher Education Coordinating Board [Completed and closed]

- Specified project status.
- Indicated task achievement.
- Added actions taken.

Project P5.3 – Texas Veterans Commission

- Specified performance target.
- Indicated task achievement.
- Adjusted schedule information to reflect revised project timelines.
- Added actions taken.

Project P5.4 – Texas Youth Commission [Completed and closed]

- Specified project status.
- Indicated task achievement.
- Added actions taken.

Project P5.5 – Texas Department of Criminal Justice – Windham School District

- Specified performance target.
- Indicated task achievement.
- Added actions taken.

P6 – Use of Employment Data for Program Improvement

- ▶ Changed status to Active.
- ▶ Indicated status of agency-specific projects.

Project P6.1 – Health and Human Services Commission – Department of Assistive and Rehabilitative Services

- Specified performance target N/A.
- Indicated task achievement.
- Adjusted schedule information to reflect revised project timelines.
- Added actions taken.

Project P6.2 – Texas Veterans Commission

- Specified performance target N/A.
- Indicated task achievement.
- Added actions taken.

Project P6.3 – Texas Department of Criminal Justice – Windham School District

- Specified performance target N/A.
- Indicated task achievement.
- Added deliverables.
- Added actions taken.

Action Plan ID: S1		Action Plan Owner: SITAC	Action Plan – 2012 Update		Updated: 3/8/12	Rev: 1
Action Plan Status: Active		Long Term Objective				Plan Type: Partner
Key Performance Area: Systems, Operations, Competencies and Integration		Produce each biennium, commencing in 2010, a report that documents an assessment of the number and type of postsecondary education and training credentials (certificate, level two certificate, associate, bachelor's and advanced degrees) required to match the demand for a skilled and educated workforce. The assessment will include the number of forecast net job openings by occupation at each level of postsecondary education and training and the number of credentials needed to match that forecast.				
Accountable Participants: THECB, TWC, Council		Key Performance Measures				
Critical Business Issue: Need for enhanced and more effective integration of academic and career and technical education (CTE) options at secondary and postsecondary levels to assist students to graduate and transition to further education or the workforce, and to reduce dropouts.		<ul style="list-style-type: none"> Report, with data as specified. 				
Status	No.	Major Tasks/Milestones	Schedule		Dependencies	Tracking Measures, Interim Outputs & Recommended Reporting Schedule
			Start (mm/yy)	Completion (mm/yy)		
✓	1	Design overall project scope and plan, including user assessment via interagency task team. Considerations and determinations to include: <ul style="list-style-type: none"> geographical area, method of CIP-SOC match, and potential limit on number of occupations forecast (priority, growth, other significance). 	09/2009	01/2010	Ongoing data collection: <ul style="list-style-type: none"> THECB (supply) – annual enrollment and graduation data. TWC (demand) – employment and job opening projections. 	Completed Strategic Workforce Application Project – by LWDA.
✓	2	Design and develop data collection tools and techniques, analysis requirements and reporting methods.	01/2010	03/2010		Completed <ul style="list-style-type: none"> Validate occupations-to-programs crosswalk. [Completed] Develop process for updating and modifying crosswalk. [Completed]
✓	3	Execute data gathering and analysis.	03/2010	06/2010		Completed
✓	4	Design and develop initial report deliverables.	07/2010	09/2010		Completed TWC modified plan of work: Develop <i>SWAP User's Guide</i> designed to introduce stakeholders to SWAP's analysis tools and allow individuals to perform specific supply-demand analyses. [Draft completed August 2011]
✓	5	Design and implement online, interactive user tools.	07/2010	ongoing		In Progress <ul style="list-style-type: none"> TWC-develop interactive guide and case scenarios. [March 2012] TWC-partner with THECB to inform community colleges and other entities of online tool and potential uses. [Ongoing]
✓	6	Distribute report to selected users and customers. <i>NOTE: TWC determination made to build on user guide and develop online, interactive user tools rather than develop written report.</i>	09/2010	12/2010		Completed

Action Plan ID: S1		Action Plan Owner: SITAC	Action Plan – 2012 Update		Updated: 3/8/12	Rev: 1
Action Plan Status: Active		Long Term Objective				
Key Performance Area: Systems, Operations, Competencies and Integration		Produce each biennium, commencing in 2010, a report that documents an assessment of the number and type of postsecondary education and training credentials (certificate, level two certificate, associate, bachelor's and advanced degrees) required to match the demand for a skilled and educated workforce. The assessment will include the number of forecast net job openings by occupation at each level of postsecondary education and training and the number of credentials needed to match that forecast.				Plan Type: Partner
Accountable Participants: THECB, TWC, Council						
Critical Business Issue: Need for enhanced and more effective integration of academic and career and technical education (CTE) options at secondary and postsecondary levels to assist students to graduate and transition to further education or the workforce, and to reduce dropouts.		Key Performance Measures				
		<ul style="list-style-type: none"> Report, with data as specified. 				
Status	No.	Major Tasks/Milestones	Schedule		Dependencies	Tracking Measures, Interim Outputs & Recommended Reporting Schedule
			Start (mm/yy)	Completion (mm/yy)		
✓	7	Continuous improvement in data, compilation, review and distribution.	11/2011	ongoing		In Progress

Action Plan ID: S2		Action Plan Owner: TEA	Action Plan – 2012 Update		Updated: 3/8/12	Rev: 1
Action Plan Status: Active		Long Term Objective				Plan Type: Partner
Key Performance Area: Systems, Operations, Competencies and Integration		By 2013, Texas will decrease high school dropout rates by implementing rigorous Career and Technical Education (CTE) as a part of the recommended or advanced high school graduation program.				
Accountable Participants: TEA						
Critical Business Issue: Need for enhanced and more effective integration of academic and career and technical education (CTE) options at secondary levels to assist students to graduate, and to reduce the number of CTE students that drop out before graduation.		Key Performance Measures				
		<ul style="list-style-type: none"> Percent of CTE concentrators (Code 2 and 3 CTE Participants) who graduate on the recommended or distinguished achievement high school program. Achieve a minimum CTE concentrator rate of 81% annually. 				
Status	No.	Major Tasks/Milestones	Schedule		Dependencies	Tracking Measures, Interim Outputs & Recommended Reporting Schedule
			Start (mm/yy)	Completion (mm/yy)		
✓	1	Design, develop and adopt CTE courses to meet recommended or advanced high school program graduation requirements for the fourth year of math and science.	in progress	08/2010	SBOE adoption of CTE courses to satisfy a fourth math or science graduation requirement.	Completed TAC Chapter 74 Revisions.
✓	2	Embed college and career readiness standards (CCRS) into CTE TEKS.	04/2008	07/2009	HB 3485 and CTE Writing Teams.	Completed CTE Writing Teams embedded CCRS into new CTE TEKS.
✓	3	CTE TEKS to be adopted by the State Board of Education.	06/2007	07/2009	HB 3485 and SBOE adoption.	Completed CTE TEKS implementation 2010-2011 school year.
✓	4	Design, develop and implement professional development initiatives related to CTE TEKS.	in progress	09/2010	District support for CTE teacher professional development (PD).	In Progress <ul style="list-style-type: none"> TEKS implementation for 24,000 CTE teachers (face-to-face) offered 01/10 – 08/10. [Completed] TEKS PD available online 24/7 for ongoing training. [In Progress] <i>NOTE: Teachers will be required to complete PD prior to teaching these courses in the 2012-2013 school year. Access will be available in time to meet this requirement.</i>
✓	5	Design, develop and coordinate with the THECB policies and processes regarding dual credit courses and credit transfer. [Cont'd on next page]	in progress	12/2010	Work with the THECB regarding dual credit transfer.	In Progress Implement and/or monitor new studies related to: <ul style="list-style-type: none"> dual credit costs (HB 3646) [Completed]; effectiveness of dual credit courses (HB 3) [Completed]; feasibility of successful completion of end-of-course (EOC) exams by successful completion of a dual credit course (HB 3) [In Progress]; and

Action Plan ID: S2		Action Plan Owner: TEA	Action Plan – 2012 Update		Updated: 3/8/12	Rev: 1
Action Plan Status: Active		Long Term Objective				Plan Type: Partner
Key Performance Area: Systems, Operations, Competencies and Integration		By 2013, Texas will decrease high school dropout rates by implementing rigorous Career and Technical Education (CTE) as a part of the recommended or advanced high school graduation program.				
Accountable Participants: TEA						
Critical Business Issue: Need for enhanced and more effective integration of academic and career and technical education (CTE) options at secondary levels to assist students to graduate, and to reduce the number of CTE students that drop out before graduation.		Key Performance Measures				
		<ul style="list-style-type: none"> Percent of CTE concentrators (Code 2 and 3 CTE Participants) who graduate on the recommended or distinguished achievement high school program. Achieve a minimum CTE concentrator rate of 81% annually. 				
Status	No.	Major Tasks/Milestones	Schedule		Dependencies	Tracking Measures, Interim Outputs & Recommended Reporting Schedule
			Start (mm/yy)	Completion (mm/yy)		
	5 cont'd	<i>Cont'd from preceding page:</i> Design, develop and coordinate with the THECB policies and processes regarding dual credit courses and credit transfer.	in progress	12/2010	Work with the THECB regarding dual credit transfer.	<ul style="list-style-type: none"> correlation between performance on EOC assessments and success in military service or postsecondary workforce training (HB 3). [In Progress] <i>NOTE: Grade 9 students will begin to take EOC exams in the 2011-2012 school year. Each successive year, the successive grade will transition from TAKS to EOC exams. Graduating seniors will take EOC exams beginning with the 2014-2015 school year. Therefore, data regarding a correlation between EOC performance and success in military service or postsecondary workforce training will not be available until those (2014-2015) graduating seniors have joined the military and/or completed some level of postsecondary workforce training.</i>
✓	6	Develop and deploy additional early college high schools (ECHS).	in progress	ongoing	TEA State Initiatives.	In Progress <ul style="list-style-type: none"> Recommendations and actions in the Texas High School Program strategic plan. [Completed] As of September 2011, 54 ECHS in operation, including five T-STEM academies. New schools opened in FY 2010 (9) and FY 2011 (6). [Ongoing]
✓	7	Develop criteria for Campus Distinction Designations for 21 st Century Workforce Development program.	09/2009	08/2010	Commissioner of Education to establish a committee to develop criteria.	In Progress <p>Annual campus distinction designation for improvement in student achievement or diminish performance differentials between student subpopulations (HB 3).</p> <ul style="list-style-type: none"> Preliminary work: literature review, draft list of stakeholders, potential measurement criteria/indicators, and potential award methodologies. (August 2011) [Completed] Committee meetings. (Spring 2012) [Not Started] Initial distinction designations. (Concurrent with release of 2013 performance ratings) [Not Started]

