



# Texas Workforce Commission

Strategic Plan 2025-2029



# Texas Workforce Commission Strategic Plan

## Fiscal Years 2025 to 2029

<u>Commission Member</u>	<u>Term End Date</u>	<u>Hometown</u>
Bryan Daniel Chair and Commissioner Representing the Public Appointed July 2019 Named Chairman August 2019	February 2025	Georgetown
Alberto Treviño III Commissioner Representing Labor Appointed January 2023	February 2029	Harlingen
Joe Esparza Commissioner Representing Employers Appointed November 2023	February 2027	Elgin

June 1, 2024

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# TWC Mission, Vision & Philosophy

## TEXAS WORKFORCE COMMISSION MISSION

To promote and support a workforce system that creates value and offers employers, families, individuals and communities the opportunity to achieve and sustain economic prosperity.

## TEXAS WORKFORCE COMMISSION VISION

TWC and its Workforce Solutions partners will maximize the power of innovation and partnerships to boost superior business outcomes and realize a competitive advantage for all Texans in the global economy.

## TEXAS WORKFORCE COMMISSION PHILOSOPHY

**Our work is guided by the following core beliefs:**

- We believe Texas is the best place in the country to live, work, and do business.
- We believe that there must be a skilled worker for every employer and a job for every Texan that wants one.
- We believe that local communities are in the best position to address local and regional workforce needs.
- We believe that the workforce system of Texas must be market-driven, meeting the needs of employers and workers, for Texas to continue as a leader in the global market.
- We believe that individuals must assume personal responsibility for making decisions about their lives and be accountable for their actions.
- We believe innovation and partnerships centered around local economic priorities maximizes effectiveness.
- We believe in conducting business with the highest standards of ethics, integrity, accountability, and efficiency.

**Our success will be based on the following organizational values:**

- Our employees are our greatest asset.
- We commit to excellence in everything we do.
- We treat people with respect and dignity and in a fair and equitable manner.
- We strive to be an innovative, flexible, and learning organization.
- We commit to transparent internal and external communication.
- We commit to being an exemplary employer, with world-class performance.

# A Message from the Executive Director

The upcoming year, 2025, marks the 30th anniversary of the establishment of the Texas Workforce Commission (TWC). When legislators created this agency to replace the Texas Employment Commission, they were making an important value statement: the goal of this agency is not simply to find people jobs, but to build a workforce system that empowers all Texans and drives growth, opportunity, and prosperity for the Lone Star State. Nearly thirty years later, it's hard to argue with success. By working together with policymakers and other agencies through efforts like the Tri-Agency Workforce Initiative, TWC has helped foster a more dynamic workforce capable of supporting one of the nation's strongest and fastest growing economies.

TWC's efforts to address the needs of Texas' workforce are constantly evolving just as the state's economy has evolved. Rapid changes in technology continue to transform the workplace and introduce both new career opportunities for jobseekers as well as challenges for existing industries. In the coming years, Texas will need a workforce built for further growth to empower all Texans. Yet, TWC embraces this challenge by seeking not only to enhance, but also innovate the services we offer our workforce. At the same time, TWC maintains a strong focus on serving the public through proven, vital programs and other efforts that make our workforce robust, resilient, and open to all Texans. All of these initiatives will be outlined in the following strategic plan, but I wanted to highlight several of particular importance:

## ***The Future Workforce***

TWC's holistic approach to services will help account for all workforce customers individuals, families, and employers. Through access to a wide-ranging menu of services, TWC and Local Workforce Development Boards (Boards) partners are able to provide greater integration of services across the entire workforce system. This integrated workforce service delivery model will augment the resources and knowledge of staff at local Texas Workforce Solutions offices, so they can provide workforce customers with a comprehensive, coordinated, and seamless selection of services. To this end, TWC and its network of local partners will be able to work together across programs and funding streams to help individuals achieve their employment goals and assist employers in hiring and retaining employees.

Another important project on the horizon is the Lone Star Workforce of the Future Fund, which will seek to address the middle skills gap comprised of jobs requiring more than a high school diploma, but less than a Bachelor's degree. This is a growing need in the workforce, and preparing workers to fill these jobs is crucial to maintaining a healthy economy. The fund will develop workforce training programs in partnership with junior colleges, technical institutes, and non-profit organizations to meet this need. Apprenticeship Texas continues to expand, providing options for Texas employers to access apprentices and provide training tailored to their specific business. Apprentices will continue to benefit from earn-while-you-learn models, gaining skills and credentials to compete in the global economy.

## ***Customer Service Main Door, Artificial Intelligence and Business Transformation***

Customer service is crucial to our agency's ability to serve Texans, but the numerous support services we provide Texans can be daunting for those who visit our website or contact us on the phone. The Customer Care Main Door initiative will transform how the agency provides its customers with the information and services they need. The program is designed to present customers with a clear and direct pathway(s) through the agency's various services, so they can quickly access the programs they are seeking. In addition, the Main Door will also make it easier for customers to learn more about other services offered by the workforce system.

As a precursor to enhancing our customer service, TWC completed a redesign of the agency website making it mobile friendly, enhancing its accessibility for the visually impaired, and making its content available in multiple languages across the entire website. TWC also continues to review agency operations to identify duplicative processes and streamline them thus improving service delivery and customer experience.

Along the same lines, TWC is actively exploring forward-leaning, holistic uses for artificial intelligence that can help us better serve our clients and the State of Texas. While the benefits of such technology are clear, we also have to ensure it is used responsibly. TWC's approach to using AI is as a support tool for our staff in serving our customers or analyzing data to make better decisions our operations, not ever to replace any of our staff.

### **Child Care**

Access to quality, affordable child care allows working parents greater opportunities to participate in the workforce, and that's a winner for families and the Texas economy. Administered through the Local Workforce Development Boards, TWC's Child Care Services Program currently funds over 140,000 children per day and provides financial assistance for low income families. In 2023 alone, the Texas economy benefited from working parents who earned over \$2.4 billion in wages with the support of child care financial assistance provided by TWC.

Furthermore, TWC recognizes the importance of quality care and early learning through the Texas Rising Star quality rating and improvement system, which is now mandatory for all providers receiving funding through TWC. Texas Rising Star certifies child care programs that meet basic standards of care and provides graduated enhanced reimbursement rates to providers that reach progressively higher levels of quality. Texas Rising Star providers also receive other quality support services, such as coaching, technical assistance, and professional development opportunities.

This 2025-2029 Strategic Plan provides TWC's goals for the five-year planning period. As TWC helps to grow and develop our state's workforce for Texas' economic future, it is with an eye towards rapid changes in technology and innovation in business. But at the end of the day, the most important part of the Texas workforce system will always be the human element. After all, when we talk about the "workforce system," what we're really talking about is how Texans empower themselves and their families through work. Our goal is to help them do that. With the leadership of the agency's three Commissioners and the support of the Governor, Texas Legislature, and our partners across the state, we will continue to implement solutions that provide win-win scenarios for the economy and people of the Lone Star State.

Edward Serna  
Executive Director  
Texas Workforce Commission

# TWC Goals and Action Items

## Goal I

**Ensure the Texas workforce system supports employers and allows business and industry to thrive.**

- 1.1. Provide timely, relevant workforce solutions that enable employers to find and retain the qualified workers needed to be successful and globally competitive.
  - 1.1.1. Deploy rapid, creative, flexible, employer-driven, practical solutions to connect employers with workers of all skill and education levels.
  - 1.1.2. Expand recruiting and hiring services provided by TWC and Local Workforce Boards to help employers build and maintain a robust workforce.
  - 1.1.3. Assist employers in hiring and retaining workers who are able to work but need child care and other critical workforce support services.
- 1.2. Engage with industry to address current and future workforce development needs.
  - 1.2.1. Assess and expand workforce training services for employers to prepare skilled workers to meet employer needs.
  - 1.2.2. Ensure apprenticeship, pre-apprenticeship opportunities, and other work-based learning strategies such as internships, mentorships, etc. are readily available and aligned with employer needs.
  - 1.2.3. Assist employers in easily understanding and navigating workforce programs and resources that can benefit them.

Describe how your goal or action items support each statewide objective.

*Accountable to the taxpayers of Texas.*

Employers will benefit from this goal through economic benefits that result from its achievement.

*Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.*

TWC will maximize resource utilization to benefit employers across the state, ensuring that the agency fulfills its core function with the most efficient use of funding resources and that processes are analyzed to maximize the benefit for every dollar spent.

*Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continually improve.*

The goal supports the agency's purpose of providing workforce development services to employers to meet their business needs, focusing on achieving performance measures and continuous improvement.

*Providing excellent customer service.*

Exceptional customer service will be achieved through engagement with employers and their satisfaction with the services and supports provided.

*Transparent such that agency actions can be understood by any Texan.*

Regular reporting of activities associated with employer support will demonstrate the benefits of goal achievement.



# Goal 2

## Ensure a skilled workforce is prepared and equipped to fill critical in-demand jobs, both now and in the future.

- 2.1. Assist workers in obtaining the skills necessary to fill critical occupations, as identified by industry.
  - 2.1.1. Upskill the current workforce to fill in-demand jobs through work-based learning strategies and workforce and education services.
  - 2.1.2. Develop and deploy programs to end the middle-skills gap.
  - 2.1.3. Ensure alignment between training programs and associated credentials with in-demand, high-wage occupations.
- 2.2. Connect a qualified workforce with employers.
  - 2.2.1. Expand the development of high-quality work-based learning opportunities that provide workers with the skills and experience needed to fill in-demand jobs and ensure qualified workers are matched with hiring employers.
  - 2.2.2. Support all individuals, including people with disabilities, veterans, foster youth, adult learners, and second chance populations, to prepare them to achieve career success and close gaps in labor force participation.
  - 2.2.3. Provide child care to eligible families to facilitate their participation in the workforce.
  - 2.2.4. Close the geographic and socioeconomic gap in talent distribution through programs, policy, and technology solutions.
- 2.3. Prepare a skilled workforce to fill critical jobs in the future.
  - 2.3.1. Ensure child care providers have the support necessary to provide quality early childhood learning programs.
  - 2.3.2. Provide access to the labor market and career information for better-informed decision-making.
  - 2.3.3. Support educational programs for students in Texas that inform and prepare them for high-skill, in-demand jobs and career success.
  - 2.3.4. Align the talent development pipeline with employer demand for qualified workers.

Describe how your goal or action items support each statewide objective.

*Accountable to the taxpayers of Texas.*

A prepared and skilled workforce will serve as an investment in the state's economy, providing a return on investment to Texas taxpayers.

*Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.*

TWC will ensure that resources are used efficiently to maximize every dollar spent on workforce preparation, education, and career services.

*Effective in successfully fulfilling core functions, measuring success in achieving performance measures and implementing plans to continually improve.*

The goal supports the agency's purpose of providing workforce development services to individuals and preparing a skilled workforce ready to meet employer needs, focusing on achieving performance measures and continuous improvement.

*Providing excellent customer service.*

Activities support efforts to provide both the current and future workforce with the employable skills they need to succeed in their careers.

# Goal 3

## Provide exceptional customer service and support to all workforce system stakeholders.

- 3.1. Deliver quality customer service to every customer who interacts with the workforce system.
  - 3.1.1. Ensure that every workforce system customer receives timely, efficient, and beneficial services to address their needs.
  - 3.1.2. Enhance the overall customer experience within the workforce system, providing multiple integrated pathways for customers to choose how they interact with the system.
- 3.2. Seamlessly integrate programs and coordinate services and make them easy for all workforce system stakeholders to access and navigate.
  - 3.2.1. Ensure customers can easily navigate and are comprehensively served across all workforce programs.
  - 3.2.2. Align and leverage resources available to support workforce development efforts through interagency partnerships and collaboration.
- 3.3. Maintain the highest levels of integrity, accountability, and efficiency across the workforce system and TWC programs.
  - 3.3.1. Strengthen systems in place to reduce and eliminate fraud, waste, and abuse within TWC and all programs it administers.
  - 3.3.2. Assist employers and workers with their unemployment insurance program needs by providing quality services in a timely manner.
  - 3.3.3. Reduce discrimination in employment and housing through education and fair administration of employment and housing laws.

Describe how your goal or action items support each statewide objective.

*Accountable to the taxpayers of Texas.*

All system stakeholders benefit from delivering exceptional customer service, maintaining integrity, and ensuring services are easy to access and navigate.

*Efficient such that maximum results are produced with a minimum waste of taxpayer funds, including through the elimination of redundant and non-core functions.*

Continuous improvement of processes identifies opportunities to eliminate waste and redundancies to maximize the efficiency of all TWC operations.

*Effective in successfully fulfilling core functions, measuring success in achieving performance measures, and implementing plans to continually improve.*

The goal achieves the agency's purpose of overseeing and providing workforce development services and supports to all workforce system stakeholders and its mission to support a workforce system that offers employers, individuals, and communities the opportunity to achieve and sustain economic prosperity.

*Providing excellent customer service.*

Activities support efforts to provide all customers with the support they need. Excellent customer service will be achieved through engagement with all stakeholders and attention to performance measures, process improvements, and oversight.

*Transparent such that agency actions can be understood by any Texan.*

Performance measures will be reported regularly, and improved communication with stakeholders will be accomplished through upgrades to resources and easily accessed, coordinated services.

# Workforce Opportunity = Texas Prosperity

## An Agency Overview

The Texas Workforce Commission and its 28 Local Workforce Development Boards, contracted service providers, and community partners provide a wide range of quality workforce development and connection services for Texas employers and job seekers. The primary functions of TWC include managing workforce development and employment services, administering programs such as child care and other support services, and overseeing the unemployment compensation insurance program. TWC also provides labor market information and analysis on shifts in occupations and industries to help businesses and policymakers understand the state's labor market.

The agency's most significant external challenge will be its response to Texas' rapid population and business growth during the five-year planning period covered in this strategic plan. According to seasonally adjusted Current Employment Statistics data from the February 2024 labor market report, Texas added 357,600 jobs to the economy during state fiscal year (FY) 2023, which marks a 2.6% annual growth rate. The Lone Star State is now home to just over 650,000 employers, 3 million small businesses, and a civilian labor force of more than 15.1 million. Continuing an extended period of growth, the state's population now stands at 30.9 million, which is expected to grow to 33.6 million by 2031, according to the Texas Comptroller of Public Accounts Fall 2023 Economic Forecast. Accordingly, TWC long-term employment projections predict that Texas employment will grow to 15.4 million in 2030. The changing labor market and robust economic growth requires TWC to support employers' needs with innovative methods to provide training and work-based learning opportunities in burgeoning occupations, including health care and technology.

TWC and its network of partners continue to operate a highly integrated workforce system. The Texas workforce system includes programs, services, and initiatives administered in cooperation with Local Workforce Development Boards, local adult education providers, community and technical colleges, independent school districts, eight other state agencies, and other key organizations. Although Texas' comprehensive workforce development system remains as a national model for workforce development, its integrated structure allows for continuous improvement and adaptability to meet the needs of job seekers and employers. Improved access and efficiency, along with value-added services, are among the many benefits customers receive from an integrated system. TWC and our system partners continue to explore integration solutions to further improve services provided to job seekers, and employers, such as, training resources, career guidance, and pipelines to lasting, high-demand jobs.

High quality, affordable child care is one of the most critical needs for working parents, employers, and the economy of Texas. In 2023, over 115,000 parents earned \$2.4 billion in wages with the support of financial assistance through TWC's Child Care Services. On average more than 40,000 employers were provided a workforce when TWC, Local Workforce Development Boards, and our child care providers cared for 142,000 children on average per day. In FY 2024, TWC plans to provide financial assistance to support approximately 145,000 children per day.

TWC is also focused on the Texas Rising Star Program to improve the quality of early childhood programs as we invest in the state's future workforce. Through the program, which is now a mandatory requirement for all regulated child care providers TWC provides tiered reimbursement rates for Texas Rising Star-certified providers, at a Two-, Three-, or Four-Star level. These tiers correspond with graduated enhanced reimbursement rates of at least five, seven, or nine percent respectively. Local Workforce Development Boards employ Texas Rising Star mentors who provide coaching and mentoring, including sharing best practices and the development of Continuous Quality Improvement Plans, to child care programs. In addition, both TWC and Local Workforce Development Boards support the ongoing training and educational attainment of early childhood educators and child care programs through a variety of efforts, including professional development scholarships, early childhood registered apprenticeship programs, child care business coaching, training, mentorship, and support in meeting initial and ongoing continuing education requirements.

TWC's Vocational Rehabilitation (VR) program provides services to eligible individuals with disabilities to help them prepare for and engage in employment. The Bureau of Labor Statistics indicates that, as of 2023, more than 40% of persons aged 16-64 with disabilities were participating in the labor force nationwide, which reflects an increase of 5% from pre-pandemic levels. Labor force participation rates have slowly increased each calendar year since 2021 at a higher rate than that of people without disabilities. As such, TWC has seen a significant increase in individuals with disabilities seeking assistance related to their employment goals. In FY 2023, over 95,000 customers were served through the VR program-up from roughly 90,000 in FY 2022 and 87,000 in FY 2021. TWC will continue to explore ways of maximizing resources to ensure all individuals with disabilities who come to us for assistance can be served.

To sustain the state's economic growth, TWC is fostering a highly skilled and productive workforce to support employers and allow industry to prosper in Texas. In March 2023, the Commission invested \$5 million in Workforce and Innovation Opportunity Act Funds to pilot Upskill Texas, a new training initiative designed to rapidly upskill incumbent workers across the state. Moving forward, Texas is investing more in critical programs to help ensure employers in high-demand industries have the skilled workers they need, such as the almost \$19 million in increased appropriations for the Skills Development Fund in the FY 2024-2025 biennium. In FY 2024, TWC will award \$15 million in Jobs and Education for Texans grants to promote career and technical education programs across Texas based on increased funding approved by the 88th Texas Legislature. TWC is also implementing the new Lone Star Workforce of the Future Fund to train qualified workers for entry- to mid-level jobs in high-demand occupations. In September 2023, the Commission adopted a Workforce Strategy for Rural Texas that includes the creation of the Rural Workforce Working Group composed of business organizations, economic development, and rural community colleges, a set of initiatives targeted at rural workforce development, and convening of a summit to gather rural workforce stakeholders and experts to highlight pressing challenges facing rural workforce development and identify practical solutions to address the challenges.

Offering the right resources to fill critical in-demand jobs—both now and in the future—remains a top priority for the Commission. Through career education, skills training, and labor market information, TWC enhances the employability, earnings, and the standard of living for Texas workers and continues to place individuals on rewarding career pathways while closing the middle skills gap. In support of these goals, Texas is investing nearly \$26 million in new funding for apprenticeship and pre-apprenticeship programs in FY 2024.

TWC also spotlights career opportunities for every segment of the workforce and encourages employers to hire more veterans, foster youth, people with disabilities, second chance individuals, and people transitioning into the workforce. In addition, TWC works with employers to increase and promote internships across Texas through support for the Texas Internship Challenge.

Providing quality customer service and support to all stakeholders in the workforce system is of the utmost importance to TWC. In partnership with the Texas Education Agency and the Texas Higher Education Coordinating Board, the Tri-Agency Workforce Initiative helps all Texans gain access to information, education, and training needed to identify and pursue pathways to employment. Enhanced use of data enables our 28 Local Workforce Development Boards to make better informed economic development decisions and connect local employers with area job seekers more rapidly.

TWC is committed to delivering exceptional customer service for all participants in the Texas workforce system. TWC established the Customer Care Division with the goal of transforming how the agency provides its customers with the information and services they need. The desired outcome is that customers will have a Main Door that grants clear and direct pathway(s) into the agency, so that they can easily identify the services that are relevant to them. In addition, TWC has piloted a suite of customer management software designed as a precursor to the customer-centered design solution approved by the 88th Texas Legislature to give customers a common entry point for receiving TWC services. In November 2023, TWC completed a redesign of the agency website making it mobile friendly, accessible to the visually impaired, and available in multiple languages across the entire website. TWC also continuously reviews agency operations to identify duplicative processes and streamline them for improved service delivery and customer experience.

The agency places a great deal of value on direct input and feedback from agency stakeholders. To provide customers and other stakeholders with the opportunity to provide the agency with feedback, TWC routinely holds meetings across the state, and through online forums to solicit input. Stakeholder feedback is then used to guide program operations and agency policy in areas such as Child Care and Early Learning and Vocational Rehabilitation. The agency also provides opportunities for stakeholders to provide public comment to TWC's three-member Commission at all regularly scheduled Commission meetings, which are open to in person and remote public commentators. In addition, Commissioners and agency staff routinely travel the state to engage with stakeholders where they live and work, hearing firsthand from stakeholders about their workforce successes, challenges, and needs.

In continuing fraud prevention efforts from the pandemic, TWC implemented several new strategies and better detection tools to prevent the payment of fraudulent claims. The agency added new fraud flags indicating imposter claims; engaged with data scientists to analyze TWC claim data and find gaps in fraud deterrence tools; and built on that work by developing predictive machine-learning models to prevent imposter claims with a current success rate of over 99%. TWC continuously adopts efforts to fend off cyber-criminals targeting states' unemployment insurance systems. As such, TWC's fraud deterrence work never stops.

In addition to fraud detection and prevention, the security of the information maintained within the state and local networks is increasingly tested by cyber-crime activity. Cybersecurity is a focus for TWC, as cybercrimes continue to evolve at a pace that requires consistent effort and resources toward developing and maintaining the strongest data security available. The world has seen a steady rise in the frequency and sophistication of cyberthreats and preparing and reinforcing infrastructure to respond to this is the new reality that all organizations with IT infrastructure face. Texas' workforce system is no different.

TWC has made continuous improvement part of the agency's culture. The 82nd Texas Legislature charged TWC with establishing a pilot program to improve the efficiency and quality of operations while reducing costs. The results of that pilot were promising, and TWC developed a suite of rapid process improvement principles and tools to support continuous improvement efforts across the agency. That has since evolved to a business transformation-oriented approach. Today, business transformation at TWC includes taking a holistic view of the agency and shifting our systems and processes to better support our agency's vision, mission, and goals.

TWC recognizes that advancements in artificial intelligence (AI) will have an even more significant impact on the broader Texas workforce system as the technology continues to evolve at a rapid pace. As employers continue to embrace advancements in technology, workers will also need the skills to thrive in a changing environment. This presents a unique opportunity for TWC to support both employers and workers through upskilling and reskilling programs. Internally, advancements in AI can be leveraged to better support and assist customers. When TWC became inundated with unemployment insurance claims in March 2020, we deployed Larry the Chat Bot to assist customers with their questions. Like a next generation FAQ page, Larry would field user-generated questions about unemployment cases. Using AI language processing, the bot would determine which answer prewritten by human staff would best fit the user's unique phrasing of the question. Since its introduction, Larry the Chat Bot has fielded more than 21 million questions. In addition, TWC has integrated Chat Bot functionality, known as SARA, to enhance communication with VR customers.

TWC also employs an AI tool for job seekers that provides customized recommendations of job openings, and we are working on multiple predictive analysis projects using machine learning to enhance overall customer outcomes. TWC is actively exploring holistic uses for artificial intelligence that can help us better serve our customers and the State of Texas. While the benefits of such technology are clear, we also have to ensure it is used responsibly.

Internally, the most significant demand for capital resources is technology upgrades over the planning period. Since the previous plan, TWC has made significant progress on modernization within critical agency operations. The agency website, [twc.texas.gov](http://twc.texas.gov), was upgraded in September 2023; the Workforce Case Management Modernization System was replaced in April 2024; and the Child Care Case Management System is expected to launch in July 2024. TWC also migrated four additional systems—Foreign Labor Certification, Work Opportunity Tax Credit, Texas Rapid Response Accountability Compliance System, and the Learner Outcome Tracking System—to newer technology that leverages a low code tool to increase delivery time. TWC selects technology initiatives that advance the agency's mission, goals, and objectives and align with statewide technology principles and priorities defined in the State Strategic Plan for Information Resources.

## Recent Key State Legislation

The 88th Texas Legislature enacted legislation that will positively impact TWC's ability to serve job seekers and employers. The Following is a summary of legislation enacted by the 88th Texas Legislature for the 2024-2025 biennium and implemented by TWC:

### Apprenticeship

**HB 4451 (Rep. Bhojani)** – This bill requires that TWC issue a report in consultation with Local Workforce Development Boards on available apprenticeship programs in Texas and make recommendations to expand the availability of apprenticeship programs in emerging and high-demand occupations. The report must be submitted no later than September 1st of each year.

### Child Care and Early Learning

**HB 1615 (Rep. Button)** – This bill requires TWC to establish and administer a prekindergarten (pre-k) partnership program that would assist child care providers who meet the eligibility criteria for pre-k partnership, to develop pre-k partnerships with local school districts and open-enrollment charter schools to provide pre-k classes to eligible three and four year old children. The bill also directs TWC to collaborate with the Texas Education Agency on strategies to expand pre-k partnerships. The bill further directs TWC to establish and administer a Child Care Professional Development Scholarship Program for current and prospective child care professionals to pay for certain professional training costs.

