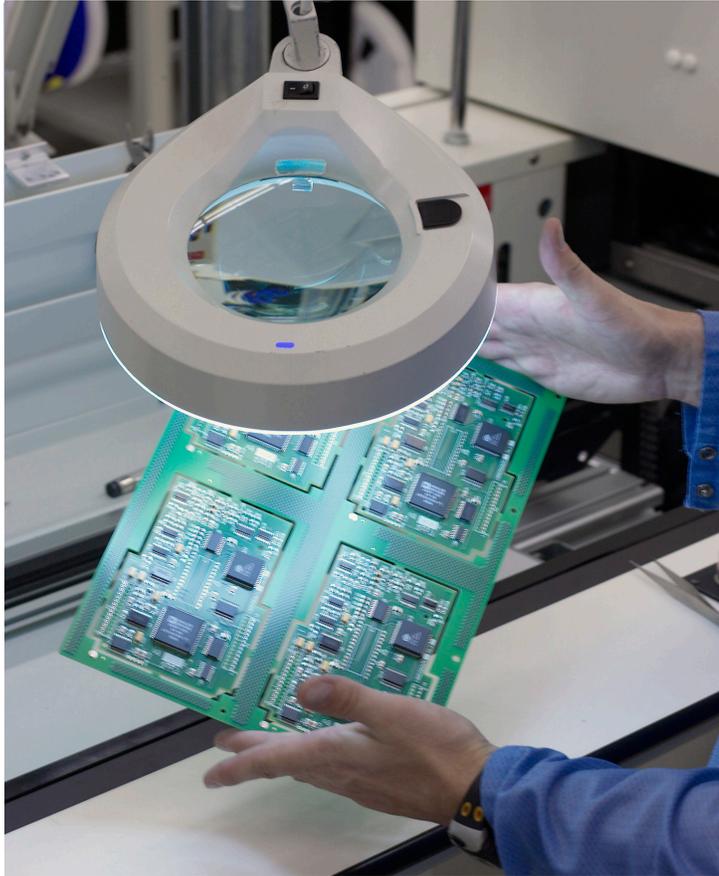
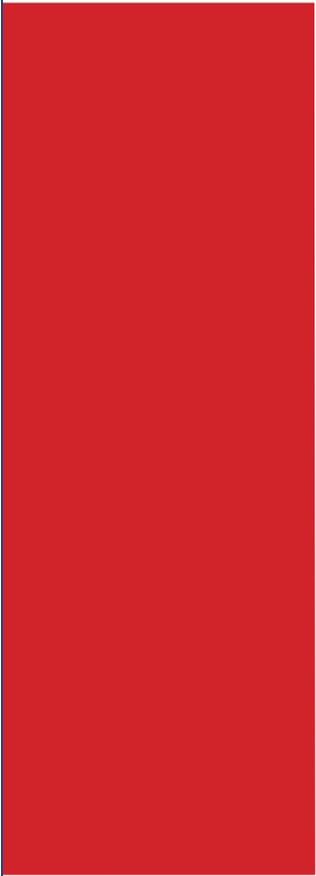


TEXAS WORKFORCE COMMISSION 2017-2021 STRATEGIC PLAN



AGENCY STRATEGIC PLAN

FISCAL YEARS 2017 TO 2021

BY

TEXAS WORKFORCE COMMISSION

Andres Alcantar, Chairman
Commissioner
Representing the Public

August 2008 to February 2019

Pflugerville, Texas

Ruth R. Hughs
Commissioner
Representing Employers

July 2015 to February 2021

Austin, Texas

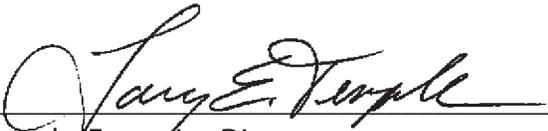
Julian Alvarez III
Commissioner
Representing Labor

February 2016 to February 2017

Harlingen, Texas

JUNE 24, 2016

SIGNED:



Larry E. Temple, Executive Director

APPROVED:



Andres Alcantar, Chairman



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TWC Mission, Vision & Philosophy

TEXAS WORKFORCE COMMISSION MISSION

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

TEXAS WORKFORCE COMMISSION VISION

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

Our work is guided by the following core beliefs:

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

Our success will be based on the following organizational values:

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

Message from the Commissioners

As the Texas Workforce Commission (TWC) enters its third decade of service to Texans, we embrace the challenges and opportunities that lie ahead, including expansion of our services, and we celebrate the resiliency of the Texas economy and the labor force and employers that are behind our state's success. The diversity of our Texas industries and our solid economic foundation keep our economy strong and the opportunities abundant for those who live and work here. Our workforce now boasts more than 13.2 million individuals who are well-equipped to meet the needs of the state's more than 511 thousand employers. If growth patterns continue as expected, we will be approaching the 14 million jobs number by the end of this five-year strategic planning period.

In order to ensure the state's workforce remains strong and resilient through that expansion, we will need to continue to develop training opportunities that allow our workforce and employers to take advantage of the many opportunities we see in the future. These programs will address the needs of workers through adult education initiatives and innovative training programs, like apprenticeship; the needs of students, through support of HB5 initiatives, Jobs and Education for Texas (JET) and other programs that prepare them for in-demand occupations; and the needs of employers, through Skills Development Fund and other customized training programs.

Our commitment remains strong to improve and integrate within our local service-delivery model while adhering to Workforce Innovation and Opportunity Act (WIOA) guidance. Through the Texas Workforce Solutions network of local workforce development board partners, we will support locally driven initiatives that address the needs of our communities through collaboration with economic development entities, industry leaders and educators.

Just as TWC began two decades ago with the consolidation of 28 workforce-related programs from 10 agencies to form what we are today, we will continue to integrate. With the Sept. 1, 2016, addition of vocational rehabilitative services from the Texas Department of Assistive and Rehabilitative Services (DARS) to our Workforce Solutions network, we eagerly embrace the opportunity to welcome these programs to our integrated model of service delivery. With the recent additions of the Adult Education and Literacy, Purchasing from People with Disabilities, JET and expanded veterans programs, the added DARS programs will allow us to work toward our vision of maximizing the power of innovation and partnerships to boost superior business outcomes and realize a competitive advantage for all Texans in the global economy.

Over the next five years, TWC will expand its focus on preparing the future workforce by supporting programs from early childhood through post-secondary education. By partnering with our education partners at the Texas Education Agency and the Texas Higher Education Coordinating Board as well as the community colleges and independent school districts, we will leverage our resources to support the state's education initiatives so that students are prepared for careers that will enable them to achieve and build their lives as they help their employers innovate and succeed. Support for Career and Technical Education, pre-apprenticeship, dual-credit, youth career-awareness and STEM initiatives will ensure that our future workforce is equipped with the in-demand skills employers are seeking. TWC will continue to support programs that prepare our teachers with industry-knowledge and experience that will help them bring real-world applications of learning to their classrooms through our Teacher Externship program.

TWC will upgrade the resources that support our employers, workers and job seekers to ensure that they are able to access labor market information, job matching, employment and benefits information they need quickly and easily using modern technology and accessible platforms.

As we move forward with these endeavors we will seek to be responsible stewards of taxpayer dollars. Through continued attention to operational efficiencies, streamlining of program resources and strategic emphasis on productivity, TWC will maximize our service efficiencies so that we can do more with less. Prudent management of the Unemployment Compensation Trust Fund through diligent oversight and investigation will continue to protect the fund from those who would fraudulently abuse the system.

Our 2017-2021 Strategic Plan lays out the steps we have identified to promote continued workforce development and success. Through the support of our partners, the Governor and the Texas Legislature, we will continue to look for innovative, market-driven solutions that will lead to further job creation and economic prosperity for the people and employers of Texas. We appreciate the opportunity to present this document for your review.



Andres Alcantar
Chairman and Commissioner Representing the Public



Ruth R. Hughs
Commissioner Representing Employers



Julian Alvarez
Commissioner Representing Labor

TWC Goals and Action Items

Goal 1

Support a Workforce System that allows employers and workers to achieve and sustain economic prosperity.

Specific action items to achieve your goal.

1. Expand workforce training, recruiting and hiring services for employers to ensure that a skilled and ready workforce is available to meet the diverse needs of business. Implementation of programs that support this action item are ongoing and will produce results within the five-year planning window.
2. Enhance workforce services and resources to help job seekers access information about in-demand occupations, gain the skills needed by Texas employers and find and retain employment. Efforts that support this action are ongoing and will produce results within the five-year planning window.

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

Accountable to the taxpayers of Texas.

Businesses and individuals will benefit from this goal through economic benefits that result from its achievement.

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

Continued integration of services, including the integration of vocational rehabilitation services, within the Workforce Solutions network will consolidate resources, efforts and reduce redundancies.

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

Goal achieves agency's purpose of overseeing and providing workforce development services to employers, job seekers and incumbent workers of Texas. Success will be measured through continuous monitoring of performance measures including customers served, entered employment rate, employment retention rate, average choices participation through employment, percentage of adult education students who complete the level in which they enrolled, percent of unemployment claimants paid timely, percent of disputed unemployment cases resolved at the lower appeal level.

Providing excellent customer service.

Through monitoring of performance measures for local efforts and continuous evaluation of processes to provide quality customer service in these areas, we will be able to gauge success and modify as needed. Excellent customer service will be achieved through engagement with employers and job seekers and attention to performance measures and process improvements.

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

Performance measures will be reported regularly and improved communications with the people and employers of Texas will be accomplished through upgrades to resources and integration of services.

Goal 2

Facilitate the connection between job seekers with disabilities and Texas employers, in order to help employers access the talent and abilities of individuals with a disability, better accommodate such workers in the workplace, and assist with maintaining and advancing in careers successfully.

Specific action items to achieve your goal.

1. Integrate the state's vocational rehabilitation services for people with disabilities within Texas Workforce Solutions so that local service delivery works in concert with other workforce services, and resources can be shared to better serve the needs of these job seekers and workers with disabilities. Integration of these services is underway, and will continue under the transition activities of vocational rehabilitation programs to TWC. Actions will begin producing results and are expected to be ongoing during the five-year planning period.
2. Expand the network of employers that recruit, train and employ the talents and skills of individuals through Workforce Solutions business service representatives and workforce development board partnerships with economic development and industry groups. Planning is underway and as of Sept. 1, 2016, the agency will have full administration of this function. Efforts will begin producing results within the five-year plan and are expected to be ongoing beyond the planning period.

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

Accountable to the taxpayers of Texas.

Increasing the number of opportunities for individuals with disabilities helps more Texans achieve success and independence.

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

Integration of vocational rehabilitation services within the Workforce Solutions network improves the efficiency of service delivery through shared resources and partnerships and allows for streamlining of operations to reduce the need for redundant contracts and support services for separate units doing similar work.

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

Goal supports the agency's purpose of providing workforce development services to employers, workers and job seekers of Texas and its mission to support a workforce system that offers employers, individuals and communities the opportunity to achieve and sustain economic prosperity.

Providing excellent customer service.

Creating a single point of entry for workforce services to all customer groups improves the overall service to the people of Texas.

