

Accelerating Alignment

Texas Workforce System Strategic Plan

Fiscal Years 2024–2031

Texas Workforce Investment Council

The Mission of the Texas Workforce Investment Council

Assisting the Governor and the Legislature with strategic planning for and evaluation of the Texas workforce system to promote the development of a well-educated, highly skilled workforce for Texas.



GOVERNOR GREG ABBOTT

Texas is the national leader in attracting job-creating business investments from across the country and around the world. Our young, skilled, diverse, and growing labor force and our welcoming business climate are among the top Texas advantages that allow companies to grow and hardworking Texans to succeed in our great state.

These unmatched advantages are why Texas has been continually named the Best State for Business by the nation's leading CEOs, why Texas employers have added more than 2 million jobs since I've been Governor, and why Texas has long led all states in population growth.

Now at 30 million Texans and counting, more than 40 percent of our population growth is newly born Texans. They represent a strong future workforce for Texas, which is by far the stickiest state: More than 80 percent of those born in Texas stay in Texas. And as a magnet for talent and a leader for in-migration from other states, Texas is projected to grow beyond 40 million by 2050.

To continue to attract and develop businesses and meet the needs of a growing economy over the next decade and beyond, Texas is investing in education, workforce development, and reskilling and upskilling programs. By bolstering our workforce training programs, we will prepare more Texans to excel in good-paying, high-demand careers.

With the shared goal of promoting the development of a highly skilled and well-educated workforce, the Texas Workforce Investment Council in my office assists with strategic planning for and evaluation of the Texas workforce development system. The members of the Council represent business, organized labor, education, community-based service organizations, and state agencies.

Through effective planning and collaboration, our workforce system partners are working to align and accelerate delivery of workforce system programs, services, and initiatives to meet the needs of employers, learners, partners, and policymakers. They are focused on calibrating training and education to meet current and future employer demands, integrating programs and services to support Texans with diverse needs, improving data integration and analysis to drive strategic investments, and elevating awareness of the programs and services offered.

To that end, this strategic plan is an exemplar that establishes a clear line-of-sight between workforce system goals, strategies, objectives, and agency-specific actions. It is structured to avoid duplication with partner agencies' plans and identifies opportunities for improving overall system performance to help drive continuing economic prosperity for Texas and Texans.

I thank our system partners for their work on this plan and in the daily delivery of their critical workforce development services. Together, we will build an even stronger Texas of tomorrow.

A handwritten signature in black ink that reads "Greg Abbott".

Greg Abbott
Governor

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Terminology and Definitions

Agency Action Plans

These plans outline high-level actions that partner agencies will implement to address system strategies and objectives and include timelines and less formal performance measures.

Credential of Value

A credential of value refers to a credential that an individual may attain, with manageable or no student debt, in a high-demand or high-growth industry with wages that provide a positive return of investment.

Fiscal Year

A fiscal year is the 12-month period from September 1 to August 31.

Formal Measures

These measures are essentially consistent across the workforce programs administered by the workforce system partner state agencies and provide data on the performance of the workforce system.

Industry-Based Certification

An industry-based certification (IBC) is a type of nontraditional award that is conferred to an individual who demonstrates proficiency and knowledge, through examination, in a specific industry or trade. An IBC is not dependent on any actual education or training program. Instead, evaluating candidates for certification relies on independent, third-party professional and industry groups. These national organizations develop and maintain relevant, uniform proficiency standards that are assessed and sanctioned by industry-approved examination facilities, independent of any educational institution or training program. Defining characteristics of IBCs include:

- nationally recognized,
- third-party assessed to industry-recognized occupational standards, and
- portable across regions and state boundaries.

Integrated Education and Training

Integrated education and training refers to a service approach that provides adult education and literacy activities concurrently and contextually with workforce preparation activities and workforce training for a specific occupation or occupational cluster for the purpose of educational and career advancement.

Less Formal Measures

These measures provide feedback on the effectiveness of activities relative to a system objective and provide data on the implementation of an agency's actions to accomplish a system strategy.

License

A license is a type of nontraditional credential that is generally awarded by a government-regulated agency. This credential signals that an individual has completed or achieved certain standards and is required before an individual may work in specific professions. Plumbers, electricians, real estate brokers, and nurses are examples of occupations that require an individual to have a valid license.

Middle-Skill

Middle-skill describes occupations, or workers in such occupations, which require educational attainment beyond a high school diploma or its equivalent, but less than a four-year baccalaureate degree.

Mission

As an overarching organizational statement, a mission helps to:

- establish and maintain consistency and clarity of purpose throughout the organization, its internal partners, its decisions, and day-to-day management;
- formulate a frame of reference for major decisions;
- gain internal commitment around the focus of the core enterprise; and
- communicate with external stakeholders who are important to the success of the organization.

Opportunity Youth

Opportunity Youth are individuals, aged 16 to 24 years, that are not currently engaged in school or the workforce.

Pre-Apprenticeship

Preparation of individuals to enter and succeed in an apprenticeship program through an approved training curriculum, which may include educational and pre-occupational services (e.g., career and industry awareness workshops, job readiness courses), hands-on training in a simulated lab experience, and work-based learning opportunities.

Registered Apprenticeship

Preparation of individuals through a structured program of on-the-job training and classroom instruction that provides both value to employers and formal technical instruction to participants. The program must culminate in an industry-recognized credential that meets standards for registration by a Registration Agency (state or federal).

Reskilling

Reskilling refers to the provision of the necessary education or training to support an individual's transition from his or her current role to a new occupation that requires different skills and knowledge.

Short-Term Credential

A time-bound (12 months or less), structured sequence of education and training courses (credit or non-credit) that, upon successful completion, results in a credential that is not a typical semester-based secondary or postsecondary credential (e.g., certificate, certificate level II, associate degree).

System Goals

System goals identify the critical categories of activities that address cross-agency, high-priority issues to facilitate alignment of implementation efforts.

System Measures

System measures are composed of both formal measures and less formal measures and establish responsibility for outcomes or outputs that are central to the success of the system.

System Objectives

System objectives identify actions and high-priority outcomes necessary to achieve system goals.

System Strategies

The key operational outcomes that workforce system partner agencies must accomplish to successfully achieve system objectives and goals.

Texas Workforce System Partners

The Texas workforce system partners are the entities that administer workforce programs, services, or initiatives:

- Governor's Office of Economic Development and Tourism (EDT)
- Texas Association of Workforce Boards (TAWB)
- Texas Department of Criminal Justice (TDCJ) and its Windham School District (WSD)
- Texas Education Agency (TEA)
- Texas Health and Human Services Commission (HHSC)
- Texas Higher Education Coordinating Board (THECB)
- Texas Juvenile Justice Department (TJJD)
- Texas Veterans Commission (TVC)
- Texas Workforce Commission (TWC)

Upskilling

Upskilling refers to the provision of education or training to enhance an individual's skills and knowledge, with the goal of advancement to a higher-skilled role within the same or similar occupation.

Vision

This idealized description inspires and creates a mental picture that:

- describes an outcome,
- survives the ebbs and flows of program and service changes, and
- aligns with an essential purpose.

Work-Based Learning

Work-based learning provides practical, hands-on activities or experiences through which a learner interacts with industry professionals in a workplace, which may be an in-person, virtual, or simulated setting. Learners prepare for employment or advancement along a career pathway by completing purposeful tasks that develop academic, technical, and employability skills.

Preface

The Texas Workforce Investment Council (Council) was created in 1993 by the 73rd Texas Legislature. The Council's purpose is to promote the development of a highly skilled and well-educated workforce for the State of Texas, and to assist the Governor and the Legislature with strategic planning for and evaluation of the Texas workforce system. In addition to its responsibilities in state law, the Council serves as the state workforce development board under the federal Workforce Innovation and Opportunity Act. The Council does not operate programs, but uses an integrated, collaborative approach to facilitate planning and evaluation across workforce system partners, programs, and initiatives.

One of the Council's key responsibilities is the development of an overarching strategic plan for the Texas workforce system. Section 2308.104 of the Texas Government Code charges the Council to develop a "single strategic plan that establishes the framework for budgeting and operation of the workforce system." The Texas workforce system partners include:

- Governor's Office of Economic Development and Tourism
- Texas Association of Workforce Boards
- Texas Department of Criminal Justice and its Windham School District
- Texas Education Agency
- Texas Health and Human Services Commission
- Texas Higher Education Coordinating Board
- Texas Juvenile Justice Department
- Texas Veterans Commission
- Texas Workforce Commission¹

The state's workforce system is composed of programs, services, and initiatives administered by the above agencies and local workforce boards, as well as independent school districts, community and technical colleges, and local adult education providers. System partners are responsible for the delivery of 18 workforce education and training programs, as well as education programs that support career preparation and advancement.

During the life of this plan, should either state or federal legislation be passed and become law that changes the agency that is administratively responsible for a workforce program, the receiving agency will be responsible for the related system strategies, action plans and associated timelines, and performance measures.