**SB 1145 (Sen. West)** – This bill entitles a person to an exemption from county or municipal taxation for all or part of the appraised value of property the person owns on which the person operates a qualifying child care facility.

**SB 1242 (Sen. LaMantia)** – This bill authorizes a person who is the director of a day-care center to provide training that meets the minimum training standards prescribed by the Executive Commissioner of the Texas Health and Human Services Commission (HHSC) for an employee, director, or operator of a day-care center, day-care home, or registered family home regardless of whether HHSC imposed an administrative penalty under provisions regulating such facilities against the day-care center.

### Employer Initiatives and Outreach

**HB 1755 (Rep. Button)** – This bill requires TWC to establish and administer the Lone Star Workforce of the Future Fund. The fund will provide grants of up to \$15,000 per participant to eligible entities to coordinate and deliver workforce training programs in high-demand occupations. TWC was appropriated \$5 million for the biennium for this program.

**HB 2975 (Rep. Guillen)** – This bill amends the Texas Labor Code relating the duties associated with establishing and maintaining a Work and Family Policies Clearinghouse under the jurisdiction of TWC. The bill requires TWC to consolidate and publish work and family policies and resources on the agency's website to house information on dependent care and other employment-related family issues and serve as a resource for small businesses to use when developing their own policies to benefit their employees.

## **Fraud Deterrence and Compliance Monitoring**

**HB 915 (Rep. Craddick)** – This bill requires that employers post information regarding the process for reporting workplace violence or harassment in a conspicuous location at the place of business. TWC is charged with consulting with the Department of Public Safety on the development of rules for the content to be included in the publicly displayed notice.

**HB 2459 (Rep. Vo)** – This bill makes changes to appeal processes related to Child Labor Cases investigated by TWC and provides three distinct levels of appeal to determinations issued by TWC in these cases. The bill also aligns the definition of a child to that of Texas Labor Code Chapter 51 which stipulates that a child is anyone under the age of 21 when working in a sexually oriented business.

## **Tri-Agency Workforce Initiative**

**HB 1703 (Rep. Ordaz)** – This bill requires TWC to establish and administer a pilot program in the Borderplex Workforce Development Board Area under which the Board will be required to collect and evaluate cross-sectional data and longitudinal supplemental data regarding local career education and training programs for the purposes of identifying successful program components and any gaps in data used to follow up on program participants following completion maintained by TWC, the Texas Education Agency, or the Texas Higher Education Coordinating Board under the Tri-Agency Initiative.

**HB 2920 (Rep. Paul)** – This bill makes changes relating to the distribution, posting, or provision of information regarding postsecondary education and career opportunities and to the confidentiality of certain information relating to persons provided assistance in accessing postsecondary education. Included in the bill's provisions is the requirement that information resources provided by the Texas Higher Education Coordinating Board must use the most recently available data from TWC regarding costs for obtaining credentials and the median debt of students who complete training programs. THECB is also required to use current TWC information for the top industries in the state as determined by TWC.

**SB 2139 (Sen. Parker)** – This bill establishes a new Opportunity High School Diploma program to provide an alternative means by which adult students enrolled in workforce education programs at public junior colleges may earn a high school diploma at the college through concurrent enrollment in a competency-based education program that allows students to demonstrate knowledge substantially equivalent to the knowledge required to earn a high school diploma in Texas.

## **Vocational Rehabilitation**

**HB 728 (Rep. Rose)** – This bill directs the Texas Health and Human Services Commission to establish a statewide interagency gaining services coordinating council to ensure a strategic statewide approach to interagency aging services. The Council is composed of representatives from a variety of state agencies and organizations including TWC.

## **Vaccine Mandates**

**SB 7 (Sen. Middleton, 88th 3rd Called Session)** – This bill prohibits an employer from having a mandate requiring an employee, contractor or applicant for a position to be vaccinated against COVID-19 as a condition of employment. The bill also establishes a process for an employee, contractor, or applicant to file a complaint with TWC if they believe their employer took an adverse action against them in violation of this law.



## Workforce Services

**HB 5174 (Rep. Bonnen)** – This bill establishes the Texas Semiconductor Innovation Consortium as an advisory panel to the Governor and Legislature to leverage the expertise and capacity of higher education institutions, industry, and nonprofit stakeholders to develop a comprehensive strategic plan to ensure ongoing semiconductor innovation; attract public and private investment related research, development, commercialization and manufacturing, identify and expand opportunities for workforce training and development, and establish a forum for public and private stakeholders across the Texas semiconductor manufacturing industry to focus on education, research and development and commercial production.

**SB 2315 (Sen. Hughes)** – This bill establishes the Task Force on Consolidation of Workforce and Social Services and charges the task force with the development of a plan to consolidate workforce development programs administered by TWC and social services programs administered by the Texas Health and Human Services Commission.

## Recent Key Federal Legislation

The 117th and 118th U.S. Congresses enacted several measures impacting both funding and operation of TWC and the Texas workforce system.

### Government Funding

The 117th and 118th Congress passed a series of Continuing Resolutions and omnibus funding bills to fund the government for FY 2023 and FY 2024.

#### **FY 2023**

**HR 6833 Continuing Appropriations and Ukraine Supplemental Appropriations Act 2023** (Public Law 117-180) Continued Government Funding from October 1, 2022 – December 16, 2022.

**HR 1437 Further Continuing Appropriations and Extensions Act, 2023** (Public Law 117-229) Continued Government Funding from December 16, 2022 – December 23, 2022.

**HR 4373 Further Additional Continuing Appropriations and Extensions Act, 2023** (Public Law 117-264) Continued Government Funding from December 23, 2022 – December 30, 2022.

**HR 2617 Consolidated Appropriations Act, 2023** (Public Law 117-328) Provided government funding through the remainder of FY 2023 as well as emergency assistance to Ukraine.

#### **FY 2024**

**HR 5860 Continuing Appropriations Act, 2024 and Other Extensions Act** (Public Law 118-15) Continued Government Funding from October 1, 2023 – November 17, 2023.

**HR 6363 Further Continuing Appropriations and Other Extensions Act, 2024** (Public Law 118-22) Continued Government Funding from November 17, 2023 – January 19, 2024 and February 2, 2024.

**HR 2872 Further Additional Continuing Appropriations and Other Extensions Act, 2024** (Public Law 118-35) Continued Government Funding from January 19, 2024 – March 1, 2024 and March 8 2024.

**HR 7463 Extension of Continuing Appropriations and Other Matters Act, 2024** (Public Law 118-40) Continued Government Funding from March 1, 2024 – March 8, 2024 and March 22, 2024.

**HR 2882 Further Consolidated Appropriations Act, 2024** (Public Law 118-47) Provided government funding through the remainder of FY 2024.

## Other Legislation

### **HR 4363 *Creating Helpful Incentives to Produce Semiconductors* (CHIPS) Act, 2022 (Public Law 117-167)**

- Provides \$50 billion in grants over five years to the Commerce, State, and Defense departments for initiatives to support domestic semiconductor research and development.
- Creates a tax credit for semiconductor production; authorizes funding for the National Science Foundation, National Institute of Standards and Technology, and Energy Department; and extends and provides direction for NASA initiatives.

### **HR 3746 *Fiscal Responsibility Act of 2023* (Public Law 118-5)**

#### **Debt Ceiling**

- The measure suspended the debt ceiling until January 1, 2025.

#### **Spending Caps**

- The measure set separate caps for security and non-security programs.

#### **Cap Reduction During Continuing Resolutions**

- The provisions would create an incentive to enact all 12 appropriations bills by the end of the calendar year. All 12 appropriations bills must be passed by April 30, 2024 to avoid an automatic 1% cut.

#### **Recission of COVID Funds**

- The measure would rescind unspent COVID-19 money (\$27.1 billion, according to the Congressional Budget Office). Most of the reductions would come from the Public Health and Social Service Emergency Fund and from certain infrastructure and disaster relief programs.

#### **Work Requirements**

- **Temporary Assistance for Needy Families (TANF)**
  - TANF Work Outcomes Pilot Program – provides grants to up to five States for conducting pilot programs measuring work outcomes.
  - Changes to reporting for TANF work outcomes.
- **Supplemental Nutrition Assistance Program (SNAP)**
  - Increases the age limit for SNAP Employment and Training (E&T) participation over time (from 49-54).
  - Includes waiver transparency language.

## Proposed Legislation

**HR 6655 *A Stronger Workforce for America Act, 2024*** The measure aims to update and make improvements to the Workforce Innovation and Opportunity Act in an effort to strengthen the workforce development system, encourage innovation, and offer career opportunities for American workers. The U.S. House passed the measure on April 9, 2024.

# Redundancies and Impediments

The Texas Workforce Commission has not identified any current state statutes, rules, or regulations applicable to the agency that would be considered redundancies or impediments. TWC is committed to seeking out and listening to its external and internal customers and partners and will respond to any additional redundancies or impediments identified during this strategic planning period

# TWC Strategic Plan

## Schedule A: Budget Structure

### Goal I. Local Workforce Solutions

To support a workforce system that offers employers, families, individuals, and communities the opportunity to achieve and sustain economic prosperity.

#### Objective I.1 Local Workforce Services

To provide a local, market-driven workforce system that meets the needs of employers for qualified workers and helps job seekers secure employment. Provide services to facilitate the match between employers and job seekers by helping employers fill jobs and assisting job seekers to find employment.

- Employers Served
- Participants Served – Career & Training
- % Employed/Enrolled 2nd Qtr Post-Exit – Career & Training
- % Employed/Enrolled 2nd-4th Qtrs Post-Exit – Career & Training
- Credential Rate – Career & Training
- Average Choices Participation

#### Strategy I.1.1 Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Workers

Provide employment, training, retention, and support services for participants eligible for workforce services in the following programs: Workforce Innovation and Opportunity Act, Temporary Assistance for Needy Families (TANF) Choices, Supplemental Nutrition Assistance Program (SNAP), Employment and Reemployment Services.

**Output:** Participants Served – Local Workforce Connection Services

**Efficiency:** Average Cost per Participant Served – Local Workforce Connection Services

#### Strategy I.1.2 Local Youth Workforce Services

Provide services for eligible Workforce Innovation and Opportunity Act (WIOA) youth to acquire skills for employment.

#### Objective I.2 Local Education and Reskilling Services

Provide education, training, assistance, and workforce services for eligible participants needed to gain competitive job skills.

- Employed/Enrolled 2nd Qtr Post Exit – Adult Education & Literacy (AEL)
- % Employed/Enrolled 2nd-4th Qtrs Post-Exit – Adult Education & Literacy (AEL)
- Credential Rate – Adult Education & Literacy (AEL)

#### Strategy I.2.1 Adult Education and Family Literacy

Develop adult education and literacy programs that support increases in employment, postsecondary education and training transition, skill gains, and secondary completion through demonstrated approaches that integrate system services and leverage community partnerships.

**Output:** Participants Served – Adult Education & Literacy (AEL)

**Efficiency:** Average Cost per Participant Served – Adult Education & Literacy (AEL)

### **Strategy 1.2.2 Trade Affected Worker Services**

Provide employment, training, and relocation assistance for eligible trade-affected workers.

### **Strategy 1.2.3 Senior Employment Services**

Assist eligible individuals aged 55 and older to gain competitive job skills through part-time on-the-job training while providing valuable community service.

## **Objective 1.3 Local Child Care Services**

Fund local child care services to enable eligible families to work or train for work and help employers find qualified workers. Fund child care initiatives to improve and expand quality child care.

### **Strategy 1.3.1 Local Child Care Solutions**

Fund child care to help support and enable income-eligible families to work and assist families transitioning from temporary public assistance to work.

**Output:** Average Number of Children Served Per Day

**Efficiency:** Average Cost Per Child per Month for Child Care

### **Strategy 1.3.2 Child Care Quality Activities**

Fund child care activities intended to enhance the quality of child care for families.

### **Strategy 1.3.3 Child Care for DFPS Families**

Fund child care services for eligible children in foster and protective care as authorized by Texas Department of Family and Protective Services (DFPS).

## **Goal 2. State Workforce Development**

Provide state workforce education and training services and state level support to ensure program accountability for the delivery of local workforce and child care services. Provide labor market information to support informed decisions relating to workforce and economic development activities.

## **Objective 2.1 State Workforce Education and Training Services**

Provide state workforce education and training services to support eligible employers along with current and future workers by providing customized job skills training and registered apprenticeship programs.

### **Strategy 2.1.1 Skills Development**

Provide customized job training for new or existing jobs in local businesses in partnership with eligible training providers and local workforce development boards.

**Output:** Contracted Number of Skills Development Trainees

**Efficiency:** Contracted Average Cost per Skills Development Trainee

### **Strategy 2.1.2 Apprenticeship**

Provide apprenticeship training through a combination of classroom instruction and supervised on-the-job experience. Provide grants to local public educational institutions and apprenticeship committees to support the costs of classroom instruction in registered apprenticeship training programs.

**Output:** Participants Served – Apprenticeship

### **Strategy 2.1.3 Jobs and Education for Texans (JET)**

Provide grants to eligible entities for equipment necessary for the development of career and technical education (CTE) courses or programs that lead to a license, certificate, or post-secondary degree in a high-demand occupation.

**Explanatory:** Contracted Number of First-Year JET Trainees or Students

### **Strategy 2.1.4 Self-Sufficiency**

Provide job training to Temporary Assistance for Needy Families (TANF) recipients and other low-income individuals in partnership with public community and technical colleges or non-profit community-based organizations.

**Output:** Contracted Number of Self-Sufficiency Trainees

**Efficiency:** Contracted Average Cost per Self-Sufficiency Trainee

## **Objective 2.2 Rehabilitation Services for Persons with Disabilities**

Provide persons with disabilities quality services leading to employment and living independently.

% Employed/Enrolled 2nd Qtr Post Exit – Vocational Rehabilitation (VR)

% Employed/Enrolled 2nd - 4th Qtrs Post Exit – Vocational Rehabilitation (VR)

Credential Rate – Vocational Rehabilitation (VR)

Average Earnings Per Business Enterprises of Texas (BET) Consumer Employed

### **Strategy 2.2.1 Vocational Rehabilitation**

Rehabilitate and place people with general disabilities in competitive employment or other appropriate settings, consistent with informed consumer choice and abilities.

**Output:** Participants Services – Vocational Rehabilitation (VR)

**Efficiency:** Average Cost per Participant Services – Vocational Rehabilitation (VR)

### **Strategy 2.2.2 Business Enterprises of Texas (BET)**

Provide employment opportunities in the food service industry for persons who are blind or visually impaired. Administer trust funds for retirement and benefits program for individuals licensed to operate vending machines under Business Enterprises of Texas (BET) (estimated and nontransferable).

**Output:**

- Number of Individuals Employed by BET Businesses (Managers and Employees)
- Number of Businesses Operated by Blind Managers

**Explanatory:** Number of Blind & Disabled Individuals Employed by BET Facility Managers

## **Objective 2.3 State Workforce Support and Accountability**

Provide technical assistance and oversight for Local Workforce Development Boards and service providers to ensure program accountability and fiscal integrity. Provide statewide workforce services and enforce laws and rules designed to protect workers and students.

### **Strategy 2.3.1 State Workforce Services**

Provide technical assistance and training for Local Workforce Development Boards and service providers to ensure the effective delivery of workforce services.

**Output:** Statewide Initiative Participants to be Served

**Efficiency:** Contracted Average Cost per Statewide Initiative Participant to be Served

### **Strategy 2.3.2 Child Care Administration**

Provide technical assistance and support for delivery of local child care services and quality child care activities.

### **Strategy 2.3.3 Labor Market and Career Information**

Provide labor market and career information to support informed decisions relating to workforce and economic development activities.

### **Strategy 2.3.4 Subrecipient Monitoring**

Monitor and evaluate compliance of local area service delivery for fiscal accountability and program effectiveness.

**Output:** Number of Monitoring Reviews of Subrecipients, Boards or Contractors

### **Strategy 2.3.5 Labor Law Enforcement**

Assist workers in obtaining payment of wages due and enforce worker safety standards for children in the workplace.

**Output:**

- Number of On-Site Inspections Completed for Texas Child Labor Law Compliance
- Number of Payday Law Decisions Issued

### **Strategy 2.3.6 Career Schools and Colleges**

Certify and regulate private career schools and colleges and evaluate appropriateness of education and training programs.

**Output:** Number of Licensed Career Schools and Colleges

### **Strategy 2.3.7 Work Opportunity Tax Credit Certification**

Certify tax credit applications to reduce the tax liability for businesses that hire eligible workers who have faced barriers to employment.

### **Strategy 2.3.8 Foreign Labor Certification**

Review labor certification applications submitted by employers to facilitate foreign workers receiving approval to work in the U.S. when qualified U.S. workers are not available.

## Objective 2.4 Unemployment Services

To collect employer contributions to the unemployment trust fund and pay unemployment benefits to qualified claimants actively seeking employment.

- Percent of Unemployment Insurance Claimants Paid Timely
- Percent of Unemployment Insurance Appeals Decisions Issued Timely
- Percent of Wage and Tax Reports Timely Secured

### Strategy 2.4.1 Unemployment Services

Pay unemployment claims for qualified individuals who are searching for work. Conduct hearings and issue written decisions for disputed unemployment insurance claims. Ensure accurate and timely unemployment tax collections from employers.

**Efficiency:** Average Time on Hold for Unemployment Insurance Customers (Minutes)

**Explanatory:** Number of Initial Unemployment Insurance Claims Filed

## Objective 2.5 Civil Rights

Reduce employment and housing discrimination through enforcement and education of state and federal laws.

- Percent of Employment and Housing Complaints Resolved Timely

### Strategy 2.5.1 Civil Rights

Investigate complaints involving employment and housing discrimination and provide education and outreach to reduce discrimination.

**Output:**

- Number of Individuals Receiving Equal Employment Opportunity (EEO) Training
- Number of Personnel Policies Approved by the Civil Rights Division
- Number of Employment/Housing Complaints Resolved
- Average Cost Per Employment/Housing Complaint Resolved

**Efficiency:** Average Cost Per Employment/Housing Complaint Resolved

## Goal 3. Indirect Administration

### Objective 3.1 Indirect Administration

- Central Administration Strategy
- Information Resources Strategy
- Other Support Services



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**TWC Strategic Plan  
Schedule B  
Performance Measure Definitions**

Goal No.	I	Local Workforce Solutions		
Objective No.	I	Local Workforce Services		
Measure Type:	OC			
Measure No.	I			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: H	

## Employers Served

### Short Definition:

The number of individual employer establishments receiving local workforce and business services during the performance period. The measure is a systemwide unduplicated count of employer establishments who received workforce and business services.

### Data Limitations:

Unduplication is primarily based on federal employment identification numbers (FEIN) for employers and location information. Self-service clients who set up multiple accounts without their official FEIN may be counted more than once. The performance period runs from July to June each year to align with the federal reporting period used in most workforce programs.

### Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify employer establishments served, along with dates and types of services received. Among the information systems included: the Workforce, Child Care, Adult Education, and Vocational Rehabilitation Case Management Systems, the Unemployment Wage System, and the Unemployment Insurance Benefit and Appeals Systems. Because data in these systems constantly change and it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes.

### Method of Calculation:

The number of employer establishments that received one of the following services in the performance period:

- Taking job postings;
- Providing specialized testing to job seekers on behalf of an employer;
- Performing employer site recruitment;
- Hosting, Organizing, or Supporting Job Fairs;
- Providing employer meeting or interview space;
- Providing customized or incumbent worker training;
- Entering into a subsidized/unpaid employer agreement;
- Providing Rapid Response;
- Performing Job Development;
- Preparing customized LMI reports in response to specific employer requests;
- Performing Fidelity Bonding
- Conducting Worksite Assessments; or
- Other services provided to employers for a fee.



**Purpose/Importance:**

The purpose of the measure is to report utilization of workforce and business services by employers.

**Calculation Type:** Noncumulative

**New Measure:** Yes

**Desired Performance:** Higher than target

Goal No.	I	Local Workforce Solutions		
Objective No.	I	Local Workforce Services		
Measure Type:	OC			
Measure No.	2			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: Y	Priority: H	

## Participants Served – Career & Training Services

### Short Definition:

The unduplicated number of Participants receiving Career & Training services. An Individual becomes a Participant by receiving participatory Career & Training services. These services are provided through funds traditionally appropriated for programs such as: Apprenticeship, Supplemental Nutrition Assistance Program E&T, Self-Sufficiency and Skills Development Funds, the Senior Community Service Employment Program, Trade Adjustment Assistance, Choices, and the Workforce Innovation and Opportunity Act. Participatory services generally do not include any self-service nor any staff-assisted registration, determination of eligibility, follow-up/information/support services or contacts to obtain status or progress information or determine the need for additional services.

### Data Limitations:

Unduplication is primarily based on system-generated customer IDs within a system and Social Security Numbers (SSN) across systems. Individuals who do not have or do not disclose their SSNs may be counted more than once if they have multiple accounts in various information systems. Because services are often provided over a period of several months, the year-to-date performance on this measure generally starts out well above target with a significant number of “carry-forward” customers. “Carry-forward” customers are those who began receiving services in a prior year and are continuing to receive them in the current year. The performance period runs from July to June each year to align with the federal reporting period used in most workforce programs.

### Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. Among the information systems included: the Workforce, Child Care, Adult Education, and Vocational Rehabilitation Case Management Systems, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. Because data in these systems constantly change and it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes.

### Method of Calculation:

Participants who received Career & Training services during the performance period are identified and unduplicated.

### Purpose/Importance:

The purpose of the measure is to report utilization of Career & Training services by Participants.

**Calculation Type:** Noncumulative

**New Measure:** No

**Desired Performance:** Higher than target

Goal No.	I	Local Workforce Solutions		
Objective No.	I	Local Workforce Services		
Measure Type:	OC			
Measure No.	3			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: Y	Priority: H	

## Percent Employed/Enrolled 2nd Qtr Post-Exit – C&T

### Short Definition:

The percentage of Career & Training (C&T) Participants who are employed or in education/training in the 2nd quarter after completion of services (exit). Exit generally occurs after the Participant does not receive participatory services for more than 90 days and no future services are planned. Participatory services generally do not include any self-service nor any staff-assisted registration, determination of eligibility, follow-up/information/support services, or contacts to obtain status or progress information or to determine the need for additional services.

### Data Limitations:

This measure focuses on employment or enrollment in education post-exit and the UI wage records used to determine post-exit employment take time to collect from employers in Texas and other states. This means that the performance reported each year reflects the outcomes of people who exited services in the prior year or two years prior. Additionally, not all employers report UI wage records and employment information for those who are self-employed or in other contract work is difficult to obtain which limits the ability to determine employment. A Participant can exit more than once in a given year and can count in this measure each time they exit.

### Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. Among the information systems included: the Workforce, Child Care, Adult Education, and Vocational Rehabilitation Case Management Systems, the Unemployment Wage System, and the Unemployment Insurance Benefit and Appeals Systems. It also includes educational data obtained from external Sources such as the Texas Education Agency. Because data in these systems constantly change and it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes.

### Method of Calculation:

The denominator is the number of C&T Participants who exit during the report period excluding those not in the numerator and who cannot be matched due to lack of a valid SSN or who at exit are deceased or for at least 90 days: institutionalized, called to active military duty, or receiving medical treatment that prevents enrollment or employment.

The numerator is the number of Participants from the denominator who were employed or in education/training in the 2nd quarter after exit.

A Participant is considered employed in a given quarter if wage records or other records indicate employment in the quarter.

Performance is calculated by dividing the numerator by the denominator.



**Purpose/Importance:**

To assess effectiveness of C&T services in promoting employment or further education after services conclude.

**Calculation Type:** Noncumulative

**New Measure:** No

**Desired Performance:** Higher than target

Goal No.	I	Workforce Development		
Objective No.	I	Career, Training, and Transitional Workforce Services		
Measure Type:	OC			
Measure No.	4			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: Y	Priority: M	

## Percent Employed/Enrolled 2nd – 4th Qtrs Post-Exit – C&T

### Short Definition:

The percentage of those Career & Training (C&T) Participants employed or in education/training in the 2nd quarter after completion of services (exit) who are also employed or in education/training in the 3rd & 4th quarters. Exit generally occurs after the Participant does not receive participatory services for more than 90 days and no future services are planned. Participatory services generally do not include any self-service nor any staff-assisted registration, determination of eligibility, follow-up/information/support services, or contacts to obtain status or progress information or to determine the need for additional services.

### Data Limitations:

This measure focuses on employment or enrollment in education post-exit and the UI wage records used to determine post-exit employment take time to collect from employers in Texas and other states. This means that the performance reported each year reflects the outcomes of people who exited services in the prior year or two years prior. Additionally, not all employers report UI wage records and employment information for those who are self-employed or in other contract work is difficult to obtain which limits the ability to determine employment. A Participant can exit more than once in a given year and can count in this measure each time they exit.

### Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. Among the information systems included: the Workforce, Child Care, Adult Education, and Vocational Rehabilitation Case Management Systems, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. It also includes educational data obtained from external Sources such as the Texas Education Agency. Because data in these systems constantly change it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes.

### Method of Calculation:

The denominator is the number of C&T Participants who exit during the report period and are employed or in education/training in the 2nd quarter after exit excluding those not in the numerator and who cannot be matched due to lack of a valid SSN or who at exit are deceased or for at least 90 days: institutionalized, called to active military duty, or receiving medical treatment that prevents enrollment or employment.

The numerator is the number of participants from the denominator who were employed or in education/training in the 3rd and 4th quarters after exit.

Performance is calculated by dividing the numerator by the denominator.

A Participant is considered employed in a given quarter if wage records or other records indicate employment in the quarter.

**Purpose/Importance:**

To assess effectiveness of C&T services in promoting employment or further education over an extended period after services conclude.

**Calculation Type:** Noncumulative

**New Measure:** No

**Desired Performance:** Higher than target



Goal No.	I	Local Workforce Solutions		
Objective No.	I	Local Workforce Services		
Measure Type:	OC			
Measure No.	5			
Key Measure:	Y	Calculation Method: N Percent Measure: Y	New Measure: N Priority: M	Target Attainment: H

## Credential Rate – C&T

### Short Definition:

The percentage of those Participants in education/training intended to result in a recognized credential who achieve it within one year of completion of services (exit). Exit generally occurs after the Participant does not receive participatory services for more than 90 days and no future services are planned. Participatory services generally do not include any self-service nor any staff-assisted registration, determination of eligibility, follow-up/information/support services, or contacts to obtain status or progress information or to determine the need for additional services.

### Data Limitations:

This measure focuses on achievement of a recognized credential within one year of exit. However, if the credential achieved is a High School Diploma/Equivalent, it must be accompanied by employment or enrollment in education in the year following exit as well. The UI wage records used to determine post-exit employment take time to collect from employers in Texas and other states. This means that the performance reported each year reflects the outcomes of people who exited services in the prior year or two years prior. Additionally, not all employers report UI wage records and employment information for those who are self-employed or in other contract work is difficult to obtain which limits the ability to determine employment. A Participant can exit more than once in a given year and can count in this measure each time they exit.

### Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. Among the information systems include: the Workforce, Child Care, Adult Education, and Vocational Rehabilitation Case Management Systems, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. It also includes educational data obtained from external Sources such as the Texas Education Agency. Because data in these systems constantly change it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes.

### Method of Calculation:

**Denominator:** Generally includes C&T Participants in training (except OJT) during participation who exit during the report period excluding those not in the numerator and who cannot be matched due to lack of a valid SSN or who at exit are deceased or for at least 90 days: institutionalized, called to active military duty, or receiving medical treatment that prevents enrollment or employment. Enrolled in Training also includes Title I Youth Participants enrolled in post-secondary education or secondary education at or above the 9th grade level.

**Numerator:** Participants from the denominator who achieve a recognized credential within one year of exit, excluding those who achieve a High School diploma/equivalent and are not also either enrolled in post-secondary education or working within one year of exit.

A Participant is considered employed if wage records or other records indicate employment in any of the four quarters following exit.

**Purpose/Importance:**

To assess effectiveness of C&T services in promoting achievement of a recognized credential.

**Calculation Type:** Noncumulative

**New Measure:** No

**Desired Performance:** Higher than target

Goal No.	I	Local Workforce Solutions		
Objective No.	I	Local Workforce Services		
Measure Type:	OC			
Measure No.	6			
Key Measure:	Y	Calculation Method: N Percent Measure: Y	New Measure: N Priority: H	Target Attainment: H

## Average Choices Participation

### Short Definition:

The average percentage of families receiving federally funded Temporary Assistance for Needy Families (TANF) who meet work requirements each month through employment, employability activities (such as training and/or education), or school (for teen parents without a GED or High School Diploma). Families are included in performance if they receive a TANF benefit in the month for the month.

### Data Limitations:

TWC is dependent on Health and Human Services Commission to timely identify those cases that are subject to federal work requirements and delays or incompleteness of that information impacts the measure. Modifications in assumptions and methodology may result from changes in federal or state regulations. If this occurs, TWC will request definition revisions as needed.

### Source/Collection of Data:

Data is captured in TWC's Workforce Case Management System, which is a dynamic real-time system with few archiving/auditing functions. Therefore, data is archived to a monthly data set maintained by the Division of Information Innovation & Insight and it is the archived data set that is used as the data Source for reporting purposes.

### Method of Calculation:

The monthly denominator is the number of single-parent families who receive a federally-funded TANF benefit in the month for the month. The denominator includes families with work eligible nonrecipient parents (adult or minor heads of household not receiving financial assistance, but living with their own children who are receiving financial assistance). Unless in the numerator, families are excluded from performance if all parents are Federally-Exempt work-eligible individuals:

- Single-parent caring for a child under the age of one
- Nonrecipient parent receiving Supplemental Security Income
- Parent caring for a disabled family member (adult or child) that is not a full-time student

The monthly numerator is the number of families from the denominator who meet work requirements through employment, employability activities (such as training and/or education), or school (for teen parents without a GED or High School Diploma). Performance is calculated by dividing the numerator by the denominator for each month of the performance period and averaging the results.

### Purpose/Importance:

The measure is an indicator of progress in efforts to help TANF recipients become and remain employed.

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**Calculation Type:** Noncumulative

**New Measure:** Yes

**Desired Performance:** Higher than target

Goal No.	I	Local Workforce Solutions			
Objective No.	I	Local Workforce Services			
Strategy No.	I	Local Workforce Connection Services			
Measure Type:	OP				
Measure No.	I				
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: H	
		Percent Measure: N	Priority: M		

## Participants Served – Local Workforce Connection Services

**Short Definition:**

The unduplicated number of Participants receiving local workforce connection services. An Individual becomes a Participant by receiving participatory Career & Training services such as those generally funded by WIOA Adult or Dislocated Worker, TANF Choices, SNAP E&T, or RESEA. Participatory services generally do not include any self-service nor any staff-assisted registration, determination of eligibility, follow-up/information/support services or contacts to obtain status or progress information or determine the need for additional services.

**Data Limitations:**

Unduplication is primarily based on system-generated customer IDs within a system and SSNs across systems. Individuals who do not have or do not disclose their SSNs may be counted more than once if they have multiple accounts in various information systems. Because services are often provided over a period of several months, the year-to-date performance on this measure generally starts out well above target with a significant number of “carry-forward” customers. “Carry-forward” customers are those who began receiving services in a prior year and are continuing to receive them in the current year. The performance period runs from July to June each year to align with the federal reporting period used in most workforce programs.

**Source/Collection of Data:**

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. Among the information systems included: the Workforce, Child Care, Adult Education, and Vocational Rehabilitation Case Management Systems, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. It also includes educational data obtained from external Sources such as the Texas Education Agency. Because data in these systems constantly change it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes.

**Method of Calculation:**

Participants who received participatory services generally funded by WIOA Adult/Dislocated Worker, TANF Choices, SNAP E&T, and RESEA during the performance period are identified and unduplicated.

**Purpose/Importance:**

The purpose of the measure is to report utilization of local workforce connection services by Participants.

**Calculation Type:** Noncumulative

**New Measure:** Yes

**Desired Performance:** Higher than target

Goal No.	I	Local Workforce Solutions		
Objective No.	I	Local Workforce Services		
Strategy No.	I	Local Workforce Connection Services		
Measure Type:	OP			
Measure No.	I			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: L
		Percent Measure: N	Priority: M	

## Average Cost per Participant Served – Local Workforce Connection Services

### Short Definition:

The average cost per unduplicated Participant served through local workforce connection services generally funded by WIOA Adult or Dislocated Worker, TANF Choices, SNAP E&T, and RESEA.

### Data Limitations:

Unduplication is primarily based on system-generated customer IDs within a system and SSNs across systems. Individuals who do not have or do not disclose their SSNs may be counted more than once if they have multiple accounts in various information systems. Because services are often provided over a period of several months, the year-to-date performance on this measure generally starts out well below target because of a significant number of “carry-forward” customers in the denominator. “Carry-forward” customers are those who began receiving services in a prior year and are continuing to receive them in the current year. The performance period runs from July to June each year to align with the federal reporting period used in most workforce programs.

### Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. Among the information systems included: the Workforce, Child Care, Adult Education, and Vocational Rehabilitation Case Management Systems, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. It also includes educational data obtained from external Sources such as the Texas Education Agency. Because data in these systems constantly change it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes.

### Method of Calculation:

The denominator is the unduplicated count of Participants who received participatory services generally funded by WIOA Adult/Dislocated Worker, TANF Choices, SNAP E&T, and RESEA during the performance period (reported in the “Participants Served - Local Workforce Connection Services” measure). The numerator includes WIOA Adult/Dislocated Worker, TANF Choices, SNAP E&T, and RESEA salary, grant, and client service expenditures in the performance period.



**Purpose/Importance:**

The purpose of the measure is to report efficiency in providing participatory Career & Training services generally funded by WIOA Adult or Dislocated Worker, TANF Choices, SNAP E&T, and RESEA to Participants.

**Calculation Type:** Noncumulative

**New Measure:** Yes

**Desired Performance:** Lower than target

Goal No.	I	Local Workforce Solutions		
Objective No.	I	Local Education and Reskilling Services		
Measure Type:	OC			
Measure No.	I			
Key Measure:	N	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: Y	Priority: H	

## Percent Employed/Enrolled 2nd Qtr Post Exit – AEL

### Definition:

The percentage of Adult Education & Literacy (AEL) Participants who are employed or in education/training in the 2nd quarter after completion of services (exit). Exit generally occurs after the Participant does not receive participatory services for more than 90 days and no future services are planned. Participatory services generally do not include any self-service nor any staff-assisted registration, determination of eligibility, follow-up/information/support services, or contacts to obtain status or progress information or to determine the need for additional services.

### Data Limitations:

This measure focuses on employment or enrollment in education post-exit and the UI wage records used to determine post-exit employment take time to collect from employers in Texas and other states. This means that the performance reported each year reflects the outcomes of people who exited services in the prior year or two years prior. Additionally, not all employers report UI wage records and employment information for those who are self-employed or in other contract work is difficult to obtain which limits the ability to determine employment. A Participant can exit more than once in a given year and can count in this measure each time they exit.

### Data Source:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. Among the information systems included: the Workforce, Child Care, Adult Education, and Vocational Rehabilitation Case Management Systems, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. It also includes educational data obtained from external Sources such as the Texas Education Agency. Because data in these systems constantly change and it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes.

### Methodology:

The denominator is the number of AEL Participants who exit during the report period excluding those not in the numerator and who cannot be matched due to lack of a valid SSN or who at exit are deceased or for at least 90 days: institutionalized, called to active military duty, or receiving medical treatment that prevents enrollment or employment. The numerator is the number of Participants from the denominator who were employed or in education/training in the 2nd quarter after exit. A Participant is considered employed in a given quarter if wage records or other records indicate employment in the quarter. Performance is calculated by dividing the numerator by the denominator.





**Purpose/Importance:**

To assess effectiveness of AEL services in promoting employment or further education after services conclude.

**New Measure:** No

**Desired Performance:** Higher than target

Goal No.	I	Local Workforce Solutions		
Objective No.	I	Local Workforce Services		
Measure Type:	OP			
Measure No.	I			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: Y	Priority: H	

## Employed/Enrolled 2nd – 4th Qtrs Post Exit – AEL

### Definition:

The percentage of those Adult Education & Literacy (AEL) Participants employed or in education/training in the 2nd quarter after completion of services (exit) who are also employed or in education/training in the 3rd & 4th quarters. Exit generally occurs after the Participant does not receive participatory services for more than 90 days and no future services are planned. Participatory services generally do not include any self-service nor any staff-assisted registration, determination of eligibility, follow-up/information/support services, or contacts to obtain status or progress information or to determine the need for additional services.

### Data Limitations:

This measure focuses on employment or enrollment in education post-exit and the UI wage records used to determine post-exit employment take time to collect from employers in Texas and other states. This means that the performance reported each year reflects the outcomes of people who exited services in the prior year or two years prior. Additionally, not all employers report UI wage records and employment information for those who are self-employed or in other contract work is difficult to obtain which limits the ability to determine employment. A Participant can exit more than once in a given year and can count in this measure each time they exit.

### Data Source:


Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. Among the information systems included: the Workforce, Child Care, Adult Education, and Vocational Rehabilitation Case Management Systems, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. It also includes educational data obtained from external Sources such as the Texas Education Agency. Because data in these systems constantly change it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes.

### Methodology:

The denominator is the number of AEL Participants who exit during the report period and are employed or in education/training in the 2nd quarter after exit excluding those not in the numerator and who cannot be matched due to lack of a valid SSN or who at exit are deceased or for at least 90 days: institutionalized, called to active military duty, or receiving medical treatment that prevents enrollment or employment.

The numerator is the number of Participants from the denominator who were employed or in education/training in the 3rd and 4th quarters after exit.

Performance is calculated by dividing the numerator by the denominator.



A Participant is considered employed in a given quarter if wage records or other records indicate employment in the quarter.

**Purpose/Importance:**

To assess effectiveness of AEL services in promoting employment or further education over an extended period after services conclude.

**Calculation Type:** Noncumulative

**New Measure:** No

**Desired Performance:** Higher than target

Goal No.	1	Local Workforce Solutions		
Objective No.	2	Local Education and Reskilling Services		
Measure Type:	OC			
Measure No.	3			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: Y	Priority: M	

## Credential Rate – AEL

**Definition:**

The percentage of those Adult Education & Literacy (AEL) Participants in education/training intended to result in a recognized credential who achieve it within one year of completion of services (exit). Exit generally occurs after the Participant does not receive participatory services for more than 90 days and no future services are planned. Participatory services generally do not include any self-service nor any staff-assisted registration, determination of eligibility, follow-up/information/support services, or contacts to obtain status or progress information or to determine the need for additional services.

**Data Limitations:**

This measure focuses on achievement of a recognized credential within one year of Exit. However, if the credential achieved is a High School Diploma/Equivalent, it must be accompanied by employment or enrollment in education in the year following exit as well. The UI wage records used to determine post-exit employment take time to collect from employers in Texas and other states. This means that the performance reported each year reflects the outcomes of people who exited services in the prior year or two years prior. Additionally, not all employers report UI wage records and employment information for those who are self-employed or in other contract work is difficult to obtain which limits the ability to determine employment. A Participant can exit more than once in a given year and can count in this measure each time they exit.

**Data Source:**

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. Among the information systems included: the Workforce, Child Care, Adult Education, and Vocational Rehabilitation Case Management Systems, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. It also includes educational data obtained from external Sources such as the Texas Education Agency. Because data in these systems constantly change it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes.

**Methodology:**

Denominator: AEL Participants in education/training (except OJT) during participation who exit during the report period excluding those not in the numerator and who cannot be matched due to lack of a valid SSN or who at exit are deceased or for at least 90 days: institutionalized, called to active military duty, or receiving medical treatment that prevents enrollment or employment. This includes those without a high school diploma/equivalent who are enrolled in secondary education at or above the 9th grade level.

Numerator: Participants from the denominator who achieve a recognized credential within one year of exit, excluding those who achieve a high school diploma/equivalent and are not also either enrolled in post-secondary education or working within one year of exit.

A Participant is considered employed if wage records or other records indicate employment in any of the 4 quarters following exit.

Performance = numerator divided by denominator.

**Purpose/Importance:**

To assess effectiveness of AEL services in promoting achievement of a recognized credential.

**Calculation Type:** Noncumulative

**New Measure:** No

**Desired Performance:** Higher than target

Goal No.	1	Local Workforce Solutions			
Objective No.	2	Local Education and Reskilling Services			
Strategy No.	1	Adult Education and Family Literacy			
Measure Type:	EF				
Measure No.	1				
Key Measure:	N	Calculation Method: N	New Measure: N	Target Attainment: L	
		Percent Measure: N	Priority: M		

## Average Cost per Participant Served – AEL

### Definition:

The average cost per unduplicated Adult Education & Literacy (AEL) Participant served.

### Data Limitations:

Unduplication is primarily based on system-generated customer IDs within a system and SSNs across systems. Individuals who do not have or do not disclose their SSNs may be counted more than once if they have multiple accounts in various information systems. Because services are often provided over a period of several months, the year-to-date performance on this measure generally starts out well below target because of a significant number of “carry-forward” customers in the denominator. “Carry-forward” customers are those who began receiving services in a prior year and are continuing to receive them in the current year. The performance period runs from July to June each year to align with the federal reporting period used in most workforce programs.

### Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. Among the information systems included: the Workforce, Child Care, Adult Education, and Vocational Rehabilitation Case Management Systems, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. Because data in these systems constantly change and it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes. The data Source for expenditures is TWC’s Cash Draw & Monthly Expenditure Reporting System.

### Methodology:

The denominator is the unduplicated count of Participants who received AEL services during the performance period (reported in the “Participants Served – AEL” measure). The numerator includes AEL salary, grant, and client service expenditures in the performance period.

### Purpose/Importance:

The purpose of the measure is to report efficiency in providing AEL services to Participants.

**Calculation Type:** Noncumulative

**New Measure:** No

**Desired Performance:** Lower than target

Goal No.	I	Local Workforce Solutions		
Objective No.	3	Local Child Care Services		
Strategy No.	I	Local Child Care Solutions		
Measure Type:	OP			
Measure No.	I			
Key Measure:	Y	Calculation Method: N Percent Measure: N	New Measure: N Priority: H	Target Attainment: H

## Average Number of Children Served Per Day

**Short Definition:**

This measure indicates the average number of units of child care administered each workday by Local Workforce Development Boards (Boards) to children of families who are eligible for subsidized child care.

**Data Limitations:**

The data are available in TWC’s automated systems late in the month following the reporting period. However, complete data may lag two or more months.

**Source/Collection of Data:**

The numerator (total number of full and part days of child care provided) is collected from TWC’s automated systems into which Boards and their local child care service contractors report care.

**Method of Calculation:**

There is a lag of more than one month in the availability of complete data for reporting as agency rules allow time for bill submission and billing anomalies to be cleared. The most complete data available are reported as a placeholder until all data are available. Data for any period are updated with more complete data the following quarter. A final update is included in the annual performance update that TWC formally submits to the Legislative Budget Board. The numerator is summed for all Boards for the reporting period.

The denominator is based on a standard number of days per month that roughly corresponds to the number of weekdays in the month, with the denominator for any reported 12 month period, including the yearend denominator, equaling 262 days. The numerator is divided by the denominator.

**Purpose/Importance:**

This measure demonstrates progress toward providing access to child care for children in eligible families. Direct child care services are provided to enable these parents to work or attend training or educational activities for work, and promote the health, safety, growth and development of children.

**Calculation Type:** Noncumulative

**New Measure:** Yes

**Desired Performance:** Higher than target

Goal No.	I	Local Workforce Solutions			
Objective No.	3	Local Child Care Services			
Strategy No.	I	Local Child Care Solutions			
Measure Type:	EF				
Measure No.	I				
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: L	
		Percent Measure: N	Priority: H		

## Average Cost Per Child Per Month for Child Care

**Short Definition:**

This measure indicates the average monthly cost per child in child care administered each month by Local Workforce Development Boards (Boards) to children of families who are eligible for subsidized child care.

**Data Limitations:**

The data are available in TWC’s automated systems late in the month following the reporting period. However, complete data may lag 2 or more months.

**Source/Collection of Data:**

The numerator (total Board child care costs for providing subsidized care, which does not include any parent share of cost) as reported in the Cash Draw and Expenditure Reporting System and the denominator (the sum of the number of full and part days of child care subsidized by TWC) are collected from TWC’s automated systems into which Boards and their local child care service contractors report costs and care.

**Method of Calculation:**

There is a lag of more than one month in the availability of complete data for reporting as agency rules allow time for bill submission and billing anomalies to be cleared. The most complete data available are reported as placeholders until all data are available. Data for any period is updated with more complete data the following quarter. A final update is included in the annual performance update that TWC formally submits to the Legislative Budget Board. The numerator and the denominator are summed for all Boards for the reporting period. The numerator is divided by the denominator.

**Purpose/Importance:**

This measure demonstrates progress toward providing access to child care for children in eligible families. Direct child care services are provided to enable these parents to work or attend training or educational activities for work; and promote the health, safety, growth and development of children.

**Calculation Type:** Noncumulative

**New Measure:** Yes

**Desired Performance:** Lower than target



Goal No.	2	State Workforce Development		
Objective No.	I	State Workforce Education and Training Services		
Strategy No.	I	Skills Development		
Measure Type:	OP			
Measure No.	I			
Key Measure:	Y	Calculation Method: C	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: M	

## Contracted Number of Skills Development Trainees

### Short Definition:

The number of individuals required to be trained in Skills Development Fund contracts.

### Data Limitations:

The measure is for the number required to be trained by contract, not the number that were actually trained since Skills Development Fund contract terms do not align with fiscal years and often exceed 12 months. As such, it is not possible to report the final number of trainees in time for yearend ABEST reporting.

### Source/Collection of Data:

Monthly snapshots of contract deliverables from agency contract and data management systems.

### Method of Calculation:

The number of individuals required to be trained in new Skills Development Fund contracts effective in the fiscal year. If a contract deliverable on the number of individuals to be trained is amended during the fiscal year, the reported value is the contracted number of trainees effective the last day of the fiscal year.

### Purpose/Importance:

The purpose of the measure is to report on the number of people contracted to be trained through the Skills Development program.

**Calculation Type:** Cumulative

**New Measure:** No

**Desired Performance:** Higher than target

Goal No.	2	State Workforce Development		
Objective No.	I	State Workforce Education and Training Services		
Strategy No.	I	Skills Development		
Measure Type:	EF			
Measure No.	I			
Key Measure:	N	Calculation Method: N	New Measure: N	Target Attainment: L
		Percent Measure: N	Priority: M	

## Contracted Average Cost per Skills Development Trainee

### Short Definition:

The average contracted cost per trainee in Skills Development Fund grants.

### Data Limitations:

The measure is for the average contracted cost per trainee by grant, not the actual final average cost since Skills Development Fund contract terms do not align with fiscal years and often exceed 12 months. As such, it is not possible to report the final average costs in time for yearend ABEST reporting.

### Source/Collection of Data:

Monthly snapshots of contract deliverables and total contract amounts from agency contract and data management systems.

### Method of Calculation:

The denominator is the number of individuals required to be trained in new Skills Development Fund contracts effective in the fiscal year. The numerator is the total contract amount that TWC will provide the training provider(s) in the same contracts. If a contract deliverable on the number of individuals to be trained or the total contract amount is amended during the fiscal year, the reported value is total contract amount/number of trainees effective the last day of the fiscal year.

### Purpose/Importance:

The purpose of the measure is to report the average contracted cost for training individuals through the Skills Development Fund.

**Calculation Type:** Noncumulative

**New Measure:** No

**Desired Performance:** Lower than target

Goal No.	2	State Workforce Development		
Objective No.	1	State Workforce Education and Training Services		
Strategy No.	2	Apprenticeship		
Measure Type:	OP			
Measure No.	1			
Key Measure:	Y	Calculation Method: C	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: M	

## Participants Services – Apprenticeship

### Short Definition:

The unduplicated number of Participants receiving Apprenticeship-funded services. An Individual becomes a Participant by receiving participatory Apprenticeship-funded Career & Training services. Participatory services generally do not include any self-service nor any staff-assisted registration, determination of eligibility, follow-up/information/support services or contacts to obtain status or progress information or determine the need for additional services.

### Data Limitations:

Unduplication is primarily based on system-generated customer IDs within a system and SSNs across systems. Individuals who do not have or do not disclose their SSNs may be counted more than once if they have multiple accounts in various information systems. The performance period runs from July to June each year to align with the federal reporting period used in most workforce programs.

### Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. Among the information systems included: the Workforce, Child Care, Adult Education, and Vocational Rehabilitation Case Management Systems, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. Because data in these systems constantly change and it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes.

### Method of Calculation:

Participants who received Apprenticeship-funded participatory services during the performance period are identified and unduplicated. The Apprenticeship program typically follows a school calendar. Therefore, often the number reported for the first quarter will be essentially the number to be reported at the end of the year.

### Purpose/Importance:

The purpose of the measure is to report utilization of Apprenticeship-funded participatory Career & Training services by participants.

**Calculation Type:** Cumulative

**New Measure:** No

**Desired Performance:** Higher than target

Goal No.	2	State Workforce Development		
Objective No.	1	State Workforce Education and Training Services		
Strategy No.	3	Jobs Education for Texas (JET)		
Measure Type:	OP			
Measure No.	1			
Key Measure:	Y	Calculation Method: C	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: M	

## Contracted Number of First Year JET Trainees or Students

### Short Definition:

The number of individuals required to be trained in the first year of Jobs Education for Texas (JET) contracts.