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

Agency actions related to the transition of vocational rehabilitation services from DARS to TWC are being communicated to the public as the transition progresses through various public channels.

Goal 3

Prepare individuals for employment by supporting education and training initiatives that equip individuals with in-demand skills as identified by employers.

Specific action items to achieve your goal.

1. Continue ongoing support of education programs, including dual credit and career technical programs, for students in Texas that inform them and prepare them for high-skill, high-demand jobs through identification and allocation of available state and federal programs and resources during the five-year planning period.
2. Address the workforce training needs of employers by leveraging Skills Development Fund grants and other available resources to support in-demand job training. These efforts are ongoing and will continue during this five-year plan period.
3. Continue to coordinate and collaborate with the Texas Higher Education Coordinating Board and the Texas Education Agency to support and develop objectives for increasing the percentage of Texans with post-secondary degrees or certifications through strategies implemented during this five-year plan period.

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

Accountable to the taxpayers of Texas.

A better prepared workforce will serve as an investment with a probable return to the state's economy.

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

Through collaboration with state education agencies, we eliminate redundant efforts and create a coordinated approach to addressing workforce training and education needs.

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

Goal supports the agency's purpose of providing workforce development services to job seekers and providing a skilled workforce ready to attract enterprise to the Lone Star State. Success will be measured by progress toward statewide goal of 60 percent of Texans aged 25-34 with degrees or credentials by 2030.

Providing excellent customer service.

Actions support efforts to provide customers with employable skills and a better prepared workforce.

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

Regular reporting of agency efforts will provide all Texans with information on what is being done and monitoring of progress toward 60x30TX goal will demonstrate results of these efforts.

Goal 4

Support accelerated employment pathways for veterans, transitioning service members and military spouses as they transition to civilian occupations in Texas.

Specific action items to achieve your goal.

1. Provide an accelerated pathway and demonstrate new approaches for transitioning military service members to gain acknowledgement of their military training and quickly transition to employment in Texas through ongoing expansion of programs such as College Credit for Heroes, veterans training and the Texas Veterans Leadership peer mentorship over the five-year plan period.
2. Identify gaps in service to Texas veterans and advance strategies to enhance their education and employment opportunities to ensure seamless transition into the Texas workforce for veterans and their spouses. Implementation of this action item is underway and ongoing through the five-year planning period.

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

Accountable to the taxpayers of Texas.

Goal supports the agency's recognition of veterans and their spouses as priority populations and the state's mission to ensure that men and women who have served through military careers are able to quickly transition to civilian careers.

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

By identifying gaps in service and coordinating with other agencies and organizations that support veterans and exiting service members, we can eliminate redundant efforts to provide employment services to these individuals.

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

Meets agency purpose of providing ongoing workforce development services to job seekers and employers.

Providing excellent customer service.

Through programs such as the Texas Veterans Leadership Program, the College Credit for Heroes initiative and other support services, TWC continues to provide priority services to veterans who are transitioning to civilian life and work.

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

Regular reporting of service members served through the various TWC programs will provide evidence of effectiveness.

Goal 5

Maintain the highest levels of integrity, accountability and efficiency in all TWC programs, while minimizing fraud, waste and abuse within TWC and all programs it administers.

Specific action items to achieve your goal.

1. Monitor and evaluate compliance of local area service delivery for fiscal accountability and program effectiveness. Efforts are ongoing over the five-year period.
2. Make technology and system improvements to leverage current resources and improve oversight and monitoring of programs over the five year plan period.
3. Investigate and resolve findings or questioned costs and track each resolution and recovery of disallowed costs over the five-year plan period.
4. Report on and evaluate results for any change in agency rules or operations on or before Aug. 31, 2021.

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

Accountable to the taxpayers of Texas.

Goal ensures that funds expended on programs are being used as intended and that resources are preserved for only those who are eligible for its benefits.

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

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

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

Goal ensures that the agency fulfills its core function with the most efficient use of funding resources and that processes are analyzed to maximize the benefit for every dollar spent.

Providing excellent customer service.

Diligent oversight of TWC programs and other programs subject to laws and rules that TWC is charged with enforcing will ensure excellence in service delivery.

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

Regular reporting of activities associated with these programs will demonstrate the benefits of goal achievement.

TWC External/Internal Assessment

The Texas Workforce Commission (TWC) and its 28 local Workforce Solutions partners along with their contracted service providers and community partners provide a wide-range of quality workforce services for employers, job seekers, workers, veterans and their spouses, foster youth, communities, students and their parents and individuals with disabilities throughout the state. The major functions of TWC include workforce development, administering programs such as child care and other support services for targeted populations who are participating in workforce training, and administering the unemployment benefit and tax programs. TWC also provides labor market information and analysis on shifts in occupations and industries within the state and administers the state's Adult Education and Literacy program.

The most significant change that will occur during the five-year planning period covered in this strategic plan will be an additional focus on services for those with disabilities that will come as a result of the transition of Department of Assistive and Rehabilitative Services (DARS) vocational rehabilitation services and other programs to TWC on Sept. 1, 2016, as required by SB 208 signed into law in June 2015. The integration of these services brings together all of the state's programs that are funded through the federal Workforce Innovation and Opportunity Act (WIOA) of 2014.

The Texas economy continues to perform better than other states. The Texas unemployment rate remains below the national unemployment rate which impacts the availability of federal funding resources that support the majority of TWC operations. Lower unemployment translates to decreased funding allocations to support workforce services. Following a tremendous period of growth, the state's population now stands at 27.8 million with a labor force of 13.2 million. If current employment projections are realized, Texas will be employing nearly 14 million people by the end of this five-year strategic planning period and growing from nonfarm employment of nearly 12 million in 2016 to 13.2 million in 2021. During that time, the unemployment rate is expected to remain relatively stable in the 4.3 to 4.5 percent range. Given those conditions, TWC does not anticipate any additional federal funding availability and must find creative and innovative ways to do more with less. By achieving efficiencies, leveraging available state and federal funding resources and partnering with other entities, TWC plans to improve its services despite the expected funding limitations.

Texas' Skills Development Fund is TWC's primary mechanism for state-supported efforts to address the needs of Texas employers in order to maintain a ready and skilled workforce to support global competitiveness. TWC continues to look for innovative ways to address the specialized needs of Texas businesses as well as its priority populations through the use of the fund.

Over the planning period, the biggest demand for capital resources will be related to technology upgrades that will support improved operations and productivity and better accessibility and services for workers, job seekers and employers. TWC maintains the statewide job matching resource, WorkInTexas.com that was launched in 2004 and has undergone enhancements over the last 12 years and continues to serve its purpose. However, modern technological advances now call for a product that supports today's market-driven workforce system through improved connections of employers to skilled workers and job seekers to career information and opportunities. An employer task force recently evaluated WorkInTexas.com and other similar products and found gaps in functionality that are needed to improve the user experience for both job seekers and employers and recommended that the state purchase a vendor solution that would be customizable to the unique needs of Texas job seekers, employers, state agencies and staff.

The following is a list of recent changes to federal legislation that impact TWC operations:

FY 2016 Appropriations

The U.S. House and U.S. Senate passed a series of short-term continuing resolutions to fund the government for the beginning of FY 2016.

- **HR 719** funded the government from Oct. 1, 2015, through Dec. 11, 2015.
- **HR 2250** funded the government from Dec. 11, 2015, through Dec. 16, 2015.
- **H J Res** funded the government from Dec. 16, 2015, through Dec. 22, 2015.

Both Chambers passed HR 2029, the Consolidated Appropriations Act, 2016, on Dec. 18 and the President signed the bill into law (PL 114-113). The measure funded the government through the end of FY 2016. In addition to continued appropriations, the measure fully restored the Governor's statewide activity fund up to 15 percent.

Temporary Assistance for Needy Families (TANF)

An extension of TANF was included in HR 2029, the Consolidated Appropriations Act, 2016 (PL 114-113). The program is authorized through Sept. 30, 2016.

Work Opportunity Tax Credit (WOTC)

The U.S. House and U.S. Senate included an extension of WOTC in HR 2029, the Consolidated Appropriations Act, 2016 (PL 114-113) which was signed into law on Dec. 18, 2015. Under PL 114-113, WOTC is extended through Dec. 31, 2019. The law also allows the tax credit to apply to qualified long-term unemployed.

Child Care and Development Block Grant (CCDBG)

The President signed S 1086, the Child Care and Development Block Grant Act into law on Nov. 19, 2014 (PL 113-186). The measure was a compromise between the U.S. House and the U.S. Senate which included the following:

- Enhance parental choice by providing information about available care options from all providers, including faith-based and community-based providers, and allowing parents to choose the child care provider that best suits their family's needs.
- Strengthen safety in child care settings by requiring all providers to comply with state health, safety, and fire standards and undergo annual inspections.
- Promote high quality child care by reserving funds at the state level to improve the quality of care provided to children, enhancing states' ability to train providers and develop safer and more effective child care services

Workforce Innovation and Opportunity Act (WIOA)

The President signed HR 803, WIOA into law on July 22, 2014 (PL 113-128). The measure amended and reauthorized the Workforce Investment Act of 1998 to achieve system alignment and state flexibility.

The following is a list of recent changes from the Texas Legislature that impact TWC operations:

The following is a summary of legislation enacted by the 84th Texas Legislature for the 2016-2017 biennium and implemented by TWC:

Sunset Legislation

SB 208 (Campbell) - This bill transfers from DARS to TWC on Sept. 1, 2016, the Vocational Rehabilitation program for individuals with visual impairments; the Vocational Rehabilitation program for individuals with other disabilities; the Independent Living Services program for older individuals who are blind; the Criss Cole Rehabilitation Center; and the program for vending facilities operated by blind persons, including the Business Enterprises of Texas Program under the Randolph-Sheppard Act. The bill also authorizes TWC to participate in the federal Treasury Offset Program; transfers the duties and powers of the Texas Commission on Human Rights to TWC; directs TWC to amend the form for filing a Wage Claim to notify customers that the form is available in other languages; and continues the agency for 12 years.

Jobs and Education for Texans

HB 3062 (Clardy) – This bill transfers the Jobs and Education for Texans (JET) program from the Office of the Comptroller of Public Accounts to TWC. The bill also authorizes independent school districts to apply for grants under the program.

SB 1351 (Hinojosa) – This bill transfer the JET program from the Office of the Comptroller of Public Accounts to TWC.

Purchasing from People with Disabilities

SB 212 (Birdwell) - This bill abolishes the Texas Council on Purchasing from People with Disabilities and transfers responsibility for the administration of the State Use Program to TWC. The bill also requires TWC to establish a thirteen-member advisory committee to assist in establishing performance goals for the State Use Program and in setting criteria for certifying a community rehabilitation program for participation in the program.

Unemployment Insurance

HB 931 (Murphy) – This bill allows an individual receiving Unemployment Insurance benefits to receive payment for the Waiting Week when the claimant earns two times their Weekly Benefit Amount and either returns to work or has exhausted all benefits except for the waiting week.

HB 1657 (Vo) – This bill establishes that an employer’s eligibility for a Surplus Credit Rate is based on the annual computation date TWC calculates employer Unemployment Insurance Tax Rates.