While the system strategic plan is intended to guide system partners in implementing workforce programs and initiatives, it is not intended to duplicate partner agencies' strategic plans. Rather, the system plan is strategic in nature, is focused on the workforce system, and is designed to include critical outcomes that will make significant progress in achieving the system vision.

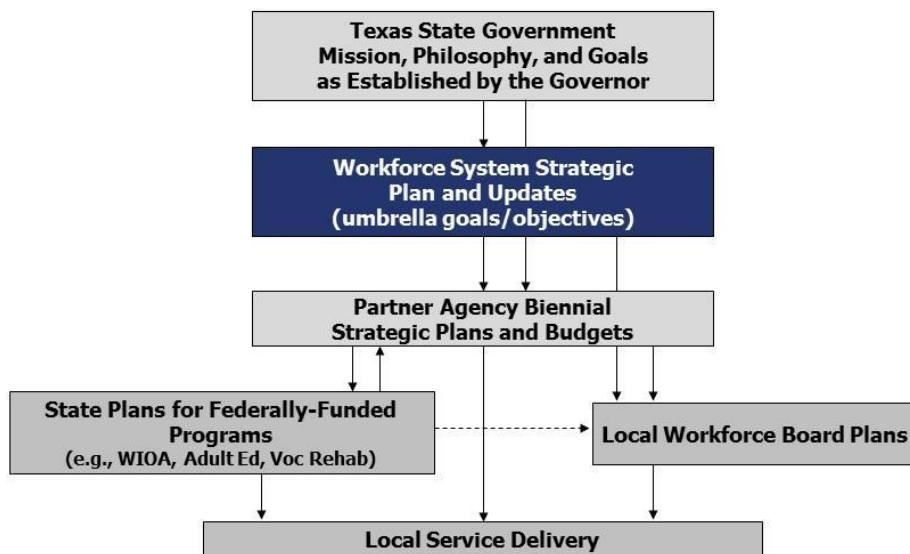
As the following chart indicates, the aim is to link system goals and partner agencies' action plans to the Texas state government biennial strategic planning and budgeting process. Through this linkage, clear

¹ All references to the Texas Workforce Commission in the action plans contained herein include workforce development, vocational rehabilitation, and/or child care as indicated in each action plan.

alignment between the workforce system goals, strategies, objectives and the agency-specific actions, initiatives, and programs can be established.

Under the state strategic planning and budgeting system, each state agency is required to submit a biennial strategic plan to the Governor’s Office and the Legislative Budget Board. The Council’s partner agencies’ strategic plans are required to demonstrate alignment with the workforce system strategic plan. Therefore, the system goals, objectives, and actions found in this plan should be incorporated into partner agencies’ strategic plans. This alignment in turn provides the foundation for system performance evaluation through clearly defined performance measures, data and information collection, and analysis.

Linking Key Texas Workforce Plans



Statutory Charge for a Single Texas Workforce System Strategic Plan

The scope of the Council's work is defined in statute as workforce education, workforce training, and related services. This includes career and technical education in both high school and community and technical colleges but excludes middle-school and four-year degree institutions. Texas Government Code, Section 2308.104, specifies that the Council shall develop a single strategic plan for the state's workforce system. The audience for the strategic plan, as specified in Texas Government Code, are agencies with workforce education and workforce training and services. The Council is directed to include the following elements in the strategic plan:

- goals, objectives, and performance measures for the workforce development system;
- long-range strategies that identify each agency that is responsible for implementing each strategy;
- a time frame for the implementation of each strategy;
- up to five formal measures that identify outcomes consistent across all workforce programs; and
- barriers to integrated service delivery, as well as linkages in the system to ensure the development and continuous improvement of a statewide system of activities.

Throughout the Council's history, a system strategic plan has been a core component of its work. To date, the Council has developed, implemented, and measured five previous strategic plans, including:

The Changing World of Work: A Strategic Plan for Building a World-Class System for Workforce Education and Training (FY 1994–FY 1999). The first system strategic plan provided the blueprint for the state's new workforce development system. This plan served as the basis for consolidating and aligning programs and establishing local workforce boards and the network of workforce centers.

Texas Workforce Development Strategic Plan (FY 2000–FY 2004). The second system strategic plan provided for the ongoing development and improvement of the state's workforce development system. It focused on the improvement and performance of programs and services to strengthen the foundation of Texas' workforce system through a business-driven system with increased accountability.

Destination 2010: FY 2004–FY 2009 Strategic Plan for the Texas Workforce Development System. With this plan, the Council focused on the elements as a system and formulated the plan to promote a system identity for all agencies with workforce programs, as well as on the opportunities and challenges faced by system partners.

Advancing Texas: Strategic Plan for the Texas Workforce System (FY 2010–FY 2015). The fourth system strategic plan targeted activities that would improve and enhance system performance, reduce redundancy, and assist workforce partners to work more cohesively toward the overall mission of the Texas workforce system. This plan had a six-year implementation period that ended on August 31, 2015.

The Texas Workforce System Strategic Plan FY 2016–FY 2023. The most recent plan emphasized key points of leverage for strategic outcomes within the workforce system. Centered on alignment and the infrastructure needed to serve individuals seeking workforce and adult education programs, this plan formed goals and strategies around the changing demand for middle-skill workers, industry-based certifications, demand-driven programs and services, and education system coordination and alignment.

The Workforce System Plan

Texas Government Code, Section 2308.104, states that the strategic plan should establish the framework for budgeting and operation of the workforce system programs administered by the agencies represented on the Council. It specifies that the Council shall include in the strategic plan the goals, objectives, and performance measures for the workforce system that involve programs of all state agencies that administer workforce programs.

The primary audience for the system strategic plan is the Council's partner agencies with workforce programs and services. Covering the period of September 1, 2023–August 31, 2031, the system strategic plan has been devised on an eight-year timeframe. While local workforce boards are not accountable for executing specific strategies contained within this system strategic plan, each local workforce development board is required by Texas Government Code to align its local board plan and plan modification(s) to this plan.

Focus and Intent

In developing the Texas workforce system strategic plan for FY 2024–FY 2031, the Council and its system partners built upon *The Texas Workforce System Strategic Plan: FY 2016–FY 2023*. Using a modified planning framework, plan development efforts focused on identifying critical issues and opportunities that system partners must address in the next five to eight years. These were analyzed to determine commonalities across system partners, deduplicated, organized under thematic system goals and objectives, and then recast as system strategies. These system strategies require collaboration or alignment of programs, initiatives, and outcomes to achieve system goals. Structured to avoid duplication with partner agencies' strategic plans, the system strategic plan identifies and magnifies those key future achievements that are critical to the success of the Texas workforce system in serving its customers.

Given the strategic nature of the plan and the need for system partners to build or enhance programs, initiatives, and systems to achieve the system goals and objectives, the plan implementation period is eight years. During the fourth year of implementation, the Council will undertake an update of the agency action plans, and performance measures, as well as an analysis of the workforce system. This will ensure the continued currency of the plan.

Key Consultations in Developing the FY 2024-FY 2031 Strategic Plan

In March 2021, the Council, in collaboration with its system partners, embarked on a collaborative process to develop the FY 2024–FY 2031 Texas workforce system strategic plan. Utilizing the framework of its previous plan, *The Texas Workforce System Strategic Plan FY 2016–FY 2023*, the Council developed a planning process to build off an initial phase that involved several activities to gather information on issues and opportunities that are of strategic significance over the next five to eight years.

The following activities ultimately identified a total of 37 key issues for the Council’s consideration. These issues served as the basis of the strategic planning process and are contained in Appendix A. These activities included:

- Listening sessions with statutory Council member agencies and other workforce system partners:
 - Texas Juvenile Justice Department (September 2021)
 - Texas Department of Criminal Justice – Windham School District (September 2021)
 - Texas Department of Criminal Justice (September 2021)
 - Texas Veterans Commission (September 2021)
 - Governor’s Office of Economic Development and Tourism (December 2021)
 - Texas Workforce Commission (December 2021)
 - Texas Higher Education Coordinating Board (December 2021)
 - Texas Education Agency (December 2021)

- Information and expert consultation from:
 - Texas Demographic Center (September 2021)
 - U.S. Chamber of Commerce Workforce report (2021)
 - Texas Workforce Investment Council research (2021 and 2022)

- Additional consultation with agency and partner representatives:
 - System partner meetings and consultations were conducted to further refine and align system issues and opportunities to gain greater context and to surface underlying planning considerations.
 - The Texas Association of Workforce Boards was also consulted (March 2022). The Texas Association of Workforce Boards is a not-for-profit association that represents the state’s local workforce boards, which are composed of over 750 business, education, and community leaders across the state.