### Data Limitations:

The measure is for the number required to be trained by contract, not the number that were actually trained since JET contract terms do not align with fiscal years and often exceed 12 months. As such, it is not possible to report the final number of trainees in time for yearend ABEST reporting.

### Source/Collection of Data:

Monthly snapshots of contract deliverables from agency contract and data management systems.

### Method of Calculation:

The number of individuals required to be trained in new Jobs Education for Texas (JET) contracts effective in the fiscal year. If a contract deliverable on the number of individuals to be trained is amended during the fiscal year, the reported value is the contracted number of trainees effective the last day of the fiscal year.

### Purpose/Importance:

The purpose of the measure is to report on the number of people contracted to be trained through the JET program.

**Calculation Type:** Cumulative

**New Measure:** No

**Desired Performance:** Higher than target

Goal No.	2	State Workforce Development		
Objective No.	I	State Workforce Education and Training Services		
Strategy No.	4	Self-Sufficiency		
Measure Type:	OP			
Measure No.	I			
Key Measure:	Y	Calculation Method: C	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: M	

## Contracted Number of Self-Sufficiency Trainees

### Short Definition:

The number of individuals required to be trained in Self-Sufficiency Fund contracts.

### Data Limitations:

The measure is for the number required to be trained by contract, not the number that were actually trained since Self-Sufficiency Fund contract terms do not align with fiscal years and often exceed 12 months. As such, it is not possible to report the final number of trainees in time for yearend ABEST reporting.

### Source/Collection of Data:

Monthly snapshots of contract deliverables from agency contract and data management systems.

### Method of Calculation:

The number of individuals required to be trained in new Self-Sufficiency Fund contracts effective in the fiscal year. If a contract deliverable on the number of individuals to be trained is amended during the fiscal year, the reported value is the contracted number of trainees effective the last day of the fiscal year.

### Purpose/Importance:

The purpose of the measure is to report on the number of people contracted to be trained through the Self-Sufficiency Fund program.

**Calculation Type:** Cumulative

**New Measure:** No

**Desired Performance:** Higher than target

Goal No.	2	State Workforce Development		
Objective No.	I	State Workforce Education and Training Services		
Strategy No.	4	Self-Sufficiency		
Measure Type:	EF			
Measure No.	I			
Key Measure:	N	Calculation Method: N	New Measure: N	Target Attainment: L
		Percent Measure: N	Priority: M	

## Contracted Average Cost per Self-Sufficiency Trainee

### Short Definition:

The average contracted cost per trainee in Self-Sufficiency Fund grants.

### Data Limitations:

The measure is for the average contracted cost per trainee by grant, not the actual final average cost since Self-Sufficiency Fund contract terms do not align with fiscal years and often exceed 12 months. As such, it is not possible to report the final average costs in time for yearend ABEST reporting.

### Source/Collection of Data:

Monthly snapshots of contract deliverables and total contract amounts from agency contract and data management systems.

### Method of Calculation:

The denominator is the number of individuals required to be trained in new Self-Sufficiency contracts effective in the fiscal year. The numerator is the total contract amount that TWC will provide the training provider(s) in the same contracts. If a contract deliverable on the number of individuals to be trained or the total contract amount is amended during the fiscal year, the reported value is total contract amount/number of trainees effective the last day of the fiscal year.

### Purpose/Importance:

The purpose of the measure is to report the average contracted cost for training individuals through the Self-Sufficiency Fund.

**Calculation Type:** Noncumulative

**New Measure:** No

**Desired Performance:** Lower than target

Goal No	2	State Workforce Development		
Objective No.	2	Rehabilitation Services for Persons with Disabilities		
Measure Type:	OC			
Measure No.	I			
Key Measure:	N	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: Y	Priority: H	

## Percent Employed/Enrolled 2nd Qtr Post Exit – VR

### Short Definition:

The percentage of Vocational Rehabilitation (VR) Participants who are employed or in education/training in the 2nd quarter after completion of services (exit). Exit generally occurs after the Participant does not receive participatory services for more than 90 days and no future services are planned. For Participants who are also Vocational Rehabilitation Participants, exit only occurs when the service file has been closed in accordance with federal requirements. Participatory services generally do not include any self-service nor any staff-assisted registration, determination of eligibility, follow-up/information/support services, or contacts to obtain status or progress information or to determine the need for additional services.

### Data Limitations:

This measure focuses on employment or enrollment in education post-exit and the UI wage records used to determine post-exit employment take time to collect from employers in Texas and other states. This means that the performance reported each year reflects the outcomes of people who exited services in the prior year or two years prior. Additionally, not all employers report UI wage records and employment information for those who are self-employed or in other contract work is difficult to obtain which limits the ability to determine employment. A Participant can exit more than once in a given year and can count in this measure each time they exit.

### Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. Among the information systems included: the Workforce, Child Care, Adult Education, and Vocational Rehabilitation Case Management Systems, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. It also includes educational data obtained from external Sources such as the Texas Education Agency. Because data in these systems constantly change and it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes.

### Method of Calculation:

The denominator is the number of VR Participants who exit during the report period excluding those not in the numerator and who cannot be matched due to lack of a valid SSN or who at exit are deceased or for at least 90 days: institutionalized, called to active military duty, or receiving medical treatment that prevents enrollment or employment. The numerator is the number of Participants from the denominator who were employed or in education/training in the 2nd quarter after exit. A Participant is considered employed in a given quarter if wage records or other records indicate employment in the quarter.

Performance is calculated by dividing the numerator by the denominator.



**Purpose/Importance:**

To assess effectiveness of VR services in promoting employment or further education after services conclude.

**Calculation Type:** Noncumulative

**New Measure:** No

**Desired Performance:** Higher than target



Goal No	2	State Workforce Development		
Objective No.	2	Rehabilitation Services for Persons with Disabilities		
Measure Type:	OC			
Measure No.	2			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: Y	Priority: H	

## Percent Employed/Enrolled 2th–4th Qtrs Post Exit – VR

### Short Definition:

The percentage of those Vocational Rehabilitation (VR) Participants employed or in education/training in the 2nd quarter after completion of services (exit) who are also employed or in education/training in the 3rd & 4th quarters. Exit generally occurs after the Participant does not receive participatory services for more than 90 days and no future services are planned. For Participants who are also Vocational Rehabilitation Participants, exit only occurs when the service file has been closed in accordance with federal requirements. Participatory services generally do not include any self-service nor any staff-assisted registration, determination of eligibility, follow-up/information/support services, or contacts to obtain status or progress information or to determine the need for additional services.

### Data Limitations:


This measure focuses on employment or enrollment in education post-exit and the UI wage records used to determine post-exit employment take time to collect from employers in Texas and other states. This means that the performance reported each year reflects the outcomes of people who exited services in the prior year or two years prior. Additionally, not all employers report UI wage records and employment information for those who are self-employed or in other contract work is difficult to obtain which limits the ability to determine employment. A Participant can exit more than once in a given year and can count in this measure each time they exit.

### Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. Among the information systems included: the Workforce, Child Care, Adult Education, and Vocational Rehabilitation Case Management Systems, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. It also includes educational data obtained from external Sources such as the Texas Education Agency. Because data in these systems constantly change it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes.

### Method of Calculation:

The denominator is the number of VR Participants who exit during the report period and are employed or in education/training in the 2nd quarter after exit excluding those not in the numerator and who cannot be matched due to lack of a valid SSN or who at exit are deceased or for at least 90 days: institutionalized, called to active military duty, or receiving medical treatment that prevents enrollment or employment. The numerator is the number of Participants from the denominator who were employed or in education/training in the 3rd and 4th quarters after exit.



Performance is calculated by dividing the numerator by the denominator.

A Participant is considered employed in a given quarter if wage records or other records indicate employment in the quarter.

**Purpose/Importance:**

To assess effectiveness of VR services in promoting employment or further education over an extended period after services conclude.

**Calculation Type:** Noncumulative

**New Measure:** No

**Desired Performance:** Higher than target

Goal No	2	State Workforce Development		
Objective No.	2	Rehabilitation Services for Persons with Disabilities		
Measure Type:	OC			
Measure No.	3			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: Y	Priority: M	

## Credential Rate – VR

### Short Definition:

The percentage of those Vocational Rehabilitation (VR) Participants in education/training intended to result in a recognized credential who achieve it within one year of completion of services (exit). Exit generally occurs after the Participant does not receive participatory services for more than 90 days and no future services are planned. For Participants who are also Vocational Rehabilitation Participants, exit only occurs when the service file has been closed in accordance with federal requirements. Participatory services generally do not include any self-service nor any staff-assisted registration, determination of eligibility, follow-up/information/support services, or contacts to obtain status or progress information or to determine the need for additional services.

### Data Limitations:

This measure focuses on achievement of a recognized credential within one year of Exit. However, if the credential achieved is a High School Diploma/Equivalent, it must be accompanied by employment or enrollment in education in the year following exit as well. The UI wage records used to determine post-exit employment take time to collect from employers in Texas and other states. This means that the performance reported each year reflects the outcomes of people who exited services in the prior year or two years prior. Additionally, not all employers report UI wage records and employment information for those who are self-employed or in other contract work is difficult to obtain which limits the ability to determine employment. A Participant can exit more than once in a given year and can count in this measure each time they exit.

### Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. Among the information systems included: the Workforce, Child Care, Adult Education, and Vocational Rehabilitation Case Management Systems, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. It also includes educational data obtained from external Sources such as the Texas Education Agency. Because data in these systems constantly change it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes.

### Method of Calculation:

Denominator: VR Participants in education/training (except OJT) during participation excluding those not in the numerator and who cannot be matched due to lack of a valid SSN or who at exit are deceased or for at least 90 days: institutionalized, called to active military duty, or receiving medical treatment that prevents enrollment or employment. Includes enrolled in post-secondary education and those enrolled in secondary education whose approved IPE calls for achievement of a high school diploma or equivalent as a step towards their employment goal.

Numerator: Participants from the denominator who achieve a recognized credential within one year of exit, excluding those who achieve a high school diploma/equivalent and are not also either enrolled in post-secondary education or working within one year of exit.

A Participant is considered employed if wage records or other records indicate employment in any of the four quarters following exit.

Performance = numerator divided by denominator.

**Purpose/Importance:**

To assess effectiveness of VR services in promoting achievement of a recognized credential.

**Calculation Type:** Noncumulative

**New Measure:** No

**Desired Performance:** Higher than target

Goal No	2	State Workforce Development		
Objective No.	2	Rehabilitation Services for Persons with Disabilities		
Measure Type:	OC			
Measure No.	4			
Key Measure:	N	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: H	

## Average Earnings Per Business Enterprises of Texas Consumer Employed

**Short Definition:**

Measures the average net reported earnings per manager employed through BET for the period of July to June each year.

**Data Limitations:**

None

**Source/Collection of Data:**

The average net earnings per manager is calculated using data from the Cumulative Statement of BET Monthly Facility Report database and the BET Quarterly Status Report.

**Method of Calculation:**

Average net earnings are computed by dividing the number of managers employed during the reporting period into the net proceeds of managers employed.

**Purpose/Importance:**

This measure tracks the average net earnings of managers employed through BET during the reporting period and consists of net earnings from the management of a cafeteria, snack bar, convenience store, and/or vending facilities. Average earnings is one indicator of the quality of employment opportunities in the program.

**Calculation Type:** Noncumulative

**New Measure:** No

**Desired Performance:** Higher than target

Goal No	2	State Workforce Development		
Objective No.	2	Rehabilitation Services for Persons with Disabilities		
Strategy No.	1	Vocational Rehabilitation		
Measure Type:	OP			
Measure No.	1			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: M	

## Participants Served – VR

### Short Definition:

The unduplicated number of Participants receiving Vocational Rehabilitation (VR) services. An Individual becomes a Participant by receiving VR services in accordance with a signed and approved Individual Plan for Employment.

### Data Limitations:

Unduplication is primarily based on system-generated customer IDs within a system and SSNs across systems. Individuals who do not have or do not disclose their SSNs may be counted more than once if they have multiple accounts in various information systems. Because services are often provided over a period of several months, the year-to-date performance on this measure generally starts out well above target with a significant number of “carry-forward” customers. “Carry-forward” customers are those who began receiving services in a prior year and are continuing to receive them in the current year. The performance period runs from July to June each year to align with the federal reporting period used in most workforce programs.

### Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. Among the information systems included: the Workforce, Child Care, Adult Education, and Vocational Rehabilitation Case Management Systems, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. Because data in these systems constantly change and it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes.

### Method of Calculation:

Participants who received VR services during the performance period are identified and unduplicated.

### Purpose/Importance:

The purpose of the measure is to report utilization of VR services by Participants.

**Calculation Type:** Noncumulative

**New Measure:** No

**Desired Performance:** Higher than target

Goal No	2	State Workforce Development		
Objective No.	2	Rehabilitation Services for Persons with Disabilities		
Strategy No.	1	Vocational Rehabilitation		
Measure Type:	EF			
Measure No.	1			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: L
		Percent Measure: N	Priority: M	

## Average Cost Per Participant Served – VR

### Short Definition:

The average cost per unduplicated Vocational Rehabilitation (VR) Participant served.

### Data Limitations:

Unduplication is primarily based on system-generated customer IDs within a system and social security numbers across systems. Individuals who do not have or do not disclose their SSNs may be counted more than once if they have multiple accounts in various information systems. Because services are often provided over a period of several months, the year-to-date performance on this measure generally starts out well below target because of a significant number of “carry-forward” customers in the denominator. “Carry-forward” customers are those who began receiving services in a prior year and are continuing to receive them in the current year. The performance period runs from July to June each year to align with the federal reporting period used in most workforce programs.

### Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. Among the information systems included: the Workforce, Child Care, Adult Education, and Vocational Rehabilitation Case Management Systems, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. Because data in these systems constantly change and it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes. The data Source for expenditures is TWC’s Cash Draw & Monthly Expenditure Reporting System.

### Method of Calculation:

The denominator is the unduplicated count of Participants who received VR services during the performance period (reported in the “Participants Served – VR” measure). The numerator includes VR salary, grant, and client service expenditures in the performance period.

### Purpose/Importance:

The purpose of the measure is to report efficiency in providing VR services to Participants.

**Calculation Type:** Noncumulative

**New Measure:** No

**Desired Performance:** Lower than target

Goal No	2	State Workforce Development		
Objective No.	2	Rehabilitation Services for Persons with Disabilities		
Strategy No.	2	Business Enterprises of Texas (BET)		
Measure Type:	OP			
Measure No.	I			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: H	

## Number of Individuals Employed by BET Businesses (Managers and Employees)

### Short Definition:

Measures the average number of individuals (managers and employees) benefiting from employment opportunities created as a result of the BET program. A manager is defined as a blind individual licensed to participate in the BET program. An employee is defined as an individual employed by a licensed BET manager.

### Data Limitations:

No known data reliability limitations.

### Source/Collection of Data:

The BET Quarterly Status Report provides the current number of licensed managers operating businesses at the end of each quarter. The Monthly Facilities Report database application documents the number of individuals (managers and employees) benefiting from employment created by BET Businesses.

### Method of Calculation:

The numbers derived from the two Sources indicated above are totaled to determine the quarterly counts and then the results are averaged across the quarters in the performance period.

### Purpose/Importance:

The overall employment benefit to Texans through this strategy is one of the desired outcomes. TWC establishes a projection for the number of licensed managers and employees who are employed through this strategy. This measure tracks and demonstrates the progress toward meeting that projection.

**Calculation Type:** Noncumulative

**New Measure:** No

**Desired Performance:** Higher than target



Goal No	2	State Workforce Development			
Objective No.	2	Rehabilitation Services			
Strategy No.	2	Business Enterprises of Texas (BET)			
Measure Type:	OP				
Measure No.	2				
Key Measure:	N	Calculation Method: N	New Measure: N	Target Attainment: H	
		Percent Measure: N	Priority: M		

## Number of Businesses Operated by Blind Managers

### Short Definition:

Measures the average number of businesses operated by licensed blind managers that are supported and monitored by Business Enterprises of Texas (BET) staff and that are open at the end of the reporting period. A business may be a cafeteria, a snack bar, convenience store, and/or vending facilities.

### Data Limitations:

No known data reliability limitations.

### Source/Collection of Data:

Data derives from the BET Quarterly Status Report.

### Method of Calculation:

Result is derived by summing the numbers in the BET quarterly status reports and then the results are averaged across the quarters in the performance period.

### Purpose/Importance:

This measure reports the number of businesses operated by blind managers licensed by the BET. The measure gauges the success of the program in maintaining and expanding employment opportunities for Texans.

**Calculation Type:** Noncumulative

**New Measure:** No

**Desired Performance:** Higher than target

Goal No.	2	Statewide Workforce Development		
Objective No.	2	Rehabilitation Services		
Strategy No.	2	Business Enterprises of Texas (BET)		
Measure Type:	EX			
Measure No.	I			
Key Measure:	N	Calculation Method: N	New Measure: N	Target Attainment: L
		Percent Measure: N	Priority: M	

## Number of Blind & Disabled Individuals Employed by BET Facility Managers

### Short Definition:

Measures the average number of blind and disabled individuals benefiting from employment opportunities created as a result of the BET Program. A BET facility manager is defined as a blind individual licensed to participate in the BET Program. An employee is defined as an individual employed by a licensed BET Manager.

### Data Limitations:

The Data Limitation for this measure is the number of applicants for the BET Program.

### Source/Collection of Data:

The Monthly Facilities Report database application documents the number of blind and disabled individuals benefiting from employment opportunities created by BET businesses at the end of each quarter and is posted to the BET Quarterly Status Report.

### Method of Calculation:

The number derived from the two sources indicated above determines the quarterly count counts and then the results are averaged across the quarters in the performance period.

### Purpose/Importance:

The overall employment benefit to Texans through this strategy is one of the desired outcomes. TWC establishes a projection for the number of blind and disabled individuals who are employed through this strategy. This measure tracks and demonstrates the progress toward meeting that projection.

**Calculation Type:** Noncumulative

**New Measure:** No

**Desired Performance:** Higher than target

Goal No.	2	State Workforce Development		
Objective No.	2	State Workforce Support and Accountability		
Strategy No.	4	Subrecipient Monitoring		
Measure Type:	OP			
Measure No.	I			
Key Measure:	Y	Calculation Method: C	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: M	

## Number of Monitoring Reviews of Boards or Contractors

**Short Definition:**

The number of completed financial and program monitoring reviews of local workforce development boards, their contractors, and other entities with direct subrecipient contracts with TWC.

**Data Limitations:**

None.

**Source/Collection of Data:**

Data for reviews performed by Subrecipient Monitoring staff are maintained in the department’s TeamMate® tracking system. The database is updated as reviews are needed, scheduled, completed and/or cancelled. A report is generated for each reporting period.

**Method of Calculation:**

The number of financial and program monitoring reviews completed during the performance period. Monitoring reviews are complete at the issuance of the monitoring report.

**Purpose/Importance:**

The purpose of this measure is to report on agency monitoring efforts designed to meet its goal of ensuring effective, efficient and accountable state government operations.

**Calculation Type:** Cumulative

**New Measure:** No

**Desired Performance:** Higher than target

Goal No.	2	State Workforce Development		
Objective No.	3	State Workforce Support and Accountability		
Strategy No.	I	State Workforce Services		
Measure Type:	OP			
Measure No.	I			
Key Measure:	Y	Calculation Method: C	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: M	

## Statewide Initiative Participants to Be Served

### Short Definition:

The number of participants to be served through Commission-approved statewide initiatives funded by WIOA and/or TANF and where at least 25 participants are expected to be served.

### Data Limitations:

Participants may be counted more than once if receiving more than one service or training during performance periods.

### Source/Collection of Data:

Monthly snapshots of contract deliverables from agency contract and data management systems.

### Method of Calculation:

The number of individuals served through Commission-approved statewide initiative contracts funded by WIOA and/or TANF effective in the fiscal year where at least 25 participants are expected to be served. If a contract deliverable on the number of individuals to be served is amended during the fiscal year, the reported value is the contracted number of participants effective the last day of the fiscal year.

### Purpose/Importance:

The purpose of the measure is to report on the number of people contracted to be served through Commission-approved statewide initiatives funded by WIOA and/or TANF.

**Calculation Type:** Cumulative

**New Measure:** Yes

**Desired Performance:** Higher than target

Goal No.	2	State Workforce Development		
Objective No.	3	State Workforce Support and Accountability		
Strategy No.	1	State Workforce Services		
Measure Type:	EF			
Measure No.	1			
Key Measure:	N	Calculation Method: N	New Measure: N	Target Attainment: L
		Percent Measure: N	Priority: M	

## Contracted Average Cost per Statewide Initiative Participant to Be Served

### Short Definition:

The expected average cost per participant to be served through Commission-approved statewide initiatives funded by WIOA and/or TANF and where at least 25 participants are expected to be served.

### Data Limitations:

None

### Source/Collection of Data:

Monthly snapshots of contract deliverables and total contract amounts from agency contract and data management systems.

### Method of Calculation:

The denominator is the expected number of people to be served through Commission-approved statewide initiatives funded by WIOA and/or TANF and where at least 25 participants are expected to be served. The numerator is the total value of contracts effective in the fiscal year for the approved initiatives. If a contract deliverable on the number of individuals to be served or the total contract amount is amended during the fiscal year, the reported value is total contract amount/number of participants effective the last day of the fiscal year.

### Purpose/Importance:

The purpose of the measure is to report the expected average cost per participant to be served through Commission-approved statewide initiatives funded by WIOA and/or TANF and where at least 25 participants are expected to be served.

**Calculation Type:** Noncumulative

**New Measure:** Yes

**Desired Performance:** Lower than target

Goal No.	2	State Workforce Development			
Objective No.	3	State Workforce Support and Accountability			
Strategy No.	5	Labor Law Enforcement			
Measure Type:	OP				
Measure No.	I				
Key Measure:	Y	Calculation Method: C	New Measure: N	Target Attainment: H	
		Percent Measure: N	Priority: H		

## No. of On-Site Inspections Completed for Texas Child Labor Law Compliance

### Short Definition:

The number of completed on-site compliance inspections (also known as investigations) with employers in Texas to educate them about and ensure their compliance with the Texas Child Labor Law. An on-site inspection is considered complete when the Child Labor investigator has determined an employer’s compliance with the Texas Child Labor Law, which is reflected as the Status Date on the inspection registration form.

### Data Limitations:

None.

### Source/Collection of Data:

The number is obtained from the Labor Law Section Monthly Statistical Report which is compiled by and maintained with Labor Law staff.

### Method of Calculation:

The number of on-site inspections completed within the performance period is summed.

### Purpose/Importance:

The purpose of this measure is to demonstrate agency efforts to ensure that children are not employed in an occupation or manner that is detrimental to their safety, health or well-being by responding to complaints and performing random on-site employment inspections which include an educational component.

**Calculation Type:** Cumulative

**New Measure:** No

**Desired Performance:** Higher than target

Goal No.	2	State Workforce Development		
Objective No.	3	State Workforce Support and Accountability		
Strategy No.	5	Labor Law Enforcement		
Measure Type:	OP			
Measure No.	2			
Key Measure:	N	Calculation Method: C	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: H	

## Number of Payday Law Decisions Issued

### Short Definition:

This measure is the number of payday law decisions (also called Determination Orders) issued concerning unpaid wages investigated under the Texas Payday Law.

### Data Limitations:

None.

### Source/Collection of Data:

The number is obtained from the Labor Law Section Monthly Statistical Report compiled by and maintained with Labor Law staff.

### Method of Calculation:

The number of payday law decisions issued within the performance period is summed.

### Purpose/Importance:

The purpose of this measure is to demonstrate agency efforts to ensure workers are provided compensation in a complete and timely manner.

**Calculation Type:** Cumulative

**New Measure:** No

**Desired Performance:** Higher than target

Goal No.	2	State Workforce Development		
Objective No.	3	State Workforce Support and Accountability		
Strategy No.	6	Career Schools and Colleges		
Measure Type:	OP			
Measure No.	I			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: L	

## Number of Licensed Career Schools and Colleges

**Short Definition:**

This measure provides information on the total number of career schools and colleges holding a license during the reporting period. Career schools and colleges are for-profit or non-profit schools approved and regulated under state law. These schools offer business, trade, technical, industrial, and vocational training through classroom instruction, seminars, workshops or distance education.

**Data Limitations:**

None.

**Source/Collection of Data:**

The data for this measure are collected from office records of the total number of licensed schools, less any closed schools during the period, and recorded and maintained on a PC database.

**Method of Calculation:**

The data are counted for the reporting period.

**Purpose/Importance:**

The purpose of the measure is to report the extent of certification and regulation provided to Career Schools and Colleges.