HB 3150 (Huberty) – This bill allows a Professional Employer Organization (PEO) to use a client’s Unemployment Insurance tax contributions as credit towards the taxable wage base for employees who the client transfers to the PEO during the middle of a year. The bill also allows a PEO to use Unemployment Insurance tax contributions paid by the client’s prior PEO in the same year as credit toward the taxable wage base for employees transferred to them.

HB 3373 (Miller, Doug) – This bill establishes that a Reimbursing Employer for Unemployment Insurance purposes is not liable for Unemployment Insurance claims where the individual claiming benefits was discharged from that employer due to misconduct or voluntarily left that employment without good cause.

HB 3685 (Anderson, Doc) – This bill narrows the Rehabilitation exception to employment in the Texas Unemployment Compensation Act by providing that the exception only applies when a disabled individual is participating in a vocational rehabilitation program under law with a written reemployment plan and clear reemployment goals.

SB 529 (Hancock) – This bill applies the definition of a Landman in the Texas Occupations Code to the definition of a Landman in the Texas Labor Code for the purposes of the exception to employment provided for a Landman. The bill also clarifies that that this employment exception only applies if the compensation paid relates directly to services performed as a Landman.

SB 652 (Schwertner) – This bill establishes that a franchisor is not the employer of a franchisee or the franchisee’s employees for several purposes including the Texas Unemployment Compensation Act and the Texas Payday Law.

Regulatory Integrity

HB 2732 (Metcalf) - This bill provides TWC with statutory authority to participate in the federal Treasury Offset Program (TOP) to collect past due Unemployment Compensation debts that have become final by law and remain uncollected that are due to fraud on the part of the claimant, due to a claimant’s failure to report earnings regardless of whether the non-reporting of wages was due to fraud or not, past due unemployment compensation taxes, and any penalties and interest assessed on these debts. Participation in the TOP program is mandatory for all *states under federal law*.

E-Verify

SB 374 (Schwertner) – This bill requires all state agencies to register and participate in the federal Electronic Verification of Employment Authorization or E-Verify program. The bill also requires TWC to adopt rules and prescribe forms for the implementation of this requirement.

REDUNDANCIES AND IMPEDIMENTS

In 2015, TWC underwent Sunset review and redundancies and impediments were addressed through that process. TWC has not identified any current redundancies or impediments as of this publication date. TWC is committed to seeking out and listening to its workforce customers and partners and will respond to any redundancies or impediments that are identified during this strategic planning period.

**TWC Strategic Plan
Schedule A**

Budget Structure

Budget Structure

Goal A. Workforce Development

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

Objective A.1 Career, Training, and Transitional Workforce Services

To support a market-driven workforce system that meets the needs of all employers for skilled workers and helps all job seekers secure employment.

- Participants Served – Career & Training
- % Employed/Enrolled 2nd Qtr Post-Exit – Career & Training
- % Employed/Enrolled 2nd-4th Qtrs Post-Exit – Career & Training
- Credential Rate – Career & Training
- Average Choices Participation Thru Employment (or School for Teens) - Single Parent
- Average Choices Participation Thru Employment (or School for Teens) - Two Parent
- % Employed/Enrolled 2nd Qtr Post-Exit – Adult Education & Literacy (AEL)
- % Employed/Enrolled 2nd-4th Qtrs Post-Exit – Adult Education & Literacy (AEL)
- Credential Rate – Adult Education & Literacy (AEL)

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

Provide employment, training, and retention services for eligible adult participants.

Output:

Participants Served - WIOA Adult/Dislocated Worker

Efficiency:

Average Cost per Participant Served - WIOA Adult/Dislocated Worker

Strategy A.1.2 Workforce Innovation and Opportunity Act (WIOA) Youth

Provide services for eligible youth to acquire skills for employment.

Strategy A.1.3 Temporary Assistance for Needy Families (TANF) Choices

Provide employment, training, and job retention services for applicants, recipients and former recipients of Temporary Assistance for Needy Families (TANF) cash assistance.

Output:

Participants Served - Choices

Efficiency:

Average Cost per Participant Served - Choices

Strategy A.1.4 Employment and Community Services

Provide services to facilitate the match between employers and job seekers by helping employers fill jobs and assisting job seekers to find employment.

Strategy A.1.5 Supplemental Nutrition Assistance Program (SNAP)

Provide employment, training and support services to SNAP recipients not eligible for Temporary Assistance to Needy Families (TANF) cash assistance to enable them to become self-sufficient.

Output:

Participants Served - SNAP Employment & Training

Efficiency:

Average Cost per Participant Served – SNAP Employment & Training

Strategy A.1.6 Trade Affected Worker Training and Assistance

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

Strategy A.1.7 Senior Employment Services

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

Strategy A.1.8 Apprenticeship

Provide training through a combination of classroom instruction and supervised on-the-job experience to help individuals become certified skilled craft workers.

Output:

Participants Served - Apprenticeship

Strategy A.1.9 Adult Education and Family Literacy

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

Output:

Participants Served – Adult Education & Literacy (AEL)

Efficiency:

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

Objective A.2 Rehabilitation Services for Persons with Disabilities

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

- % Employed/Enrolled 2nd Qtr Post-Exit – Vocational Rehabilitation (VR)
- % Employed/Enrolled 2nd-4th Qtrs Post-Exit – Vocational Rehabilitation (VR)
- Credential Rate – Vocational Rehabilitation (VR)
- Average Earnings Per Business Enterprises of Texas Consumer Employed

Strategy A.2.1 Vocational Rehabilitation

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

Output:

Participants Served - Vocational Rehabilitation (VR)

Efficiency:

Average Cost per Participant Served - Vocational Rehabilitation (VR)

Strategy A.2.2 Business Enterprises of Texas (BET)

Provide employment opportunities in the food service industry for persons who are blind or visually impaired.

Output:

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

Number of Businesses Operated by Blind Managers

Explanatory:

Number of Facilities Supported and Monitored by BET Staff

Number of Blind & Disabled Individuals Employed by BET Facility Managers

Strategy A.2.3 Business Enterprises of Texas (BET) Trust Fund

Administer trust funds for retirement and benefits program for individuals licensed to operate vending machines under Business Enterprises of Texas (estimated and nontransferable).

Objective A.3 Business Services

To support all eligible employers by providing customized job skills training, labor market information, tax credit certification, and foreign labor certification for new or existing jobs in local businesses.

- Total Employers Served

Strategy A.3.1 Skills Development

Provide customized job training in partnership with public community and technical colleges for new or existing jobs in local businesses.

Output:

Contracted Number of Skills Development Trainees

Efficiency:

Contracted Average Cost per Skills Development Trainee

Strategy A.3.2 Self-Sufficiency

Provide customized job training in partnership with public community and technical colleges for new or existing jobs in local businesses for Temporary Assistance for Needy Families (TANF) recipients and other low-income individuals.

Output:

Contracted Number of Self-Sufficiency Trainees

Efficiency:

Contracted Average Cost per Self-Sufficiency Trainee

Strategy A.3.3 Labor Market and Career Information

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

Strategy A.3.4 Work Opportunity Tax Credit Certification

Certify tax credit applications to reduce the tax liability for businesses that hire eligible workers.

Strategy A.3.5 Foreign Labor Certification

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

Objective A.4 Child Care Services

To fund child care services to enable Temporary Assistance for Needy Families (TANF) Choices and low-income families to work or train for work.

Strategy A.4.1 Temporary Assistance for Needy Families (TANF) Choices Child Care for Families Working or Training for Work

Fund child care services to enable Temporary Assistance for Needy Families (TANF) Choices families to work or train for work.

Output:

Average Number of Children Served Per Day, Temporary Assistance for Needy Families (TANF) Choices Services

Efficiency:

Average Cost Per Child Per Day for Child Care, Temporary Assistance for Needy Families (TANF) Choices Services

Strategy A.4.2 At-Risk and Transitional Child Care for Families Working or Training for Work

Fund child care services to assist low-income families in being able to work or help families transitioning from temporary public assistance to work.

Output:

Average Number of Children Served Per Day, Transitional and At Risk Services

Efficiency:

Average Cost Per Child Per Day for Child Care, Transitional and At Risk Services

Strategy A.4.3 Child Care Administration for Temporary Assistance for Needy Families (TANF) Choices, Transitional and At-Risk Child Care

Fund child care administration services to assist Temporary Assistance for Needy Families (TANF) Choices, Transitional and At-Risk Child Care.

Strategy A.4.4 Child Care for DFPS Families

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

Objective A.5 Unemployment Insurance

To collect all appropriate employer contributions for unemployment insurance and pay unemployment insurance benefits to all qualified claimants actively seeking employment.

- Percent of Unemployment Insurance Claimants Paid Timely
- Percent of Unemployment Insurance Dispute Cases Resolved with Lower Appeal
- Percent of Wage and Tax Reports Timely Secured

Strategy A.5.1 Unemployment Claims

Pay unemployment claims for qualified individuals who are searching for work.

Efficiency:

Average Time on Hold for Unemployment Insurance Customers (Minutes)

Explanatory:

Number of Initial Unemployment Insurance Claims Filed

Strategy A.5.2 Unemployment Appeals

Conduct hearings and issue written decisions for disputed unemployment insurance claims.

Efficiency:

Percent of Unemployment Insurance Appeals Decisions Issued Timely

Strategy A.5.3 Unemployment Tax Collection

Ensure accurate and timely unemployment tax collections from employers.

Goal B. Accountability and Enforcement

To ensure workforce program accountability and reduce employment and housing discrimination.

Objective B.1 Program Accountability

To ensure program accountability and fiscal integrity through the enforcement of all laws and rules designed to protect workers and students.

- Number of Quality Control Audits of Benefits Paid/Denied

Strategy B.1.1 Subrecipient Monitoring

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

Output:

Number of Monitoring Reviews of Boards or Contractors

Strategy B.1.2 Program Support, Technical Assistance, and Training Services

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

Strategy B.1.3 Labor Law Enforcement

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

Output:

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

Number of Payday Law Decisions Issued

Strategy B.1.4 Career Schools and Colleges

Certify and regulate private career schools and colleges and evaluate appropriateness of education and training programs, thereby ensuring the highest level of quality in program offerings for all students and providing consumer protection for students and private school owners.

Output:

Number of Licensed Career Schools and Colleges

Objective B.2 Civil Rights

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

- Percent of Employment and Housing Complaints Resolved Timely

Strategy B.2.1 Civil Rights

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

Output:

Number of Individuals Receiving Equal Employment Opportunity (EEO) Training

Number of Personnel Policies Approved by the Civil Rights Division

Number of Employment/Housing Complaints Resolved

Efficiency:

Average Cost Per Employment/Housing Complaint Resolved

Goal C. Indirect Administration

Objective C.1 Indirect Administration

Strategy C.1.1 Central Administration

Strategy C.1.2 Information Resources

Strategy C.1.3 Other Support Services

**TWC Strategic Plan
Schedule B**

Performance Measure Definitions

Performance Measure Definitions

Goal No.	1	Workforce Development		
Objective No.	1	Career, Training, and Transitional Workforce Services		
Strategy No.				
Measure Type	OC			
Measure No.	1			
Key Measure:	Y	Calculation Method: N	New Measure: Y	Target Attainment: H
		Percent Measure: N	Priority: H	

Participants Served – C&T

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. The information systems include: The Workforce Information System of Texas, Work in Texas, the Learner Outcome Tracking System, the Texas Educating Adults Management System, ReHab Works, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. Because data in these systems constantly change and it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes.