The Texas Workforce System Environment: Key Issues

Through careful evaluation, the Council and other stakeholders identified the following issues that cross the programs or services administered by multiple agencies to be considered as part of the strategic planning process. The following 21 issues were derived from the 37 planning issues and opportunities previously identified by the Council and its system partners during pre-planning listening sessions and consultations. These are listed below, aligned with its over-arching area of focus:

Relevant and Integrated Workforce Data:

- Texas needs to increase child care providers' attainment of Texas Rising Star tiers.
- There is a lack of granular data in agencies' reporting tools that results in less meaningful data reporting and a lack of understanding regarding program outcomes.
- There is no definition of quality employment outcomes in association with competitive integrated employment.
- Employment in the field of training is unable to be established due to the current information required from employers in the unemployment insurance system. The wage records need to be enhanced.
- Agencies' current data systems and reporting lack, to a greater or lesser degree, the ability to report on attainment of program participants' earned industry-based certifications by a third-party, national certification entity.
- The lack of integrated workforce and educational administrative data analysis results in an inability to understand program and policy outcomes and the return to the state for the funds expended.

Delivery of Relevant Education and Training Programs:

- The pandemic has resulted in the need to focus on reskilling and upskilling for middle-skill occupations but there are no criteria for demand or high wage.
- Texas needs to lift lower educated individuals in adult education into middle-skill occupations through Integrated Education and Training programs and linkage to employers.
- Adults with disabilities need to be supported into employment through progressive skills-to-employment training.
- Texans with disabilities need reskilling and upskilling to gain and maintain competitive integrated employment.
- There is not substantial uptake of using industry-based certification as an outcome at both the program and course levels.
- Expand access to education and training through online learning.
- Short-term credentials and industry-based certifications are needed to help adults respond to employment changes after the pandemic. Few programs are offered.

Models to Support and Build System Partners' Capacity:

- The system needs to determine credentials of value-credit and non-credit-wage premium and align to good jobs.
- Pathways alignment between secondary and post-secondary to support credentials of value aligned with career progression is critical.
- Credit transfer for technical courses/programs is not universal.
- Dual credit for technical courses/programs needs to increase.
- Employers are burdened by the many asks of system partner agencies. Employer engagement needs to be coordinated when possible.

Skills and Knowledge Acquisition:

- There is a lack of significant work-based learning as a pre-employment strategy.
- The state needs to expand apprenticeship to meet employer demand for skilled workers by linking to employers to help get registered and write standards.
- Pre-apprenticeship is needed in the K-12 education portfolio.

These issues and opportunities were then assessed and prioritized by the Council's Strategic Planning Committee for consideration by the Council, as part of the plan development process. Following refinement, consolidation, and prioritization, the committee recommended to the Council approval of a strategic plan architecture that encompassed four system goal areas, twelve system strategies, and related system objectives.

Strategic Opportunities

Texas' high employment demand both relies upon and initiates advancements across workforce development programs. Employers seek candidates who best fit the job requirements and who can quickly reach proficiency and contribute to higher levels of productivity to achieve the goals of the enterprise. Facilitating the education, training, and pipeline of qualified candidates for the Texas economy is a key function of the workforce system. Each system partner agency has a critical role in developing the workforce.

The previous system plan, *The Texas Workforce System Strategic Plan FY 2016–FY 2023*, was developed in collaboration with system partners and provided the overarching framework and system perspective to leverage activity across partner agencies. The approach led to increased collaboration and alignment of workforce programs and services to achieve the stated objectives of the plan. The plan introduced three core competencies as a foundation for system success. Partner agencies developed expertise within their respective agencies to assess and collect data; improve and integrate programs; and continuously innovate to lead the development of best-in-class workforce interventions. The Council put strategy into practice by introducing strategic system initiatives that directly engaged system partners to address system-wide issues or opportunities. Building on this foundation, the Texas workforce system strategic plan includes strategic opportunities that envision a desirable future state and actions to be considered by the Council's partner agencies to accelerate achievement in three fundamental areas:

1. Engagement of employers,
2. Inclusion of Texans with barriers, and
3. Use of data to support investment decisions.

Engage Employers Meaningfully

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

As the Texas workforce system matures and expectations become more sophisticated, an approach developed and agreed to by system partners to coordinate employer engagement across distinct workforce system elements and programs is critical. 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.

Current State

Outreach and requests to employers are sometimes coordinated within workforce system partner agencies and across programs. However, it is also common for multiple programs in each agency to request information from and partner with employers independently. When viewed across agencies, the requests to employers are numerous and may add to duplication, as well as employer confusion and reluctance to engage. The potential result is loss of meaningful information due to the lack of effective and efficient interagency processes.

Future State

To take advantage of this strategic opportunity, system partners must develop a comprehensive, system-wide method for communicating and partnering with employers that leverages system collaboration to reduce the frequency of contact with employers, address the needs of all system partners, coordinate local and state needs, and improve system responsiveness. In doing so, partner agencies should consider the following strategies:

- [Develop] A communication plan that leverages established relationships and coordinates outreach to improve and reduce duplication between state and local system partners and employers.
- [Design and implement] Interagency processes to coordinate employer requests and a web-based resource to store and share information and data resulting from such requests with system partners.

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.

In recent years, technology applications have helped workforce system partners reach, engage, and train more Texans. New applications are continuously being developed that facilitate learning and employment opportunities that may have been previously inaccessible to 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 awareness and access to programs and services and improve outcomes for key workforce populations with diverse needs.

Current State

Outreach methods and programs specifically designed to engage workforce populations that require supportive services to access workforce programs and services exist. However, some of these populations face significant barriers prior to and when receiving workforce training and following entry into employment. The lack of critical supportive services or alignment between them may result in the loss of retention in a program of training, as well as employment exit after a relatively short period of time.

Future State

To take advantage of this strategic opportunity, system partners must support workforce populations with diverse needs in their quest for career options. This includes education and training programs that have the necessary supportive services and resources to help individuals reach their full potential in the Texas labor market. In doing so, partner agencies should consider the following strategies:

- [Expand and document] Understanding of each noted population's supportive service's needs. Construct population-specific access and support services models that will assist individuals to enter and complete training and gain and maintain employment.
- [Design and implement] Program, grant, and workforce solution center processes to include supportive services models for specific populations.

Generate Greater Return on Investments

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

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.

Current State

A few state partner agencies are collaborating to develop an integrated data infrastructure to make education and workforce data accessible to the public, system partners, and stakeholders and useful across research and development efforts. Partner agencies have also been implementing a data-driven approach to evidence-based and performance-based practices in grant programs to improve decision-making and results. Both approaches require and produce evidence of outcomes in various workforce programs and grant awards.

Future State

To take advantage of this strategic opportunity, partner agencies must both: 1) expand initiatives to build data and evidence, and 2) design methods to measure return on investment to inform government spending and generate greater returns. This will position the state to improve efficiency and achieve stronger outcomes. In doing so, partner agencies should consider the following strategies:

- [Design and implement] Evidence-based practices and procedures to allocate funding to programs/projects based on the likelihood of participant completion and the attainment of relevant credentials that lead to employment as demonstrated by quantitative data from a provider's record of prior programs/projects.
- [Design and implement] Strategies and funding to conduct external evaluations of programs and initiatives in order to demonstrate results, build evidence about effective practices and programs, and provide a resource for system partners.
- [Design and implement] A web-based resource to store and share information and data resulting from such external evaluations to inform and support funding decisions and future investments.

The Strategic Plan and Partner Agency Responsibilities

On the following pages, the workforce system strategic plan is organized and presented by system goal area. The plan presents two essential elements: the responsibilities of the workforce *system* and the actions of each *partner agency* to fulfill its role in addressing the system goals, objectives, and strategies.

Following the vision and mission, each goal area is presented with its associated system objectives and strategies, and the agency(ies) responsible for implementing each strategy. The agency actions that must be carried out to achieve each system strategy and to contribute to achievement of the system objective are outlined, as are related performance measures.

System Goals, Objectives, and Strategies

Crucial to the strategic planning process and to align with federal and state statute, the Texas workforce system strategic plan must contain system goals that the Council and its planning partners use to create actionable objectives to meet the vision and mission of the system. Four goal areas and their corresponding system objectives, strategies, and partner agency action plans have been identified through the processes previously outlined.

To emphasize the importance and interdependence of the constituents and partners of the Texas Workforce System, system goals highlight each of these to ensure that Texas employers, learners, partners, and those with policy and planning responsibilities are at the center of this strategic plan. The goal areas are:

- Employers
- Learners
- Agency Partners
- Policy and Planning

Partner Agency Action Planning

Partner agency action plans provide specific high-level actions that agency partners intend to take to address system strategies and system objectives. For the purposes of the Texas workforce system strategic plan, the action planning process is intended to provide information about the actions the agency intends to take to meet the workforce system planning goals. These plans include activities, timeline, and performance measures specifically tied to the system objectives identified in the Texas workforce system strategic plan.

Organization

Organized by goal area, each partner agency action plan follows a standard template that defines the following elements for each system strategy the agency partner will address:

- System Goal Area
- System Objective
- System Strategy
- Partner Agency Actions
- Timeline
- Less Formal Performance Measure(s)

Vision Statement for the Texas Workforce System

A collaborative workforce system that drives economic prosperity for Texas and Texans.