**Calculation Type:** Noncumulative

**New Measure:** No

**Desired Performance:** Higher than target



Goal No.	2	State Workforce Development		
Objective No.	4	Unemployment Services		
Measure Type:	OC			
Measure No.	I			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: H	

## Percent of Unemployment Insurance Claimants Paid Timely

### Short Definition:

This measure monitors the percentage of claimants who receive intrastate Unemployment Insurance (UI) benefits within 35 days of the first compensable week in the benefit year in accordance with the U.S. Department of Labor (DOL) desired levels of achievement (DLAs) developed under the UI Quality Appraisal program. A UI claimant is defined as an individual who is paid intrastate UI benefits for the first compensable week of their claim, including regular (UI), ex-federal civilian (UCFE) and ex-federal military (UCX) employees. One first pay is issued per claimant per the DOL federal measures.

### Data Limitations:

None.

### Source/Collection of Data:

Weekly claims for unemployment insurance benefits are filed through the internet, an interactive voice response system or by paper documents and recorded in the automated benefits system. The numerator is the number of intrastate first payments made within 35 days. The payment record is counted as a “first payment” when it is payment for the first compensable week of unemployment for that social security number for the benefit year. The denominator is the total number of intrastate first payments. Both are collected from benefit payment records in the automated benefits system and are recorded on a monthly DOL Employer and Training Administration (ETA) report.

### Method of Calculation:

The number of intrastate first payments made within 35 days is divided by the total number of intrastate first payments made for the reporting period, with the result expressed as a percent.

### Purpose/Importance:

This measure is an indicator of the UI program’s efforts to promptly replace a portion of lost wages for eligible unemployed workers and to promote economic stability by preserving buying power in communities experiencing economic downturns.

**Calculation Type:** Noncumulative

**New Measure:** No

**Desired Performance:** Higher than target

Goal No.	2	State Workforce Development		
Objective No.	4	Unemployment Services		
Measure Type:	OC	Calculation Method: N	New Measure: N	Target Attainment: H
Measure No.	2	Percent Measure: Y	Priority: H	
Key Measure:	Y			

## Percent of Unemployment Insurance Appeals Decisions Issued Timely

### Short Definition:

The percent of Lower and Higher Authority decisions issued timely for the appeals function of the Unemployment Insurance (UI) program. The start date for determining timeliness is the date the appeal is received. The end date for determining timeliness is the date the decision is issued. Issued means either mailed or sent by any other means approved by the Commission.

### Data Limitations:

Modifications in assumptions and methodology may result from changes in federal or state regulations.

### Source/Collection of Data:

Appeals and Commission Appeals staff members provide data for each decision issued and enter this data into the appeals status application of the Appeals/Commission Appeals System Program. The decision is counted as complete when issued. Appeals and Commission Appeals then compiles the data for this performance measure by running a report that extracts the necessary data from the database.

### Method of Calculation:

The numerator is the number of Lower Authority decisions that have an issue date within the performance period equal to or less than the 45th day from the date of the appeal to the Lower Authority Appeals office which is consistent with federal regulations regarding the timely issuance of decisions plus the number of Higher Authority decisions that have an issue date within the performance period equal to or less than the 75th day from the date of the appeal to the Higher Authority Appeals office which is consistent with federal regulations regarding the timely issuance of decisions. The denominator is the total number of Lower and Higher Authority decisions that have an issue date falling within the performance period. Performance is calculated by dividing the numerator by the denominator.

### Purpose/Importance:

The purpose of this measure relates to TWC's efforts to provide monetary assistance with tax collection, benefits payment, and timely, impartial dispute resolution. This appeals function serves both claimants and employers by ensuring that each has an opportunity to present evidence to attempt to reverse an adverse ruling and receive a timely decision.

**Calculation Type:** Noncumulative

**New Measure:** No

**Desired Performance:** Higher than target

Goal No.	2	State Workforce Development		
Objective No.	4	Unemployment Services		
Measure Type:	OC			
Measure No.	3			
Key Measure:	N	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: Y	Priority: L	

## Percent of Wage and Tax Reports Timely Secured

### Short Definition:

The percent of employer quarterly wage and tax reports timely secured for payment of state unemployment taxes for the state Unemployment Insurance (UI) program.

### Data Limitations:

Wage reports are filed on a calendar quarterly basis and require time for processing and determination of timeliness. FY reporting for this measure runs on a July to June period.

### Source/Collection of Data:

The data for this measure is collected from tax reports, Form C-3, processed during the period following the due date for each of the f calendar periods. Data is received in a variety of mediums and input by Tax and Data Processing staff and recorded in the Employer Master File tax accounting system. These records are maintained in the Employer Master File.

### Method of Calculation:

The denominator is the number quarterly wage and tax records which were due during the report period. The numerator is the number of quarterly wage and tax records from the denominator which were timely secured. Performance is calculated by dividing the numerator by the denominator.

### Purpose/Importance:

The purpose of the measure is to demonstrate TWC's efforts to ensure accurate and timely unemployment tax collections from employers.

**Calculation Type:** Noncumulative

**New Measure:** No

**Desired Performance:** Higher than target

Goal No.	2	State Workforce Development		
Objective No.	4	Unemployment Services		
Strategy No.	I	Unemployment Services		
Measure Type:	EF			
Measure No.	I			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: L
		Percent Measure: N	Priority: M	

## Average Time on Hold for UI Customers (Minutes)

### Short Definition:

This measure monitors the average amount of time a UI customer is on hold when calling the UI Tele-Centers.

### Data Limitations:

None.

### Source/Collection of Data:

The data for this measure are collected from the Avaya Definity telephone systems and delivered to the SUN Unix server running an Avaya program called CMS Supervisor for TWC-operated centers and is gathered from TWC's contracted center operators using their telephone tracking system data. This reported data are captured and stored for 5 years.

### Method of Calculation:

The measure is collected from a CMS Supervisor program using a calculated field. The total wait time, in seconds, for all Automatic Call Distribution (ACD) calls is divided by 60 to produce the numerator expressed in minutes (rounded to the nearest minute). The denominator is the total ACD calls for the reporting period. The result is expressed as an average wait time in minutes and hundredths of minutes for all ACD calls.

### Purpose/Importance:

The UI program seeks to replace a portion of lost wages for eligible unemployed workers and to promote economic stability by preserving buying power in communities experiencing economic downturns. This measure demonstrates TWC's efforts to provide monetary assistance through a system of tax collection, benefits payment and impartial eligibility determination.

**Calculation Type:** Noncumulative

**New Measure:** No

**Desired Performance:** Lower than target

Goal No.	2	State Workforce Development		
Objective No.	4	Unemployment Services		
Strategy No.	I	Unemployment Services		
Measure Type:	EX			
Measure No.	I			
Key Measure:	N	Calculation Method: N	New Measure: N	Target Attainment: L
		Percent Measure: N	Priority: L	

## Number of Initial Unemployment Insurance Claims Filed

### Short Definition:

This measure monitors the number of new and additional Intrastate, Interstate agent (filed in Texas against another state), and Interstate liable (filed from another state against Texas) claims filed. This definition is consistent with federal definitions.

### Data Limitations:

Modifications in assumptions and methodology may result from changes in federal or state statutes and regulations.

### Source/Collection of Data:

The data for this measure is collected from benefit claims records in the automated benefits system and is recorded on a monthly DOL ETA report.

### Method of Calculation:

The claim record is counted as an initial claim when it meets the requirements of the Texas Unemployment Compensation Act and Commission rules. The data are summed for the report period.

### Purpose/Importance:

This measure functions as a current indicator of the Texas economy in general and a leading workload indicator for the Texas Unemployment Insurance program. The number of initial unemployment insurance claims filed is based in part on what is happening in the workforce and it drives Unemployment Insurance program activities (more claims generally means more determinations must be made, more payments issued, more appeals reviewed, etc.).

**Calculation Type:** Noncumulative

**New Measure:** No

**Desired Performance:** Lower than target

Goal No.	2	State Workforce Development		
Objective No.	5	Civil Rights		
Measure Type:	OC			
Measure No.	I			
Key Measure:	N	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: Y	Priority: L	

## Percent of Employment and Housing Complaints Resolved Timely

### Short Definition:

The percent of employment complaints and housing complaints resolved timely. A complaint is considered resolved when a finding of reasonable cause or lack of reasonable cause is issued, when a complaint is conciliated or settled or when the complaint is administratively dismissed. Examples of reasons for administrative dismissal include failure to timely file the complaint, non-cooperation by or failure to locate the complainant, and the complaint was not within the division’s jurisdiction.

### Data Limitations:

Modifications in assumptions and methodology may result from changes in federal or state regulations.

### Source/Collection of Data:

Civil Rights Division’s internal tracking system.

### Method of Calculation:

The numerator is the total number of employment and housing complaints resolved during the performance period which were resolved timely. An employment complaint is resolved timely if it is resolved within two years of the date it was filed. A housing complaint is administratively resolved timely if it is resolved within 365 days of the date it was filed. The denominator is the total number of employment and housing complaints resolved during the performance period. Performance is calculated by dividing the numerator by the denominator.

### Purpose/Importance:

The purpose of the measure is to report on the timeliness of the division’s resolution of employment and housing discrimination complaints investigated under Texas Labor Code Chapter 21, Texas Government Code Chapter 437, Texas Property Code Chapter 301, and any other employment- or housing-related state statutes designating the Civil Rights Division as the enforcement authority.

**Calculation Type:** Noncumulative

**New Measure:** No

**Desired Performance:** Higher than target

Goal No.	2	State Workforce Development		
Objective No.	5	Civil Rights		
Strategy No.	I	Civil Rights		
Measure Type:	OP			
Measure No.	I			
Key Measure:	N	Calculation Method: C	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: L	

## Number of Individuals Receiving EEO Training

**Short Definition:**

Number of individuals employed by state agencies or institutions of higher education receiving live or computer-based Equal Employment Opportunity (EEO) training provided by the Civil Rights Division. For purposes of this measure, state agency includes a public junior college. The division offers standard training initially upon hire and as a refresher every two years, and compliance training for state agencies/institutions that receive three or more employment discrimination complaints with merit or that otherwise identify a need for and request in-depth training.

**Data Limitations:**

None

**Source/Collection of Data:**

Civil Rights Division’s internal tracking system.

**Method of Calculation:**

The number of individuals attending EEO training sessions presented by the division during the performance period is summed.

**Purpose/Importance:**

The purpose of the measure is to report division efforts to ensure that the supervisors, managers and employees of state agencies and institutions of higher education are aware of the requirements of EEO laws.

**Calculation Type:** Cumulative

**New Measure:** No

**Desired Performance:** Higher than target

Goal No.	2	State Workforce Development		
Objective No.	5	Civil Rights		
Strategy No.	1	Civil Rights		
Measure Type:	OP			
Measure No.	2			
Key Measure:	N	Calculation Method: C	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: L	

## Number of Personnel Policies Approved by CRD

### Short Definition:

The number of personnel policies used by state agencies and institutions of higher education found by the Civil Rights Division to be in compliance with Chapter 21 of the Texas Labor Code. “Personnel policies” also include personnel selection procedures that incorporate a workforce diversity program. For purposes of this measure, state agency does not include a public junior college.

### Data Limitations:

None

### Source/Collection of Data:

Civil Rights Division’s internal tracking system.

### Method of Calculation:

The number of state agencies and institutions of higher education personnel policies reviewed by the division and found to be in compliance with Chapter 21 of the Texas Labor Code within the performance period is summed.

### Purpose/Importance:

The purpose of the measure is to report on the division’s efforts to ensure that state agencies and institutions of higher education utilize personnel policies that comply with Chapter 21 of the Texas Labor Code.

**Calculation Type:** Cumulative

**New Measure:** No

**Desired Performance:** Higher than target



Goal No.	2	State Workforce Development		
Objective No.	5	Civil Rights		
Strategy No.	1	Civil Rights		
Measure Type:	OP			
Measure No.	2			
Key Measure:	N	Calculation Method: C	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: H	

## Number of Employment/Housing Complaints Resolved

### Short Definition:

The number of employment or housing discrimination complaints resolved. A complaint is considered resolved when a finding of reasonable cause or lack of reasonable cause is issued, when a complaint is conciliated or settled or when the complaint is administratively dismissed. Examples of reasons for administrative dismissal include failure to timely file the complaint, noncooperation by or failure to locate the complainant, the complaint was not within the division’s jurisdiction.

### Data Limitations:

Modifications in assumptions and methodology may result from changes in federal or state regulations.

### Source/Collection of Data:

Civil Rights Division’s internal tracking system.

### Method of Calculation:

The total number of employment or housing discrimination complaints resolved during the performance period are summed.

### Purpose/Importance:

The purpose of the measure is to monitor the Civil Rights Division efforts to review and resolve allegations of noncompliance with Texas Labor Code Chapter 21, Texas Government Code Chapter 437, Texas Property Code Chapter 301, and any other employment- or housing-related state statutes designating the Civil Rights Division as the enforcement authority.

**Calculation Type:** Cumulative

**New Measure:** No

**Desired Performance:** Higher than target

Goal No.	2	State Workforce Development		
Objective No.	5	Civil Rights		
Strategy No.	I	Civil Rights		
Measure Type:	EF			
Measure No.	I			
Key Measure:	N	Calculation Method: N	New Measure: N	Target Attainment: L
		Percent Measure: M	Priority: M	

## Average Cost Per Employment/Housing Complaint Resolved

### Short Definition:

Average cost per employment and housing complaint resolved means the cost of conducting employment and housing complaint investigations divided by the total number of employment and housing complaints resolved.

### Data Limitations:

Modifications in assumptions and methodology may result from changes in federal or state regulations.

### Source/Collection of Data:

Civil Rights Division's internal tracking system for number of closures and TWC's Financial Systems/Reporting for budget information.

### Method of Calculation:

The numerator is the expenditures recorded in the agency's accounting system for conducting employment and housing complaint investigations during the performance period. The denominator is the total number of employment and housing complaints resolved during the performance period (as calculated under the Number of Employment/Housing Complaints Resolved measure). Performance is calculated by dividing the numerator by the denominator.

### Purpose/Importance:

The purpose of the measure is to monitor investigation and complaint resolution costs for complaints resolved under Texas Labor Code Chapter 21, Texas Government Code Chapter 437, Texas Property Code Chapter 301, and any other employment- or housing-related state statutes designating the Civil Rights Division as the enforcement authority.

**Calculation Type:** Noncumulative

**New Measure:** No

**Desired Performance:** Lower than target

# TWC Strategic Plan

## Schedule C

### Historically Underutilized Business Plan

The Texas Historically Underutilized Business (HUB) program aims to promote full and equal business opportunities for all businesses to remedy disparity in state procurement and contracting. HUB owners represent minority, women, and service-disabled veteran-owned businesses. In accordance with the mission of the Texas Workforce Commission (TWC)—to promote and support a workforce system that offers employers, families, individuals and communities the opportunity to achieve and sustain economic prosperity—executive leadership, division management, and purchasing staff are committed to maintaining a strong HUB program.

#### HUB Goal

The TWC HUB goal is to exceed Statewide HUB goals established by the Comptroller of Public Accounts (CPA) by utilizing targeted strategies to boost HUB purchasing. TWC adopts the FY 2025-2029 Statewide HUB goals established by the CPA for these categories in which TWC makes purchases:

- Special Trade Construction: 32.9%
- Professional Services: 23.7%
- Other Services: 26.0%
- Commodities: 21.1%

#### Agency Rules

The Texas Workforce Commission adopted and follows the CPA's rules, 34 Texas Administrative Code §§20.281 – 298, promulgated pursuant to Texas Government Code §2161.002. (40 Texas Administrative Code §800.3).

#### HUB Strategies

The TWC strategy for sustaining supplier diversity is four-fold:

- Communicate our business needs;
- Develop vendors' abilities to meet those needs;
- Evaluate performance; and
- Address opportunity.

As a result, staff regularly assesses HUB program goals against performance and continuously seeks to identify HUB vendor opportunities and program improvements.

## Communicate Our Business Needs

- TWC’s business needs will be communicated by:
- Educating HUB businesses on the importance of HUB certification and HUB subcontracting.
- Making procurement opportunities available at the HUB events conducted throughout the state where spot bid opportunities are a part of the event.
- Maintaining page(s) on TWC’s website to promote the agency’s HUB goals and activities, including links to TWC bid opportunities and purchasing information.

When applicable, TWC conducts the following solicitation steps to communicate HUB needs:

- Revising solicitation documents to contain terms, conditions, and specifications reflecting the agency’s needs to ensure that HUBs are eligible for consideration in the bidding process;
- For any solicitation exceeding \$100,000 and in which HUB subcontracting opportunities have been identified, including a list of all National Institute of Governmental Purchasing (NIGP) codes associated with the proposed subcontracting opportunities;
- For all solicitations exceeding \$100,000 that include subcontracting opportunities:
  - Requiring all prime contractors to provide evidence of their good faith effort to reach out to HUBs as partners and subcontractors for the solicitation; and
  - Requiring all prime contractors to report monthly their use of HUB subcontractors to TWC.
- Contacting HUB vendors when a solicitation is released, even if the value is less than \$100,000, to provide more exposure to the lower dollar threshold procurements.

## Develop Vendors’ Abilities to Meet TWC Needs

TWC provides one-on-one assistance on the CPA HUB certification process to vendors by:

- Providing information on how to apply, including the documentation necessary for certification, and how to follow up on the application process;
- Assisting vendors with the renewal process as needed;
- Assisting HUB vendors interested in TWC’s Mentor Protégé Program;
- Providing courtesy HUB Subcontracting Plan (HSP) reviews for vendors before the proposal response due date;
- Providing technical assistance to HUBs interested in obtaining more state bid opportunities such as becoming a member of the Centralized Masters Bidders List (CMBL);
- Educating vendors on the process and benefit of requesting debriefings for unsuccessful bid or proposal submission responses; and
- Directing HUB vendors to appropriate Economic Opportunity Forums and CPA-sponsored events to provide vendors with needed information and networking opportunities.

## Evaluate Performance

TWC holds all employees who purchase goods and services accountable for adhering to the agency's HUB policy. Meeting the agency's good faith HUB efforts is part of every purchaser's performance requirements. Additionally, TWC takes the following steps to evaluate performance:

- Monitoring its purchases with HUB vendors on a bi-weekly basis using internally developed dashboards to assess the success of its efforts to meet HUB goals and to inform management of opportunities to increase HUB use;
- Analyzing data, by division, of TWC's retention of HUB suppliers, contractors, and subcontractors, using the above-mentioned dashboards (Tex. Gov't Code § 2161.122);
- Implementing appropriate changes in procurement strategies in response to any substantial changes observed in monthly HUB expenditures; and  
Modifying its annual good faith efforts to concentrate on any purchasing category in which performance has slipped since the prior year.

## Address Opportunity

TWC reviews planned construction, service, and technology projects anticipated to exceed \$90,000 to:

- Determine if there are HUB subcontracting opportunities;
- Require HUB Subcontracting Plans where HUB subcontracting opportunities exist; and
- Monitor such purchases for good faith efforts and subcontractor payment reporting after awards.

TWC also strives to:

- Participate in and co-sponsor economic opportunity forums and expositions to promote the HUB Program to interested businesses and strategic partners;
- Co-host at least two economic opportunity forums targeted at HUB vendors of goods and services TWC buys in quantity;
- Educate both prime non-HUB and HUB vendors about TWC's Mentor Protégé Program and identify potential Mentor-Protégé pairs interested in doing business with the State;
- Concentrate outreach activities in areas where TWC has not met goals during the past fiscal year;
- Use results-oriented strategies that assist each of TWC's largest contractors to meet their goals of using HUB subcontractors, focusing efforts on supplier diversity;
- Provide each of TWC's largest contractors with contacts to potential HUB subcontractors and request a modified HSP when appropriate;
- For new solicitations, work with TWC customers to ensure that requested services in these areas are broken into components small enough to attract HUB vendor responses; and
- For new solicitations, identify for TWC customers and potential vendors those portions of the services where TWC would expect to see a subcontract.

Furthermore, TWC is in the process of procuring a web-based software system designed to automate the HUB Subcontracting Plan submission and review process and assist in compliance reporting of HUB participation on TWC contracts.

## External/Internal Assessment

TWC uses the dashboard tools described above to internally monitor and evaluate HUB program performance regularly. Additionally, TWC reviews the external monthly expense report from CPA to confirm TWC's HUB expenditures. TWC HUB program staff are dedicated to identifying HUB opportunities, participating in HUB outreach activities, and providing senior-level staff feedback on TWC's HUB contracting and subcontracting efforts.

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**TWC Strategic Plan  
Schedule D  
Statewide Capital Plan**

**The plan was submitted separately to the  
Bond Review Board in accordance with  
instructions.**

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**TWC Strategic Plan  
Schedule E  
Health and Human Services Strategic Plan**

**Not applicable to the  
Texas Workforce Commission.**

# TWC Strategic Plan

## Schedule F

# TWC Workforce Plan

### Executive Summary

The TWC Workforce Plan is the agency's blueprint for recruiting, hiring, onboarding, and retaining staff. It is the product of collaboration between TWC's leadership and the Human Resources Department and is driven by alignment with the agency's mission, analysis of the current workforce, understanding of future needs, and developing a strategy to meet them.

### Agency Overview

The Texas Legislature created the TWC in 1995 to consolidate programs dealing with employment-related education and job training. TWC was also responsible for administering the Unemployment Insurance program, adhering to the state's labor laws, and maintaining the Texas labor market statistical information.

TWC is governed by three Commissioners appointed by the Governor, who serve six-year, staggered terms - one each representing labor, employers, and the public. The Commission appoints an Executive Director, who administers the agency's daily operations.

The agency's mission is carried out through broad activities divided into the following Divisions:

- Appeals;
- Business Operations;
- Child Care and Early Learning;
- Civil Rights;
- Customer Care;
- Finance;
- Fraud Deterrence and Compliance Monitoring;
- Information Innovation and Insight;
- Information Technology;
- Internal Audit;
- Office of General Counsel;
- Outreach and Employer Initiatives;
- Unemployment Insurance;
- Vocational Rehabilitation; and
- Workforce Development.



## Agency Mission

To promote and support a workforce system that creates value and offers employers, families, individuals, and communities the opportunity to achieve and sustain economic prosperity.

## Current Workforce Profile (Staffing Supply Analysis)

The agency's authorized full-time equivalent (FTE) count for FY 2024 is 4,955.5. The staffing profile for TWC's workforce as of January 1, 2024, was 4,649 full-time and part-time employees located throughout the state of Texas. These employees work in more than 200 offices in 28 workforce development areas across the state.

## Most Frequently Used Job Classification Families

As of Jan. 1, 2024, the agency's employees serve in 88 different classification families. The four most frequently used, with more than one-third of all TWC employees, are tied to front-line customer service in Vocational Rehabilitation Services, Workforce Development and Unemployment Insurance. They are:

- Vocational Rehabilitation Services Counselors with 547 employees;
- Vocational Rehabilitation Services Human Services Specialists with 466 employees;
- Workforce Development Specialists with 397 employees; and
- Unemployment Insurance Customer Service Representatives with 358 employees.

## Workforce Demographics

The following charts profile the agency's workforce-related to age, gender, ethnicity, and length of state service as of January 1, 2024.

### Age:

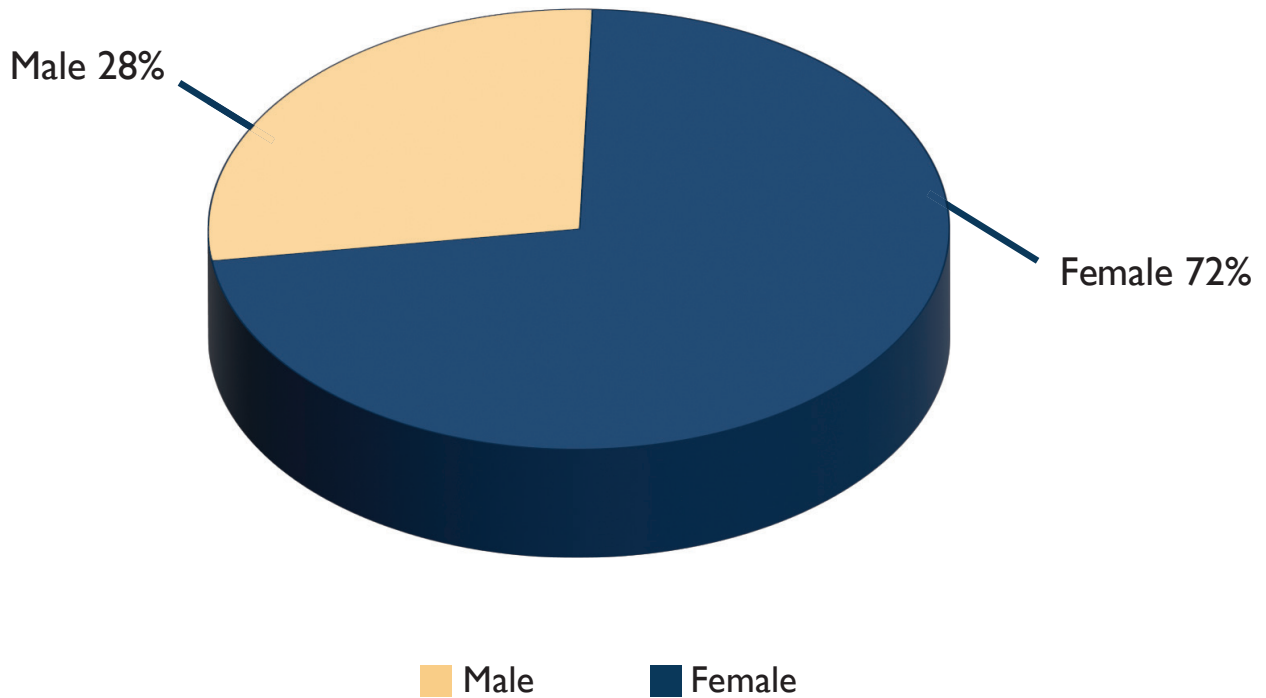
The average age of a TWC employee is 49 years and 4 months. About 52 percent of staff are over the age of 50. The table below represents the age breakdown of agency staff.