Action Plan ID: S3		Action Plan Owner: THECB, TEA	Action Plan – 2012 Update		Updated: 3/8/12	Rev: 1
Action Plan Status: Active		Long Term Objective				Plan Type: System
Key Performance Area: Systems, Operations, Competencies and Integration		By 2013, education and training partners will have the infrastructure necessary (policies, procedures, data processes, rules, and capabilities) to facilitate the effective and efficient transfer of academic and technical dual credit courses from high schools to community colleges and four-year institutions.				
Accountable Participants: THECB, TEA						
Critical Business Issue: Lack of alignment and clarity in educational policy and regulation for secondary and postsecondary transitions is limiting efficiency and effectiveness of overall educational outcomes.		Key Performance Measures				
		<ul style="list-style-type: none"> Completion of major tasks and deliverables. 				
Status	No.	Major Tasks/Milestones	Schedule		Dependencies	Tracking Measures, Interim Outputs & Recommended Reporting Schedule
			Start (mm/yy)	Completion (mm/yy)		
✓	1	Provide information and training to high school counselors about the differences between workforce and academic dual credit programs and the transferability of courses and programs.	10/2009	10/2011	TEA and THECB will build on THECB Challenge Access Grant training to 20 regional service centers and high school counselors.	Completed Progress reports.
✓	2	Work with higher education institutions that provide dual credit courses to develop processes and information to advise parents and students about dual credit educational choices and articulation to workforce and/or academic degrees (see information contained in step #1), including information regarding: <ul style="list-style-type: none"> workforce and academic courses, credit differences; core curriculum; and application to two- and four-year degrees. 		3Q/2010		Completed THECB rulemaking process and rule approval.
✓	3	Design and execute a research study related to the cost/effectiveness of dual credit.		12/2010	TEA will draft an RFP and contract for the study in collaboration with the THECB.	Completed Report due 12/2010. [Published March 2011]
✓	4	Design and execute a research study regarding dual credit as a substitute for end of course exams.		12/2011	TEA will draft an RFP and contract for the study.	In Progress EOC assessments to be phased in: <ul style="list-style-type: none"> 9th grade in 2011-12; 10th grade in 2012-13; 11th grade in 2013-14; and 12th grade in 2014-15.
✓	5	THECB/TEA will improve data systems to more clearly track and evaluate student outcomes and efficacy of dual credit initiatives.	07/2009	06/2014	TEA and THECB will implement an IES Statewide Longitudinal Data System grant.	In Progress <ul style="list-style-type: none"> Grant deliverables according to grant timelines. Data analysis limited to the number of cohorts in the system, to begin with FY 2012 cohort.

Action Plan ID: S3		Action Plan Owner: THECB, TEA	Action Plan – 2012 Update		Updated: 3/8/12	Rev: 1
Action Plan Status: Active		Long Term Objective				Plan Type: System
Key Performance Area: Systems, Operations, Competencies and Integration		By 2013, education and training partners will have the infrastructure necessary (policies, procedures, data processes, rules, and capabilities) to facilitate the effective and efficient transfer of academic and technical dual credit courses from high schools to community colleges and four-year institutions.				
Accountable Participants: THECB, TEA						
Critical Business Issue: Lack of alignment and clarity in educational policy and regulation for secondary and postsecondary transitions is limiting efficiency and effectiveness of overall educational outcomes.		Key Performance Measures				
		<ul style="list-style-type: none"> Completion of major tasks and deliverables. 				
Status	No.	Major Tasks/Milestones	Schedule		Dependencies	Tracking Measures, Interim Outputs & Recommended Reporting Schedule
			Start (mm/yy)	Completion (mm/yy)		
✓	6	Evaluate the manner in which dual credit courses are defined relative to course outcomes and understanding of learning objectives for instructors.		ongoing	THECB work with 2-/4-year institutions to develop explicit learning outcomes that will be consistent across academic courses taught at all institutions in the state. Phased review process for the most frequently used/taken courses.	In Progress Incorporate into the THECB's ACGM. As of September 2011, faculty teams had developed learning outcomes for approximately 19% of course sections at community colleges and 25% of enrollments. [NOTE: Workforce courses in WECM already have learning outcomes.]
✓	7	Continue to develop and deploy Early College High School programs to identify issues and to inform the evolution of dual credit policies and procedures.	ongoing	ongoing	TEA will develop grant applications and award grants to school districts.	In Progress Progress reports.
✓	8	Continue to develop and deploy college credit programs in public high schools to ensure high schools meet the mandate to offer every student the opportunity to earn 12 hours of postsecondary credit.	ongoing	ongoing	Implemented by school districts.	In Progress Data collection.

Action Plan ID: S4		Action Plan Owner: Council	Action Plan – 2012 Update		Updated: 9/6/12 Executive Committee	Rev: 2
Action Plan Status: Active		Long Term Objective				Plan Type: System
Key Performance Area: Systems, Operations, Competencies and Integration		By 2013, design and implement a demonstration program targeted to improve perception of career options that career technical education (CTE) programs enable.				
Accountable Participants: Council						
Critical Business Issue: Career and technical education is perceived by many as a less desirable career option.		Key Performance Measures				
		<ul style="list-style-type: none"> Completion of major tasks and deliverables. 				
Status	No.	Major Tasks/Milestones	Schedule		Dependencies	Tracking Measures, Interim Outputs & Recommended Reporting Schedule
			Start (mm/yy)	Completion (mm/yy)		
✓	1	Design and execute a research study to identify models of best and promising practices for Texas high schools.	12/2009	07/2010		Completed
✓	2	From the study results, determine: <ul style="list-style-type: none"> common characteristics that the models share, elements for replication, linkages to middle school, and measures of success (metrics). 	08/2010	09/2010		Completed
✓	3	Convene a team to design a model of CTE outreach and awareness that incorporates those characteristics, elements, middle school linkages and metrics (step # 2).	09/2010	12/2010		Completed
	4	Note: Change of methodology from RFA to informational guide starting at this step. Publish and distribute an informational guide supporting demonstration of the model of CTE outreach and awareness (Step 3).	09/2012	05/2013		
	5	Reconvene the team for guidance on critical content of informational guide and possible incentives.	09/2012	01/2013		
	6	Identify and collect existing career exploration and detailed career information resources, tools, videos, events, and online sites that support activities in the informational guide.	09/2012	01/2013		
	7	Develop an informational guide for counselors and school administrators and CTE directors/teachers.	09/2012	01/2013		
	8	Develop support materials for implementation of the model.	09/2012	04/2013		
	9	Distribute the informational guide to interested public high schools in Texas.	04/2013	05/2013		
	10	Request feedback from schools regarding implementation, outcomes, and any success stories or lessons learned.	TBD			
	11	Request data from TEA for participating schools to gauge or explore possible outcomes associated with implementing the informational guide.	TBD			

Action Plan ID: C1		Action Plan Owner: HHSC-DARS		Action Plan – 2012 Update		Updated: 3/8/12	Rev: 1
Action Plan Status: Active		Long Term Objective					
Key Performance Area: Customer Outcomes		By 2013, the blind and disabled populations will achieve additional employment outcomes.					
Accountable Participants: HHSC-DARS		Plan Type: Partner					
Critical Business Issue: Everyone must be part of the critical pool of potential employees that is and will be required by Texas employers, especially target populations. Target populations include the blind and disabled, who with focused assistance can achieve enhanced employment outcomes.		Key Performance Measures					
		<ul style="list-style-type: none"> • Blind vocational rehabilitation services will achieve a minimum employment rate of 68.9%. • General disability vocational rehabilitation services will achieve a minimum employment rate of 55.8%. • Blind vocational rehabilitation services will achieve a minimum employment retention rate of 85%. • General disability vocational rehabilitation services will achieve a minimum employment retention rate of 70%. 					
Status	No.	Major Tasks/Milestones	Schedule		Dependencies	Tracking Measures, Interim Outputs & Recommended Reporting Schedule	
			Start (mm/yy)	Completion (mm/yy)			
✓	1	Blind and General Vocational Rehabilitation will develop and implement new and innovative projects that are partnerships between community rehab providers and employers. The outcome of these partnerships will be for consumers to become employed with the partner employer (or with an employer within a similar industry) and for employers to have access to trained potential employees. Develop a Request for Proposal to solicit applications.	07/2009	12/2009		Completed Development and posting of Request for Proposal.	
✓	2	Award up to 15 partner projects across the state that take place within a business based on the key deliverables: <ul style="list-style-type: none"> • Consumers receive industry specific training on business site. • Consumers acquire soft skills. • Consumers complete training, go to work and remain employed. • Work occurs with the employer partner or a company within the industry. The projects can continue as a fee based service after the completion of the contracts.	12/2009	03/2010		Completed Evaluation of proposals and selection of contractors.	
✓	3	Implementation of contracts.	03/2010	08/2012		Completed <ul style="list-style-type: none"> ▶ Ongoing monitoring and technical assistance; documentation of goals achieved first year for continued funding for second year; required ARRA and other state and federal reporting. ▶ Scheduled to end March 2012; may extend as cost reimbursement contracts pending development of template for fee-based embedded training. 	
✓	4	Evaluation of projects and contractors for continuation.	09/2011	08/2012		In Progress Sustainability plan. <i>NOTE: The embedded training model expanded through these contracts has been successful, leading to additional contracts and training sites through some vendors. Template for fee-based embedded training to be completed by August 2012.</i>	