Mission Statement for the Texas Workforce System

The mission of the Texas Workforce System is to:

- Develop and align training and education with current and future employer needs
- Integrate system programs and services to inspire, develop and support Texans with diverse needs
- Improve data integration and analysis across agencies
- Elevate awareness of programs and services

Resulting in a resilient and agile workforce and economy

FY 2024 - FY 2031 Texas Workforce System Strategic Plan Architecture

System Goal	System Objective	System Strategy	Partner Agency
Employers Accelerate the delivery of relevant education and training programs to meet the demand of employers.	Increase upskilling and reskilling programs	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.	TWC THECB TDCJ WSD
	Increase adult education transition to employment	Expand integrated education and training programs for middle-skill occupations and increase learner persistence to completion, certification, and employment.	TWC
	Increase short-term credentials in high-demand occupations	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.	TWC THECB TEA TDCJ WSD TJJD
Learners Accelerate the expansion of and access to work-based skill and knowledge acquisition to respond to the needs of learners.	Increase work-based learning	Expand work-based learning as a core education and training program pre-employment strategy for youth and adults.	TWC THECB TEA
	Increase apprenticeship	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.	TWC WSD
Partners Accelerate the development and use of models to support and build system partners' capacity, responsiveness, continuous improvement, and decision-making.	Identify credentials of value	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.	TWC THECB TEA
	Clarify and connect pathways	Streamline and clarify existing career pathways and models to increase alignment between secondary and postsecondary technical programs to maximize credit for credentials of value.	THECB TEA
Policy and Planning Accelerate the availability of relevant workforce, education, and other data sets and the use of applied analytics to evaluate program outcomes to respond to the needs of policy makers and planners.	Increase Texas Rising Star certification levels	Promote and support the attainment of high-tier Texas Rising Star certification by all child care providers.	TWC
	Identify and quantify quality outcomes	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.	TWC THECB TEA
	Enhance wage record	Pilot and expand an enhanced wage record for use in determining program outcomes and employment in occupational area of study.	TWC THECB TEA
	Identify and collect industry-based certification data	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.	TWC THECB TEA TDCJ WSD TJJD TVC

Goal Area 1: Employers

System Goal	System Objective	System Strategy	Partners
<p>EMPLOYERS</p> <p>Accelerate the delivery of relevant education and training programs to meet the demand of employers.</p>	Increase upskilling and reskilling programs	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.	TWC THECB TDCJ WSD
	Increase adult education transition to employment	Expand integrated education and training programs for middle-skill occupations and increase learner persistence to completion, certification, and employment.	TWC
	Increase short-term credentials in high-demand occupations	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.	TWC THECB TEA TDCJ WSD TJJD

**Texas Workforce Commission
FY 2024 – FY 2031 Partner Agency Action Plan**

Employers

System Goal – Accelerate the delivery of relevant education and training programs to meet the demand of employers.

System Objective

Increase upskilling and reskilling programs

System Strategy

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.

Agency Actions	Start Date	End Date
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.	09/23	09/25
Enhance internal agency processes for assisting employers in recognizing and implementing upskilling and reskilling opportunities for the workforce.	09/23	09/24
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.	03/24	08/27

Less Formal Performance Measure(s)
Number of individuals enrolled in upskilling and reskilling programs
Percent of individuals completing upskilling and reskilling programs

**Texas Higher Education Coordinating Board
FY 2024 – FY 2031 Partner Agency Action Plan**

Employers

System Goal – Accelerate the delivery of relevant education and training programs to meet the demand of employers.

System Objective

Increase upskilling and reskilling programs

System Strategy

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.

Agency Actions	Start Date	End Date
Incorporate relevant credentials into data collection and analysis to track enrollments, credential completion, and employment outcomes in high-demand fields and occupations, with particular attention to returning adult student populations.	09/23	08/27
Incentivize public higher education institutions to create, redesign, and expand upskilling and reskilling programs that are developed and provided in consultation with workforce stakeholders in high-demand fields and occupations.	09/23	08/27
Continue ongoing revision of the Workforce Education Course Manual through field input so that it will more efficiently reflect new courses and updated course content for education and training programs in existing and emergent high-demand fields and occupations.	09/23	08/27
Leverage digital learning platforms to broaden access to quality upskilling and reskilling programs in high-demand fields and occupations.	09/23	08/27

Less Formal Performance Measure(s)
Number of individuals enrolled in upskilling and reskilling programs in community and technical colleges
Percent of individuals completing upskilling and reskilling programs in community and technical colleges

**Texas Department of Criminal Justice
FY 2024 – FY 2031 Partner Agency Action Plan**

Employers

System Goal – Accelerate the delivery of relevant education and training programs to meet the demand of employers.

System Objective

Increase upskilling and reskilling programs

System Strategy

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.

Agency Actions	Start Date	End Date
In collaboration with the Windham School District (Windham), the Texas Department of Criminal Justice (TDCJ) will assist with completion of an assessment of current programs and compare to the labor market needs to identify gaps.	09/23	09/24
In collaboration with Windham, TDCJ will identify stackable credentials and develop career pathways that include multiple steps in which students progress from Windham programs to postsecondary education programs with the award of prior learning credits.	09/23	09/25
In collaboration with Windham, TDCJ will ensure postsecondary partner contractors acknowledge and accept identified stackable credentials.	01/24	09/24
In collaboration with Windham, TDCJ will take an active role on an advisory committee of industry experts, current and former students, and various stakeholders to make recommendations on program competency and new program additions.	01/24	08/27
In collaboration with Windham, TDCJ will co-host skills demonstrations and career expos to gain employer feedback on existing programs.	09/23	08/27
In collaboration with Windham, TDCJ will implement the new programs stemming from the actions above and report to the Texas Workforce Investment Council.	09/24	08/27

Less Formal Performance Measure(s)
Number of individuals enrolled in upskilling and reskilling programs
Percent of individuals completing upskilling and reskilling programs

**Windham School District
FY 2024 – FY 2031 Partner Agency Action Plan**

Employers

System Goal – Accelerate the delivery of relevant education and training programs to meet the demand of employers.

System Objective

Increase upskilling and reskilling programs

System Strategy

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.

Agency Actions	Start Date	End Date
In collaboration with the Texas Department of Criminal Justice (TDCJ), the Windham School District (Windham) will complete an assessment of current programs and compare to labor market needs to identify gaps.	09/23	09/24
In collaboration with TDCJ, Windham will identify stackable credentials and develop career pathways that include multiple steps in which students progress from Windham programs to postsecondary education programs with the award of prior learning credits.	09/23	09/25
In collaboration with TDCJ, Windham will convene an advisory committee of industry experts, current and former students, and various stakeholders to make recommendations on program competency and new program additions.	01/24	08/27
In collaboration with TDCJ, Windham will co-host skills demonstrations and career expos to gain employer feedback on existing programs.	09/23	08/27
In collaboration with TDCJ, Windham will implement the new programs stemming from the actions above and report to the Texas Workforce Investment Council.	09/24	08/27

Less Formal Performance Measure(s)
Number of individuals enrolled in upskilling and reskilling programs
Percent of individuals completing upskilling and reskilling programs

**Texas Workforce Commission
FY 2024 – FY 2031 Partner Agency Action Plan**

Employers

System Goal – Accelerate the delivery of relevant education and training programs to meet the demand of employers.

System Objective

Increase adult education transition to employment

System Strategy

Expand integrated education and training programs for middle-skill occupations and increase learner persistence to completion, certification, and employment.

Agency Actions	Start Date	End Date
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.	09/23	08/25
Continue to expand industry-targeted integrated education and training (IET) programs for middle skills occupations.	09/23	08/25
Promote engagement with businesses and employer organizations to develop models that incorporate occupation-specific skills and work readiness requirements into AEL services.	09/23	08/27

Less Formal Performance Measure(s)
Percent of individuals completing IET programs
Percent of individuals entering employment post-program completion

**Texas Workforce Commission
FY 2024 – FY 2031 Partner Agency Action Plan**

Employers

System Goal – Accelerate the delivery of relevant education and training programs to meet the demand of employers.

System Objective

Increase short-term credentials in high-demand occupations

System Strategy

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.

Agency Actions	Start Date	End Date
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.	09/23	09/25
Promote alignment between Texas Workforce Commission training programs and associated credentials with high-demand, high-wage occupations.	10/25	10/26
Continue engagement with industry to address current and future workforce development needs.	09/23	08/27

Less Formal Performance Measure(s)
Percent of individuals attaining short-term credentials in high-demand occupations

**Texas Higher Education Coordinating Board
FY 2024 – FY 2031 Partner Agency Action Plan**

Employers

System Goal – Accelerate the delivery of relevant education and training programs to meet the demand of employers.

System Objective

Increase short-term credentials in high-demand occupations

System Strategy

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.