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: Yes

Desired Performance: Higher than target

Goal No.	1	Workforce Development		
Objective No.	1	Career, Training, and Transitional Workforce Services		
Strategy No.				
Measure Type	OC			
Measure No.	2			
Key Measure:	Y	Calculation Method: N	New Measure: Y	Target Attainment: H
		Percent Measure: Y	Priority: H	

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

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. The information systems include: The Workforce Information System of Texas, Work in Texas, the Learner Outcome Tracking System, the Texas Educating Adults Management System, ReHabWorks, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. It also includes educational data obtained from external sources such as the Texas Education Agency. Because data in these systems constantly change and it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes.

Method of Calculation:

The denominator is the number of C&T Participants who exit during the report period but may exclude Participants not in the numerator due to factors outside of system control such as those who, at exit or during the four quarters post-exit are deceased or, for at least 90 days, are institutionalized, called to active military duty, receiving medical treatment, or providing care to a family member.

The numerator is the number of Participants from the denominator who were employed or in education/training in the 2nd quarter after exit. A Participant is considered employed in a given quarter if wage records or other records indicate employment in the quarter.

Performance is calculated by dividing the numerator by the denominator.

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: Yes

Desired Performance: Higher than target

Goal No.	1	Workforce Development		
Objective No.	1	Career, Training, and Transitional Workforce Services		
Strategy No.				
Measure Type	OC			
Measure No.	3			
Key Measure:	Y	Calculation Method: N	New Measure: Y	Target Attainment: H
		Percent Measure: Y	Priority: H	

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

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. The information systems include: The Workforce Information System of Texas, Work in Texas, the Learner Outcome Tracking System, the Texas Educating Adults Management System, ReHabWorks, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. It also includes educational data obtained from external sources such as the Texas Education Agency. Because data in these systems constantly change it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes.

Method of Calculation:

The denominator is the number of C&T Participants who exit during the report period and are employed or in education/training in the 2nd quarter after exit but may exclude Participants not in the numerator due to factors outside of system control such as those who, at exit or during the four quarters post-exit are deceased or, for at least 90 days, are institutionalized, called to active military duty, receiving treatment, or providing care to a family member.

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

Performance is calculated by dividing the numerator by the denominator.

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: Yes

Desired Performance: Higher than target

Goal No.	1	Workforce Development		
Objective No.	1	Career, Training, and Transitional Workforce Services		
Strategy No.				
Measure Type	OC			
Measure No.	4			
Key Measure:	Y	Calculation Method: N	New Measure: Y	Target Attainment: H
		Percent Measure: Y	Priority: M	

Credential Rate – C&T

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. The information systems include: The Workforce Information System of Texas, Work in Texas, the Learner Outcome Tracking System, the Texas Educating Adults Management System, ReHabWorks, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. It also includes educational data obtained from external sources such as the Texas Education Agency. Because data in these systems constantly change it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes.

Method of Calculation:

Denominator: C&T Participants in education/training during participation intended to result in a recognized credential who exit during the report period but may exclude those not in the Numerator due to factors outside system control such as those who at exit or during the 4 quarters after are deceased or, for at least 90 days, are institutionalized, called to active military duty, receiving treatment, or providing care to a family member.

Numerator: Participants from the Denominator who achieve a recognized credential within one year of exit, excluding those who achieve a HS diploma/equivalent and are not also either enrolled in post-secondary education or working within one year of exit. A Participant is considered employed if wage records or other records indicate employment in any of the 4 quarters following exit.

Performance is calculated by dividing the Numerator by the Denominator.

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: Yes

Desired Performance: Higher than target

Goal No.	1	Workforce Development		
Objective No.	1	Career, Training, and Transitional Workforce Services		
Strategy No.				
Measure Type	OC			
Measure No.	5			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: Y	Priority: H	

Avg Choices Participation Thru Emp (or School for Teens) – 1 Parent

Short Definition:

The average percentage of single-parent families receiving federally funded Temporary Assistance for Needy Families (TANF) who meet work requirements each month exclusively through employment or school (for teen parents without a GED or High School Diploma). Families are included in performance if they receive a TANF benefit in the month for the month.

Data Limitations:

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

Source/Collection of Data:

Data is captured in The Workforce Information System of Texas (TWIST). TWIST is a dynamic real-time system with few archiving/auditing functions. Therefore, TWIST data is archived to a monthly data set maintained by the Operational Insight Division and it is the archived data set that is used as the data source for reporting purposes.

Method of Calculation:

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

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

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	1	Workforce Development		
Objective No.	1	Career, Training, and Transitional Workforce Services		
Strategy No.				
Measure Type	OC			
Measure No.	6			
Key Measure:	N	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: Y	Priority: L	

Avg Choices Participation Thru Emp (or School for Teens) – 2 Parent

Short Definition:

The average percentage of two-parent families receiving Temporary Assistance for Needy Families (TANF) who meet work requirements each month exclusively through employment or school (for teen parents without a GED or High School Diploma). Two-parent families are included in performance if they receive a TANF benefit in the month for the month.

Data Limitations:

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

Source/Collection of Data:

Data is captured in The Workforce Information System of Texas (TWIST). TWIST is a dynamic real-time system with few archiving/auditing functions. Therefore, TWIST data is archived to a monthly data set maintained by the Operational Insight Division and it is the archived data set that is used as the data source for reporting purposes.

Method of Calculation:

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

- Disabled adult
- Nonrecipient parent receiving Supplemental Security Income
- Nonrecipient parent receiving Supplemental Security Disability Income
- Parent caring for a disabled family member (adult or child)

The monthly numerator is the number of two-parent families from the denominator who meet work requirements exclusively through employment or school (for teen parents without a GED or High School Diploma). Performance is calculated by dividing the numerator by the denominator for each month of the performance period and averaging the results.

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	1	Workforce Development		
Objective No.	1	Career, Training, and Transitional Workforce Services		
Strategy No.				
Measure Type	OC			
Measure No.	7			
Key Measure:	Y	Calculation Method: N	New Measure: Y	Target Attainment: H
		Percent Measure: Y	Priority: H	

% Employed/Enrolled 2nd Qtr Post Exit - AEL

Definition:

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

Data Limitations:

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

Data Source:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. The information systems include: The Workforce Information System of Texas, Work in Texas, the Learner Outcome Tracking System, the Texas Educating Adults Management System, ReHabWorks, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. It also includes educational data obtained from external sources such as the Texas Education Agency. Because data in these systems constantly change and it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes.

Methodology:

The denominator is the number of AEL Participants who exit during the report period but may exclude Participants not in the numerator due to factors outside of system control such as those who, at exit or during the four quarters post-exit are deceased or, for at least 90 days, are institutionalized, called to active military duty, receiving medical treatment, or providing care to a family member.

The numerator is the number of Participants from the denominator who were employed or in education/training in the 2nd quarter after exit. A Participant is considered employed in a given quarter if wage records or other records indicate employment in the quarter.

Performance is calculated by dividing the numerator by the denominator.

Purpose:

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

Calculation Type: Noncumulative

New Measure: Yes

Desired Performance: Higher than target

Goal No.	1	Workforce Development		
Objective No.	1	Career, Training, and Transitional Workforce Services		
Strategy No.				
Measure Type	OC			
Measure No.	8			
Key Measure:	Y	Calculation Method: N	New Measure: Y	Target Attainment: H
		Percent Measure: Y	Priority: H	

% Employed/Enrolled 2nd-4th Qtrs Post Exit - AEL

Definition:

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

Data Limitations:

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

Data Source:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. The information systems include: The Workforce Information System of Texas, Work in Texas, the Learner Outcome Tracking System, the Texas Educating Adults Management System, ReHabWorks, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. It also includes educational data obtained from external sources such as the Texas Education Agency. Because data in these systems constantly change it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes.

Methodology:

The denominator is the number of AEL Participants who exit during the report period and are employed or in education/training in the 2nd quarter after exit but may exclude Participants not in the numerator due to factors outside of system control such as those who, at exit or during the four quarters post-exit are deceased or, for at least 90 days, are institutionalized, called to active military duty, receiving treatment, or providing care to a family member.

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

Performance is calculated by dividing the numerator by the denominator.

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

Purpose:

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

Calculation Type: Noncumulative

New Measure: Yes

Desired Performance: Higher than target

Goal No.	1	Workforce Development		
Objective No.	1	Career, Training, and Transitional Workforce Services		
Strategy No.				
Measure Type	OC			
Measure No.	9			
Key Measure:	Y	Calculation Method: N	New Measure: Y	Target Attainment: H
		Percent Measure: Y	Priority: M	

Credential Rate – AEL

Definition:

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

Data Limitations:

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

Data Source:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. The information systems include: The Workforce Information System of Texas, Work in Texas, the Learner Outcome Tracking System, the Texas Educating Adults Management System, ReHabWorks, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. It also includes educational data obtained from external sources such as the Texas Education Agency. Because data in these systems constantly change it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes.

Methodology:

Denominator: AEL Participants in education/training during participation intended to result in a recognized credential who exit during the report period but may exclude those not in the Numerator due to factors outside system control such as those who at exit or during the 4 quarters after are deceased or, for at least 90 days, are institutionalized, called to active military duty, receiving treatment, or providing care to a family member.

Numerator: Participants from the Denominator who achieve a recognized credential within one year of exit, excluding those who achieve a HS diploma/equivalent and are not also either enrolled in post-secondary education or working within one year of exit. A Participant is considered employed if wage records or other records indicate employment in any of the 4 quarters following exit.

Performance is calculated by dividing the Numerator by the Denominator.

Purpose:

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

Calculation Type: Noncumulative

New Measure: Yes

Desired Performance: Higher than target

Goal No.	1	Workforce Development		
Objective No.	1	Career, Training, and Transitional Workforce Services		
Strategy No.	1	Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Workers		
Measure Type	OP			
Measure No.	1			
Key Measure:	Y	Calculation Method: N	New Measure: Y	Target Attainment: H
		Percent Measure: N	Priority: M	

Participants Served – WIOA Adult/Dislocated Worker

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. The information systems include: The Workforce Information System of Texas, Work in Texas, the Learner Outcome Tracking System, the Texas Educating Adults Management System, ReHab Works, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. Because data in these systems constantly change and it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes.

Method of Calculation:

Participants who received WIOA Adult/Dislocated Worker-funded qualifying services during the performance period are identified and unduplicated.

Purpose/Importance:

The purpose of the measure is to report utilization of WIOA Adult/Dislocated Worker-funded qualifying Career & Training services by Participants.