Action Plan ID: C2		Action Plan Owner: TVC	Action Plan – 2012 Update		Updated: 3/8/12	Rev: 1
Action Plan Status: Active		Long Term Objective				Plan Type: Partner
Key Performance Area: Customer Outcomes		By 2013, the veteran population will achieve additional employment outcomes.				
Accountable Participants: TVC						
Critical Business Issue: Everyone must be part of the critical pool of potential employees that is and will be required by Texas employers, especially target populations. Target populations include veterans. While they often have a wide range of disabilities, with training, referral and placement services they can return to the civilian workforce.		Key Performance Measures				
		<ul style="list-style-type: none"> • Achieve a minimum target for employment rate as approved by LBB. • Achieve a minimum target for employment retention rate as approved by LBB. 				
Status	No.	Major Tasks/Milestones	Schedule		Dependencies	Tracking Measures, Interim Outputs & Recommended Reporting Schedule
			Start (mm/yy)	Completion (mm/yy)		
✓	1	Coordinate with Family Support Centers & ACAP on military installations to provide increased seminars and schedule outgoing military personnel to attend.	08/2009	ongoing	ACAP facilities, Family Support Centers, DOL.	In Progress <ul style="list-style-type: none"> ▶ Increase number of TAP seminars by a percentage relevant to the exiting number of military personnel. ▶ Review of monthly TAP reports, report outcomes on semi-annual basis.
✓	2	Coordinate with VA and DOD to identify exiting personnel that could benefit from Real Lifelines.	08/2009	ongoing	DOD, DOL, VA.	In Progress <ul style="list-style-type: none"> ▶ Increase participation in Real Lifelines program. ▶ Reported at the end of 4th quarter.
✓	3	Outreach major corporations to inform them of the benefits of hiring veterans.	08/2009	ongoing	TWC, DOL, LWDBs.	In Progress <ul style="list-style-type: none"> ▶ Increase employment and training opportunities within the Texas workforce development system. ▶ WISPR, quarterly. ▶ Statewide Business Outreach Coordinator. [November 2009] ▶ Veterans Business Representatives initiative. [July 2011]
✓	4	Make a special benefits website, launch a public service announcement campaign through radio and TVC and perform direct mail outs.	08/2009	09/2010	TVC, TWC, DOL.	Completed <ul style="list-style-type: none"> ▶ Raise public awareness of the Texas Veterans Commission. ▶ Total number of participants reported quarterly via WISPR.

Action Plan ID: C3		Action Plan Owner: SITAC	Action Plan – 2012 Update		Updated: 3/8/12	Rev: 1
Action Plan Status: Active		Long Term Objective				Plan Type: System
Key Performance Area: Customer Outcomes		By 2013, design and implement integrated Adult Basic Education and workforce skills training programs to enhance employment outcomes for the English language learner population.				
Accountable Participants: TEA, TWC, THECB						
Critical Business Issue: Everyone must be part of the critical pool of potential employees that is and will be required by Texas employers, especially target populations. Target populations include English language learners, who constitute a growing population requiring additional skills for workforce-related success.		Key Performance Measures				
		<ul style="list-style-type: none"> Increase in the number of vocational English as a Second Language (ESL) graduates (subset of ESL population). Increase in vocational ESL graduate entered employment rate (subset of ESL population). 				
Status	No.	Major Tasks/Milestones	Schedule		Dependencies	Tracking Measures, Interim Outputs & Recommended Reporting Schedule
			Start (mm/yy)	Completion (mm/yy)		
✓	1	Design and conduct a market evaluation to determine: <ul style="list-style-type: none"> size of population (adult English language learner with educational outcome of high school or greater), and geographic distribution of population (rural/urban, LWDA), and other pertinent criteria. 	01/2010	06/2010	TWC. Determination of specified geography.	Completed TWC LMI and/or the Texas State Demographer.
✓	2	Identify and assess local workforce occupational needs to determine potential high impact employment outcomes where significant local skills gaps exist.	06/2010	12/2010	Local workforce boards. Biennial supply- demand report.	Completed Labor market assessment at local level. Cross match outputs of steps # 1 and 2 to determine most significant training impact.
✓	3	Establish a work group, including members from TWC, CTCs, TEA and the Council, to design and develop a model (including funding) that can be executed through community and technical colleges and local workforce boards. The model will include: <ul style="list-style-type: none"> an integrated program design (language and occupational skills) delivered through local CTCs. funding from multiple funding streams: <ul style="list-style-type: none"> a local workforce board, through workforce funding, as the occupational training purchaser, TEA, through ABE funding, as the language instruction purchaser. an education/training outcome of certificate or higher. an educational/training duration that is of short to mid-term duration. 	06/2010	10/2010	TEA would need to know funding requirements by Oct/Nov the preceding year, for Feb/March for program initiation in July 2010. Resolve the question of new employment or upgraded employment and target audiences during working group model development. Wage gain aspects will also need to be discussed within the context of the model.	Completed Model and supporting documentation.
✓	4.	Negotiate with local providers and local boards.	10/2010	02/2011	Link to ABE grant applications if required.	Completed Agreement for pilot and dedicated funding allocation. Request for Applications with funding under THECB Riders 45 and 56, Senate Bill 1 (81 st Legislature).
✓	5	Design, develop and execute (a) pilot project(s) in targeted markets that includes the following process steps: outreach to target population and employers, program delivery, and marketing pilot participants to employers.	07/2011	06/2012	Work eligible participants, per WIA, with SSNs.	In Progress <ul style="list-style-type: none"> Pilot projects at seven community colleges. [August 2011-August 2013] Expanded to add eighth project. [Fall 2010-August 2013]
	6	Design, develop and execute evaluation tool to assess results and evaluate funding and implications for large-scale roll out.	06/2012 design develop	09/2012 execute	Influenced by # 3 and 5.	Assess delivery, employment outcomes and establish performance measure targets. Recommend improvements.
	7	Develop and execute roll out plan.	01/2013	ongoing	Adjust model based on # 6.	

Action Plan ID: C4		Action Plan Owner: SITAC	Action Plan – 2012 Update		Updated: 3/8/12	Rev: 1
Action Plan Status: Active		Long Term Objective				Plan Type: System
Key Performance Area: Customer Outcomes		By 2013, design and implement targeted Adult Basic Education programs to enhance employment outcomes for populations requiring workplace literacy skills.				
Accountable Participants: TEA, TWC						
Critical Business Issue: Everyone must be part of the critical pool of potential employees that is and will be required by Texas employers, especially target populations. Target populations include those with low literacy levels, who can be assisted through targeted literacy programs to gain or maintain employment.		Key Performance Measures				
		<ul style="list-style-type: none"> • Increase in the number of workforce literacy graduates (subset of ABE population). • Increase in workforce literacy graduate entered employment rate (subset of ABE population). 				
Status	No.	Major Tasks/Milestones	Schedule		Dependencies	Tracking Measures, Interim Outputs & Recommended Reporting Schedule
			Start (mm/yy)	Completion (mm/yy)		
✓	1	Identify and assess current initiatives related to workplace literacy program delivery underway in Texas.	01/2010	06/2010		Completed Look for different regions to support both C3 and C4 pilots.
✓	2	Identify and assess how many workforce boards have robust ABE relationships already established. <ul style="list-style-type: none"> • Review the 28 local workforce development board Program Year 2009 plans to see how they address Adult Basic Education (ABE). • Determine possible criteria for a “robust” ABE relationship between ABE providers and local boards. • Develop questions related to ABE and include those in the planning guidelines to be issued to local boards for PY 2010 during the Spring of 2010. • Evaluate responses from boards and provide a summary report by June 2010. 	01/2010	06/2010	TWC linkage for support and local providers.	Completed
✓	3	Determine content of workplace literacy skills program , and modify and/or add to existing curriculum.	06/2010	12/2010	Produce curriculum from existing courses, modules and resources.	Completed
✓	4	Establish a workgroup, including members of TEA, the Council and local program providers and boards, to design and develop a model of program outreach and delivery that fits within existing ABE funding and program offerings and initiatives and is offered concurrently with ABE levels 4-6, and includes: <ul style="list-style-type: none"> • a quarterly career exploration/awareness workshop for levels 4-6 students (the “what” a student can do). • a workplace skills program (the “how” a student can get there) that: <ul style="list-style-type: none"> ○ is accelerated (X hours over 2 to 3 weeks). ○ is taken concurrently with ABE courses. ○ focuses on essential workplace literacy skills (including soft skills and understanding of workplace documents, instructions, etc.). ○ results in a certificate of accomplishment. <p><i>[Cont'd on next page]</i></p>	06/2010	10/2010	TEA would need to know funding requirements by Oct/Nov the preceding year, for Feb/March for program initiation in July of 2010.	Completed Model and supporting documentation.