Agency Actions	Start Date	End Date
In collaboration with the Texas Workforce Commission (TWC), create and consolidate programs to incentivize public institutions of higher education (IHEs) to build, redesign, and expand short-term education and training programs that are developed and provided in consultation with workforce stakeholders in high-demand fields and occupations.	09/23	08/27
Provide funding through the Perkins Equitable Access and Opportunity Program to implement evidence-based programs intended to increase access and success opportunities, including short-term credentials.	09/23	08/27
In collaboration with TWC, create an implementation plan to create synergy between work-based learning and short-term workforce training programs developed and provided in consultation with employers.	09/23	08/27
Develop policy and guidelines for the deployment of credentials offered by public IHEs that would include efficient agency approval processes, assessment and validation guidelines, options for transcript and record mechanisms, and alignment with accreditor standards.	09/23	08/27
Leverage digital learning platforms to broaden access to quality digital instruction for short-term credentials in high demand fields and occupations.	09/23	08/27
In collaboration with TWC, collect enrollment, completion, and employment outcome data for short-term credentials that will provide analyses of demand for these programs, growth trends, and return on investment.	09/23	08/27

Less Formal Performance Measure(s)

Percent of individuals attaining short-term credentials in high-demand occupations in community and technical colleges

**Texas Education Agency
FY 2024 – FY 2031 Partner Agency Action Plan**

Employers

System Goal – Accelerate the delivery of relevant education and training programs to meet the demand of employers.

System Objective

Increase short-term credentials in high-demand occupations

System Strategy

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.

Agency Actions	Start Date	End Date
Conduct a gap analysis on the 2022-2024 Industry-Based Certification List for Public School Accountability. Consult with Tri-Agency partners to finalize criteria and gather nominations for a new Industry-Based Certification List for Public School Accountability.	09/23	TBD
Collaborate with Tri-Agency partners to review industry-based certifications against defined criteria and publish list.	11/23	TBD
Incentivize school district programs leading to industry-based certifications through the Industry-Based Certification List for Public School Accountability.	09/24	TBD
Conduct gap analysis on the currently approved Industry-Based Certification List for Public School Accountability. Consult with Tri-Agency partners to finalize criteria and gather nominations for the next Industry-Based Certification List for Public School Accountability.	09/25	TBD
Collaborate with Tri-Agency partners to review industry-based certifications against defined criteria and publish list.	11/25	TBD
Incentivize school district programs leading to industry-based certifications through the Industry-Based Certification List for Public School Accountability.	09/26	TBD

Less Formal Performance Measure(s)
Percent of individuals attaining an industry-based certification or license

**Texas Department of Criminal Justice
FY 2024 – FY 2031 Partner Agency Action Plan**

Employers

System Goal – Accelerate the delivery of relevant education and training programs to meet the demand of employers.

System Objective

Increase short-term credentials in high-demand occupations

System Strategy

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.

Agency Actions	Start Date	End Date
In collaboration with the Windham School District (Windham), the Texas Department of Criminal Justice (TDCJ) will assess student populations to determine the locations with high turnover and release turnaround and recommend the addition of programs that result in the award of short-term credentials and certifications.	09/23	08/27
In collaboration with Windham and occupational licensing entities, TDCJ will solidify a pathway for the timely award of occupational licenses for graduates of short-term programs.	09/23	09/25
In collaboration with Windham, TDCJ will define pathways for stackable credentials in high-demand occupations, with an emphasis on licensing and industry-based certifications.	09/23	09/25
In collaboration with Windham, TDCJ will implement the actions above and report to the Texas Workforce Investment Council.	09/24	08/27

Less Formal Performance Measure(s)
Percent of individuals attaining a short-term credential

**Windham School District
FY 2024 – FY 2031 Partner Agency Action Plan**

Employers

System Goal – Accelerate the delivery of relevant education and training programs to meet the demand of employers.

System Objective

Increase short-term credentials in high-demand occupations

System Strategy

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.

Agency Actions	Start Date	End Date
In collaboration with the Texas Department of Criminal Justice (TDCJ), the Windham School District (Windham) will assess student populations to determine the locations with high turnover and release turnaround and recommend the addition of programs that result in the award of short-term credentials and certifications.	09/23	08/27
In collaboration with TDCJ and occupational licensing entities, Windham will solidify a pathway for the timely award of occupational licenses for graduates of short-term programs.	09/23	09/25
In collaboration with TDCJ, Windham will define pathways for stackable credentials in high-demand occupations, with an emphasis on licensing and industry-based certifications.	09/23	09/25
In collaboration with TDCJ, Windham will implement the actions above and report to the Texas Workforce Investment Council.	09/24	08/27

Less Formal Performance Measure(s)
Percent of individuals attaining a short-term credential

**Texas Juvenile Justice Department
FY 2024 – FY 2031 Partner Agency Action Plan**

Employers

System Goal – Accelerate the delivery of relevant education and training programs to meet the demand of employers.

System Objective

Increase short-term credentials in high-demand occupations

System Strategy

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.

Agency Actions	Start Date	End Date
Meet with research and information technology departments to discuss feasibility of gathering data required and report format.	09/23	04/24
Identify appropriate short-term credential opportunities for students in the Texas Juvenile Justice Department.	09/23	08/27
Work with vocational instructors to incorporate new short-term credentials and certifications into active courses.	09/23	08/27
Where possible, work with other education, facility, and halfway house staff to incorporate appropriate short-term credential opportunities for students.	09/23	08/27
Review and modify current ccf_120 codes to ensure they identify as short-term credentials for accurate reporting.	09/23	08/24
Create new ccf_120 codes for any new short-term credentials or certifications to track and report.	09/23	08/27

Less Formal Performance Measure(s)
Percent of individuals attaining a short-term credential

Goal Area 2: Learners

System Goal	System Objective	System Strategy	Partners
<p>LEARNERS</p> <p>Accelerate the expansion of and access to work-based skill and knowledge acquisition to respond to the needs of learners.</p>	Increase work-based learning	Expand work-based learning as a core education and training program pre-employment strategy for youth and adults.	TWC THECB TEA
	Increase apprenticeship	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.	TWC WSD

**Texas Workforce Commission
FY 2024 – FY 2031 Partner Agency Action Plan**

Learners

System Goal – Accelerate the expansion of and access to work-based skill and knowledge acquisition to respond to the needs of learners.

System Objective

Increase work-based learning

System Strategy

Expand work-based learning as a core education and training program pre-employment strategy for youth and adults.

Agency Actions	Start Date	End Date
Identify programs administered by the Texas Workforce Commission within the Workforce Development, Vocational Rehabilitation, and the Outreach & Employer Initiatives Divisions where work-based learning is an important pre-employment strategy for youth and adults.	09/23	09/24
Expand high-quality work-based learning resources and tools through the deployment of the Tri-Agency work-based learning framework.	09/23	09/24
In coordination with Tri-Agency partners, identify data and design and develop processes for tracking and reporting the utilization of work-based learning.	01/24	01/26
Expand the network of employers participating in and sponsoring work-based learning opportunities.	09/23	08/27

Less Formal Performance Measure(s)

Percent of program participants engaged in work-based learning

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**Texas Higher Education Coordinating Board
FY 2024 – FY 2031 Partner Agency Action Plan**

Learners

System Goal – Accelerate the expansion of and access to work-based skill and knowledge acquisition to respond to the needs of learners.

System Objective

Increase work-based learning

System Strategy

Expand work-based learning as a core education and training program pre-employment strategy for youth and adults.

Agency Actions	Start Date	End Date
Identify programs administered by the Texas Higher Education Coordinating Board and partner agencies where work-based learning is an important pre-employment strategy for youth and adults.	09/23	09/24
Expand high-quality work-based learning resources and tools through the deployment of the Tri-Agency work-based learning framework.	09/23	09/24
In coordination with Tri-Agency partners, identify data and design and develop processes for tracking and reporting the utilization of work-based learning.	01/24	01/25
Expand the network of employers participating in and sponsoring work-based learning opportunities.	09/23	08/27

Less Formal Performance Measure(s)
Percent of program participants engaged in work-based learning

**Texas Education Agency
FY 2024 – FY 2031 Partner Agency Action Plan**

Learners

System Goal – Accelerate the expansion of and access to work-based skill and knowledge acquisition to respond to the needs of learners.

System Objective

Increase work-based learning

System Strategy

Expand work-based learning as a core education and training program pre-employment strategy for youth and adults.

Agency Actions	Start Date	End Date
Identify programs administered by the Texas Education Agency and partner agencies where work-based learning is an important pre-employment strategy for youth.	09/23	08/24
Expand high-quality work-based learning resources and tools through the deployment of the Tri-Agency work-based learning framework.	09/23	08/24
Identify and communicate connections among Texas Essential Knowledge and Skills-based courses, public school accountability indicators, and/or postsecondary credit opportunities related to pre-apprenticeship.	09/24	08/26
In coordination with Tri-Agency partners, identify data and design and develop processes for tracking and reporting the utilization of work-based learning.	09/23	08/27
Expand the network of employers participating in and sponsoring work-based learning opportunities.	09/23	08/27

Less Formal Performance Measure(s)
Percent of program participants engaged in work-based learning

**Texas Workforce Commission
FY 2024 – FY 2031 Partner Agency Action Plan**

Learners

System Goal – Accelerate the expansion of and access to work-based skill and knowledge acquisition to respond to the needs of learners.

System Objective

Increase apprenticeship

System Strategy

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.