Workforce Percentages by Age

Age	Number of Workers	Percent of Total Workforce
16-29	255	5%
30-39	772	17%
40-49	1,208	26%
50-59	1,421	31%
60-69	839	18%
More than 70	154	3%
Total	4,649	100%

(Table 1)

# Gender



TWC’s current workforce is 4,649 employees, of whom 28 percent (1,316) are males and 72 percent (3,333) are females.

## Ethnicity:

### TWC Minority Staffing Compared to Statewide Workforce Percentages

The agency’s employment of African American, Hispanic, and female employees exceeds civilian labor force percentages in most Equal Employment Opportunity (EEO) job categories.

The following table compares the percentage of African American, Hispanic, and female TWC employees as of January 2024 to the statewide workforce, as reported by TWC’s Civil Rights Division (Civilian Labor Force data is from EEO report FY 2021-2022).

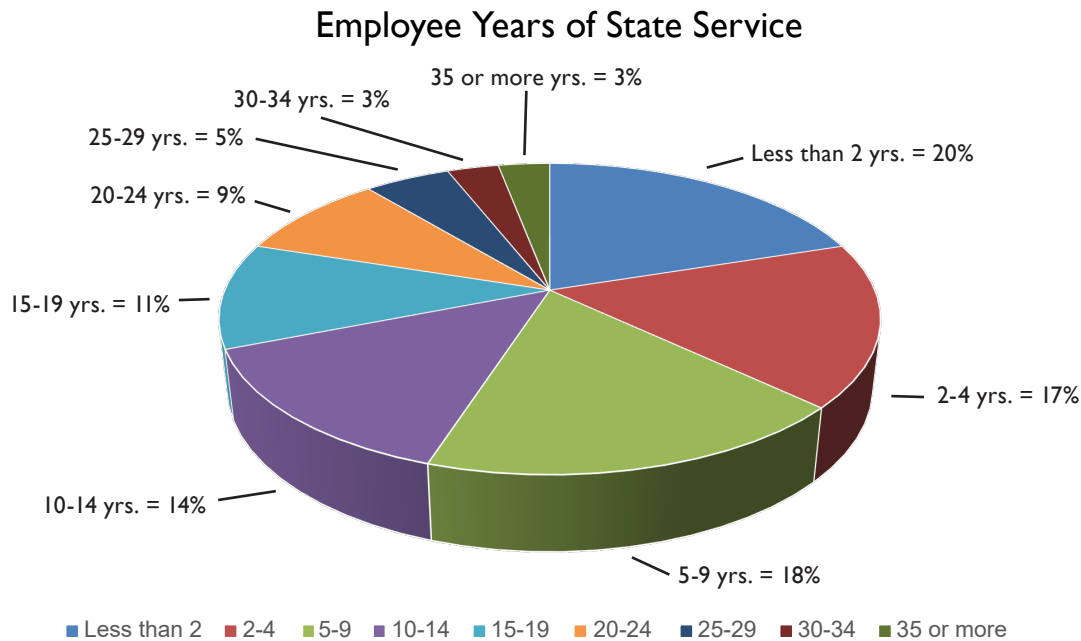
Workforce Percentages by EEO Category

EEO Job Category	TWC Positions	TWC	Civilian Labor Force	TWC	Civilian Labor Force	TWC	Civilian Labor Force
	Total	African Americans		Hispanic		Females	
Officials/ Administration	11%	14.6%	8.6%	31.0%	25.2%	70.6%	40.2%
Administrative Support	13%	15.5%	15.2%	52.3%	38.3%	75.0%	74.10%
Service/ Maintenance	0%*	0%	13.0%	43.7%	55.0%	12.5%	47.8%
Professional	70%	23.1%	10.6%	29.3%	23.0%	72.6%	53.0%
Skilled Craft	0%*	0%	10.2%	80.0%	51.8%	0%	12.3%
Technical	6%	14.4%	11.7%	44.3%	38.5%	61.6%	63.5%

(Table 2) \*Number of employees in these EEO Job Categories are less than 1% of total TWC employees.

**Length of Service:**

The largest number of TWC employees, 37 percent, have state tenure of 0-4 years. The second highest are those with between 5 and 14 years, with a combined percentage of 32.



**Length of Service and Agency Turnover:**

TWC FY 2023 year-end demographic information in CAPPs shows employees with less than two years of state service have the highest turnover rate. The agency’s highest turnover in each of the last five years comes from that group, including 26 percent in FY 2023. Statewide, that number is 46 percent for FY 2023.

### Agency Turnover Percentages by Years of Service FY 2023

Years of Service	Number of Employees	Turnover Numbers	Turnover Percentages
Less than 2	841	285	34%
2 - 4	807	140	17%
5 - 9	812	113	14%
10 - 14	673	100	15%
15 - 19	479	40	8%
20 - 24	429	53	12%
25 - 29	233	33	14%
30 - 34	148	24	16%
Over 35	132	26	19%
<b>Total</b>	<b>4,554</b>	<b>814</b>	<b>17%</b>

(Table 3)

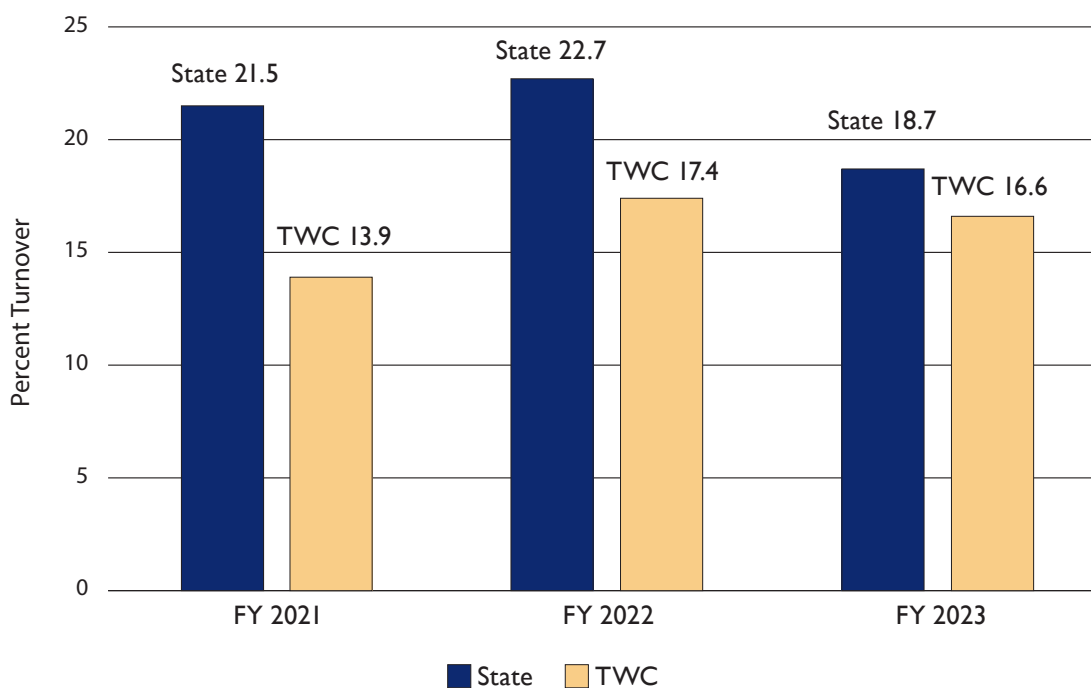
### TWC Turnover Compared to Other State Agencies:

Based on An Annual Report on Classified Employee Turnover for Fiscal Year 2023 issued by the Texas State Auditor’s Office (SAO), the statewide turnover rate for all state agencies is 18.7 percent. This turnover rate excludes transfers to other state agencies or institutions of higher education, as these are not considered a loss to the State workforce.

TWC’s turnover rate (all separations, such as interagency transfers) is 16.6 percent. The chart below illustrates the comparison of TWC’s turnover rates with the state’s turnover rates, according to the SAO.

### State vs. TWC Turnover Rates

Note: TWC rates include transfers; State rates do not



### Projected Employee Turnover Rate Over the Next Five Years:

Assuming TWC turnover rates continue at the same rate over the next five years, the turnover projection is calculated below.

#### Projected Turnover Rates by Years of Service

Years of Service	Turnover Numbers	Turnover Percentages
Less than 2	212	33.6%
2 - 4	100	15.8%
5 - 9	82	13%
10 - 14	70	11.1%
15 - 19	40	6.3%
20 - 24	44	7%
25 - 29	39	6.2%
30 - 34	22	3.5%
Over 35	22	3.5%
<b>Total</b>	<b>631</b>	<b>100%</b>

(Table 4)

Demographic data shows that 33.2 percent (1,545 employees) of TWC's workforce will be eligible to retire by Sept. 1, 2029. Of that group, 17.4 percent (269 employees) are management or lead staff.

## Gap Analysis

TWC's overall turnover rate (16.6 percent) is lower than the average turnover rate (18.7 percent) for Texas state agencies. Still, when positions come open, TWC has seen a decrease in qualified candidates in some specific job families, including those in:

- Information Technology (IT);
- Vocational Rehabilitation Services;
- Fraud Detection (investigators);
- Unemployment Insurance Commission Appeals; and
- Procurement and Contract Services.

With efficiencies gained through process improvement of Human Resources hiring processes, recruiters were hired to focus on these hard-to-fill positions.

The recruiters work closely with hiring managers and the Human Resources hiring team to monitor postings, source candidates, and guide candidates through the posting process. The recruiters leverage enhanced functionality in WorkInTexas.com and other online job tools.

TWC is approaching this candidate shortage on three key fronts: recruitment, retention, and succession planning.

### **Recruiting Strategy: Emphasis on Remote Work**

At the height of the pandemic, as many as 91 percent of TWC employees worked remotely full-time. With the experience gained during that time, TWC has begun posting open positions as “remote only.” Remote positions allow candidates from all over Texas to apply for jobs that had typically been based in Austin, Dallas-Fort Worth, or Houston. Those employees must have access to reliable internet, and management must ensure metrics are in place to ensure performance measures are met.

### **Recruiting Strategy: Apprenticeships**

TWC has established an apprenticeship program for the hardest-to-fill IT positions. The program follows standards established by the Department of Labor and is focused on providing paid, on-the-job training for students at Texas colleges and universities looking to move into IT careers. Nationally, retention of employees who join agencies through apprenticeship programs is above 90 percent. The first ten apprenticeships in Information Technology were onboarded in late spring or summer 2022. Five others were hired and onboarded into Human Resources.

### **Recruiting Strategy: Internships**

In 2018, TWC, the Texas Education Agency, and the Texas Higher Education Coordinating Board established the Texas Internship Challenge. The program aims to get real-life experience for college students through paid internships. An added benefit of the program is introducing college students to the benefits of employment with the State of Texas. TWC is hiring approximately 28 interns in the late spring or summer of 2024.

### **Recruiting Strategy: Veteran Hiring**

Two programs located inside TWC's Workforce Division are the Texas Veterans Leadership Program and the Veteran Employment Services Program. They focus on connecting veterans with employers statewide. They have also been valuable resources within TWC's ranks.

Approximately 10.6 percent of the agency's employees are U.S. veterans. Many of those came to the agency via the Veteran Direct Hire program. The direct hire program is outlined in Chapter 657 of the Texas Government Code and allows the placement of qualified veterans into agency positions without postings. The veterans must meet the job's minimum qualifications and have an application on WorkInTexas.com. TWC has used this frequently to fill internal positions and will continue to use it to find qualified employees.

Another high-potential veteran program is the Army Career Skills Program, which allows service members to participate in an internship with a state agency during the service member's last 180 days of service. Like other internships, this gives the service members valuable experience inside a civilian workforce while exposing them to the benefits of state government employment. TWC will look for opportunities to use this program as another way of expanding our candidate pipelines.

### **Retention Strategy: Career Development**

All supervisors are responsible for planning for the development needs in their areas of responsibility. Through analysis of a position's job duties, management will work with individual employees to create individual development plans based on the required knowledge and skills. The development plans must address current and future knowledge and skill needs. The Training and Development Department provides access to remote and classroom training, videos, and LearnSmart (a web-based learning system) to assist management in developing an employee's essential job skills.

### **Retention Strategy: Focus On New Hires**

Human Resources worked with others in the agency to examine key aspects of the new hire experience to make an employee's transition into the agency more welcoming.

TWC's onboarding forms have been revised to electronic formats and are sent to new hires with their conditional offer of employment. This accelerates processing, improves data-reliability and allows for new employee orientation to focus more on benefits and agency mission.

All new hire communication from Human Resources is branded and timed to remind new employees about important deadlines and provide additional information about their new benefits. New-hire newsletters are distributed from conditional offers throughout the first year of employment.

All new hires receive a survey asking them about their candidate experience, where they heard about the agency jobs, and their reasons for wanting to work at TWC. That information is used to help refine the agency's recruitment efforts, fine-tune the onboarding process and better customize postings.

Veteran new hires receive additional communication about melding their military benefits with State of Texas benefits.

New Hire focus groups are conducted by Human Resources.

Statistics documenting the agency's progress in retention of new hires are calculated monthly by Human Resources and included on agency dashboards.

### **Retention Strategy: Survey of Employee Engagement Response**

The Survey of Employee Engagement (SEE) is the biennial, all-employee, anonymous survey conducted by the University of Texas for TWC and measures specific areas of engagement. The results are shared with leadership to help the agency improve.

The 2022 SEE was administered in February 2022. With the results, TWC held a series of focus groups with employees to gather additional information on the survey results and to compile a list of action steps that each division would take in response to the findings. The Executive Director also reviews the focus group reports. Follow-ups were also conducted to ensure that the items raised were addressed.

A key item identified in the SEE was employee compensation. Human Resources conducted an agency-wide salary analysis that compared TWC jobs to those at other state agencies. Human Resources also provided data on the last TWC employee raises or one-time merits. That information helped leadership see areas where TWC salaries might have been lagging throughout a specific classification or for a particular employee.

Employees are also identified as an opportunity to improve their ability to give feedback to their supervisors. Based on that, in the summer of 2021, the agency conducted a 360-degree survey pilot for a key group of managers. Feedback was gathered by the managers' bosses, peers, and direct reports. Based on the results, each manager was given an action plan. A 180-degree agency-wide survey of all management members was conducted in FY 2023. The results were shared with the agency's managers and supervisors and their direct superiors. That group worked with their directors to develop action plans to improve communication with their teams.

The 2024 SEE was administered in February 2024. TWC will review the survey results and develop a similar action plan to ensure that items raised are addressed.

### **Succession Planning Strategy**

As illustrated earlier in this report, many of the agency's leaders are eligible to retire now or within the next five years. Succession planning and knowledge transfer allow the next generation of TWC employees to launch new ideas that appreciate historical progress while moving services to new levels.

Many divisions have high-impact staff who cannot be easily replaced because of the employees' expertise and talents. In many cases, there are no natural feeders within the agency from which to draw. In other cases, the person occupying the position has unique skills that cannot be readily found in the marketplace.

To address this challenge, the agency developed a succession planning tool that helps senior management identify areas of high risk based on an inventory of knowledge, skills, abilities, and competencies tied to employee success. The tool is now being rolled out to divisions agency-wide.



TWC's goal is to have a continuous flow of competent leaders and staff to perform all core functions supporting the agency's mission and pass along historical knowledge and processes. Succession planning and knowledge transfer efforts are focused on two key areas:

- Development of standard operating procedures and position-specific informational manuals where appropriate.
- Management development for leadership opportunities.

Effective succession planning and knowledge transfer is a partnership among TWC's executive team, management staff, Human Resources, and Training and Development.

### **Contract Management Training**

TWC adheres to the training required by the Texas Comptroller of Public Accounts (CPA) Statewide Procurement Division. A TWC employee must be certified as a Certified Texas Contract Developer to engage in contract development functions on behalf of TWC if the employee develops, evaluates, negotiates, or awards a contract posted to the Electronic State Business Daily on behalf of TWC. In addition, a TWC employee must be certified as a Certified Texas Contract Manager to engage in contract management functions on behalf of the TWC.

All job postings for TWC procurement and contract professional positions require that newly hired professionals take CPA-prescribed training and obtain their certification within the timeframe specified on their job posting. Each TWC procurement professional must maintain their certification without lapse to retain their position

### **Information Resources Planning**

#### **Background**

TWC's Information Technology (IT) division is committed to supporting efficient agency business processes. IT ensures staff and agency partners are well-equipped with the technology necessary to do their jobs and improves services to the public by providing easy-to-use, self-service options. The Chief Information Officer (CIO) manages IT and serves as the agency's IT Division Director and designated Information Resources Manager (IRM).

#### **IT Organizational Structure**

The TWC IT division includes 256 full-time employees, supplemented by staff augmentation contractors, in three major areas - IT Infrastructure Services, IT Applications Solutions, and Data Governance.

#### **IT Infrastructure Services**

- **IT Infrastructure Services**
  - Supports Server Operations, Networks and Telephony, Data Center Operations, and Scanning/Electronic Filing. Coordinates with the Department of Information Resources (DIR) Data Center Services (DCS) service provider, Atos, which provides localized support for each of the data centers and manages the mainframe, print/mail operations, and servers used by TWC.
- **IT Customer Services**
  - Provides Help Desk Services, Access and Identity Provisioning, Desktop Support, Computer and Printer Management services. A vendor operates and manages IT's Help Desk for desktop PC support.
  - Oversees Electronic Information Resources (EIR) Accessibility Services to maintain workplace accessibility for people using EIR across the TWC enterprise.

## IT Applications Solutions

- **IT Acquisitions**
  - Supports technology contract development, contract management and technology purchasing.
- **IT Scheduled Releases**
  - Provides software engineering activities in support of IT projects and performs enhancements of software already in production at regularly scheduled intervals; technology budget planning, cost tracking, and reporting; technology planning and reporting to state oversight agencies as required by statute; technical writing of the IT Handbook and communications.
- **IT Project Management Office (PMO)**
  - Coordinates governance of technology projects and project management of approved technology projects, including major information resources projects (MIRP) as defined by statute.
- **IT Central Intake & Quality Assurance (CIQA)**
  - Provides a streamlined approach to customer service, testing and software engineering quality for IT AS. CIQA consists of:
    - Central Intake acts as the front door to IT AS and works directly with our customers to prioritize work according to the customer needs and IT resource availability.
    - Quality Assurance (QA) is comprised of QA Analysts and Test Engineers who are responsible for ensuring that IT AS delivers quality applications through standard software engineering practices, including testing.
    - The Solutions Analysts team is responsible for gathering and documenting business rules and requirements of new and modified system functionality in accordance with the IT Handbook.
- **IT Maintenance & Operations**
  - Performs activities required to maintain and update over 100 agency applications in production supporting TWC's business operations. Provides 24/7 support to include daily operations, production issues, and technical support.
- **IT Architecture Governance and Planning**
  - Responsible for envisioning, designing, and supporting all aspects involving the agency's enterprise architecture. The team members address business processes, data management, best practices for security, and supporting technologies – and how they evolve together over time.

## Data Governance

- The Data Governance Officer develops policies, standards, designs, and action plans for enterprise-wide information governance, data system integrity, integration, data conversion and the use of data for business intelligence and analytics. Data Governance evaluates and recommends database and analytics platforms for the agency's systems.
- Database Administration creates and maintains the databases used by TWC systems and measures performance to recommend cost-reducing improvements.
- The Enterprise Data Warehouse (EDW) team enhances and maintains the TWC EDW. The EDW presents a consolidated data platform to address the agency's reporting, analytics and dashboarding needs.

## Oversight Committees and Workgroups

IT organized committees and oversight organizations to address specific technology issues.

Below is a list of these bodies:

- **Software Acquisition Review Committee (SARC):** Approves all non-enterprise software requests to protect the integrity of the business processes supported by the computing resources. SARC maintains the TWC Approved Software List.
- **Technical Architecture Committee:** Includes experts from various IT areas to facilitate enterprise architecture standards, governance, and tool selection, focusing on associated tools and governance processes. The committee works with the PMO and SPO to ensure that proposed projects and roadmap initiatives align with architectural goals.
- **Change Advisory Board (CAB):** Manages changes to the production environment to reduce the risk of service disruptions and system issues.

## IT Investment

IT Investment Management (governance) monitors and protects the agency's investment of staff and funding in IT projects, ensuring that IT investments are effective, targeted, and linked to strategic goals. As with all IT organizations, demand for IT services exceeds capacity, so the business areas must prioritize the work. To select and prioritize new work, appropriate governance requires insight into work currently in progress, new work being proposed across the agency, and how new project selections will impact the rest of the projects.

With IT Investment Management, a business-driven governance structure prioritizes and oversees all technology investments to help ensure the highest value functionality is developed and the changes to the plans or scope during the project do not affect the ultimate realization of the planned benefits.

Several steering committees are part of the IT Investment process:

- **The Business Enterprise Strategic Technology (BEST) Team** determines enterprise business strategy and appropriate application of technology. It ensures that TWC's technology initiatives and proposed projects (regardless of IT Division involvement) help the organization achieve its strategic goals and objectives. The BEST Team is responsible for selecting and prioritizing strategic and tactical initiatives across the organization and guiding the effective and cost-efficient application of technology, related personnel resources, and funding.
- **Cybersecurity Steering Committee** supports TWC in defining and maintaining a robust cybersecurity program. The Cybersecurity Steering Committee provides risk-based decision-making and strategic direction to ensure security objectives are achieved, risks are managed, security initiatives are prioritized, and resources are used responsibly. It monitors state and federal laws and regulations to ensure that security and privacy requirements are met. It also defines business processes according to information security and the resulting risk to organizational operations.
- **Data Governance Steering Committee** ensures data remains trustworthy to make business decisions, optimize operations, and accurately report information. It ensures consistency and proper use of data across all divisions as well as application of solid data governance. Additionally, this steering committee establishes repeatable and scalable data processes.
- **Functional/Project Steering Committees** provide project oversight for one or more designated IT projects. The Functional/Project Steering Committee ensures that project goals and objectives are met. These steering committees are responsible for overseeing progress, resolving issues, and managing change control.
- **Program Division Technology Meetings** have been established to provide risk-based decision making and strategic direction to ensure division technology objectives are achieved, risks are managed, and resources are used responsibly on projects that are not considered agency-wide. The Program Division Project Meetings monitor project performance to ensure the projects are completed on time and within budget, quality, and scope.
- **The IT Steering Committee (ITSC)** determines enterprise technology roadmap strategy and appropriate application of technology to sustain continuity of operations, align with the State Strategic Plan for Information Resources, and support new business projects. It ensures that TWC's Technology Roadmap helps the organization achieve its strategic goals and objectives. The ITSC is responsible for selecting and prioritizing strategic and tactical initiatives across TWC and guiding the effective and cost-efficient application of technology, related personnel resources, and funding.

## Use of Project Management

Use of Project Management as required by Texas Government code Title 10, Subtitle B, Chapter 2054.152

### Project Management Office

TWC has a robust Project Management Office (PMO). Key functions of the PMO unit include:

- Providing IT project management functions (for example, project planning, tracking, reporting, issue resolution, and risk management).
- Providing full or part-time IT project managers to projects, depending on the size, complexity, and risk of the project.
- Creating and maintaining processes and templates for project management and reviewing/updating processes annually.
- Overseeing the IT Investment Management (governance) processes, including:
  - Project selection, prioritization, and oversight.
  - Project Steering Committee facilitation.
- Maintaining the agency project portfolio/dashboard.
- Assisting business areas in preparing project proposals and coordinating within the IT division for cost estimation and impact assessment.
- Maintaining strict compliance with Texas Project Delivery Framework guidelines for Major Information Resources Projects.