Action Plan ID: C4		Action Plan Owner: SITAC	Action Plan – 2012 Update		Updated: 3/8/12	Rev: 1
Action Plan Status: Active		Long Term Objective				Plan Type: System
Key Performance Area: Customer Outcomes		By 2013, design and implement targeted Adult Basic Education programs to enhance employment outcomes for populations requiring workplace literacy skills.				
Accountable Participants: TEA, TWC						
Critical Business Issue: Everyone must be part of the critical pool of potential employees that is and will be required by Texas employers, especially target populations. Target populations include those with low literacy levels, who can be assisted through targeted literacy programs to gain or maintain employment.		Key Performance Measures				
		<ul style="list-style-type: none"> Increase in the number of workforce literacy graduates (subset of ABE population). Increase in workforce literacy graduate entered employment rate (subset of ABE population). 				
Status	No.	Major Tasks/Milestones	Schedule		Dependencies	Tracking Measures, Interim Outputs & Recommended Reporting Schedule
			Start (mm/yy)	Completion (mm/yy)		
	4 cont'd	<i>Cont'd from preceding page:</i> <ul style="list-style-type: none"> linkage and referral to local workforce boards as determined in the program initiative design, for possible involvement in content delivery, assessment and certification, employment assistance. outreach to employers (possibly through a chamber of commerce) for program completers. 	06/2010	10/2010	TEA would need to know funding requirements by Oct/Nov the preceding year, for Feb/March for program initiation in July of 2010.	Model and supporting documentation.
✓	5	Negotiate with local providers and local boards.	10/2010	02/2011	Link to ABE grant applications if required.	Completed Agreement for pilot and dedicated funding allocation.
✓	6	Execute pilot.	07/2011	06/2012		In Progress Pilot projects at 10 adult education providers in three local board areas. [September 2011-June 2012]
	7	Design, develop and execute evaluation tool to determine program strengths, weakness and any recommended changes.	01/2012 design develop	09/2012 execute	Influenced by # 3 and 6.	Assess delivery, employment outcomes and establish performance measure targets. Recommend improvements.
	8	Prepare and execute roll out plan.	01/2013	ongoing	Adjust model based on # 7.	

Action Plan ID: P1		Action Plan Owner: CTCs	Action Plan – 2012 Update		Updated: 3/8/12	Rev: 1
Action Plan Status: Active		Long Term Objective				Plan Type: System
Key Performance Area: Programs, Products and Services		Community and technical colleges (CTCs) will plan and execute education and training programs to address workforce skills gaps in their regions, as identified by local needs assessments or the biennial supply-demand report produced by the THECB and TWC.				
Accountable Participants: Council, CTCs						
Critical Business Issue: Increasing shortage of workers with appropriate middle skills created by a skills gap and future workforce retirements in a wide range of industries and occupations.		Key Performance Measures				
		<ul style="list-style-type: none"> Completion of major tasks and deliverables. 				
Status	No.	Major Tasks/Milestones	Schedule		Dependencies	Tracking Measures, Interim Outputs & Recommended Reporting Schedule
			Start (mm/yy)	Completion (mm/yy)		
✓	1	Determine how closely aligned college program offerings are to local workforce needs through: <ul style="list-style-type: none"> undertaking a local needs assessment, or referencing the biennial supply-demand report produced by the THECB and TWC. 	ongoing	biennial	Supply-demand report to be produced as specified in LTO S1.	In Progress
✓	2	From the alignment assessment in step # 1, identify any areas of significant skills gaps.	ongoing			In Progress
	3	Where a skills gap is identified adjust college program offerings, by <ul style="list-style-type: none"> planning and implementing a new program in the occupational area, at the appropriate certificate or degree level. OR expanding an existing program to narrow the gap and address employers' short- and long-term needs. 	ongoing		Funding to create new or expand existing programs. THECB program approval process. Structural barriers.	
	4	The new or expanded programs and additional student enrollments may be in either for-credit or not-for-credit course/program offerings.	ongoing			
	5	When developing new or expanding existing programs, colleges will consider more than one and two-year programs for emerging high-skill occupations. They will also consider high demand occupations and certification in skilled trade areas such as welding, machining, field service technician, construction, pipefitting, plumbing and maintenance where those trades are critical to the economy and where the supply of skilled workers is limited.	N/A		College budget, available funding, facilities, instructors and equipment. Program delivery (hybrid, online, industry-based) methodologies to increase both effectiveness and cost efficiencies.	
	6	The Texas Workforce Investment Council (Council) will survey community and technical colleges to identify innovative and best practices related to 1-5 above, and disseminate those results.	2014	2015	Elements to include analysis of decision, development, budget and student outcomes.	Program evaluation surveys to be administered in 2014 and 2015. Innovative and best practices report following survey.

Action Plan ID: P2		Action Plan Owner: Council	Action Plan – 2012 Update		Updated: 3/8/12	Rev: 1
Action Plan Status: Active		Long Term Objective				Plan Type: System
Key Performance Area: Programs, Products and Services		By 2012, design, develop, and implement a pilot program to demonstrate flexibility of the 'earn while you learn' model of traditional apprenticeship programs. Where appropriate, expand and replicate into new occupational areas by 2015.				
Accountable Participants: Council						
Critical Business Issue: Increasing shortage of workers with appropriate middle skills created by a skills gap and future workforce retirements in a wide range of industries and occupations.		Key Performance Measures				
		<ul style="list-style-type: none"> • Execution of pilot by specified date. • Evaluation of early-stage outcomes for program participants. • Evaluation of program completion outcomes for program participants. 				
Status	No.	Major Tasks/Milestones	Schedule		Dependencies	Tracking Measures, Interim Outputs & Recommended Reporting Schedule
			Start (mm/yy)	Completion (mm/yy)		
✓	1	Form statewide leadership team/ steering committee to guide the execution of the action plan and projects that are generated from it.	in progress	12/2009		Completed
✓	2	Identify up to three potential projects to address employer demand for skilled workers through registered apprenticeship training. Eligible projects would be engaged in: <ul style="list-style-type: none"> • modification of an existing registered apprenticeship program to incorporate the increased flexibility afforded by new DOL regulations, or • development of a new registered apprenticeship program in an occupation that is part of one or more of the Governor's six target industry clusters. 	12/2009	03/2010	2008 revisions to Title 29 CFR part 29, including but not limited to use of competency-based program design, a hybrid of competency-based and time-based program design, or use of electronic media and other tools to support technology-based and distance learning options.	Completed
✓	3	Identify and secure commitment to participate from the entities that will be necessary to develop/modify and implement the program. These entities form the Project Team for each project and will include representatives from some or all of the following, based on the needs and design of the project: <ul style="list-style-type: none"> • the local education agency • community college • workforce board • employers • labor union • joint apprenticeship training committee • U.S. Department of Labor 	03/2010	09/2010		Completed
✓	4	Project team works with DOL to modify/ register program.	09/2010	09/2012		In Progress
	5	If additional federal funding becomes available for expansion of registered apprenticeship, the Project Team, in consultation with the statewide leadership team/steering committee, will prepare and submit a proposal for funding.	2010	ongoing	Availability of funding from the U.S. Department of Labor.	
	6	Undertake formative evaluations of the programs in this initiative at the mid-point of the length of the program.	2013	2014	Pilot program duration.	
	7	Undertake summative evaluations of the programs in this initiative at the end-point of the length of the program.	2014	2015	Pilot program duration.	

Action Plan ID: P3		Action Plan Owner: Council	Action Plan – 2012 Update		Updated: 3/8/12	Rev: 1
Action Plan Status: Active		Long Term Objective				Plan Type: System
Key Performance Area: Programs, Products and Services		The Council will produce a data set whereby system stakeholders can ascertain Texas' position relative to key indicators of competitiveness.				
Accountable Participants: Council						
Critical Business Issue: Data is required to ensure that system initiatives can be developed and executed to strategically position Texas in the global workforce marketplace.		Key Performance Measures				
		<ul style="list-style-type: none"> Publication of quantitative data and analysis report (<i>Texas Index</i> or its equivalent). 				
Status	No.	Major Tasks/Milestones	Schedule		Dependencies	Tracking Measures, Interim Outputs & Recommended Reporting Schedule
			Start (mm/yy)	Completion (mm/yy)		
✓	1	Develop and disseminate a report with specific strategic indicators that provide information on how Texas ranks relative to other states and nations. The indicators in the report will include those critical education, workforce, research and development, market (economy) data sets related to competitive position, and other data sets as appropriate.		ongoing		Completed Prior to each annual development cycle, the indicators in the reports will be reviewed to determine: <ul style="list-style-type: none"> if additional indicators are needed, and/or if any indicator should be discontinued.
✓	2	Each indicator will include the following comparative data: <ul style="list-style-type: none"> Large states (top 4 to 5). 50-state league table (abbreviated). International data – OECD, top three. International data – BRIC, top two. U.S. average. 		ongoing	Available comparative data.	In Progress
✓	3	2009 Index published and disseminated.		10/2009		Completed Index published and disseminated.
✓	4	2010 Index published and disseminated.		10/2010		Completed Index published and disseminated. <i>NOTE: Published in early 2011, the 2010 Texas Index contained 10 indicators with data sets identical to those in the 2009 report due to lack of new data.</i>
✓	5	2011 Index published and disseminated.		10/2011		Completed Index published and disseminated. <i>NOTE: Due to similar data unavailability, the 2011 Texas Index was compiled but not published.</i>
	6	Index published and disseminated.		per schedule		Index published and disseminated.