Calculation Type: Noncumulative

New Measure: Yes

Desired Performance: Higher than target

Goal No.	1	Workforce Development		
Objective No.	1	Career, Training, and Transitional Workforce Services		
Strategy No.	1	Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Workers		
Measure Type	EF			
Measure No.	1			
Key Measure:	Y	Calculation Method: N	New Measure: Y	Target Attainment: L
		Percent Measure: N	Priority: M	

Average Cost per Participant Served – WIOA Adult/Dislocated Worker

Short Definition:

The average cost per unduplicated WIOA Adult/Dislocated Worker Participant served.

Data Limitations:

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

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. The information systems include: The Workforce Information System of Texas, Work in Texas, the Learner Outcome Tracking System, the Texas Educating Adults Management System, ReHab Works, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. Because data in these systems constantly change and it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes. The data source for expenditures is TWC’s Cash Draw & Monthly Expenditure Reporting System.

Method of Calculation:

The denominator is the unduplicated count of Participants who received WIOA Adult/Dislocated Worker-funded qualifying services during the performance period (reported in the “Participants Served – WIOA Adult/Dislocated Worker” measure). The numerator includes WIOA Adult/Dislocated Worker salary, grant, and client service expenditures in the performance period.

Purpose:

The purpose of the measure is to report efficiency in providing WIOA Adult/Dislocated Worker-funded qualifying Career & Training services to Participants.

Calculation Type: Noncumulative

New Measure: Yes

Desired Performance: Lower than target

Goal No.	1	Workforce Development		
Objective No.	1	Career, Training, and Transitional Workforce Services		
Strategy No.	3	Temporary Assistance for Needy Families (TANF) Choices		
Measure Type	OP			
Measure No.	1			
Key Measure:	Y	Calculation Method: N	New Measure: Y	Target Attainment: H
		Percent Measure: N	Priority: M	

Participants Served – Choices

Short Definition:

The unduplicated number of Participants receiving Temporary Assistance for Needy Families (TANF) Choices-funded services. An Individual becomes a Participant by receiving qualifying TANF Choices-funded Career & Training services. Qualifying services generally do not include any self-service nor any staff-assisted registration, determination of eligibility, follow-up/information/support services or contacts to obtain status or progress information or determine the need for additional services.

Data Limitations:

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

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. The information systems include: The Workforce Information System of Texas, Work in Texas, the Learner Outcome Tracking System, the Texas Educating Adults Management System, ReHab Works, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. Because data in these systems constantly change and it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes.

Method of Calculation:

Participants who received TANF Choices-funded qualifying services during the performance period are identified and unduplicated.

Purpose/Importance:

The purpose of the measure is to report utilization of TANF Choices-funded qualifying Career & Training services by Participants.

Calculation Type: Noncumulative

New Measure: Yes

Desired Performance: Higher than target

Goal No.	1	Workforce Development		
Objective No.	1	Career, Training, and Transitional Workforce Services		
Strategy No.	3	Temporary Assistance for Needy Families (TANF) Choices		
Measure Type	EF			
Measure No.	1			
Key Measure:	Y	Calculation Method: N	New Measure: Y	Target Attainment: L
		Percent Measure: N	Priority: M	

Average Cost per Participant Served - Choices

Short Definition:

The average cost per unduplicated Temporary Assistance for Needy Families (TANF) Choices Participant served.

Data Limitations:

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

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. The information systems include: The Workforce Information System of Texas, Work in Texas, the Learner Outcome Tracking System, the Texas Educating Adults Management System, ReHab Works, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. Because data in these systems constantly change and it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes. The data source for expenditures is TWC’s Cash Draw & Monthly Expenditure Reporting System.

Method of Calculation:

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

Purpose/Importance:

The purpose of the measure is to report efficiency in providing TANF Choices-funded qualifying Career & Training services to Participants.

Calculation Type: Noncumulative

New Measure: Yes

Desired Performance: Lower than target

Goal No.	1	Workforce Development		
Objective No.	1	Career, Training, and Transitional Workforce Services		
Strategy No.	5	Supplemental Nutrition Assistance Program		
Measure Type	OP			
Measure No.	1			
Key Measure:	Y	Calculation Method: N	New Measure: Y	Target Attainment: H
		Percent Measure: N	Priority: M	

Participants Served – SNAP E&T

Short Definition:

The unduplicated number of Participants receiving Supplemental Nutrition Assistance Program (SNAP)-funded services. An Individual becomes a Participant by receiving qualifying SNAP E&T-funded Career & Training services. Qualifying services generally do not include any self-service nor any staff-assisted registration, determination of eligibility, follow-up/information/support services or contacts to obtain status or progress information or determine the need for additional services.

Data Limitations:

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

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. The information systems include: The Workforce Information System of Texas, Work in Texas, the Learner Outcome Tracking System, the Texas Educating Adults Management System, ReHab Works, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. Because data in these systems constantly change and it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes.

Method of Calculation:

Participants who received SNAP E&T-funded qualifying services during the performance period are identified and unduplicated.

Purpose/Importance:

The purpose of the measure is to report utilization of SNAP E&T-funded qualifying Career & Training services by Participants.

Calculation Type: Noncumulative

New Measure: Yes

Desired Performance: Higher than target

Goal No.	1	Workforce Development		
Objective No.	1	Career, Training, and Transitional Workforce Services		
Strategy No.	5	Supplemental Nutrition Assistance Program		
Measure Type	EF			
Measure No.	1			
Key Measure:	N	Calculation Method: N	New Measure: Y	Target Attainment: L
		Percent Measure: N	Priority: M	

Average Cost per Participant Served - SNAP E&T

Short Definition:

The average cost per unduplicated Supplemental Nutrition Assistance Program (SNAP) Participant served.

Data Limitations:

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

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. The information systems include: The Workforce Information System of Texas, Work in Texas, the Learner Outcome Tracking System, the Texas Educating Adults Management System, ReHab Works, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. Because data in these systems constantly change and it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes. The data source for expenditures is TWC’s Cash Draw & Monthly Expenditure Reporting System.

Method of Calculation:

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

Purpose/Importance:

The purpose of the measure is to report efficiency in providing SNAP E&T-funded qualifying Career & Training services to Participants.

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Lower than target

Goal No.	1	Workforce Development		
Objective No.	1	Career, Training, and Transitional Workforce Services		
Strategy No.	8	Apprenticeship		
Measure Type	OP			
Measure No.	1			
Key Measure:	Y	Calculation Method: N	New Measure: Y	Target Attainment: H
		Percent Measure: N	Priority: M	

Participants Served - Apprenticeship

Short Definition:

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

Data Limitations:

Unduplication is primarily based on system-generated customer IDs within a system and social security numbers across systems. Individuals who do not have or do not disclose their SSNs may be counted more than once if they have multiple accounts in various information systems.

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. The information systems include: The Workforce Information System of Texas, Work in Texas, the Learner Outcome Tracking System, the Texas Educating Adults Management System, ReHab Works, Statewide Participant Reporting (SPR), the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. Because data in these systems constantly change and it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes.

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: Yes

Desired Performance: Higher than target

Goal No.	1	Workforce Development		
Objective No.	1	Career, Training, and Transitional Workforce Services		
Strategy No.	9	Adult Education and Family Literacy		
Measure Type	OP			
Measure No.	1			
Key Measure:	Y	Calculation Method: N	New Measure: Y	Target Attainment: H
		Percent Measure: N	Priority: M	

Participants Served - AEL

Definition:

The unduplicated number of Participants receiving Adult Education & Literacy (AEL) services. An Individual becomes a Participant by receiving 12 or more contact hours of AEL services.

Data Limitations:

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

Data Source:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. The information systems include: The Workforce Information System of Texas, Work in Texas, the Learner Outcome Tracking System, the Texas Educating Adults Management System, ReHab Works, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. Because data in these systems constantly change and it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes.

Methodology:

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

Purpose:

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

Calculation Type: Cumulative

New Measure: Yes

Desired Performance: Higher than target

Goal No.	1	Workforce Development		
Objective No.	1	Career, Training, and Transitional Workforce Services		
Strategy No.	9	Adult Education and Family Literacy		
Measure Type	EF			
Measure No.	1			
Key Measure:	N	Calculation Method: N	New Measure: Y	Target Attainment: L
		Percent Measure: N	Priority: M	

Average Cost per Participant Served - AEL

Definition:

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

Data Limitations:

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

Data Source:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. The information systems include: The Workforce Information System of Texas, Work in Texas, the Learner Outcome Tracking System, the Texas Educating Adults Management System, ReHab Works, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. Because data in these systems constantly change and it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes. The data source for expenditures is TWC’s Cash Draw & Monthly Expenditure Reporting System.

Methodology:

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

Purpose:

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

Calculation Type: Noncumulative

New Measure: Yes

Desired Performance: Lower than target

Goal No.	1	Workforce Development		
Objective No.	2	Rehabilitation Services		
Strategy No.				
Measure Type	OC			
Measure No.	1			
Key Measure:	Y	Calculation Method: N	New Measure: Y	Target Attainment: H
		Percent Measure: Y	Priority: H	

% Employed/Enrolled 2nd Qtr Post Exit - VR

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. The information systems include: The Workforce Information System of Texas, Work in Texas, the Learner Outcome Tracking System, the Texas Educating Adults Management System, ReHabWorks, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. It also includes educational data obtained from external sources such as the Texas Education Agency. Because data in these systems constantly change and it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes.

Method of Calculation:

The denominator is the number of VR Participants who exit during the report period but may exclude Participants not in the numerator due to factors outside of system control such as those who, at exit or during the four quarters post-exit are deceased or, for at least 90 days, are institutionalized, called to active military duty, receiving medical treatment, or providing care to a family member.

The numerator is the number of Participants from the denominator who were employed or in education/training in the 2nd quarter after exit. A Participant is considered employed in a given quarter if wage records or other records indicate employment in the quarter.

Performance is calculated by dividing the numerator by the denominator.

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: Yes

Desired Performance: Higher than target

Goal No.	1	Workforce Development		
Objective No.	2	Rehabilitation Services		
Strategy No.				
Measure Type	OC			
Measure No.	2			
Key Measure:	Y	Calculation Method: N	New Measure: Y	Target Attainment: H
		Percent Measure: Y	Priority: H	

% Employed/Enrolled 2th-4th Qtrs Post Exit - VR

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. The information systems include: The Workforce Information System of Texas, Work in Texas, the Learner Outcome Tracking System, the Texas Educating Adults Management System, ReHabWorks, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. It also includes educational data obtained from external sources such as the Texas Education Agency. Because data in these systems constantly change it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes.

Method of Calculation:

The denominator is the number of VR Participants who exit during the report period and are employed or in education/training in the 2nd quarter after exit but may exclude Participants not in the numerator due to factors outside of system control such as those who, at exit or during the four quarters post-exit are deceased or, for at least 90 days, are institutionalized, called to active military duty, receiving treatment, or providing care to a family member.

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

Performance is calculated by dividing the numerator by the denominator.

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: Yes

Desired Performance: Higher than target

Goal No.	1	Workforce Development		
Objective No.	2	Rehabilitation Services		
Strategy No.				
Measure Type	OC			
Measure No.	3			
Key Measure:	K	Calculation Method: N	New Measure: Y	Target Attainment: H
		Percent Measure: Y	Priority: M	

Credential Rate - VR

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. The information systems include: The Workforce Information System of Texas, Work in Texas, the Learner Outcome Tracking System, the Texas Educating Adults Management System, ReHabWorks, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. It also includes educational data obtained from external sources such as the Texas Education Agency. Because data in these systems constantly change it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes.