### Alignment with the State Strategic Plan for IR Management

Technology enhances the efficiency of TWC programs and assists TWC in delivering exceptional services to customers. TWC selects technology initiatives that advance the mission, goals, and objectives of the agency and align with statewide technology principles and priorities as defined in the 2022-2026 State Strategic Plan for Information Resources:

- Goal 1: Secure IT Service Delivery
- Goal 2: Advanced Data Management
- Goal 3: Strategic Digital Transformation
- Goal 4: Proactive Approach to Emerging Technologies

# TWC Strategic Plan Schedule G Workforce Development System Strategic Planning

## **Alignment with the Texas Workforce System Strategic Plan**

The Texas Government Code specifies that one of the primary responsibilities of the Texas Workforce Investment Council is to develop and recommend to the Governor a single strategic plan for the Texas Workforce System that identifies the tasks, timelines, and responsible partners for each specified system objective. The plan is developed with system partners and is focused on critical long-term objectives that have been identified as crucial to alignment or to reducing gaps and redundancies. The current Texas Workforce System Strategic Plan intends to guide system partners in implementing workforce programs, services, and initiatives designed to achieve the strategies, system objectives, and goals outlined in the plan.

As required by Texas Government Code, Section 2308.104(g), the TWC Strategic Plan must align with the following objectives as outlined in *Accelerating Alignment: Texas Workforce System Strategic Plan for Fiscal Years 2024–2031*.

## **Part I: Alignment with Workforce System Strategies**

*Accelerating Alignment: Texas Workforce System Strategic Plan for Fiscal Years 2024–2031* identifies four system goals related to employers, learners, partners, and policy and planning. Within the four system goals are twelve workforce system objectives and strategies. TWC is identified as the responsible agency, either solely or in coordination with other agencies, for the implementation of ten of the twelve objectives and strategies.

System Strategy	Key Agency Steps, Activities, and Initiatives/Agency Action Milestones/Partnerships/Intended Outcomes
<p>Institute and expand upskilling and reskilling programs as part of core education and training inventory, with an emphasis on meeting the needs of employers for middle-skill workers.</p>	<p><u>Key Agency Steps, Activities, and Initiatives:</u></p> <ul style="list-style-type: none"> <li>Assess the existing inventory of upskilling and reskilling programs funded by the Texas Workforce Commission, including those for middle-skill workers, to ensure they meet the needs of employers and make refinements accordingly.</li> <li>Enhance internal agency processes for assisting employers in recognizing and implementing upskilling and reskilling opportunities for the workforce.</li> <li>Create partnerships designed to align the talent pipeline with employer demand and disseminate best practices for regional upskilling initiatives to multiple audiences across the state.</li> </ul> <p><u>Agency Action Milestones:</u></p> <ul style="list-style-type: none"> <li>Complete inventory of upskilling and reskilling programs (by September 2025)</li> <li>Enhance processes for assisting employers with upskilling and reskilling (by September 2024)</li> <li>Talent pipeline alignment and dissemination of best practices for regional upskilling initiatives (through August 2027)</li> </ul> <p><u>Partnerships:</u></p> <ul style="list-style-type: none"> <li>Texas Higher Education Coordinating Board</li> <li>Texas Department of Criminal Justice</li> <li>Windham School District</li> <li>Local Workforce Development Boards</li> </ul> <p><u>Intended Outcomes:</u></p> <ul style="list-style-type: none"> <li>Increase in individuals enrolled in upskilling and reskilling programs.</li> <li>Increase in individuals completing upskilling and reskilling programs.</li> </ul>

System Strategy	Key Agency Steps, Activities, and Initiatives/Agency Action Milestones/Partnerships/Intended Outcomes
<p>Expand integrated education and training programs for middle-skill occupations and increase learner persistence to completion, certification, and employment.</p>	<p><u>Key Agency Steps, Activities, and Initiatives:</u></p> <ul style="list-style-type: none"> <li>• Enhance Adult Education and Literacy (AEL) curriculum, standards, skill assessment options, and access to digital technology to boost employability and college readiness of AEL students.</li> <li>• Continue to expand industry-targeted integrated education and training (IET) programs for middle skills occupations.</li> <li>• Promote engagement with businesses and employer organizations to develop models that incorporate occupation-specific skills and work readiness requirements into AEL services.</li> </ul> <p><u>Agency Action Milestones:</u></p> <ul style="list-style-type: none"> <li>• Enhanced curriculum, standards, skill assessment options, and access to digital technology (by August 2025)</li> <li>• Expanded IET programs for middle skills occupations (by August 2025)</li> <li>• Engagement with businesses and employer organizations (through August 2027)</li> </ul> <p><u>Partnerships:</u></p> <ul style="list-style-type: none"> <li>• Adult Education and Literacy Programs</li> </ul> <p><u>Intended Outcomes:</u></p> <ul style="list-style-type: none"> <li>• Increase in individuals completing IET programs.</li> <li>• Increase in individuals entering employment post-program completion.</li> </ul>

System Strategy	Key Agency Steps, Activities, and Initiatives/Agency Action Milestones/Partnerships/Intended Outcomes
<p>Respond flexibly to employment changes through the identification and delivery of programs that support the attainment of short-term credentials, including industry-based certifications and licenses.</p>	<p><u>Key Agency Steps, Activities, and Initiatives:</u></p> <ul style="list-style-type: none"> <li>• Identify and create an inventory of programs, in coordination with partner agencies, that support the attainment of short-term credentials and create a crosswalk to related occupations.</li> <li>• Promote alignment between Texas Workforce Commission training programs and associated credentials with high-demand, high-wage occupations.</li> <li>• Continue engagement with industry to address current and future workforce development needs.</li> </ul> <p><u>Agency Action Milestones:</u></p> <ul style="list-style-type: none"> <li>• Completed inventory of programs supporting short term credentials (by September 2025)</li> <li>• Promotion of training programs and associated credentials with high-demand, high-wage occupations (through October 2026)</li> <li>• Industry engagement relative to workforce needs (through August 2027)</li> </ul> <p><u>Partnerships:</u></p> <ul style="list-style-type: none"> <li>• Texas Higher Education Coordinating Board</li> <li>• Texas Education Agency</li> <li>• Texas Department of Criminal Justice</li> <li>• Windham School District</li> <li>• Texas Juvenile Justice Department</li> <li>• Local Workforce Development Boards</li> </ul> <p><u>Intended Outcomes:</u></p> <ul style="list-style-type: none"> <li>• Increase of individuals attaining short-term credentials in high-demand occupations.</li> </ul>



<b>System Strategy</b>	<b>Key Agency Steps, Activities, and Initiatives/Agency Action Milestones/Partnerships/Intended Outcomes</b>
<p>Expand work-based learning as a core education and training program pre-employment strategy for youth and adults.</p>	<p><u>Key Agency Steps, Activities, and Initiatives:</u></p> <ul style="list-style-type: none"> <li>Identify programs administered by the Texas Workforce Commission within the Workforce Development, Vocational Rehabilitation, and the Outreach &amp; Employer Initiatives Divisions where work-based learning is an important pre-employment strategy for youth and adults.</li> <li>Expand high-quality work-based learning resources and tools through the deployment of the Tri-Agency work-based learning framework.</li> <li>In coordination with Tri-Agency partners, identify data and design and develop processes for tracking and reporting the utilization of work-based learning.</li> <li>Expand the network of employers participating in and sponsoring work-based learning opportunities.</li> </ul> <p><u>Agency Action Milestones:</u></p> <ul style="list-style-type: none"> <li>Identification of work-based learning programs (by September 2024)</li> <li>Expand work-based learning resources and tools (by September 2024)</li> <li>Processes for tracking and reporting the utilization of work-based learning (by January 2026)</li> <li>Increase employer participation in work-based learning opportunities (through August 2027)</li> </ul> <p><u>Partnerships:</u></p> <ul style="list-style-type: none"> <li>Texas Higher Education Coordinating Board</li> <li>Texas Education Agency</li> <li>Local Workforce Development Boards</li> </ul> <p><u>Intended Outcomes:</u></p> <ul style="list-style-type: none"> <li>Increase in program participants engaged in work-based learning.</li> </ul>

System Strategy	Key Agency Steps, Activities, and Initiatives/Agency Action Milestones/Partnerships/Intended Outcomes
<p>Expand registered and industry-recognized apprenticeship programs in both traditional and non-traditional areas to ease workforce shortages through engaging and assisting employers to begin new programs.</p>	<p><u>Key Agency Steps, Activities, and Initiatives:</u></p> <ul style="list-style-type: none"> <li>• Continue expansion of apprenticeship programs supporting critical middle-skills occupations and occupations with current or projected labor shortages.</li> <li>• Enhance internal agency processes to regularly engage with employers and system stakeholders to seek input on the quality of existing apprenticeship programs and the development of new apprenticeship programs.</li> <li>• Ensure apprenticeship program opportunities are readily available to learners, including vocational rehabilitation customers, and aligned with employer needs.</li> </ul> <p><u>Agency Action Milestones:</u></p> <ul style="list-style-type: none"> <li>• Apprenticeship program expansion for middle skills occupations (by August 2026)</li> <li>• Enhance process for apprenticeship related engagement with employers and industry partners (by August 2024)</li> <li>• Align apprenticeship opportunities to employer need and ensure availability (through August 2027)</li> </ul> <p><u>Partnerships:</u></p> <ul style="list-style-type: none"> <li>• Windham School District</li> <li>• Local Workforce Development Boards</li> <li>• Apprenticeship Programs</li> </ul> <p><u>Intended Outcomes:</u></p> <ul style="list-style-type: none"> <li>• Increased number of new apprenticeship programs developed in traditional and non-traditional occupations.</li> <li>• Increased number of new apprentices enrolled in new apprenticeship programs in traditional and non-traditional occupations.</li> </ul>



<b>System Strategy</b>	<b>Key Agency Steps, Activities, and Initiatives/Agency Action Milestones/Partnerships/Intended Outcomes</b>
<p>Develop and execute a model to identify credentials of value – including postsecondary technical sub-baccalaureate credit and non-credit credentials, industry-based certifications, apprenticeship certificates, and licenses.</p>	<p><u>Key Agency Steps, Activities, and Initiatives:</u></p> <ul style="list-style-type: none"><li>• In collaboration with Tri-Agency partners, analyze and determine if and how the credential of value calculation can be applied to credentials other than degrees at institutions of higher education in Texas.</li><li>• Share results and publish credentials of value, as relevant and appropriate, to the Texas Credential Library.</li></ul> <p><u>Agency Action Milestones:</u></p> <ul style="list-style-type: none"><li>• Identify credentials of value (by August 2027)</li></ul> <p><u>Partnerships:</u></p> <ul style="list-style-type: none"><li>• Texas Higher Education Coordinating Board</li><li>• Texas Education Agency</li></ul> <p><u>Intended Outcomes:</u></p> <ul style="list-style-type: none"><li>• Identification of, and distribution of information related to, credentials of value.</li></ul>



<b>System Strategy</b>	<b>Key Agency Steps, Activities, and Initiatives/Agency Action Milestones/Partnerships/Intended Outcomes</b>
<p>Promote and support the attainment of high-tier Texas Rising Star certification by all child care providers.</p>	<p><u>Key Agency Steps, Activities, and Initiatives:</u></p> <ul style="list-style-type: none"><li>• Engage with child care providers and employers to establish on-site or near-site, high-quality child care facilities.</li><li>• Strengthen the early childhood education workforce to provide high-quality education for young children and support kindergarten readiness.</li><li>• Expand Texas Rising Star certifications, supports, and school-readiness enhancements and ensure child care providers have the support necessary to provide quality early childhood learning programs.</li></ul> <p><u>Agency Action Milestones:</u></p> <ul style="list-style-type: none"><li>• Establishment of on-site or near-site, high-quality child care facilities (by September 2024)</li><li>• Strengthen the early childhood education workforce (through August 2027)</li><li>• Expanded Texas Rising Star certifications, supports, and school-readiness enhancements (through August 2027)</li></ul> <p><u>Partnerships:</u></p> <ul style="list-style-type: none"><li>• Child Care Providers</li><li>• Local Workforce Development Boards</li></ul> <p><u>Intended Outcomes:</u></p> <ul style="list-style-type: none"><li>• Increase in the number of Child Care Services children enrolled in a Texas Rising Star provider’s program.</li><li>• Increase in the number of employers engaged in Texas Workforce Commission-funded child care expansion initiatives.</li></ul>

System Strategy	Key Agency Steps, Activities, and Initiatives/Agency Action Milestones/Partnerships/Intended Outcomes
<p>Execute a secure, shared data infrastructure and governance model that will facilitate data import, storage, access, integration, analysis, and reporting to understand and quantify quality program outcomes.</p>	<p><u>Key Agency Steps, Activities, and Initiatives:</u></p> <ul style="list-style-type: none"> <li>• In collaboration with Tri-Agency partners, deploy a shared data infrastructure and governance model.</li> <li>• Implement joint governance to address security, access, and use of shared data resources, including identifying gaps and opportunities to streamline collections and sharing.</li> <li>• Deliver initial version of secure data portal (enclave) for access to privileged reporting and a collaborative research workspace and allow staff from partner agencies to test secure access, use cases, and other functionality to inform future phases.</li> <li>• Determine additional data needs and collections.</li> <li>• Develop and execute a plan to expand and enhance the P20W+ data repository.</li> <li>• Identify, evaluate, and implement ways to streamline and improve timeliness and completeness of data matching and sharing across agencies.</li> </ul> <p><u>Agency Action Milestones:</u></p> <ul style="list-style-type: none"> <li>• Deploy a shared data infrastructure and governance model (by August 2027)</li> <li>• Implement joint governance (by August 2027)</li> <li>• Deliver initial version of secure data portal (by March 2024)</li> <li>• P20W+ data repository expansion and enhancements (by December 2026)</li> <li>• Improved timeliness and completeness of data matching and sharing across agencies through August 2027)</li> </ul> <p><u>Partnerships:</u></p> <ul style="list-style-type: none"> <li>• Texas Higher Education Coordinating Board</li> <li>• Texas Education Agency</li> </ul> <p><u>Intended Outcomes:</u></p> <ul style="list-style-type: none"> <li>• Partner agency user satisfaction (measured by user feedback).</li> <li>• Partner agency user satisfaction (measured by collaborative research achieved through product utilization).</li> </ul>



<b>System Strategy</b>	<b>Key Agency Steps, Activities, and Initiatives/Agency Action Milestones/Partnerships/Intended Outcomes</b>
<p>Pilot and expand an enhanced wage record for use in determining program outcomes and employment in occupational area of study.</p>	<p><u>Key Agency Steps, Activities, and Initiatives:</u></p> <ul style="list-style-type: none"><li>• Seek input from stakeholders on proposed data elements.</li><li>• Develop data model and definitions for new proposed record layout.</li><li>• Conduct the pilot with employers willing to provide enhanced employment and earnings data, including engaging with third-party administrators with significant employer bases.</li><li>• Evaluate the usefulness of data captured from enhanced wage records, report results of the pilot, and modify the model, as needed, to expand beyond a pilot phase.</li></ul> <p><u>Agency Action Milestones:</u></p> <ul style="list-style-type: none"><li>• Complete wage record pilot and evaluation (by August 2027)</li></ul> <p><u>Partnerships:</u></p> <ul style="list-style-type: none"><li>• Texas Higher Education Coordinating Board</li><li>• Texas Education Agency</li></ul> <p><u>Intended Outcomes:</u></p> <ul style="list-style-type: none"><li>• Increased number of Texas workers included in pilot data.</li><li>• Increased number of Texas employers represented in the pilot data.</li></ul>

System Strategy	Key Agency Steps, Activities, and Initiatives/Agency Action Milestones/Partnerships/Intended Outcomes
<p>Develop and implement strategies and procedures to collect and report data, including certifications attained by name of certification and name of third-party, national certifying entity.</p>	<p><u>Key Agency Steps, Activities, and Initiatives:</u></p> <ul style="list-style-type: none"> <li>Undertake an agency planning process to identify steps and processes needed to collect industry-based certification data.</li> <li>Based on the results of the agency planning process, implement internal processes to collect industry-based certification data.</li> <li>Based on the collection of industry-based certification data, share with partner agencies for analysis to determine the effectiveness of programs and future services.</li> <li>Report on the attainment of industry-based certifications by workforce program participants.</li> </ul> <p><u>Agency Action Milestones:</u></p> <ul style="list-style-type: none"> <li>Identify processes needed to collect industry-based certification data (September 2024)</li> <li>Begin collecting industry-based certification data (by October 2025)</li> <li>Share industry-based certification data with partner organizations (through August 2027)</li> <li>Report on the attainment of industry-based certifications (through October 2027)</li> </ul> <p><u>Partnerships:</u></p> <ul style="list-style-type: none"> <li>Texas Higher Education Coordinating Board</li> <li>Texas Education Agency</li> <li>Texas Department of Criminal Justice</li> <li>Windham School District</li> <li>Texas Juvenile Justice Department</li> <li>Texas Veterans Commission</li> <li>Local Workforce Development Boards</li> </ul> <p><u>Intended Outcomes:</u></p> <ul style="list-style-type: none"> <li>Increase in the number of industry-based certifications collected by certifying entity and certification name.</li> </ul>

The approach and strategies that TWC will employ to accelerate achievement in the following three fundamental strategic opportunities, as outlined in “Accelerating Alignment: Texas Workforce System Strategic Plan for Fiscal Years 2024–2031,” are as follows:

### **Engage Employers Meaningfully**

*Coordinate across agencies to gain insight into the needs of employers and minimize “asks” that burden employers.*

TWC has a long-standing history of engaging with employers in a meaningful way. Together with job seekers and employees, Texas employers constitute one of the pillars of the Texas workforce system. As stated in “Accelerating Alignment: Texas Workforce System Strategic Plan for Fiscal Years 2024–2031”:

“Employers are motivated by demand for highly skilled workers. As a primary delivery system, a growing number of system partners are seeking direct insight and partnerships with employers to understand and effectively align education and training outcomes with the required skills. System partners consult with employers to inform instructional design and agency initiatives and to partner in offering work-based training and employment opportunities. As the volume of these touchpoints increases, the workforce system has a strategic opportunity to improve the employer experience by reducing the frequency and duplication of requests while addressing the needs of all system partners.”

Texas’ strong economic foundation is largely a credit to the diversity and stability of its private-sector businesses. It is vital that TWC and its workforce partners continue collaborating with local employers and economic development entities to equip Texas employers of all sizes with a highly skilled workforce that will keep jobs in Texas and help companies remain competitive in the global marketplace.

TWC strives to ensure that employer engagement is conducted in a manner that is minimally burdensome for employers. Internal to TWC, the Outreach and Employer Initiatives division (OEI) is responsible for directing engagement with employers, business organizations, educational institutions, and economic developers within the Texas workforce system. To facilitate development of a customer-focused, market-driven workforce system, OEI develops cluster-based strategies, industry partnerships, and innovative industry-led programs. These initiatives are critical to the recruitment, retention, and growth of Texas businesses.

TWC’s market-driven approach engages all potential customers, including economic development entities. OEI and its network of regional Texas Workforce Solutions partners hold regular listening events throughout Texas to assess the achievements and challenges identified by Local Workforce Development Boards. Through these meetings, new initiatives are launched, and new industry-aligned strategies are formed. OEI also partners with the TEA and THECB to conduct regional meetings with employers, higher education and public education leaders, economic development officials, local workforce professionals, and other key community leaders. These meetings are held to identify regional economic priorities, employers’ workforce needs, and resources to best prepare local students for successful career pathways. In coordination with system partners, TWC will continue to leverage its established relationships and coordinate further outreach to synchronize workforce strategies across a growing network of local partners. In addition, TWC will examine interagency processes to evaluate employers’ most pressing needs and disseminate findings amongst system partners.



TWC has identified several objectives relating to employers in the workforce system. These include upskilling and reskilling the workforce, improving the transition from adult education to employment, and expanding short-term credentialing in high-demand occupations. TWC will ensure, across all programs, that requests to employers are coordinated internally across divisions, and externally with workforce system partners. To do so, TWC and system partners will continue to build on comprehensive, system-wide methods for communicating and collaborating with employers. While communication is vital, TWC will look to improve the efficiency of contact with employers, address the needs of all system partners, coordinate local and state priorities, and improve system responsiveness. Other system objectives that have an employer component, such as increasing apprenticeship resources and refining Texas Rising Star certification levels, will be approached in similar manner.

### **Include and Improve Outcomes for All Texans**

*Engage Texans with diverse needs, including those with disabilities, foster youth, sex-trafficking victims, incarcerated juveniles and adults, and opportunity youth, by designing programs and supports that address their needs, maximize outcomes, and improve career opportunities.*

TWC continues to design programs to meet changing demographics, close skills gaps, and address increasingly complex workforce needs. Through the Texas Workforce Solutions network, TWC connects job seekers and other populations with barriers to employment to numerous career and training resources to prepare them to enter or reenter the workforce in high-growth industry sectors. Although the service is targeted, its delivery is uniformly applied.

TWC anticipates an expanding, highly diverse Texas workforce that can adapt to the new technologies and industrial innovations that make businesses more competitive. Texas employers, workers and job seekers stand to benefit equally from this more resilient and multi-faceted vision of the Texas economy. Through the Tri-Agency Workforce Initiative, TWC is working with TEA, THECB, and key stakeholders across the state, to ensure that the state's workforce and educational systems are aligned with current and future industry needs. The strategies will help equip all Texans with the skills, education and training needed to be competitive for the jobs of today and in the future.

Texas benefits from efficiencies in providing services to employers, job seekers, including veterans, and special population groups, including individuals with barriers to employment by co-locating key programs. These efficiencies include:

- Providing comprehensive and seamless workforce and support services.
- Eliminating duplicative efforts to ensure more effective management of program funds.
- Adopting a systemic approach to guidance and technical assistance that ensures consistency across programs.
- Enhancing the one-stop delivery model by co-locating and integrating Texas Workforce Solutions and Vocational Rehabilitation Services business relations staff to help employers hire more qualified job seekers with disabilities.
- Using labor market information to inform targeted business development, explore industry and economic trends, and track demand for occupations in Texas.

In recent years, technology applications have helped workforce system partners reach, engage, and train more Texans. New applications are continuously being developed to facilitate learning and employment opportunities for populations that have historically faced barriers to participation in the labor market. At the same time, consistently high employment demand is opening doors to new career opportunities. While system partners continue to work to make employers aware of the advantages of hiring individuals from these populations, current conditions suggest that Texas has a strategic opportunity to expand services that will improve outcomes for workers with diverse needs.

### **Spotlight: Individuals with Disabilities**

TWC is committed to providing services and support to individuals with disabilities. The Vocational Rehabilitation (VR) program helps individuals with disabilities prepare for, find, and retain jobs, and helps students with disabilities plan the transition from school to work. Work-related services are individualized and may include counseling, training, medical treatment, assistive devices, job placement assistance, and other services. The agency promotes competitive employment of individuals with disabilities coupled with the expectation that they can meet the same employment standards and responsibilities as other working-age adults. All working-age individuals with disabilities, including young adults, are offered information regarding employment as an individual with a disability, including the relationship between an individual's earned income and the individual's public benefits.

TWC also promotes partnerships with employers to help all segments of the population overcome barriers in meeting workforce needs with the creative use of technology and innovation. TWC takes steps to ensure that the staff of public schools, vocational service programs, and community-based organizations are trained and supported to assist all individuals with disabilities in achieving integrated, competitive employment. TWC also promotes the availability and accessibility of individualized training designed to prepare an individual with a disability for the individual's preferred employment. To this end, individuals with disabilities are given the opportunity to understand and explore options for education and training, including postsecondary, graduate and postgraduate education, career and technical education programs; and other training programs that offer pathways to employment.

Additionally, support from system partners helps individuals with disabilities to prepare for and obtain employment through a variety of services ranging from career counseling to postsecondary education support. Services are customized to an individual's specific needs to prepare them for competitive employment and may include assessments, counseling, medical treatment, assistive devices, vocational training for job skills, job search and placement assistance, among others. The VR program also provides services to help businesses hire, train, and retain qualified individuals with disabilities.

### **Spotlight: Foster Youth**

TWC recognizes that helping foster youth and those aging out of foster care transition to independent living requires more than addressing the need for shelter, food, and safety. Intensive and coordinated efforts are required from public agencies and community organizations, professionals, community leaders, and concerned volunteers to support youth in becoming engaged, responsible, and economically self-sufficient adults. Texas Family Code §264.121 directs that workforce services be prioritized and targeted to meet the unique needs of foster youth and former foster youth. The provision of supportive services for foster youth is also prioritized.

TWC along with Texas Department of Family and Protective Services (DFPS) regional offices and Local Workforce Development Boards have jointly developed and entered into agreements addressing the unique challenges facing current and former foster youth transitioning to a successful adulthood, including improving employment outcomes for these youths. Through a Memorandum of Understanding, DFPS and Local Workforce Development Boards collaborate to further the objectives of the DFPS Preparation for Adult Living (PAL) program; ensure services are prioritized and targeted to meet the needs of current and former foster youth; and refer, as appropriate, foster youth who need housing to short-term housing.