Action Plan ID: P4		Action Plan Owner: LWDBs	Action Plan – 2012 Update		Updated: 3/8/12	Rev: 1
Action Plan Status: Active		Long Term Objective				Plan Type: Partner
Key Performance Area: Programs, Products and Services		Local boards will align with and support the workforce system strategic plan through their planning processes and related initiatives. This will be documented in board plans and plan modifications, which are submitted to the Council for approval.				
Accountable Participants: LWDBs						
Critical Business Issue: Local workforce boards must understand and meet the needs of their local communities because they are the system's front line partner in offering relevant programs and services.		Key Performance Measures				
		<ul style="list-style-type: none"> Alignment of local board plans to the workforce system strategic plan. Success of key strategies, as demonstrated by performance data or qualitative outcomes, as appropriate and relevant. 				
Status	No.	Major Tasks/Milestones	Schedule		Dependencies	Tracking Measures, Interim Outputs & Recommended Reporting Schedule
			Start (mm/yy)	Completion (mm/yy)		
✓	1	Each local workforce board will submit its local plan or plan modification to the Texas Workforce Investment Council (Council), which serves as the State Workforce Investment Board under the federal Workforce Investment Act, for approval.	06/2010	08/2015	Texas Workforce Commission (TWC) requirement to submit a local board plan or plan modification.	In Progress Completed 2011 requirements.
✓	2	Each local board plan or plan modification will demonstrate through the inclusion of specific strategies, processes and initiatives alignment with the workforce system strategic plan, and performance and/or progress from the previous plan submission.		n/a	TWC local board planning guidelines.	In Progress Completed 2011 requirements.
✓	3	Each local board plan or plan modification will address, in addition to requirements in step # 2 above, requests for information or data made by the Council as part of the Council's consideration of local plans.			Texas Workforce Commission Local Board Planning Guidelines development.	In Progress Inclusion of an appendix in the planning guidelines that articulates the Council's request for information and data as it relates to alignment and performance. [Completed for 2011 through separate information request]
✓	4	2010 submission of local board plan or plan modification.		06/2010		<i>NOTE: TWC extended existing, approved board plans through September 2011; therefore, Council action was not required.</i>
✓	5	2011 submission of local board plan or plan modification. [Cont'd on next page]		06/2011		Completed <ul style="list-style-type: none"> TWC extended existing, approved board plans through September 2012. Boards were required to update their plans through: <ul style="list-style-type: none"> submitting amendments, as necessary; reviewing their Targeted Industries List and Statewide Target Occupation List; and submitting any changes to their Targeted Industries List and Statewide Target Occupation List, or providing a statement that the lists have been reviewed and no changes were needed. Two board submissions with substantive changes were determined to be modifications. Following review by TWC and the Council, both were

Action Plan ID: P4		Action Plan Owner: LWDBs	Action Plan – 2012 Update		Updated: 3/8/12	Rev: 1
Action Plan Status: Active		Long Term Objective				Plan Type: Partner
Key Performance Area: Programs, Products and Services		Local boards will align with and support the workforce system strategic plan through their planning processes and related initiatives. This will be documented in board plans and plan modifications, which are submitted to the Council for approval.				
Accountable Participants: LWDBs						
Critical Business Issue: Local workforce boards must understand and meet the needs of their local communities because they are the system's front line partner in offering relevant programs and services.		Key Performance Measures				
		<ul style="list-style-type: none"> Alignment of local board plans to the workforce system strategic plan. Success of key strategies, as demonstrated by performance data or qualitative outcomes, as appropriate and relevant. 				
Status	No.	Major Tasks/Milestones	Schedule		Dependencies	Tracking Measures, Interim Outputs & Recommended Reporting Schedule
			Start (mm/yy)	Completion (mm/yy)		
	5 cont'd	<i>Continued from preceding page:</i> 2011 submission of local board plan or plan modification.		06/2011		endorsed and recommended to the Governor for final approval. ▶ TWC assisted with the collection of summative data and information from local boards related to the implementation of <i>Advancing Texas</i> . All 28 local boards provided information pertaining to three action plans.
	6	2012 submission of local board plan or plan modification.		06/2012		Submission of local board plan or plan modification.
	7	2013 submission of local board plan or plan modification.		06/2013		Submission of local board plan or plan modification.
	8	2014 submission of local board plan or plan modification.		06/2014		Submission of local board plan or plan modification.
	9	2015 submission of local board plan or plan modification.		06/2015		Submission of local board plan or plan modification.

Action Plan ID: P5		Action Plan Owner: SITAC	Action Plan – 2012 Update		Updated: 3/8/12	Rev: 1
Action Plan Status: Active		Long Term Objective				Plan Type: System
Key Performance Area: Programs, Products and Services		Partner agencies will gather data from employer customers at appropriate intervals to determine employer needs and satisfaction.				
Accountable Participants: Partner agencies		Note: The work associated with this LTO is being carried over from <i>Destination 2010 FY2004-FY2009 Strategic Plan for the Texas Workforce Development System</i> . Some activities in the agency projects that support this LTO reflect activities that began prior to September 1, 2009.				
Critical Business Issue: Existing data gap regarding employers' needs and customer satisfaction hinders the ability to assess whether existing programs and services are adequately meeting customer requirements.		Key Performance Measures				
		<ul style="list-style-type: none"> Development and execution of a methodology to systematically and routinely identify relevant employers' needs and the level of satisfaction to which those needs are being met. By 2013, increase the level of customer satisfaction. 				
Status	No.	Major Tasks/Milestones	Schedule		Dependencies	Tracking Measures, Interim Outputs & Recommended Reporting Schedule
			Start (mm/yy)	Completion (mm/yy)		
✓	1	Health and Human Services Commission - Department of Assistive and Rehabilitative Services (Blind and Rehabilitation Programs) Evaluation of Employer Needs and Satisfaction Project.	prior to 09/2009	08/2015		In Progress See related project plan attached to this action plan.
✓	2	Texas Higher Education Coordinating Board (Community and Technical College Programs) Evaluation of Employer Needs and Satisfaction Project.	prior to 09/2009	08/2015		Completed See related project plan attached to this action plan.
✓	3	Texas Veterans Commission (Veterans Employment Services) Evaluation of Employer Needs and Satisfaction Project.	prior to 09/2009	08/2015		In Progress See related project plan attached to this action plan.
✓	4	Texas Youth Commission (Career and Technical Education-related Program) Evaluation of Employer Needs and Satisfaction Project.	prior to 09/2009	08/2015		Completed See related project plan attached to this action plan.
✓	5	Windham School District, Texas Department of Criminal Justice, (Career and Technical Education-related Programs) Evaluation of Employer Needs and Satisfaction Project.	prior to 09/2009	08/2015		In Progress See related project plan attached to this action plan.

Evaluation of Employer Needs and Satisfaction Project [P5.1 – 2012 Update]

<i>Accountable Participant:</i>		Health and Human Services Commission – Department of Assistive and Rehabilitative Services		
<i>Target:</i>		90% satisfaction level		
<p><i>Goal(s): Evaluate the level of satisfaction of businesses with the services provided by DARS for:</i></p> <ul style="list-style-type: none"> ▶ <i>program planning and management efforts; and</i> ▶ <i>potential use as a resource in development of the agency's next biennial strategic plan.</i> 				
No.	Task	Due Date	Deliverable(s)	Action(s) Taken
1 ✓	Determine data required to evaluate business satisfaction with DARS' services and how data will be collected and stored.	04/09	<ul style="list-style-type: none"> ▶ Online surveys ▶ Needs assessment of data infrastructure ▶ Processes illustrating how surveys would be administered and used 	<p>Completed</p> <p>Developed survey questions stemming from and relating to:</p> <ul style="list-style-type: none"> ▶ The Services Inventory. ▶ 32nd IRI Foundational Principles and employer expectations (National Network) – Questions shaped to assess how well principles and expectations are being met. Developed matrix between questions and what they tell us. ▶ Feedback obtained from business focus groups interviewed July-August 2009. <p>One survey will evaluate:</p> <ul style="list-style-type: none"> ▶ Transactions (short-term, immediate, available continuously, specific; collected for each interaction or encounter; all businesses could be surveyed). ▶ Relationships (long-term, periodic, sample respondents, limited scope; evaluate relationships over time). <p>Steps for August and September:</p> <ul style="list-style-type: none"> ▶ Design survey in web format. ▶ Map out survey logistics: <ul style="list-style-type: none"> - Survey processes, feedback loops, survey administration schedule, sample selection - Survey format(s) and layouts - How surveys would tie in with ongoing business (continuous improvement) ▶ Identify pilot survey audience. ▶ Administer survey (mid-September).
2 ✓	Complete system enhancements for data collection, if needed, and begin data collection.	09/09		Completed
3 ✓	After data is collected, evaluate the level of satisfaction among businesses and determine whether improvements are needed.	09/10-11/11		Completed Business partners' level of satisfaction was very high for DARS' services (e.g., potential hire, job retention assistance, accommodations and technical assistance, diversity awareness and other presentations). Comments related to service improvements were included; however, no negative responses were received. [November 2011]