Method of Calculation:

Denominator: VR Participants in education/training during participation intended to result in a recognized credential who exit during the report period but may exclude those not in the Numerator due to factors outside system control such as those who at exit or during the 4 quarters after are deceased or, for at least 90 days, are institutionalized, called to active military duty, receiving treatment, or providing care to a family member.

Numerator: Participants from the Denominator who achieve a recognized credential within one year of exit, excluding those who achieve a HS diploma/equivalent and are not also either enrolled in post-secondary education or working within one year of exit. A Participant is considered employed if wage records or other records indicate employment in any of the 4 quarters following exit.

Performance is calculated by dividing the Numerator by the Denominator.

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: Yes

Desired Performance: Higher than target

Goal No.	1	Workforce Development		
Objective No.	2	Rehabilitation Services		
Strategy No.				
Measure Type	OC			
Measure No.	4			
Key Measure:	N	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: H	

Average Earnings Per Business Enterprises of Texas Consumer Employed

Short Definition:

Measures the average net earnings per manager employed through Business Enterprises of Texas (BET).

Data Limitations:

The last two months of manager net earnings must be estimated due to the processing and reconciliation lag time in the submission of monthly manager earnings statements. The annual net earnings estimation is completed by utilizing the available reconciled earnings data and projecting the remainder of the fiscal year net earnings, with considerations for anticipated earnings variations due to pending facility closures and openings, pending facility renovations, anticipated changes in facility security restrictions, and anticipated changes to facility product offerings. The reliability of estimations of the last two months of manager earnings is subject to the usual concerns associated with the projection of future events.

Source/Collection of Data:

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

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	1	Workforce Development		
Objective No.	2	Rehabilitation Services		
Strategy No.	1	Vocational Rehabilitation		
Measure Type	OP			
Measure No.	3			
Key Measure:	Y	Calculation Method: N	New Measure: Y	Target Attainment: H
		Percent Measure: N	Priority: M	

Participants Served - VR

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. The information systems include: The Workforce Information System of Texas, Work in Texas, the Learner Outcome Tracking System, the Texas Educating Adults Management System, ReHab Works, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. Because data in these systems constantly change and it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes.

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: Yes

Desired Performance: Higher than target

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

Average Cost Per Participant Served - VR

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. The information systems include: The Workforce Information System of Texas, Work in Texas, the Learner Outcome Tracking System, the Texas Educating Adults Management System, ReHab Works, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems. Because data in these systems constantly change and it is not possible to recreate previously reported results from the live systems, TWC archives the data snapshots used in reporting for audit purposes. The data source for expenditures is TWC’s Cash Draw & Monthly Expenditure Reporting System.

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: Yes

Desired Performance: Lower than target

Goal No.	1	Workforce Development		
Objective No.	2	Rehabilitation Services		
Strategy No.	2	Business Enterprises of Texas (BET)		
Measure Type	OP			
Measure No.	1			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: H	

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

Short Definition:

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

Data Limitations:

No known data reliability limitations.

Source/Collection of Data:

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

Method of Calculation:

The numbers derived from the two sources indicated above are totaled to determine the quarterly count. This is an unduplicated count of managers and their employees.

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	1	Workforce Development		
Objective No.	2	Rehabilitation Services		
Strategy No.	2	Business Enterprises of Texas (BET)		
Measure Type	OP			
Measure No.	2			
Key Measure:	N	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: M	

Number of Businesses Operated by Blind Managers

Short Definition:

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

Data Limitations:

No known data reliability limitations.

Source/Collection of Data:

Data derives from the BET Quarterly Status Report.

Method of Calculation:

Result is derived by summing the numbers in the individual quarterly status report.

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	1	Workforce Development		
Objective No.	2	Rehabilitation Services		
Strategy No.	2	Business Enterprises of Texas (BET)		
Measure Type	EX			
Measure No.	1			
Key Measure:	N	Calculation Method: N	New Measure: N	Target Attainment: L
		Percent Measure: N	Priority: M	

Number of Facilities Supported and Monitored by BET Staff

Short Definition:

Measures the number of facilities open at the end of the reporting period which are supported and monitored by the Business Enterprises of Texas (BET) staff. These facilities are utilized for creating employment opportunities for blind managers licensed through BET. A BET facility consists of automatic vending machines, cafeterias, snack bars, cart service, shelters, counters and such other appropriate auxiliary equipment which may be operated by BET managers.

Data Limitations:

No known data limitations.

Source/Collection of Data:

Data derives from the BET Vending Facility Database.

Method of Calculation:

Calculate the sum of facilities under contract, and supported and monitored by BET staff, in the reporting period.

Purpose/Importance:

The overall employment benefit to Texans through this strategy is one of the desired outcomes. DBS establishes a projection for the number of facilities supported and monitored by BET staff. This measure tracks and demonstrates the progress toward meeting that projection.

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Lower than target

Goal No.	1	Workforce Development		
Objective No.	2	Rehabilitation Services		
Strategy No.	2	Business Enterprises of Texas (BET)		
Measure Type	EX			
Measure No.	2			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: H	

Number of Blind & Disabled Individuals Employed by BET Facility Managers

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

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

Method of Calculation:

The number derived from the two sources indicated above determines the quarterly count. This is an unduplicated count of Blind and Disabled employees.

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	1	Workforce Development		
Objective No.	3	Business Services		
Strategy No.				
Measure Type	OC			
Measure No.	1			
Key Measure:	N	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: H	

Total Employers Served

Short Definition:

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

Data Limitations:

Unduplication is primarily based on federal employment identification numbers (FEIN) for employers. Self-service clients who set up multiple accounts without their official FEIN may be counted more than once.

Source/Collection of Data:

TWC's Common Measures Performance Reporting System which pulls wage, client, and process data from various TWC information systems such as: The Workforce Information System of Texas, Job Search Matching System, Work in Texas, the Learner Outcome Tracking System, the Unemployment Wage System and the Unemployment Insurance Benefit and Appeals Systems.

Method of Calculation:

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

- Taking job postings;
- Providing specialized testing to job seekers on behalf of an employer;
- Performing employer site recruitment;
- Job Fairs;
- Providing employer meeting or interview space;
- Providing customized or incumbent worker training (which may or may not occur through a Skills Development of Self-Sufficiency Grant);
- Entering into a subsidized/unpaid employer agreement;
- Providing Rapid Response;
- Performing Job Development;
- Preparing customized LMI reports in response to specific employer requests; or
- Other services provided to employers for a fee.

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	1	Workforce Development		
Objective No.	3	Business Services		
Strategy No.	1	Skills Development		
Measure Type	OP			
Measure No.	1			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: M	

Contracted Number of Skills Development Trainees

Short Definition:

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

Data Limitations:

The measure is for the number required to be trained by contract, not the number that were actually trained since Skills Development Fund contracts generally run 2-3 years and it is not possible to report the final number of trainees in time for yearend ABEST reporting.

Source/Collection of Data:

Monthly snapshots of contract deliverables from TWC's Contract Administration & Tracking System.

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	1	Workforce Development		
Objective No.	3	Business Services		
Strategy No.	1	Skills Development		
Measure Type	EF			
Measure No.	1			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: L
		Percent Measure: N	Priority: M	

Contracted Average Cost per Skills Development Trainee

Short Definition:

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

Data Limitations:

The measure is for the average contracted cost per trainee by grant, not the actual final average cost since Skills Development Fund contracts generally run 2-3 years and it is not possible to report the final average costs in time for yearend ABEST reporting.

Source/Collection of Data:

Monthly snapshots of contract deliverables and total contract amounts from TWC's Contract Administration & Tracking System.

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Lower than target

Goal No.	1	Workforce Development		
Objective No.	3	Business Services		
Strategy No.	2	Self-Sufficiency		
Measure Type	OP			
Measure No.	1			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: M	

Contracted Number of Self-Sufficiency Trainees

Short Definition:

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

Data Limitations:

The measure is for the number required to be trained by contract, not the number that were actually trained since Self-Sufficiency Fund contracts generally run 2-3 years and it is not possible to report the final number of trainees in time for yearend ABEST reporting.

Source/Collection of Data:

Monthly snapshots of contract deliverables from TWC's Contract Administration & Tracking System.

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	1	Workforce Development		
Objective No.	3	Business Services		
Strategy No.	2	Self-Sufficiency		
Measure Type	EF			
Measure No.	1			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: L
		Percent Measure: N	Priority: M	

Contracted Average Cost per Self-Sufficiency Trainee

Short Definition:

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

Data Limitations:

The measure is for the average contracted cost per trainee by grant, not the actual final average cost since Self-Sufficiency Fund contracts generally run 2-3 years and it is not possible to report the final average costs in time for yearend ABEST reporting.

Source/Collection of Data:

Monthly snapshots of contract deliverables and total contract amounts from TWC's Contract Administration & Tracking System.

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Lower than target

Goal No.	1	Workforce Development		
Objective No.	4	Child Care		
Strategy No.	1	TANF Choices Child Care for Families Working or Training for Work		
Measure Type	OP			
Measure No.	1			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: H	

Average Number of Children Served Per Day, TANF Choices Services

Short Definition:

This measure indicates the average number of units of subsidized child care each workday administered by local workforce development boards (Boards) to children of Temporary Assistance for Needy Families (TANF) recipients in Choices activities.

Data Limitations:

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

Source/Collection of Data:

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

Method of Calculation:

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

The denominator is the number of weekdays regardless of holidays per reporting period. The numerator is divided by the denominator.

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	1	Workforce Development		
Objective No.	4	Child Care		
Strategy No.	1	TANF Choices Child Care for Families Working or Training for Work		
Measure Type	EF			
Measure No.	1			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: L
		Percent Measure: N	Priority: H	

Average Cost Per Child Per Day for Child Care, TANF Choices Services

Short Definition:

This measure indicates the average cost per unit each workday of child care administered by local workforce development boards (Boards) to children of Temporary Assistance for Needy Families (TANF) recipients in Choices activities.

Data Limitations:

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

Source/Collection of Data:

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

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Lower than target

Goal No.	1	Workforce Development		
Objective No.	4	Child Care		
Strategy No.	2	At-Risk and Transitional Child Care for Families Working or Training for Work		
Measure Type	OP			
Measure No.	1			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: H	

Avg No. of Children Served Per Day, Transitional and At Risk Services

Short Definition:

This measure indicates the average number of units of subsidized child care administered each workday by local workforce development boards (Boards) to children of low-income families other than Temporary Assistance for Needy Families (TANF) recipients in Choices activities.

Data Limitations:

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

Source/Collection of Data:

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

Method of Calculation:

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

The denominator is the number of weekdays regardless of holidays per reporting period. The numerator is divided by the denominator.