DFPS staff, caregivers, and PAL contractors refer youth aged 16 and older to local Texas Workforce Solutions offices for job search and readiness assistance, career exploration, and employment and training services. Each Local Workforce Development Board has a designated point of contact to help connect foster youth with appropriate assistance and services. Youth are encouraged to use the TWC online job matching system, WorkInTexas.com, to search for jobs, create a resume, and submit applications for employment.

The Labor Market & Career Information Division of TWC offers an online database of information about career options in Texas (<https://texascareercheck.com>) to facilitate career and education exploration available to current and former youth in foster care. The website provides information on occupation trends, occupational information, military occupations, school information, programs of study and a high school graduation plan, as well as an online interest profiler to help youth determine what they like and do not like.

TWC provides grants to multiple Foster Youth Transition Centers that provide a comprehensive array of services and referrals to help transitioning foster youth overcome barriers to successful careers. TWC has hosted annual Foster Youth conferences to support local delivery of integrated services for foster youth, share perspectives and information from state and local partners on their critical work and resources for foster youth, and provide opportunities to build the network of partnerships among state and local organizations that serve foster youth.

### **Spotlight: Second Chance Individuals**

TWC is a member of the State Reentry Task Force, led by the Texas Department of Criminal Justice (TDCJ). The task force consists of 29 individuals representing a cross-section of Texas agencies, organizations, and communities. The Reentry Task Force maintains working groups to address specific barriers to successful reentry. The Employment Working Group identifies strategies to eliminate barriers to employment in a post release environment and coordinates best uses of resources, job training and assistance.

TDCJ has implemented a program called Website for Work that helps connect individuals on parole supervision with employers looking for skilled applicants. Website for Work is a web-based application managed by a dedicated employment specialist to connect unemployed or underemployed second chance individuals who have specific skills and certifications that meet the employer's needs. The Website for Work program serves the entire state of Texas. In addition, employers that hire second chance individuals within a year of their release from prison qualify for the federal Work Opportunity Tax Credit. Additionally, TWC offers fidelity bonding through the local Workforce Solutions offices. Fidelity bonding for employment is offered and marketed for certain at-risk job seekers, including individuals in the formerly incarcerated population.

TWC received a federal grant to implement a demonstration project to assist second chance individuals released from prison as they reintegrate into the workforce. The project creates employment opportunities for second chance individuals, including registered apprenticeship programs in high-demand sectors, such as healthcare, manufacturing, construction, and automotive repair. The grant-funded project targets adults ages 25 or older who were formerly incarcerated in the adult criminal justice system and are either released within two years of the date of enrollment or are currently under supervision. The primary goal of the program is to help the target population to secure and retain suitable self-supporting employment. Participants are assessed to determine criminogenic risks, needs, and barriers to employment. Texas Workforce Solutions case managers use the assessment information to develop an overall career path and service delivery strategy. Services are structured to address the specific barriers identified during the assessment process.

TWC will continue supporting all Texans, including those with diverse needs, so they can reach their full potential in the Texas labor market.

## **Generate Greater Return on Investments**

*Use data and evidence to identify and target strategic investments to improve system performance.*

Historically, TWC has embraced the use of data and evidence-based analysis to improve system performance and generate greater return on investment. As stated in “Accelerating Alignment: Texas Workforce System Strategic Plan for Fiscal Years 2024–2031”:

*“Systems that integrate data and information within and across agency partners and programs to build evidence of effective practices accelerate analyses that facilitate decision-making across the spectrum of data users and lead to higher returns on investments. The requirement and collection of key datasets and documentation of evidence that a program or project achieved its intended outcomes can illuminate areas of strength and weakness to better assess high value funding opportunities. The ability of program administrators to assess what programs or projects work, which ones work better, and which ones work less well is critical to the stewardship of public funds.”*

The Texas workforce system engages with a dynamic, competitive, and global marketplace. To achieve the mission and vision for the workforce system requires a commitment to continuous improvement and innovation. Actions that are essential to continuous improvement and innovation include the following:

- Research and assess best-in-class practices across national and international industries and workforce systems.
- Incorporate promising practices from outside the Texas workforce system.
- Analyze program and system performance, and when appropriate move quickly to potential downturns, as indicated by empirical data and information.
- Streamline data, information, communications, and decision-making capabilities to ensure that improvement and innovation become embedded into all system elements by ensuring that core competencies are developed and nurtured throughout the system.

Program-specific and other related data from across the workforce system are critical to evaluating how workforce system programs, services, and products meet customers’ and stakeholders’ needs. The collection, reporting, and analysis of key data utilizing a consistent and pragmatic process are essential in demonstrating outcomes, determining if changes are required or desired, and establishing benchmarks for future performance. Data is the story of our past, and by studying it, we make better decisions about our future.

TWC works with its partners to produce, analyze, and transform data into information and tools to improve decisions, practices, and outcomes. To achieve the vision and mission of the workforce system, the agency’s ongoing commitment to continuous improvement and innovation ensures an adaptive and thriving workforce system. TWC is actively involved in researching and assessing best practices throughout industry and workforce systems, both nationally and internationally, and regularly incorporating promising practices outside the Texas workforce system as applicable. TWC also analyzes programmatic and system wide performance to implement process improvements where empirical data and information indicate they are most needed. In addition, TWC has emphasized streamlining data, information, communications, and decision-making capabilities by developing and nurturing core competencies throughout the workforce system.

TWC continues to work with local partners in developing performance reporting systems that provide information about how services impact customer outcomes. As TWC improves its suite of automated systems, partners can capture a complete set of customer data that supports categorical workforce programs and stores the associated data in a central repository, which can drive continuous improvement and innovation efforts at the schedule and operational levels. TWC has designed a method for incorporating customer data from all federal and state-funded employment and training programs coupled with a customer-focused data model that can aggregate and visualize data according to any combination of programs and characteristics. This will allow the system to meet program reporting requirements and permit other views of the data. Key to its effectiveness and ability to support transparency and accountability, the system will need to be able to report a customer's outcomes the same way for every program or aggregation of data.

For those systems strategies that are shared across partner agencies, TWC will continue to ensure that efforts are coordinated. For example, TWC will continue to collaborate with THECB and TEA to develop an integrated data infrastructure that makes education and workforce data accessible to the public, system partners, and stakeholders. The wider availability of data will also afford practical advantages for research and development efforts of the Tri-Agency Workforce Initiative.

The Tri-Agency partners are also working together to modernize the state's education and workforce data infrastructure to provide user-centric, purposeful tools, applications, and sites that are accessible, insightful, and useful for decision-making; improve the efficiency of collection, analysis, and reporting for the agency and for stakeholders through upgraded automation; and responsibly expand data access and availability to research and other partners. The partners are also focused on developing a road map for near-term governance improvements based on assessments of outcomes from existing governance structures and practices, including those involving shared assets, such as Education Research Centers and Texas Public Education Information Resource (TPEIR).

# TWC Strategic Plan Schedule H Report on Customer Service

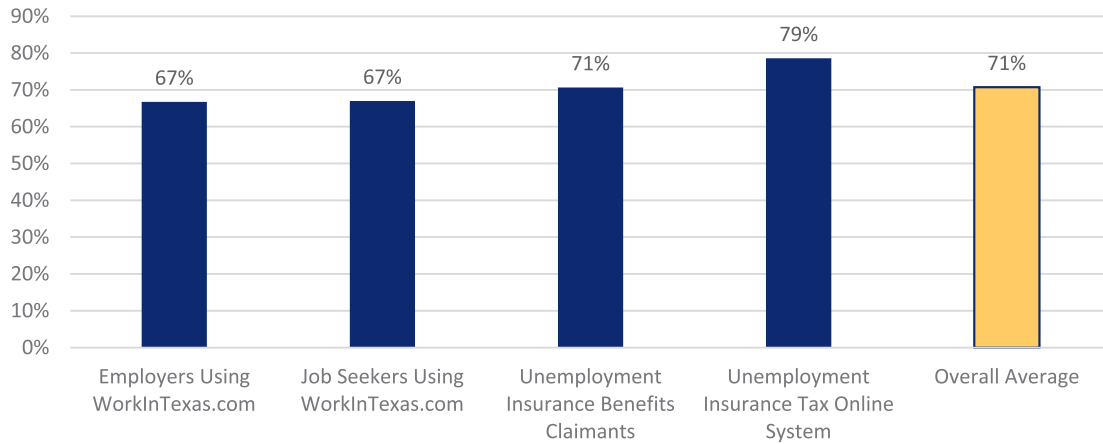
The Texas Workforce Commission (TWC) serves the workers, employers, and communities of Texas by providing innovative workforce solutions through an integrated service delivery system. To provide the highest level of service to our customers, the agency conducts continuous research and evaluations to identify successes, as well as opportunities to improve service delivery. By collecting comprehensive customer feedback through a variety of methods, TWC uses data to revise standards and develop initiatives for the benefit of our customers.

TWC methods to determine customer satisfaction include customer service evaluations that provide valuable qualitative feedback. Customer service evaluations serve as a barometer for how customers perceive TWC services and are therefore a pertinent tool for management. These evaluations provide valuable insight for the agency and highlight opportunities for continuous improvement that enhance service delivery, customer experience, and identify duplicative efforts within agency programs. More than 74 percent of surveyed customers indicated they were satisfied with the services they received.

## **Information Gathering Methodology**

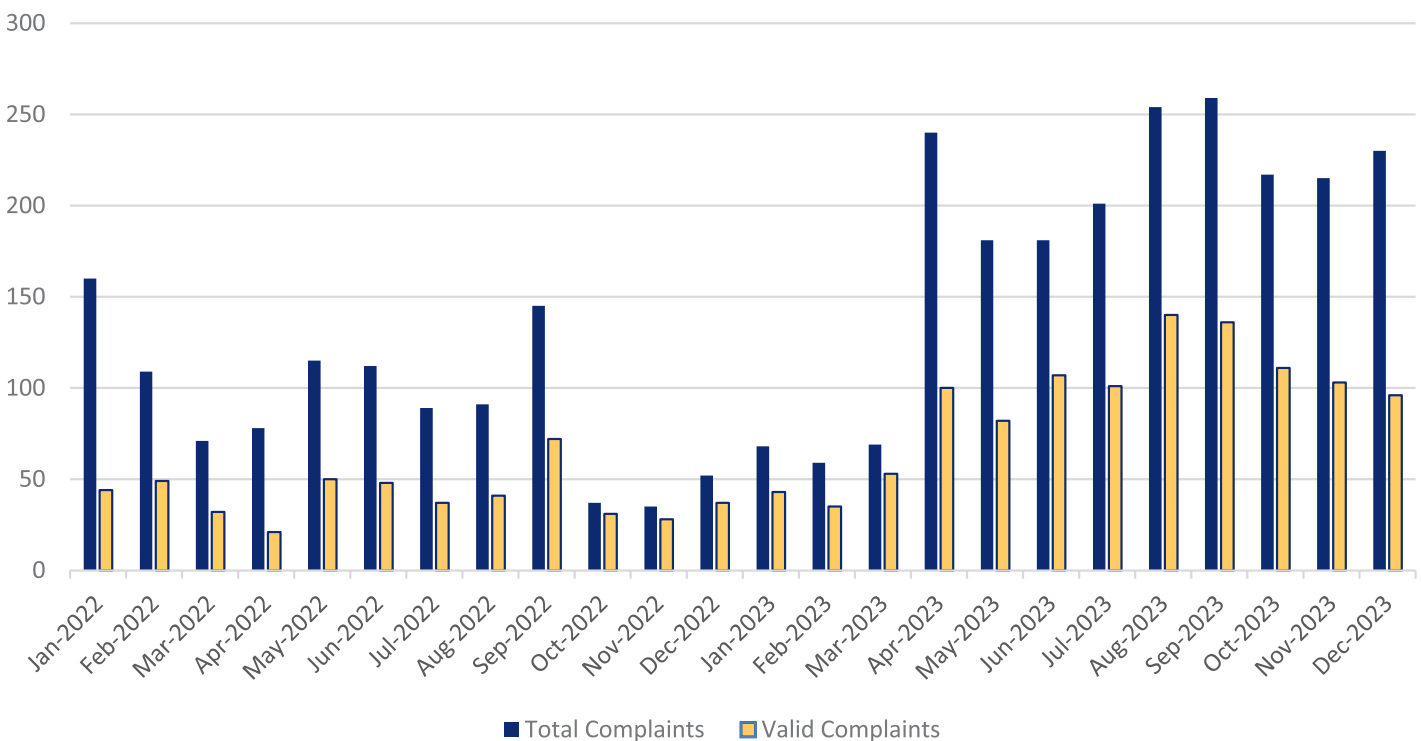
TWC conducts customer satisfaction surveys through the University of Texas at Austin's Center for Social Work Research (UT/CSWR) according to the requirements of Texas Government Code Section 2114.002(b). Links to the surveys appear in several places on TWC's online job matching and workforce services system, WorkInTexas.com, including on the registration confirmation page that all new users must complete. Additionally, the agency makes available an online survey on the employer and job seeker home pages of TWC's website. Online surveys were also sent to all new employers and job seekers using TWC online services from January 2022 through December 2023. Results were compiled separately for employers and job seekers. Employers were surveyed about Unemployment Insurance (UI) tax filings and WorkInTexas.com. Job seekers were surveyed about their use of WorkInTexas.com and the UI online application services. The surveys received 8,145 total responses from both employers and job seekers. Among all surveyed customers, approximately 66 percent of employers and job seekers indicated they would recommend TWC products/services. These results are illustrated in the following chart:

## Breakdown of Customers Who Would Recommend TWC Products/Services January 1, 2022 – December 31, 2023



TWC’s Customer Relations Department is responsible for conducting customer satisfaction surveys and compiling reports on the activities, inquiries, complaints, and survey responses of agency customers. The department also reports on findings from the agency-wide complaint tracking system, which receives an average of 67 valid complaints per month.

## Customer Complaints January 2022 – December 2023



## Breakdown of Customer Complaints in the Following Complaint Categories

Complaint Category	Number of Complaints in Each Category	Number of Valid Complaints	Number of Invalid Complaints
1. Rudeness/inappropriate behavior	749	376	373
2. Service not timely	934	643	291
3. Incorrect or no information provided	383	225	157
4. Calls not returned/Correspondence not answered	601	358	244
5. Appropriate program-specific procedure not followed	314	148	166
6. Records Lost/misplaced	25	5	20
7. Discrimination	24	20	4
8. Other*	232	101	131
<b>Total number of complaints reported</b>	<b>3,262</b>	<b>1,876</b>	<b>1,386</b>

\* Category used when the complaint does not meet the definition of the other categories, such as: upset about appointment time and miscommunication between staff and customer.



# Vocational Rehabilitation Services

Throughout the fiscal year, Vocational Rehabilitation Services (VR) oversees periodic customer satisfaction surveys. In fiscal year (FY) 2022 and FY 2023, the VR surveys were conducted by Westat, Inc.—a statistical research company in Rockville, Maryland. Customers of VR were surveyed by telephone or video relay. For the Older Individuals who are Blind (OIB) program, surveys were conducted by telephone at the end of each fiscal year. In FY 2022, TWC contracted with Customer Research International (CRI), a research company located in San Marcos, Texas, to conduct surveys of OIB customers. That following fiscal year, Westat, Inc. took over from CRI to complete the FY 2023 OIB customer surveys.

Each quarter of the fiscal year, Rehabilitation Council of Texas' (RCT) Customer Satisfaction and Comprehensive Statewide Needs Assessment Committee reviews satisfaction levels and analyses contained in the reports.

## Vocational Rehabilitation Services

In FY 2022, Westat Inc. surveyed 14,756 VR customers, including 10,028 customers involved in active services (open cases) and 4,728 who had exited the program (closed cases).

- Among open case respondents, 87.2 percent of them were satisfied or very satisfied with their overall experience with VR.
- Among closed case respondents, 86.0 percent of them were satisfied or very satisfied with their overall experience with VR.

In FY 2023, Westat Inc. surveyed 14,879 VR customers, including 10,622 customers involved in active services (open cases) and 4,257 who had exited the program (closed cases).

- Among open case respondents, 85.9 percent of them were satisfied or very satisfied with their overall experience with VR.
- Among closed case respondents, 86.4 percent of them were satisfied or very satisfied with their overall experience with VR.

## Older Individuals who are Blind Program

The OIB program staff provides individualized services to help customers achieve their independent living goals.

Telephone surveys of both active and closed-case OIB customers were conducted by CRI and by Westat Inc. in FY 2023.

In FY 2022, 301 OIB customers completed telephone surveys:

- 203 active-case customers surveyed with 87.7 percent indicating they were satisfied or very satisfied with OIB assistance.
- 98 closed-case customers surveyed with 86.9 percent indicating they were satisfied or very satisfied with OIB assistance.

In FY 2023, 297 OIB customers completed telephone surveys:

- 160 active-case customers surveyed with 91.3 percent indicating they were satisfied or very satisfied with OIB assistance.
- 137 closed-case customers surveyed with 86.0 percent indicating they were satisfied or very satisfied with OIB assistance.

# Unemployment Insurance Claims Processed

TWC processes thousands of unemployment insurance claims for Texans who have lost their job through no fault of their own each year. Under certain conditions, additional benefits or benefits for individuals who are not eligible for regular unemployment insurance benefits are made available through Congressional action. This exception generally occurs in response to a natural disaster, but it was also made during the COVID-19 pandemic. Although Texas ended participation in federal COVID-19 unemployment benefit programs in June of 2021, TWC continued to process COVID-19 related claims through calendar year (CY) 2022 and CY 2023 as appeals and other administrative processes for these claims were resolved.

Type of Claim	Calendar Year 2022	Calendar Year 2023
Regular	744,749	818,861
Pandemic	551	50
Extended Benefits	924	41
Disaster Unemployment Assistance	0	0

## Calls Answered by the Unemployment Insurance Tele-Centers

Calendar Year 2022	Calendar Year 2023
1,746,297	2,078,891

- CY 2021 the average speed of answer (ASA) or hold time was 29:36 (mm:ss)
- CY 2022 the ASA was 12:34
- CY 2023 the ASA was 13:50

# Customer Service Improvements

TWC is committed to delivering exceptional customer service that draws on customer feedback to identify opportunities for continuous improvement. TWC established the Customer Care Division and charged it with transforming how the agency interacts with all its customers for information or services they need. The desired outcome is that the customer has a Main Door for clear and direct pathway(s) into the agency for services they are seeking; that customers are made aware of other services offered by the workforce system; and service delivery is designed around the customer. In addition, TWC piloted a suite of customer management software designed as a precursor to a customer centered design solution approved by the legislature during the 88th regular session to provide a common entry point for customers to receive services. TWC also continuously reviews agency operations to identify duplicative processes and streamline them thus improving service delivery and customer experience. As more TWC customers use online services, the agency will continuously monitor and improve our online systems. In November 2023, TWC completed a redesign of the agency website to make it mobile friendly, accessible to the visually impaired, and available in multiple languages across the entire website. The streamlined TWC website also reduced the number of clicks for customers to access information on programs or services.

The Customer Care Division's Customer Relations Department serves as TWC's representative for the Compact with Texans as the agency's Ombudsman. During a proof of concept for the Customer Care Division's Main Door redesign customers were able to contact a Customer Relations Ombudsman through multiple channels such as web form, live chat, two-way SMS texting, toll-free telephone number, email, and traditional mail to receive services. To ensure that quality customer service is delivered uniformly across the agency and that customer complaints are accurately documented, all TWC employees are required to complete computer-based training on complaint resolution. The training demonstrates how to accept, process, and track customer complaints. More broadly, the training requirement reinforces TWC's unwavering commitment to providing high-quality customer service.

TWC also organizes online forums and holds regular in-person meetings to solicit input from customers and stakeholders in the workforce system. Through these forms of engagement, customers are able to provide the agency with feedback about program operations and agency policies, such as those related to Child Care and Vocational Rehabilitation services.

Customer satisfaction will continue to be a chief priority for TWC and its network of 28 Workforce Development Boards. As the agency works to make all processes more user-friendly, the Customer Care Division will continuously review and revise procedures to improve correspondence, online applications, and features of TWC services.

# Customer Service Survey

The items were scored on a five-point scale with 5 being “Very Satisfied” and 1 being “Very Unsatisfied”. The agency had a positive overall satisfaction rating of 74.1 percent. In addition, 17 percent were “Neutral”, and 12 percent of respondents indicated they “Disagree” or “Strongly Disagree”. The scores are as follows in descending order:

## Scale

**1 - Very unsatisfied 2 - Unsatisfied 3 - Neutral 4 - Satisfied 5 - Very satisfied N/A - Not Applicable**

Item		Average
1.	How satisfied are you with agency staff, including employee courtesy, friendliness, and knowledgeability, and whether staff members adequately identify themselves to customers by name, including the use of name plates or tags for accountability?	4.04
2.	How satisfied are you with any agency brochures or other printed information, including the accuracy of that information?	3.90
3.	How satisfied are you with agency communications, including toll-free telephone access, the average time you spend on hold, call transfers, access to a live person, letters, electronic mail, and any applicable text messaging or mobile applications?	3.81
4.	How satisfied are you with the agency’s ability to timely serve you, including the amount of time you wait for service in person?	3.75
5.	How satisfied are you with the agency’s complaint handling process, including whether it is easy to file a complaint and whether responses are timely?	3.75
6.	Please rate your overall satisfaction with the agency.	3.72
7.	How satisfied are you with the agency’s Internet site, including the ease of use of the site, mobile access to the site, information on the location of the site and the agency, and information accessible through the site such as a listing of services and programs and whom to contact for further information or to complain?	2.89
8.	How satisfied are you with the agency’s facilities, including your ability to access the agency, the office location, signs, and cleanliness?	N/A

# Standard Customer Service Performance Measures

## Complaint Resolution

TWC defines a complaint as an oral or written communication from an external customer relating to a negative customer service experience caused by or involving TWC. The agency's definition also relates to an action or inaction within TWC's scope of authority and control.

TWC's performance goal for complaint resolution is to acknowledge external written and electronic complaints within five business days and complaints received by telephone within one day. Out of the 3,262 complaints reported between January 2022 and December 2023, only 173 did not meet this measure.

## Output Measures

- Number of customers served: 1,782,000 per year
- Number of customers surveyed: 384,000
- Number of customers responding to survey: 8,145\*
- Response rate: 2%

## Outcome Measures

Percentage of surveyed customer respondents expressing overall satisfaction with services received: 74.1%

## Efficiency Measure

Cost per survey: \$0.18

## Explanatory Measures

- Number of customers identified: Potentially all Texans
- Customer groups inventoried: Employers, Workers, and Communities

*\*excludes VR surveys*

# Customer-Related Performance Measure Definitions

## Percentage of Surveyed Customers Who Would Recommend Our Products/Services to Others

**Short Definition:**

Number of respondents who answered that they would recommend TWC products/services to others.

**Purpose/Importance:**

To measure the level of customer satisfaction to gauge attainment of customer services goals. TWC is committed to providing effective and efficient service to all customers. Therefore, TWC is continuously seeking ways to improve service delivery, customer satisfaction, and overall performance.

**Source/Collection of Data:**

Employers and job seekers complete a survey instrument on the TWC website. In addition to the previously cited surveys, other surveys may be identified because of state and federal mandates or other Commission initiatives.

**Method of Calculation:**

The number of customers expressing satisfaction with the services provided by the agency is divided by the total number of respondents to the survey to obtain the percentage.

**Data Limitations:**

TWC serves a universal population of approximately 2 million customers, but only a certain percentage of those customers will respond to surveys. It is not possible to obtain a 100 percent response rate. The frequency may vary because of the number of responses is reported quarterly. This is contingent on the valid responses completed and received to date. The reported number may change because of late responses to questions.

**Calculation Type:** Noncumulative

**New Measure:** No

**Desired Performance:** Higher than the target

# TWC Strategic Plan Schedule I Certification of Compliance with Cybersecurity Training



## CERTIFICATE

### Texas Workforce Commission

Pursuant to the Texas Government Code, Section 2056.002(b)(12), this is to certify that the agency has complied with the cybersecurity training required pursuant to the Texas Government Code, Sections 2054.5191 and 2054.5192.

#### Chief Executive Officer or Presiding Judge

A handwritten signature in blue ink, appearing to read "Edward Serna", written over a horizontal line.

Signature

Edward Serna

Printed Name

Executive Director

Title

June 1, 2024

Date

#### Board or Commission Chair

A handwritten signature in blue ink, appearing to read "Bryan Daniel", written over a horizontal line.

Signature

Bryan Daniel

Printed Name

Chairman and Commissioner Representing the Public

Title

June 1, 2024

Date

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**TWC Strategic Plan Schedule J  
Report on Projects and Acquisitions  
Financed by Certain Fund Sources**

**Not applicable to the  
Texas Workforce Commission**







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