<i>Accountable Participant:</i>		Health and Human Services Commission – Department of Assistive and Rehabilitative Services		
<i>Target:</i>		90% satisfaction level		
<i>Goal(s): Evaluate the level of satisfaction of businesses with the services provided by DARS for:</i> ▶ <i>program planning and management efforts; and</i> ▶ <i>potential use as a resource in development of the agency's next biennial strategic plan.</i>				
No.	Task	Due Date	Deliverable(s)	Action(s) Taken
4 ✓	Report of evaluation and make recommendations.	ongoing		In Progress Based on employer feedback, DARS modified processes: ▶ DARS researches Diversity Policies and Practices for companies earlier in the business relationship. [Ongoing] ▶ Business Relations Unit launched and successfully completed five "SWAT Immersions" with field units. The three-day sessions assist units with business relations strategy development and implementation, utilizing key data on businesses, labor demands, job ready consumers and market trends. [Completed 2011] ▶ Five additional "SWAT Immersions" scheduled. [In Progress through September 2012]
5 ✓	Design and implement changes as appropriate to increase business satisfaction with DARS' services.	ongoing		In Progress ▶ Purchased licenses for cloud based subscriptions for business relations management software and customized site for DARS' use. [November 2011] ▶ Beta testing by key DARS' staff. [December 2011] ▶ Entered business, contact and job information for larger business accounts. Issued licenses to additional staff; fully operational. [February 2012] <i>NOTE: The site has automated features that allow for email contacts and surveys with business customers. The Division for Rehabilitation Services will move the employer satisfaction survey process to this site when information for all current business customers is loaded and staff are fully using the system.</i>

Evaluation of Employer Needs and Satisfaction Project [P5.2 – 2012 Update]

Accountable Participant:	Texas Higher Education Coordinating Board			
Target:	<i>Closed: Project modified and completed in 2011.</i>			
Goal(s): Collect data on employer satisfaction with programs administered by community and technical colleges (CTCs).				
No.	Task	Due Date	Deliverable(s)	Action(s) Taken
1 ✓	Develop method by which the state will be able to survey employers statewide regarding the quality and applicability of degree and certificate programs from community colleges to the workplace environment.	05/09	THECB will develop an online system by which employers, notified by TWC, will be able to identify the community college programs from which they receive graduates and respond to an online survey for each program.	Completed THECB IT staff have agreed to develop the necessary web portal.
2 ✓	Obtain from TWC the necessary Employer Identification numbers to allow access to the web portal.	09/09	List of Employers with Employer Identification Number received by THECB.	Completed IT Staff are working to obtain the list of eligible employers from TWC.
3 ✓	Verify the survey questions with TWIC.	06/09	Confirmation from TWIC of the appropriate survey questions for inclusion in web survey.	Completed
4 ✓	Develop web portal for use by statewide employers and build database necessary to develop a report for each degree or certificate program at each institution.	09/09	THECB will develop fully functional web portal for state employers to respond to surveys for each individual degree or certificate program by institution.	Completed Web Developers have identified the necessary items for the website and are working to develop the necessary structure. When the website is operational, THECB will develop materials to be distributed electronically to employers.
5 ✓	Notify employers of the survey website location and the opportunity to provide feedback regarding employed graduates of the programs. Window for employers to respond is two months; survey access will be closed at that time.	10/09	THECB will provide TWC with information to be included in official mail to employers statewide notifying them of the web portal.	Completed After developing an online survey system, THECB worked with TWC to notify employers of its availability, also informing the Texas Association of Community Colleges and local workforce boards in an effort to increase awareness and participation.
6 ✓	Provide summary data of survey responses by program and institution.	01/10	THECB will provide a summary of degree and certificate survey results by institution or degree/certificate program.	Completed Insufficient number of responses for statistically significant analysis of the programs or employers' satisfaction.
7 ✓	Colleges analyze data and establish employer satisfaction target(s) where relevant and applicable.	03/10	Target(s), as appropriate.	Completed Insufficient number of responses for statistically significant analysis of the programs or employers' satisfaction.
8 ✓	Assess process and procedures, and modify as necessary to improve survey process and/or utility of website and results. May include elements such as: timeline, actions required by THECB, process used by TWC, and the number and distribution of employers (sample) surveyed.	03/10	Determination regarding changes to survey, process, sample, website to be used as inputs into step 9.	Completed THECB considered new options to meet the plan's intent and in 2011 partnered with the Council to survey CTCs to determine methods and activities related to employer satisfaction.
9 ✓	Conduct annual survey and report results that specify employer satisfaction by institution and degree/certificate program, and identify best practices, if applicable.	09/10-ongoing	Review data and report satisfaction measurement. Adjust benchmark(s) as necessary.	Completed A two-phase survey process was used to collect information on CTC strategies for determining employer satisfaction and using that information in institutional planning processes to improve program delivery. Blinn College and Lone Star College System were selected as models of promising practices and were formally recognized by the Council in December 2011.

Evaluation of Employer Needs and Satisfaction Project [P5.3 – 2012 Update]

Accountable Participant:	Texas Veterans Commission			
Target:	80% satisfaction level			
Goal(s): Develop new and/or modify current survey efforts in order to obtain employer data for: <ul style="list-style-type: none"> ▶ program planning and management efforts; and ▶ use as a resource in development of the agency's next biannual strategic plan. 				
No.	Task	Due Date	Deliverable(s)	Action(s) Taken
1 ✓	Develop design issues for implementing internally-administered employer survey, taking into consideration: <ul style="list-style-type: none"> – timing (e.g., odd-numbered year of biannual strategic planning cycle vs. X months post-placement); – implementation options (e.g., web-based SurveyMonkey.com, email, telephone); and – staff/resource requirements (e.g., state and/or regional staff). 	05/08	Task list and timeline	Completed 05/09 – Tasking and timeline complete: Employer survey to be conducted concurrent with the strategic planning cycle by email and phone using 1-2 staff per TVC region.
2 ✓	Draft survey questions.	05/08	Draft survey	Completed 06/09 – Draft survey questions complete.
3 ✓	Sample specifications: <ul style="list-style-type: none"> – Establish time frame (e.g., last PY or CY) and obtain estimates of number of applicable employers by local board area. – Develop sample specifications (e.g., n size for state, regional, or local board implementation). 	05/08-07/08	Employer sample plan	Completed <ul style="list-style-type: none"> ▶ 4/08 – Determination made to begin with employers identified as being aware that placed individuals received vet services. ▶ 05/09 – Confirmed pool of 150+ employers statewide who have received TVC services to be surveyed. Diverse set of employers includes large, medium and small along with a mix of urban and rural.
4 ✓	Obtain employer contact information.	08/08-05/09	Employer sample with required contact information	Completed 05/09 – Employer contact information confirmed.
5 ✓	Finalize and implement plan.	10/08-09/09	<ul style="list-style-type: none"> ▶ Roles, responsibilities and timelines identified for TVC state vs. regional staff ▶ Standardized survey finalized and conducted 	Completed New implementation date 07/09-09/09: <ul style="list-style-type: none"> ▶ 07/09 – Survey conducted. ▶ 08/09 – Nearly 150 employer responses received statewide.
6 ✓	Review and analyze data.	10/09	Data analysis and report, if applicable	Completed
7 ✓	Assess the process and procedures, modifying the survey as considered necessary (e.g., sample size/stratification, longer time frame to allow for analysis vs. Employment Retention data).	06/10	Task list and timeline	Completed <ul style="list-style-type: none"> ▶ Input into step 9. ▶ Electronic survey developed. [Completed 2011]
8 ✓	Use data obtained to recognize opportunities for program improvement or best practices.	12/09-ongoing	<ul style="list-style-type: none"> ▶ Perform data analysis and establish benchmark ▶ Deliver feedback to field staff 	In Progress <ul style="list-style-type: none"> ▶ Business Outreach Coordinator. [November 2009] ▶ Veterans Business Representative initiative. [July 2011]
9 ✓	Conduct annual employer survey and review results to determine employer satisfaction and target improvement. Strive to improve established benchmark set by historical surveys.	10/09-ongoing	Data analysis, report and adjust benchmark if necessary	In Progress FY 2012 – Survey conducted and analysis completed. [March 2012]

Evaluation of Employer Needs and Satisfaction Project [P5.4 – 2012 Update]

Accountable Participant:	Texas Youth Commission			
Target:	<i>Closed: Project modified and completed in 2011. NOTE: Senate Bill 653 (82nd Legislature) abolished the Texas Youth Commission (TYC) and the Texas Juvenile Probation Commission. Effective December 1, 2011, duties assigned to the two agencies were transferred to the newly created Texas Juvenile Justice Department (TJJD).</i>			
Goal(s): Utilize standardized questions to obtain employer satisfaction information related to PIE programs. Potential data uses might include, but are not limited to:				
<ul style="list-style-type: none"> ▶ program planning and management efforts; ▶ resource in development of the agency's next biannual strategic plan; and ▶ resource in preparation for future legislative sessions. 				
No.	Task	Due Date	Deliverable(s)	Action(s) Taken
1 ✓	Review federal PIE program Federal Assessment guidelines to assess the need for, desirability and feasibility of developing a small number (3-4) of standardized questions to measure employer feedback on program relevance, importance and satisfaction.	08/07	Guideline review	Completed Reviewed federal assessment and identified a place in the process for including Employer Survey questions. Obtained approval from state assessor and liaison to the National Correctional Industries Association about the appropriateness of including the survey.
2 ✓	Based on Task 1 outcome, assess and determine survey options: <ul style="list-style-type: none"> ▶ implementation timing (e.g., X months post-exit); and ▶ staff/resource requirements. 	01/08	Task list and timeline	Completed Determined survey will be administered annually during the state assessment process. TYC staff will administer survey at the wrap up of the PIE program assessment as part of the exit. Survey will be an additional document to the PIE Program Assessment.
3 ✓	Draft and finalize survey questions.	02/08	Survey questions	Completed Survey finalized.
4 ✓	Implement modified survey.	03/08	Survey data	Completed State assessment date for TYC PIE programs rescheduled for June 20, 2008. Survey will be implemented at this time.
5 ✓	Review and analyze data.	04/08		Completed Due date modified to 7/08; task completed.
6 ✓	Utilize data as a resource for strategic plan development, in preparation for future legislative sessions and other purposes, as appropriate.	05/08-06/09		Completed Due date modified to 7/08-8/09; in progress.
7 ✓	Assess the desirability and feasibility of modifying and replicating the survey for use with other TYC-administered programs.	ongoing		Completed Determine the feasibility and value in developing surveys for WD field staffs and youth participants.
8 ✓	Develop a small standardized survey to measure Career & Technical Education teacher and student feedback on program relevance, importance and satisfaction.	03/09	Survey questions	Completed Completed development of surveys for CTE Teachers and students.
9 ✓	Develop a small standardized survey to measure employer feedback on reentry program relevance, importance and satisfaction.	06/09	Survey questions	Completed Survey for Reentry Employers Survey is underway for 6/09.
10 ✓	Submits surveys to Research Department for review and approval.	09/09		Completed