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	1	Workforce Development		
Objective No.	4	Child Care		
Strategy No.	2	At-Risk and Transitional Child Care for Families Working or Training for Work		
Measure Type	EF			
Measure No.	1			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: L
		Percent Measure: N	Priority: H	

Avg Cost Per Child Per Day Child Care, Trans. and At Risk Services

Short Definition:

This measure indicates the average cost per unit of child care each workday administered by local workforce development boards (Boards) to children of low-income parents who are utilizing subsidized child care services, excluding children of Temporary Assistance for Needy Families (TANF) recipients who are participating in Choices activities, which is reported in a separate measure.

Data Limitations:

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

Source/Collection of Data:

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

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Lower than target

Goal No.	1	Workforce Development		
Objective No.	5	Unemployment Insurance		
Strategy No.				
Measure Type	OC			
Measure No.	1			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: Y	Priority: H	

Percent of Unemployment Insurance Claimants Paid Timely

Short Definition:

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

Data Limitations:

None

Source/Collection of Data:

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

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	1	Workforce Development		
Objective No.	5	Unemployment Insurance		
Strategy No.				
Measure Type	OC			
Measure No.	2			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: Y	Priority: H	

% of Unemployment Insurance Dispute Cases Resolved with Lower Appeal

Short Definition:

This measure indicates the percentage of lower authority appeals decisions issued involving Unemployment Insurance (UI) benefit entitlement and potential employer tax liability for the UI Program that were not appealed to the higher authority. Issued means either mailed or sent by any other means approved by the Commission.

Data Limitations:

None

Source/Collection of Data:

Appeals staff members provide data for each decision issued and enter this data into the appeals status application of the Appeals System Program. Commission Appeals staff members enter all appeals to the Higher Authority into the same application. The Lower Authority decision is counted as complete when issued. The appeal to the Higher Authority is counted as complete on the date filed in person, as of the postmark date when mailed, or as of the fax receipt date if faxed. Appeals then compiles the data for this performance measure by running a report that extracts the necessary data from the database.

Method of Calculation:

The numerator is derived by subtracting the number of appeals to the Higher Authority during the period from the total number of Lower Authority decisions issued during the reporting period. The denominator is the number of Lower Authority appeals decisions issued during the reporting period. The numerator, number of appeals resolved at Lower Authority level, is divided by the denominator, total number of Lower Authority decisions issued, and the result is expressed as a percent.

Purpose/Importance:

The UI program seeks to replace a portion of lost wages for eligible unemployed workers and to promote economic stability by preserving buying power in communities experiencing economic downturns. The appeals function serves both claimants and employers by ensuring that each has an opportunity to present evidence to attempt to reverse an adverse ruling.

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	1	Workforce Development		
Objective No.	5	Unemployment Insurance		
Strategy No.				
Measure Type	OC			
Measure No.	3			
Key Measure:	N	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: Y	Priority: L	

Percent of Wage and Tax Reports Timely Secured

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

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

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	1	Workforce Development		
Objective No.	5	Unemployment Insurance		
Strategy No.	1	Unemployment Claims		
Measure Type	EF			
Measure No.	1			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: L
		Percent Measure: N	Priority: M	

Average Time on Hold for UI Customers (Minutes)

Short Definition:

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

Data Limitations:

None

Source/Collection of Data:

The data for this measure are collected from the Avaya Definity telephone systems and delivered to the SUN Unix server running an Avaya program called CMS Supervisor. This data are captured and stored for 5 years.

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Lower than target

Goal No.	1	Workforce Development		
Objective No.	5	Unemployment Insurance		
Strategy No.	1	Unemployment Claims		
Measure Type	EX			
Measure No.	1			
Key Measure:	N	Calculation Method: N	New Measure: N	Target Attainment: L
		Percent Measure: N	Priority: L	

Number of Initial Unemployment Insurance Claims Filed

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

The data for this measure is collected from benefit claims records in the automated benefits system and is recorded on a monthly U.S. Department of Labor Employment and Training Administration (ETA) report.

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: NonCumulative

New Measure: No

Desired Performance: Lower than target

Goal No.	1	Workforce Development		
Objective No.	5	Unemployment Insurance		
Strategy No.	2	Unemployment Appeals		
Measure Type	EF			
Measure No.	1			
Key Measure:	N	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: Y	Priority: H	

% of Unemployment Ins. Appeals Decisions Issued Timely

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

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

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	2	Accountability and Enforcement		
Objective No.	1	Program Accountability		
Strategy No.				
Measure Type	OC			
Measure No.	1			
Key Measure:	N	Calculation Method: C	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: L	

Number of Quality Control Audits of Benefits Paid/Denied

Short Definition:

This measure provides information on the number of quality control audits completed on Unemployment Insurance (UI) benefits paid and benefits denied, ensuring that the state meets the minimum required by the US Department of Labor. Each week paid claims and denied claims are selected at random for a complete audit to determine if the week was either paid or denied properly. This measure functions as an output measure for this objective, but ABEST requires objective-level measures to be listed as outcome measures.

Data Limitations:

None

Source/Collection of Data:

The data are collected from the number of audits completed. An audit is counted as completed when it has been reviewed and keyed into the U.S. Department of Labor database on the SUN Microsystem Sun Blade 1500 located in the UI Support Service office.

Method of Calculation:

The number of UI quality control audits completed during the performance period is summed.

Purpose/Importance:

The purpose of the measure is to report the number of quality control audits which are used by administration in development of improvements of the UI program.

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	2	Accountability and Enforcement		
Objective No.	1	Program Accountability		
Strategy No.	1	Subrecipient Monitoring		
Measure Type	OP			
Measure No.	1			
Key Measure:	Y	Calculation Method: C	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: M	

Number of Monitoring Reviews of Boards or Contractors

Short Definition:

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

Data Limitations:

None

Source/Collection of Data:

Data for reviews performed by Subrecipient and Equal Opportunity Monitoring staff are maintained in an ACCESS database within the department. The database is updated as reviews are needed, scheduled, completed and/or cancelled. A report is generated for each reporting period.

Method of Calculation:

The number of financial and program monitoring reviews completed during the performance period. Monitoring reviews are complete at the conclusion of the exit conference.

Purpose/Importance:

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

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	2	Accountability and Enforcement		
Objective No.	1	Program Accountability		
Strategy No.	3	Labor Law Enforcement		
Measure Type	OP			
Measure No.	1			
Key Measure:	Y	Calculation Method: C	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: H	

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

Short Definition:

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

Data Limitations:

None

Source/Collection of Data:

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

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	2	Accountability and Enforcement		
Objective No.	1	Program Accountability		
Strategy No.	3	Labor Law Enforcement		
Measure Type	OP			
Measure No.	2			
Key Measure:	N	Calculation Method: C	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: H	

Number of Payday Law Decisions Issued

Short Definition:

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

Data Limitations:

None

Source/Collection of Data:

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

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	2	Accountability and Enforcement		
Objective No.	1	Program Accountability		
Strategy No.	4	Career Schools and Colleges		
Measure Type	OP			
Measure No.	1			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: L	

Number of Licensed Career Schools and Colleges

Short Definition:

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

Data Limitations:

None

Source/Collection of Data:

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

Method of Calculation:

The data are counted for the reporting period.

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	2	Accountability and Enforcement		
Objective No.	2	Civil Rights		
Strategy No.				
Measure Type	OC			
Measure No.	1			
Key Measure:	N	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: Y	Priority: L	

Percent of Employment and Housing Complaints Resolved Timely

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

Civil Rights Division’s internal tracking system.

Method of Calculation:

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

Purpose/Importance:

The purpose of the measure is to report on the timeliness of the division’s resolution of employment and housing discrimination complaints.

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	2	Accountability and Enforcement		
Objective No.	2	Civil Rights		
Strategy No.	1	Civil Rights		
Measure Type	OP			
Measure No.	1			
Key Measure:	N	Calculation Method: C	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: L	

Number of Individuals Receiving EEO Training

Short Definition:

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

Data Limitations:

None

Source/Collection of Data:

Civil Rights Division's internal tracking system.

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	2	Accountability and Enforcement		
Objective No.	2	Civil Rights		
Strategy No.	1	Civil Rights		
Measure Type	OP			
Measure No.	2			
Key Measure:	N	Calculation Method: C	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: L	

Number of Personnel Policies Approved by CRD

Short Definition:

The number of personnel policies used by state agencies and institutions of higher education found by the Civil Rights Division to be in compliance with Chapter 21 of the Texas Labor Code. "Personnel policies" also include affirmative action plans and selection procedures.

Data Limitations:

None

Source/Collection of Data:

Civil Rights Division's internal tracking system.

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	2	Accountability and Enforcement		
Objective No.	2	Civil Rights		
Strategy No.	1	Civil Rights		
Measure Type	OP			
Measure No.	3			
Key Measure:	N	Calculation Method: C	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: H	

of Employment/Housing Complaints Resolved

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

Civil Rights Division’s internal tracking system.

Method of Calculation:

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

Purpose/Importance:

The purpose of the measure is to monitor the Civil Rights Division efforts to review and resolve allegations of noncompliance with Chapter 21 and Chapter 22 of the Texas Labor Code and Chapter 301 of the Texas Property Code.

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	2	Accountability and Enforcement		
Objective No.	2	Civil Rights		
Strategy No.	1	Civil Rights		
Measure Type	EF			
Measure No.	1			
Key Measure:	N	Calculation Method: N	New Measure: N	Target Attainment: L
		Percent Measure: N	Priority: M	

Avg Cost Per Employment/Housing Complaint Resolved

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

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

Method of Calculation:

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

Purpose/Importance:

The purpose of the measure is to monitor investigation and complaint resolution costs.

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Lower than target

**TWC Strategic Plan
Schedule C**

Historically Underutilized Business Plan

TWC HUB Program Business Plan

Texas Workforce Commission (TWC) is committed to maintaining a strong Historically Underutilized Business (HUB) program. TWC has unique HUB goals, objectives, and strategies detailed below.

HUB Goals

HUB goals are establish and implement policies and procedures for TWC control of purchases and contracts to encourage and support inclusion of HUBs. TWC adopts Statewide HUB goals for FY 2017-2021 for purchasing categories used in TWC purchases:

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

HUB Objective

TWC's objective is make good faith effort to meet or exceed established Texas state-wide HUB goals on TWC purchases, contracts, and subcontracts awarded annually.

HUB Strategies

Summary of TWC strategy for sustaining supplier diversity is four-fold:

- Communicate TWC business needs;
- Develop HUBs' abilities to meet TWC business needs;
- Evaluate TWC performance; and
- Address HUB opportunities.

As a result, TWC staff members regularly assess HUB program goals against performance and continuously seek to identify HUB vendor opportunities and program improvements as follows:

Communicate TWC Business Needs

1. Coordinate and schedule HUB vendor opportunities to meet TWC purchasers, managers, and key users. TWC identified need for HUB outreach in all TWC purchase categories including: Special Trades, Professional Services, Other Services, and Commodities.
2. Educate HUB businesses on importance of HUB certification and HUB subcontracting.
3. Advise HUBs on critical need to pursue Department of Information Resources (DIR) and Comptroller of Public Accounts (CPA)/ Texas Purchasing and Support Services (TPASS) bid opportunities.
4. Maintain TWC's web site page promoting TWC HUB goals and activities, including bid opportunities and purchasing information links.
5. When applicable, TWC takes following actions:
 - a. Consider HUBs on DIR and CPA/TPASS term contracts whenever possible.
 - b. Keep supplies and services requisitions in reasonable small lots (NOT less than industry

- standard) to increase HUB participation instead of avoid competitive bidding process.
- c. On contracts over \$100,000 with subcontracting opportunities, provide a random list, and train prime vendors and subcontractors to search CPA/TPASS Centralized Master Bidders List (CMBL) for certified HUBs able to partner on contract efforts.
 - d. All service contracts with subcontracting opportunities require prime contractors to make Progress Assessment Reports (PAR) monthly to TWC on use of HUBs and other subcontractors.