Agency Actions	Start Date	End Date
Continue expansion of apprenticeship programs supporting critical middle-skills occupations and occupations with current or projected labor shortages.	09/23	08/26
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.	09/23	08/24
Ensure apprenticeship program opportunities are readily available to learners, including vocational rehabilitation customers, and aligned with employer needs.	09/23	08/27

Less Formal Performance Measure(s)
Number of new apprenticeship programs developed in traditional and non-traditional occupations
Number of new apprentices enrolled in new apprenticeship programs in traditional and non-traditional occupations

**Windham School District
FY 2024 – FY 2031 Partner Agency Action Plan**

Learners

System Goal – Accelerate the expansion of and access to work-based skill and knowledge acquisition to respond to the needs of learners.

System Objective

Increase apprenticeship

System Strategy

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.

Agency Actions	Start Date	End Date
In collaboration with the Texas Department of Criminal Justice (TDCJ), the Windham School District (Windham) will assess current industries available within TDCJ and identify opportunities to add registered apprenticeship programs in industries not currently represented.	09/23	08/27
In collaboration with TDCJ, Windham will aid in the development and monitoring of a classification process that routes eligible graduates from Windham programs to apprenticeships in the field of training.	09/23	01/25
Windham will facilitate quarterly meetings of the TDCJ Reentry and Integration; Manufacturing, Agribusiness and Logistics; Rehabilitation Programs; and Facilities Divisions to discuss and monitor apprenticeship participation, expansion, and outcomes.	09/23	08/27
In collaboration with TDCJ, Windham will implement the actions above and report to the Texas Workforce Investment Council.	09/24	08/27

Less Formal Performance Measure(s)

Number of new apprenticeship programs developed in traditional and non-traditional occupations

Number of new apprentices enrolled in new apprenticeship programs in traditional and non-traditional occupations

Goal Area 3: Partners

System Goal	System Objective	System Strategy	Partners
<p>PARTNERS</p> <p>Accelerate the development and use of models to support and build system partners' capacity, responsiveness, continuous improvement, and decision-making.</p>	Identify credentials of value	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.	TWC THECB TEA
	Clarify and connect pathways	Streamline and clarify existing career pathways and models to increase alignment between secondary and postsecondary technical programs to maximize credit for credentials of value.	THECB TEA

**Texas Workforce Commission
FY 2024 – FY 2031 Partner Agency Action Plan**

Partners

System Goal – Accelerate the development and use of models to support and build system partners’ capacity, responsiveness, continuous improvement, and decision-making.

System Objective

Identify credentials of value

System Strategy

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.

Agency Actions	Start Date	End Date
In collaboration with Tri-Agency partners, analyze and determine if and how the Credential of Value (COV) calculation can be applied to credentials other than degrees at institutions of higher education in Texas.	09/23	08/27
Share results and publish COVs, as relevant and appropriate, to the Texas Credential Library.	03/26	08/27

Less Formal Performance Measure(s)
N/A
N/A

**Texas Higher Education Coordinating Board
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Partners

System Goal – Accelerate the development and use of models to support and build system partners’ capacity, responsiveness, continuous improvement, and decision-making.

System Objective

Identify credentials of value

System Strategy

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.

Agency Actions	Start Date	End Date
In collaboration with Tri-Agency partners, analyze and determine if and how the Credential of Value (COV) calculation can be applied to credentials other than degrees at institutions of higher education in Texas.	09/23	08/27
Share results and publish COVs, as relevant and appropriate, to the Texas Credential Library.	03/26	08/27

Less Formal Performance Measure(s)
N/A
N/A

**Texas Education Agency
FY 2024 – FY 2031 Partner Agency Action Plan**

Partners

System Goal – Accelerate the development and use of models to support and build system partners’ capacity, responsiveness, continuous improvement, and decision-making.

System Objective

Identify credentials of value

System Strategy

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.

Agency Actions	Start Date	End Date
In collaboration with Tri-Agency partners, analyze and determine if and how the Credential of Value (COV) calculation can be applied to credentials other than degrees at institutions of higher education in Texas.	09/23	08/27
Share results and publish COVs, as relevant and appropriate, to the Texas Credential Library.	03/26	08/27

Less Formal Performance Measure(s)
N/A
N/A

**Texas Higher Education Coordinating Board
FY 2024 – FY 2031 Partner Agency Action Plan**

Partners

System Goal – Accelerate the development and use of models to support and build system partners’ capacity, responsiveness, continuous improvement, and decision-making.

System Objective

Clarify and connect pathways

System Strategy

Streamline and clarify existing career pathways and models to increase alignment between secondary and postsecondary technical programs to maximize credit for credentials of value.

Agency Actions	Start Date	End Date
Collaborate with Tri-Agency partners to align on a shared definition of a "career pathway" and a "career pathway model."	09/23	03/24
Document existing career pathways supported by postsecondary programs in career and technical education.	09/23	08/24
Document existing models for pathways implementation supported by postsecondary programs in career and technical education.	09/23	08/24
In collaboration with the Texas Education Agency (TEA), conduct a gap analysis assessing alignment and articulation of secondary and postsecondary programs supporting career pathways.	09/24	08/26
In collaboration with TEA, produce recommendations for increasing alignment between secondary and postsecondary technical programs.	09/25	08/27
Based on joint commissioner approval of recommendations, develop a plan to execute selected recommendations.	08/27	-

Less Formal Performance Measure(s)
N/A
N/A

**Texas Education Agency
FY 2024 – FY 2031 Partner Agency Action Plan**

Partners

System Goal – Accelerate the development and use of models to support and build system partners’ capacity, responsiveness, continuous improvement, and decision-making.

System Objective

Clarify and connect pathways

System Strategy

Streamline and clarify existing career pathways and models to increase alignment between secondary and postsecondary technical programs to maximize credit for credentials of value.

Agency Actions	Start Date	End Date
Collaborate with Tri-Agency partners to align on a shared definition of a "career pathway" and a "career pathway model."	09/23	03/24
Document existing career pathways supported by secondary programs in career and technical education.	09/23	08/24
Document existing models for pathways implementation supported by secondary programs in career and technical education.	09/23	08/24
In collaboration with the Texas Higher Education Coordinating Board (THECB), conduct a gap analysis assessing alignment and articulation of secondary and postsecondary programs supporting career pathways.	09/24	08/26
In collaboration with THECB, produce recommendations for increasing alignment between secondary and postsecondary technical programs.	09/25	08/27
Based on joint commissioner approval of recommendations, develop a plan to execute selected recommendations.	08/27	-

Less Formal Performance Measure(s)
N/A
N/A

Goal Area 4: Policy and Planning

System Goal	System Objective	System Strategy	Partners
POLICY AND PLANNING	Increase Texas Rising Star certification levels	Promote and support the attainment of higher Texas Rising Star certification by all child care providers.	TWC
Accelerate the availability of relevant workforce, education, and other data sets and the use of applied analytics to evaluate program outcomes to respond to the needs of policy makers and planners.	Identify and quantify quality outcomes	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.	TWC THECB TEA
	Enhance wage record	Pilot and expand an enhanced wage record for use in determining program outcomes and employment in occupational area of study.	TWC THECB TEA
	Identify and collect industry-based certification data	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.	TWC THECB TEA TDCJ WSD TJJD TVC

**Texas Workforce Commission
FY 2024 – FY 2031 Partner Agency Action Plan**

Policy and Planning

System Goal – Accelerate the availability of relevant workforce, education, and other data sets and the use of applied analytics to evaluate program outcomes to respond to the needs of policy makers and planners.

System Objective

Increase Texas Rising Star certification levels

System Strategy

Promote and support the attainment of high-tier Texas Rising Star certification by all child care providers.

Agency Actions	Start Date	End Date
Engage with child care providers and employers to establish on-site or near-site, high-quality child care facilities.	09/23	09/24
Strengthen the early childhood education workforce to provide high-quality education for young children and support kindergarten readiness.	09/23	08/27
Expand Texas Rising Star certifications, supports, and school-readiness enhancements and ensure childcare providers have the support necessary to provide quality early childhood learning programs.	09/23	08/27

Less Formal Performance Measure(s)
Percent of Child Care Services children enrolled in a Texas Rising Star provider’s program
Number of employers engaged in Texas Workforce Commission-funded child care expansion initiatives

**Texas Workforce Commission
FY 2024 – FY 2031 Partner Agency Action Plan**

Policy and Planning

System Goal – Accelerate the availability of relevant workforce, education, and other data sets and the use of applied analytics to evaluate program outcomes to respond to the needs of policy makers and planners.

System Objective

Identify and quantify quality outcomes

System Strategy

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.

Agency Actions	Start Date	End Date
In collaboration with Tri-Agency partners, deploy a shared data infrastructure and governance model.	09/23	08/27
Implement joint governance to address security, access, and use of shared data resources, including identifying gaps and opportunities to streamline collections and sharing.	09/23	08/27
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.	09/23	03/24
Determine additional data needs and collections.	09/23	08/27
Develop and execute a plan to expand and enhance the P20W+ data repository.	12/23	12/26
Identify, evaluate, and implement ways to streamline and improve timeliness and completeness of data matching and sharing across agencies.	12/23	08/27

Less Formal Performance Measure(s)
Partner agency user satisfaction measured by user feedback
Partner agency user satisfaction measured by collaborative research achieved through product utilization

**Texas Higher Education Coordinating Board
FY 2024 – FY 2031 Partner Agency Action Plan**

Policy and Planning

System Goal – Accelerate the availability of relevant workforce, education, and other data sets and the use of applied analytics to evaluate program outcomes to respond to the needs of policy makers and planners.