Evaluation of Employer Needs and Satisfaction Project [P5.4 – 2012 Update]

Accountable Participant:	Texas Youth Commission			
Target:	<i>Closed: Project modified and completed in 2011. NOTE: Senate Bill 653 (82nd Legislature) abolished the Texas Youth Commission (TYC) and the Texas Juvenile Probation Commission. Effective December 1, 2011, duties assigned to the two agencies were transferred to the newly created Texas Juvenile Justice Department (TJJJ).</i>			
Goal(s): Utilize standardized questions to obtain employer satisfaction information related to PIE programs. Potential data uses might include, but are not limited to:				
<ul style="list-style-type: none"> ▶ program planning and management efforts; ▶ resource in development of the agency's next biannual strategic plan; and ▶ resource in preparation for future legislative sessions. 				
No.	Task	Due Date	Deliverable(s)	Action(s) Taken
11 ✓	Based on approval for use of the surveys, hold field staff training at the Workforce Development/Reentry Conference in February, 2010.	02/10	Survey procedures	Completed Field staff participated in development of survey implementation process.
12 ✓	Implementation of all surveys.	03/10-ongoing annually	Survey implementation	Completed Review survey results and determine appropriate satisfaction target(s). <ul style="list-style-type: none"> ▶ Pilot survey (paper-based) completed; small number of responses yielded overall positive results. [December 2010] ▶ Change to electronic format with implementation of annual survey to larger employer sample planned for June 2011. Implementation on hold due to reduction in force impacting the agency. ▶ Agency plans to continue implementation when budget and staff are available.

Evaluation of Employer Needs and Satisfaction Project [P5.5 – 2012 Update]

Accountable Participant:	Texas Department of Criminal Justice (TDCJ) – Windham School District (WSD)			
Target:	70% satisfaction level			
<p>Goal(s): Develop post-placement evaluation tool(s) and implement with applicable employers. Potential data uses might include, but are not limited to:</p> <ul style="list-style-type: none"> ▶ program planning and management efforts; ▶ modification and replication for additional Windham-/TDCJ-administered programs; ▶ resource in development of the agency's next biannual strategic plan; and ▶ resource in preparation for future legislative sessions. 				
No.	Task	Due Date	Deliverable(s)	Action(s) Taken
1 ✓	Assess and determine appropriate option(s) (e.g., staff-administered survey/checklist for use in-person or by phone, written survey) for collecting data to measure employer feedback on program relevance, importance and satisfaction.	04/08		Completed A survey to measure employer satisfaction of training programs was drafted for use by unit level RIO staff and Workforce Coordinator either in person or by telephone.
2 ✓	Draft and finalize data collection tool(s).	05/08	Data collection tool(s)	Completed Draft document finalized and ready for appropriate staff usage.
3 ✓	Implement data collection efforts.	06/08-ongoing	Employer data	Completed Data collection started, utilizing written survey.
4 ✓	Review and analyze data.	07/08-ongoing	Collection of data	Completed Feedback from companies that have ex-offenders currently employed has been positive. Employers indicate the training received while incarcerated is appropriate and meets workplace needs.
5 ✓	Utilize data as a resource for strategic plan development, in preparation for future legislative sessions and other purposes, as appropriate.	08/08-ongoing	Review of data	Completed Data gathering continued although somewhat slowed due to economy and fewer employers attending career awareness days. Training program evaluation ongoing.
6 ✓	Document 'lessons learned' for future data collection efforts.	08/09	Review of final data	Completed Review of employer surveys indicates no changes for future collection efforts.
7 ✓	Assess the desirability and feasibility of modifying and replicating the survey for use with other Windham-/TDCJ-administered programs.	10/09	Review survey document	Completed TDCJ/WSD completed review; determined survey document acceptable.
8 ✓	Review and evaluate information gathered from employer groups to determine appropriateness of training provided to incarcerated offenders within TDCJ.	01/10	Identification of programs in need of redirection	Completed TDCJ/WSD completed evaluation; determined no programs in need of redirection.
9 ✓	Establish target for employer group's satisfaction with training programs available to incarcerated offenders within TDCJ.	04/10	Target is set at specific satisfaction level	Completed 70% target
10 ✓	Conduct annual survey and review survey results to determine employer satisfaction level of training programs.	08/10	Review data and report satisfaction measurement	Completed <ul style="list-style-type: none"> ▶ TDCJ/WSD conducted survey and completed analysis. ▶ TDCJ/WSD developed plan to improve response rates.

Evaluation of Employer Needs and Satisfaction Project [P5.5 – 2012 Update]

Accountable Participant:	Texas Department of Criminal Justice (TDCJ) – Windham School District (WSD)			
Target:	70% satisfaction level			
Goal(s): Develop post-placement evaluation tool(s) and implement with applicable employers. Potential data uses might include, but are not limited to: <ul style="list-style-type: none"> ▶ program planning and management efforts; ▶ modification and replication for additional Windham-/TDCJ-administered programs; ▶ resource in development of the agency's next biannual strategic plan; and ▶ resource in preparation for future legislative sessions. 				
No.	Task	Due Date	Deliverable(s)	Action(s) Taken
11 ✓	Conduct annual survey and review survey results to determine employer satisfaction level of training programs.	08/11	Review data and report satisfaction measurement	Completed <ul style="list-style-type: none"> ▶ TDCJ/WSD developed and administered electronic survey. ▶ TDCJ/WSD identified data issues.
12 ✓	Conduct annual survey and review survey results to determine employer satisfaction level of training programs.	08/12	Review data and report satisfaction measurement	In Progress TDCJ/WSD developing alternative instrument and methodology.
13	Conduct annual survey and review survey results to determine employer satisfaction level of training programs.	08/13	Review data and report satisfaction measurement	
14	Conduct annual survey and review survey results to determine employer satisfaction level of training programs.	08/14	Review data and report satisfaction measurement	

Action Plan ID: P6		Action Plan Owner: SITAC	Action Plan – 2012 Update		Updated: 3/8/12	Rev: 1
Action Plan Status: Active		Long Term Objective				Plan Type: System
Key Performance Area: Programs, Products and Services		Partner agencies will use the employment data/outcomes of their programs to understand and improve those programs.				
Accountable Participants: Partner agencies		Note: The work associated with this LTO is being carried over from <i>Destination 2010 FY2004-FY2009 Strategic Plan for the Texas Workforce Development System</i> . Some activities in the agency project plans that support this LTO reflect activities that began prior to September 1, 2009.				
Critical Business Issue: Existing data gap regarding employers' needs and customer satisfaction hinders the ability to assess whether existing programs and services are adequately meeting customer requirements.		Key Performance Measures				
		<ul style="list-style-type: none"> Development and execution of a data-driven methodology to analyze data, and use of that analysis for program management purposes: namely, identification of best practices, areas for improvement, and opportunities to leverage existing practices and infrastructure. 				
Status	No.	Major Tasks/Milestones	Schedule		Dependencies	Tracking Measures, Interim Outputs & Recommended Reporting Schedule
			Start (mm/yy)	Completion (mm/yy)		
✓	1	Health and Human Services Commission - Department of Assistive and Rehabilitative Services (Blind and Rehabilitation Programs) Use of Data for Program Improvement Project.	prior to 09/2009	08/2015		In Progress See related project plan attached to this action plan.
✓	2	Texas Veterans Commission (Veteran Employment Program) Use of Data for Program Improvement Project.	prior to 09/2009	08/2015		In Progress See related project plan attached to this action plan.
✓	3	Windham School District, Texas Department of Criminal Justice, Use of Data for Program Improvement Project.	prior to 09/2009	08/2015		In Progress See related project plan attached to this action plan.