System Objective

Identify and quantify quality outcomes

System Strategy

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.

Agency Actions	Start Date	End Date
In collaboration with Tri-Agency partners, deploy a shared data infrastructure and governance model.	09/23	08/27
Implement joint governance to address security, access, and use of shared data resources, including identifying gaps and opportunities to streamline collections and sharing.	09/23	08/27
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.	09/23	03/24
Determine additional data needs and collections.	09/23	08/27
Develop and execute a plan to expand and enhance the P20W+ data repository.	12/23	12/26
Identify, evaluate, and implement ways to streamline and improve timeliness and completeness of data matching and sharing across agencies.	12/23	08/27

Less Formal Performance Measure(s)
Partner agency user satisfaction measured by user feedback
Partner agency user satisfaction measured by collaborative research achieved through product utilization

**Texas Education Agency
FY 2024 – FY 2031 Partner Agency Action Plan**

Policy and Planning

System Goal – Accelerate the availability of relevant workforce, education, and other data sets and the use of applied analytics to evaluate program outcomes to respond to the needs of policy makers and planners.

System Objective

Identify and quantify quality outcomes

System Strategy

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.

Agency Actions	Start Date	End Date
In collaboration with Tri-Agency partners, deploy a shared data infrastructure and governance model.	09/23	08/27
Implement joint governance to address security, access, and use of shared data resources, including identifying gaps and opportunities to streamline collections and sharing.	09/23	08/27
Deliver initial version of secure data portal (enclave) for access to privileged reporting and collaborative research workspace and allow staff from partner agencies to test secure access, use cases, and other functionality to inform future phases.	09/23	03/24
Determine additional data needs and collections.	09/23	08/27
Develop and execute a plan to expand and enhance the P20W+ data repository.	12/23	12/26
Identify, evaluate, and implement ways to streamline and improve timeliness and completeness of data matching and sharing across agencies.	12/23	08/27

Less Formal Performance Measure(s)
Partner agency user satisfaction measured by user feedback
Partner agency user satisfaction measured by collaborative research achieved through product utilization

**Texas Workforce Commission
FY 2024 – FY 2031 Partner Agency Action Plan**

Policy and Planning

System Goal – Accelerate the availability of relevant workforce, education, and other data sets and the use of applied analytics to evaluate program outcomes to respond to the needs of policy makers and planners.

System Objective

Enhance wage record

System Strategy

Pilot and expand an enhanced wage record for use in determining program outcomes and employment in occupational area of study.

Agency Actions	Start Date	End Date
Seek input from stakeholders on proposed data elements.	09/23	08/27
Develop data model and definitions for new proposed record layout.	09/23	08/27
Conduct the pilot with employers willing to provide enhanced employment and earnings data, including engaging with third-party administrators with significant employer bases.	09/23	08/27
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.	09/23	08/27

Less Formal Performance Measure(s)
Number of Texas workers included in pilot data
Number of Texas employers represented in the pilot data

**Texas Higher Education Coordinating Board
FY 2024 – FY 2031 Partner Agency Action Plan**

Policy and Planning

System Goal – Accelerate the availability of relevant workforce, education, and other data sets and the use of applied analytics to evaluate program outcomes to respond to the needs of policy makers and planners.

System Objective

Enhance wage record

System Strategy

Pilot and expand an enhanced wage record for use in determining program outcomes and employment in occupational area of study.

Agency Actions	Start Date	End Date
Collaborate with and support the work of the Texas Workforce Commission to seek input on proposed data elements and to evaluate the results of the enhanced wage record pilot.	09/23	08/27
Pilot, then implement linkage of enhanced wage records to determine and evaluate program outcomes.	08/27	-

Less Formal Performance Measure(s)
N/A
N/A

**Texas Education Agency
FY 2024 – FY 2031 Partner Agency Action Plan**

Policy and Planning

System Goal – Accelerate the availability of relevant workforce, education, and other data sets and the use of applied analytics to evaluate program outcomes to respond to the needs of policy makers and planners.

System Objective

Enhance wage record

System Strategy

Pilot and expand an enhanced wage record for use in determining program outcomes and employment in occupational area of study.

Agency Actions	Start Date	End Date
Collaborate with and support the work of the Texas Workforce Commission to seek input on proposed data elements and to evaluate the results of the enhanced wage record pilot.	09/23	08/27
Pilot, then implement linkage of enhanced wage records to determine and evaluate program outcomes.	08/27	-

Less Formal Performance Measure(s)
N/A
N/A

**Texas Workforce Commission
FY 2024 – FY 2031 Partner Agency Action Plan**

Policy and Planning

System Goal – Accelerate the availability of relevant workforce, education, and other data sets and the use of applied analytics to evaluate program outcomes to respond to the needs of policy makers and planners.

System Objective

Identify and collect industry-based certification data

System Strategy

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.

Agency Actions	Start Date	End Date
Undertake an agency planning process to identify steps and processes needed to collect industry-based certification data.	09/23	09/24
Based on the results of the agency planning process, implement internal processes to collect industry-based certification data.	10/24	10/25
Based on the collection of industry-based certification data, share with partner agencies for analysis to determine the effectiveness of programs and future services.	11/25	08/27
Report on the attainment of industry-based certifications by workforce program participants.	11/25	08/27

Less Formal Performance Measure(s)
Number of industry-based certifications by certifying entity and certification name

**Texas Higher Education Coordinating Board
FY 2024 – FY 2031 Partner Agency Action Plan**

Policy and Planning

System Goal – Accelerate the availability of relevant workforce, education, and other data sets and the use of applied analytics to evaluate program outcomes to respond to the needs of policy makers and planners.

System Objective

Identify and collect industry-based certification data

System Strategy

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.

Agency Actions	Start Date	End Date
Identify and collect industry-based certification data from public two-year institutions through annual CBM collections.	09/23	08/27
Partner with the Texas Workforce Commission to establish the Texas Credential Library, which will store data on credentials, including industry-based certifications and licensure, offered by both public and private postsecondary programs.	09/23	08/27
Explore, pilot, and implement a data collection approach specifically for credentials awarded by two-year institutions of higher education that result in industry-based certifications.	09/23	08/27
Report on the attainment of industry-based certifications by community and technical college participants.	09/23	08/27

Less Formal Performance Measure(s)
Number of industry-based certifications by certifying entity and certification name

**Texas Education Agency
FY 2024 – FY 2031 Partner Agency Action Plan**

Policy and Planning

System Goal – Accelerate the availability of relevant workforce, education, and other data sets and the use of applied analytics to evaluate program outcomes to respond to the needs of policy makers and planners.

System Objective

Identify and collect industry-based certification data

System Strategy

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.

Agency Actions	Start Date	End Date
Identify existing data sources related to industry-based certifications, considering certification information and attainment information.	09/23	08/24
Collaborate with the Texas Workforce Commission (TWC) to encourage certifying entities to contribute certification information to the Texas Credential Library.	09/23	08/25
Collaborate with TWC to define critical data fields to collect from certifying entities when vetting certifications for inclusion in the Industry-Based Certification List for Public School Accountability.	09/23	08/25
Collaborate with TWC to supplement data provided by certifying entities with data collected through the development of the Industry-Based Certification List for Public School Accountability.	09/23	08/27
Consult with certifying entities on gaps and opportunities in sharing certification attainment data.	09/25	08/27
Report on the attainment of industry-based certifications by secondary school participants.	09/23	08/27

Less Formal Performance Measure(s)
Number of industry-based certifications by certifying entity and certification name

**Texas Department of Criminal Justice
FY 2024 – FY 2031 Partner Agency Action Plan**

Policy and Planning

System Goal – Accelerate the availability of relevant workforce, education, and other data sets and the use of applied analytics to evaluate program outcomes to respond to the needs of policy makers and planners.

System Objective

Identify and collect industry-based certification data

System Strategy

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.

Agency Actions	Start Date	End Date
In collaboration with the Windham School District (Windham), the Texas Department of Criminal Justice (TDCJ) will complete an assessment of current career and technical education and vocational programs through all providers operating within TDCJ, and identify programs that afford the opportunity for students to earn industry-based certifications.	09/23	08/27
In collaboration with Windham, TDCJ will develop a list of unique codes that is uniform across all providers, to track each industry-based certification.	09/23	01/25
In collaboration with Windham, TDCJ will develop reporting parameters to collect industry-based certification data.	09/24	08/27
In collaboration with Windham, TDCJ will implement the actions above and report to the Texas Workforce Investment Council.	09/24	08/27

Less Formal Performance Measure(s)
Number of industry-based certifications by certifying entity and certification name

**Windham School District
FY 2024 – FY 2031 Partner Agency Action Plan**

Policy and Planning

System Goal – Accelerate the availability of relevant workforce, education, and other data sets and the use of applied analytics to evaluate program outcomes to respond to the needs of policy makers and planners.

System Objective

Identify and collect industry-based certification data

System Strategy

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.

Agency Actions	Start Date	End Date
In collaboration with the Texas Department of Criminal Justice (TDCJ), the Windham School District (Windham) will complete an assessment of current career and technical education and vocational programs though all providers operating within TDCJ and identify programs that afford the opportunity for students to earn industry-based certifications.	09/23	09/24
In collaboration with TDCJ, Windham will develop a list of unique codes that is uniform across all providers, to track each industry-based certification.	09/23	01/25
In collaboration with TDCJ, Windham will develop reporting parameters to collect industry-based certification data.	09/23	09/24
In collaboration with TDCJ, Windham will implement the actions above and report to the Texas Workforce Investment Council.	09/24	08/27

Less Formal Performance Measure(s)
Number of industry-based certifications by certifying entity and certification name

**Texas Juvenile Justice Department
FY 2024 – FY 2031 Partner Agency Action Plan**

Policy and Planning

System Goal – Accelerate the availability of relevant workforce, education, and other data sets and the use of applied analytics to evaluate program outcomes to respond to the needs of policy makers and planners.

System Objective

Identify and collect industry-based certification data

System Strategy

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.

Agency Actions	Start Date	End Date
Meet with research and information technology departments to discuss feasibility of gathering data required and report format.	09/23	12/24
Review and modify current ccf_120s to ensure the appropriate data is captured by report.	09/23	12/24
Run a test report.	09/23	12/24
Monitor and add new ccf_120 certification descriptions that include certifying entity, as needed.	12/24	08/27

Less Formal Performance Measure(s)
Number of industry-based certifications by certifying entity and certification name

**Texas Veterans Commission
FY 2024 – FY 2031 Partner Agency Action Plan**

Policy and Planning

System Goal – Accelerate the availability of relevant workforce, education, and other data sets and the use of applied analytics to evaluate program outcomes to respond to the needs of policy makers and planners.

System Objective

Identify and collect industry-based certification data

System Strategy

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.

Agency Actions	Start Date	End Date
Collaborate with the Texas Workforce Commission's Information, Innovation, and Insight team to determine requirements for implementing a method to collect industry-based certification data in WorkInTexas.com.	09/23	08/26
Work jointly with the intra-agency Veterans Education Department to identify industry-based certifications provided by on-the-job training programs.	09/23	08/26
Coordinate through the National Association of State Workforce Agencies' Veterans Committee to determine if other states have developed an innovative method for collecting and reporting industry-based certification data of veterans.	11/23	06/24
Establish a process for veteran career advisors to collect industry-based certification data from veterans and for veteran employer liaisons to identify employer industry-based certification requirements for use in case conferencing.	07/24	06/25
Implement strategies and procedures developed during the first four actions and report that data to the Texas Workforce Investment Council.	08/26	08/27

Less Formal Performance Measure(s)
Percent of veterans receiving employment assistance who self-attest to having an industry-based certification

Measuring Performance: Plan Implementation and System Outcomes

The purpose of performance measurement is to determine whether the system strategies have been successfully executed and to establish their contributions to the achievement of system objectives and goals. The Council has formulated a set of measures based upon the federal and state mandates associated with this strategic plan and has done so in collaboration with partner agencies.

There are two types of measures that Texas Government Code specifies be included in the workforce system strategic plan: formal and less formal measures.

Formal Measures

This type of performance measure is tied to system outcomes. These measures are central to demonstrating the success of system programs and services administered by partner agencies. These measures are relatively consistent across workforce programs and are ultimately tied to the state's performance budget and accounting system and linked to each state agency that administers a workforce program through the performance measures contained in each agency's biennial state strategic plan.

The four formal measures that were approved by the Governor of Texas in 2003, 2009, and 2015 have been incorporated into this strategic plan.

These measures include:

- Educational achievement
- Entered employment
- Employment retention
- Customers served

Less Formal Measures

This type of measure is tied to the implementation of the workforce system strategic plan. These measures are utilized to provide information and feedback essential in both the development and the implementation of the system strategic plan. Less formal measures are usually aligned with actions that are critical in determining success relative to the execution of the strategies associated with the strategic plan.

The less formal measures for the FY 2024–FY 2031 strategic plan implementation period include all performance measures noted in the agency action plans, found on pages 18-56.

APPENDIX A
Issues Identified in Pre-Planning Consultation and Research

Fall 2021 – Spring 2022

1. Texas needs to increase child care providers' attainment of Texas Rising Star tiers.
2. We need to determine credentials of value.
3. The pandemic has resulted in the need to focus on reskilling and upskilling for middle-skill occupations, but there are no criteria for demand or high wage.
4. Texas needs to lift lower-educated individuals in adult education into middle-skill occupations through Integrated Employment and Training programs and linkage to employers.
5. There is a lack of significant work-based learning as a pre-employment training strategy.
6. The state needs to expand apprenticeship to meet employer demand for skilled workers by linking to employers to help get registered and write standards.
7. Texas needs to implement and expand industry-recognized apprenticeship programs to meet employer demand for skilled workers in non-traditional occupations.
8. There is a lack of granular data in agencies' reporting tools that results in less meaningful data reporting and lack of understanding regarding program outcomes.
9. Adults with disabilities need to be supported into employment through progressive skills to employment training.
10. There is a lack of significant work-based learning as a pre-employment training strategy and pre-employment transition for youth.
11. Texas needs to determine credentials of value.
12. Disabled Texans need reskilling and upskilling to gain and maintain competitive integrated employment.
13. There is no definition of quality employment outcomes in association with competitive integrated employment.
14. The system needs to determine credentials of value - credit and non-credit – wage premium and progression to good jobs.
15. There is not substantial uptake of industry-based certifications as outcomes at both program and course levels.
16. Learners need expanded access to online and flexible offerings, including online learning.

17. The pandemic has resulted in the need to focus on reskilling and upskilling adults for middle-skill occupations. The strategy will need to institutional short-term training and credentialing for the future.
18. Pathways alignment between secondary and post-secondary to support credentials of value aligned with career progression is critical.
19. There is a lack of significant work-based learning as a pre-employment training strategy.
20. Credit transfer for technical courses/programs is not universal.
21. There is a lack of granular data in agencies' reporting tools that results in less meaningful data reporting and lack of understanding regarding program outcomes.
22. Dual credit for technical courses/programs needs to increase.
23. Expand access to education and training through online learning.
24. Short-term credentials are needed to help adults respond to employment changes after the pandemic. Few programs are offered.
25. Employers are burdened by the many asks of system partner agencies. Employer engagement needs to be coordinated when possible.
26. We need to determine credentials of value and industry-based certifications.
27. (Pre)Apprenticeship is needed in the K-12 education portfolio.
28. Apprenticeship expansion in both traditional and non-traditional areas is needed to address employers' critical workforce shortages.
29. There is a lack of significant work-based learning as a pre-employment training strategy.
30. Short-term credentials and associate degrees are needed to help adults respond to employment changes after the pandemic.
31. The pandemic has resulted in the need to focus on reskilling and upskilling adults for middle-skill occupations.
32. Texas needs to implement and expand industry recognized apprenticeship programs to meet employer demand for skilled workers in traditional and non-traditional occupations.
33. The workforce system needs to determine credentials of value, including industry-based certification and licensure.

34. Employment in the field of training is unable to be established due to the current information required from employers in the unemployment insurance system. The wage record needs to be enhanced.
35. Agencies' current data systems and reporting lack, to a greater or lesser degree, the ability to report on attainment of program participants' earned industry-based certification by a third-party, national certification entity.
36. The lack of integrated workforce and educational administrative data analysis results in an inability to understand program and policy outcomes and the return to the state for the funds expended.
37. Education and training providers are constrained by an inability to accurately quantify and forecast employer demand.

Texas Workforce Investment Council

System Partners

Economic Development and Tourism
Texas Department of Criminal Justice
Texas Education Agency
Texas Health and Human Services Commission

Texas Higher Education Coordinating Board
Texas Juvenile Justice Department
Texas Veterans Commission
Texas Workforce Commission

Members

Rick Rhodes (Chair), Austin
Michelle Harper (Vice-Chair), San Marcos
Paloma Ahmadi, Shavano Park
Joe Arnold, Muldoon
Jesse Gatewood, Corpus Christi
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Paul Puente, Houston
Richard Rhodes, Austin
Johnny Vahalik, San Antonio
Brandon Willis, Beaumont
Harrison Keller, Austin
Mike Morath, Austin
Ed Serna, Austin
Cecile Young, Austin
Adriana Cruz, Austin

Representing

Business and Industry
Community-Based Organization
Business and Industry
Education
Labor
Labor
Business and Industry
Business and Industry
Labor
Business and Industry
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Education
Education
Labor
Texas Higher Education Coordinating Board
Texas Education Agency
Texas Workforce Commission
Texas Health and Human Services Commission
Economic Development and Tourism, Office of
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