Use of Data for Program Improvement Project [P6.1 – 2012 Update]

Accountable Participant:	Health and Human Services Commission – Department of Assistive and Rehabilitative Services			
Target:	N/A			
<p>Goal(s): To improve DARS' services to businesses by evaluating the effectiveness of services provided. Evaluate the level of use by businesses of the services provided by DARS to determine whether DARS is meeting business needs for:</p> <ul style="list-style-type: none"> ▶ program planning and management; and ▶ potential use as a resource in development of the agency's next biennial strategic plan. 				
No.	Task	Due Date	Deliverable(s)	Action(s) Taken
1 ✓	Determine the services DARS VR programs offer to businesses.	11/08	<ul style="list-style-type: none"> ▶ Inventory of Services ▶ Glossary of Terms 	<p>Completed</p> <p>The Inventory of Services outlines services DBS and DRS VR programs offer to businesses. These services fall under four categories:</p> <ul style="list-style-type: none"> ▶ Outreach & Education ▶ Providing Qualified Candidates ▶ Job Retention ▶ Accommodations & Technical Assistance
2 ✓	Determine the parameters under which DARS VR programs offer these services to business.	01/09	<ul style="list-style-type: none"> ▶ Inventory of Services 	<p>Completed</p> <p>Most parameters are numerical – e.g., number of contacts, number of visits made to a given employer, or employers who hired more than one consumer. Surveys and feedback processes to provide information about employer satisfaction and perceptions of effectiveness.</p>
3 ✓	Determine the data required to evaluate the services provided to businesses by DARS and how data will be collected.	04/09	<ul style="list-style-type: none"> ▶ Online surveys ▶ Needs assessment of data infrastructure ▶ Processes illustrating how surveys would be administered and used 	<p>Completed</p> <p>Developed survey questions stemming from and relating to:</p> <ul style="list-style-type: none"> ▶ The Services Inventory ▶ 32nd IRI Foundational Principles and employer expectations (National Network) – Questions shaped to assess how well principles and expectations are being met. Developed matrix between questions and what they tell us. ▶ Feedback obtained from business focus groups interviewed July-August 2009. <p>One survey will evaluate:</p> <ul style="list-style-type: none"> ▶ Transactions (short-term, immediate, available continuously, specific; collected for each interaction or encounter; all businesses could be surveyed). ▶ Relationships (long-term, periodic, sample respondents, limited scope; evaluate relationships over time). <p>Steps for August and September:</p> <ul style="list-style-type: none"> ▶ Design survey in web format. ▶ Map out survey logistics: <ul style="list-style-type: none"> - Survey processes, feedback loops, survey administration schedule, sample selection - Survey format(s) and layouts - How surveys would tie in with ongoing business (continuous improvement) ▶ Identify pilot survey audience. ▶ Administer survey (mid-September).
4 ✓	Complete system enhancements for data collection, if needed, and begin data collection.	09/09		Completed

Accountable Participant:	Health and Human Services Commission – Department of Assistive and Rehabilitative Services			
Target:	N/A			
Goal(s): To improve DARS' services to businesses by evaluating the effectiveness of services provided. Evaluate the level of use by businesses of the services provided by DARS to determine whether DARS is meeting business needs for:				
<ul style="list-style-type: none"> ▶ program planning and management; and ▶ potential use as a resource in development of the agency's next biennial strategic plan. 				
No.	Task	Due Date	Deliverable(s)	Action(s) Taken
5 ✓	After data is collected, evaluate the level of DARS services provided. Determine appropriate level, and measure how well DARS meets that level. (This will incorporate entered employment, employment retention and trend analysis.)	09/10		Completed Business partners' level of satisfaction was very high for DARS' services (e.g., potential hire, job retention assistance, accommodations and technical assistance, diversity awareness or other presentations). Comments related to service improvements were included; however, no negative responses were received from respondents. [November 2011]
6 ✓	Report on results of evaluation making recommendations to improve DARS services to businesses.	ongoing		In Progress Based on employer feedback, DARS modified processes: <ul style="list-style-type: none"> ▶ DARS researches Diversity Policies and Practices for companies earlier in the business relationship. [Ongoing] ▶ Business Relations Unit launched and successfully completed five "SWAT Immersions" with field units. The three-day sessions assist units with business relations strategy development and implementation, utilizing key data on businesses, labor demands, job ready consumers and market trends. [Completed 2011] ▶ Five additional "SWAT Immersions" scheduled. [In Progress through September 2012]
7 ✓	Design and implement changes as necessary to the level of services to businesses.	ongoing		In Progress <ul style="list-style-type: none"> ▶ Purchased licenses for cloud based subscriptions for business relations management software and customized site for DARS' use. [November 2011] ▶ Beta testing by key DARS' staff. [December 2011] ▶ Entered business, contact and job information for larger business accounts. Issued licenses to additional staff; fully operational. [February 2012] <p><i>NOTE: The site has several automated features that allow for email contacts and surveys with business customers. The Division for Rehabilitation services will move the employer satisfaction survey process to this site when all current business customers are loaded and staff are fully using the system.</i></p>

Use of Data for Program Improvement Project [P6.2 – 2012 Update]

Accountable Participant:	Texas Veterans Commission			
Target:	N/A			
Goal(s): Utilize Veterans E&T Entered Employment and Employment Retention data (board-level and aggregate) obtained from the Texas Workforce Commission (TWC) for: <ul style="list-style-type: none"> ▶ program planning, management and refinement efforts; and ▶ identification of best practices. 				
No.	Task	Due Date	Deliverable(s)	Action(s) Taken
1 ✓	Review current TWC reports to determine if additional/modified reports are needed.	09/07	TWC data/report request, if applicable	Completed 7/09-Reviewed all Workforce Investment Streamlined Performance Reporting (WISPR) reports concerning veterans employment, determined additional monthly performance reports might be beneficial.
2 ✓	Where relevant, conduct trend analysis, taking into consideration criteria such as local area service structure (e.g., are vet services offered directly by Veterans Employment Staff, through the board's Business Services Unit or a combination).	01/08	Trend analysis checklist, including timeframe designation (i.e., monthly, quarterly, annually, one-time)	Completed <ul style="list-style-type: none"> ▶ 4/09-Completed trend analysis on close to 90 offices statewide. ▶ 5/09-Evaluated selected service delivery models identified in trend analysis and made adjustments where appropriate.
3 ✓	Utilize data: <ul style="list-style-type: none"> - as input to planning; and - in conjunction with surveys for program improvement efforts. 	02/08	Standardized employer satisfaction survey	Completed <ul style="list-style-type: none"> ▶ 7/09-Survey conducted. ▶ 8/09-Nearly 150 employer responses received statewide. ▶ 8/09-TBD – Data analysis to identify best practices.
4 ✓	Approach TWC regarding purchasing customized monthly performance reports	03/08	Custom monthly performance reports	Completed 8/09-Engaged TWC reporting official in discussion concerning feasibility and associated cost.
5 ✓	Communicate best practices information with appropriate state, regional and local staff to facilitate program improvement.	annually		In Progress Trend analysis data and reports.
6 ✓	Conduct trend analysis, analyze results and distribute results/information, as appropriate.	annually		In Progress Use as input to employer survey, as possible avenue to test or validate conclusions drawn from the data.
7 ✓	Utilize data as a resource for agency strategic plan development, in preparation for future legislative sessions and other purposes, as appropriate.	04/10-ongoing		In Progress Trend analysis utilized to: <ul style="list-style-type: none"> ▶ forecast PY 2012 staffing needs; and ▶ update Jobs for Veterans State Grant state plan; submitted to DOL's Veterans' Employment and Training Service for approval.

Use of Data for Program Improvement Project [P6.3 – 2012 Update]

Accountable Participant:	Texas Department of Criminal Justice (TDCJ) – Windham School District (WSD)			
Target:	N/A			
<p>Goal(s): Implement use of program evaluation tool(s) with local board and/or workforce center staff. Potential data uses might include, but are not limited to:</p> <ul style="list-style-type: none"> ▶ program planning and management efforts; ▶ modification and replication for additional Windham-/TDCJ-administered programs; ▶ resource in development of the agency's next biannual strategic plan; and ▶ resource in preparation for future legislative sessions. 				
No.	Task	Due Date	Deliverable(s)	Action(s) Taken
1 ✓	Review tool(s) currently used to collect data for assessing local board/center feedback related to training program relevance and quality, participant placement success and employer satisfaction.	03/08	Tool assessment	Completed Assessment instrument (survey) for data collection developed and tested in visits to several workforce boards/centers.
2 ✓	If applicable, revise and finalize data collection tool(s) (e.g., staff-administered survey/checklist for use in-person or by phone, written survey).	04/08	Data collection tool(s)	Completed Assessment instrument revised and finalized after visits to the Brazos Valley and Alamo Workforce boards/centers.
3 ✓	Implement data collection efforts.	04/08-ongoing	Local board/center staff data	In Progress As of July 31, 2009, all 28 boards/centers have been visited. Follow-up visits planned for some of the larger boards.
4 ✓	Review and analyze data.	05/08-ongoing	Collection of data	In Progress Visits to boards/centers reveals support for vast majority of Career and Technology Vocational training programs offered. Utilization of electronic data of offender demographics and achievements received from TDCJ also discussed with board/center staff.
5 ✓	Utilize data as a resource for strategic plan development, in preparation for future legislative sessions and other purposes, as appropriate.	06/08	Review of data	Completed Appropriateness of offender training programs reviewed with board/center staff. Staff analyzing data to determine if program redirections are needed. Boards with high demand occupations for ex-offenders have been identified and information shared with unit Project RIO staff.
6 ✓	Document 'lessons learned' for future data collection efforts.	08/09	Review of final data	Completed Data collection and board visits proved to be highly successful. No recommended changes for data collection tool.
7 ✓	Assess the desirability and feasibility of modifying and replicating the survey for use with other Windham-/TDCJ-administered programs.	10/09	Review survey document	Completed TDCJ/WSD completed review; determined survey document acceptable.
8 ✓	Review information gathered during workforce board visits to determine appropriateness of training provided to incarcerated offenders within TDCJ.	01/10	Identification of programs in need of redirection	Completed TDCJ/WSD completed review; determined no programs in need of redirection.
9 ✓	Assess feasibility of co-sponsoring training conference for local board staff and TDCJ/TDC Project RIO staff.	03/10	Feasibility assessment	Completed TDCJ/WSD completed assessment; determined not feasible due to budgetary constraints.
10 ✓	Assess data collected to assist (if warranted) with the 2010 agency strategic plan or legislative appropriation request.	06/10	Data review	Completed TDCJ/WSD analysis confirmed validity of current training offerings and the need for continuing annual evaluations.
11 ✓	Annually assess feasibility of and need for future board visits or contacts.	08/10-ongoing	Annual assessment	In Progress TDCJ/WSD FY 2011 review confirmed validity of current training offerings and the need for continuing annual evaluations.