Develop HUBs' Abilities to Meet TWC Business Needs

1. Assist HUB vendors interested in TWC's Mentor Protégé Program including guidance and ongoing support for all TWC-sponsored mentor-protégé pairs.
2. Give technical assistance to HUBs interested in seeking more state bid opportunities, including help locating DIR and CPA available contract bid opportunities.
3. Provide follow-up debriefings to unsuccessful HUB bidders upon request.
4. Direct HUB vendors to appropriate Economic Opportunity Forums (EOF) and CPA-sponsored training events that may provide HUBs with needed information and contacts.

Evaluate TWC Performance

1. Hold TWC employees procuring goods and services accountable (part of all TWC purchaser performance requirements) for adhering to TWC HUB policy to meet good faith effort.
2. Monitor purchases with HUB vendors to regularly assess HUB goals and give TWC Commissioners, Executive Director, and senior management executive summary. Analyze TWC data by Division, purchase category, subcontractor, and credit card purchase.
3. Modify TWC annual good faith efforts to concentrate on any purchasing category where performance has slipped since prior year.

Address HUB Opportunities

1. Annually sponsor at least single EOF targeted to HUB vendors of goods and services TWC buys in quantity.
2. Contact prime vendors both HUB and non-HUB about TWC's Mentor Protégé Program, identify potential pairs, and implement Mentor-Protégé pairs interested in work with TWC.
3. Review planned construction, service and technology projects estimated over \$100,000 to:
 - a. Determine possible HUB subcontracting opportunities.
 - b. Require HUB Subcontracting Plans (HSP) when HUB subcontracting opportunities exist.
 - c. Monitor procurements for good faith effort and PARs after contract awards.

External/Internal Assessment

TWC uses automation to regularly monitor and evaluate HUB program performance. Since 2000 TWC HUB program incorporation into TWC Business Operations Division Procurement and HUB Services section, CPA/TPASS statewide HUB Program reports TWC's HUB expenditures and participation rates among top-performing state agencies and universities.

**TWC Strategic Plan
Schedule D**

Statewide Capital Plan

Technology Resources Planning for 2017-2021 Agency Strategic Plan

Technology enhances the efficiency of TWC programs and assists TWC in delivering exceptional services to customers. TWC selects technology initiatives that advance the mission of the agency and align with statewide technology principles and priorities.

The technology initiatives are described below.

Data Center Consolidation

1. Initiative Name:
Data Center Consolidation
2. Initiative Description:
This initiative provides funding and capital authority for the outsourcing of in-scope data center services through interagency contract with the Department of Information Resources.
3. Associated Project(s):

Project Name	Status
Not applicable	Not applicable

4. Agency Objective(s):
 - Provide citizens with greater access to government services while reducing service delivery costs and protecting the fiscal resources for current and future taxpayers.
 - Support effective, efficient and accountable state government operations.
5. Anticipated benefit(s):
 - Provide the necessary infrastructure to support TWC's agency systems, print and mail.
 - Provide the ability to expand and contract the level of services required as business needs fluctuate.
 - Provide newer technology solutions such as cloud storage for special projects.
6. State Strategic Plan Goal Alignment:

Reliable and Secure Services

- Security
- Continuity of Operations
- Connectivity

Mature IT Resources Management

- IT Funding
- IT Planning & Governance
- IT Workforce

Cost-effective and Collaborative Solutions

- Legacy Modernization

- Cloud Services

- Shared Services

Data Utility

- Data Management & Governance
- Open Data
- Data Analytics

Mobile & Digital Services

- Mobile Applications
- Digital Services
- Internet of Things

LAN/WAN Upgrade and Replacement

1. Initiative Name:
Local Area Network/Wide Area Network (LAN/WAN) Upgrade and Replacement
2. Initiative Description:
This initiative allows TWC to upgrade and replace infrastructure that is vital to the day-to-day operations of the agency and necessary to provide adequate network infrastructure, bandwidth and security to TWC users. It allows TWC to meet the ongoing needs for growth and change in TWC's networks.

3. Associated Project(s):

Project Name	Status
LAN/WAN Infrastructure Modernization	Ongoing
Network Management Tool	Pending LAR approval
WAN Monitoring and Optimization	Pending LAR approval
Threat Exposure Management	Pending LAR approval

4. Agency Objective(s):

- Provide a robust infrastructure that effectively addresses the pace of technology change.
- Reduce risk associated with aging, limited-support technology.
- Ensure TWC can support ongoing and future customer-driven applications development and service delivery.
- Provide a secure remote computing platform for TWC employees who regularly work outside the office.
- Detect and protect against threats and vulnerabilities as the infrastructure environment changes.

5. Anticipated benefit(s):

- Meet the ongoing demands for growth and change.
- Ensure enough core bandwidth and port availability to deliver LAN/WAN services and transport other distributed services to all LAN/WAN users.
- Optimize efficiency by ensuring high availability and high-speed connectivity to the TWC network, the Internet, and TWC business applications.

6. State Strategic Plan Goal Alignment:

Reliable and Secure Services

Security

Continuity of Operations

Connectivity

Mature IT Resources Management

IT Funding

IT Planning & Governance

IT Workforce

Cost-effective and Collaborative Solutions

Legacy Modernization

Cloud Services

Shared Services

Data Utility

Data Management & Governance

Open Data

Data Analytics

Mobile & Digital Services

Mobile Applications

Digital Services

Internet of Things

Operations Infrastructure

1. Initiative Name:
Operations Infrastructure
2. Initiative Description:
This initiative allows TWC to upgrade and replace electronic content management and telecommunications infrastructure that is vital to support day-to-day operations. It places us in a position to take advantage of new technologies to reduce costs and improve operations.

3. Associated Project(s):

Project Name	Status
Electronic Content Management Upgrades	Pending LAR approval
Telecommunications Upgrades	Pending LAR approval

4. Agency Objective(s):
 - Remove dependency on end-of-life software.
 - Simplify software solutions.
 - Promote business continuity.
5. Anticipated benefit(s):
 - Reduce support costs.
 - Reduce knowledge transfer expense.
 - Enhance the supporting technologies for better staff and customer experience.

6. State Strategic Plan Goal Alignment:

Reliable and Secure Services

- Security
- Continuity of Operations
- Connectivity

Mature IT Resources Management

- IT Funding
- IT Planning & Governance
- IT Workforce

Cost-effective and Collaborative Solutions

- Legacy Modernization

- Cloud Services

- Shared Services

Data Utility

- Data Management & Governance
- Open Data

- Data Analytics

Mobile & Digital Services

- Mobile Applications
- Digital Services
- Internet of Things

PC Infrastructure and Refresh

1. Initiative Name:
PC Infrastructure and Refresh
2. Initiative Description:
TWC uses managed services and leasing strategies to refresh and support end-user PCs on a consistent refresh plan.
3. Associated Project(s):

Project Name	Status
PC Refresh	Ongoing

4. Agency Objective(s):
 - Provide robust end-user solutions that effectively address the pace of technology change and integrate security and accessibility.
 - Deploy and maintain current TWC enterprise applications and approved desktop software.
 - Ensure TWC can support ongoing and future customer-driven applications development and service delivery.
 - Provide a secure mobile computing platform for applicable TWC employees.
5. Anticipated benefit(s):
 - Provide a computing foundation that supports innovation and promotes a connected and agile workforce.
 - Leverage and optimize end-user telecommunications, computing, and document output solutions and services.
 - Allow end-users to create and share accessible documents, work products, and applications securely with employers, job seekers, Boards, service providers, legislature, agencies, and other key stakeholders.
 - Improve mobile-computing service delivery and data security.
 - Comply with the latest federal and state technology, security, and accessibility standards.
6. State Strategic Plan Goal Alignment:

Reliable and Secure Services

Security

Continuity of Operations

Connectivity

Mature IT Resources Management

IT Funding

IT Planning & Governance

IT Workforce

Cost-effective and Collaborative Solutions

Legacy Modernization

Cloud Services

Shared Services

Data Utility

Data Management & Governance

Open Data

Data Analytics

Mobile & Digital Services

Mobile Applications

Digital Services

Internet of Things

Unemployment Insurance Improvements

1. Initiative Name:
Unemployment Insurance Improvements
2. Initiative Description:
This initiative encompasses projects to enhance the services and systems supporting the UI Benefits, Tax and Appeals programs.
3. Associated Project(s):
The following are associated agency projects planned for FY18-19 as funding and resources allow:

Project Name	Status
Short Time Compensation (Shared Work)	Pending LAR approval
Tax Audit Program	Pending LAR approval

4. Agency Objective(s):
 - Collect all appropriate employer contributions for unemployment insurance and pay unemployment insurance benefits to all qualified claimants actively seeking employment.
5. Anticipated benefit(s):
 - Reduce technical risk.
 - Improve compliance.
 - Promote Shared Work program.
 - Improve customer service.
6. State Strategic Plan Goal Alignment:

Reliable and Secure Services

- Security
- Continuity of Operations
- Connectivity

Mature IT Resources Management

- IT Funding
- IT Planning & Governance
- IT Workforce

Cost-effective and Collaborative Solutions

- Legacy Modernization

- Cloud Services
- Shared Services

Data Utility

- Data Management & Governance
- Open Data
- Data Analytics

Mobile & Digital Services

- Mobile Applications
- Digital Services
- Internet of Things

Workforce Solutions Improvements

1. Initiative Name:
Workforce Solutions Improvements
2. Initiative Description:
This initiative encompasses projects to enhance the services and systems supporting workforce development and vocational rehabilitation.
3. Associated Project(s):
The following are associated agency projects planned for FY18-19 as funding and resources allow:

Project Name	Status
WorkInTexas.com Replacement	Pending LAR approval
Data Warehouse and Analytics	Pending LAR approval
Labor Market Information Application (TRACER) Rewrite	Pending LAR approval
ReHabWorks Enhancements	Pending LAR approval
Criss Cole Rehabilitation Center (CCRC) Scheduling, Attendance, and Tracking Redesign	Pending LAR approval
Business Enterprises of Texas (BET) Redesign	Pending LAR approval

4. Agency Objective(s):
 - Support a market-driven workforce system that meets the needs of all employers for skilled workers and helps all job seekers secure employment.
 - Support the public by providing labor market information.
 - Ensure excellent customer service by providing up-to-date technology.
 - Ensure compliance with federal and Sunset directives.
 - Provide current technologies, increase data reliability, and increase operations efficiency.
5. Anticipated benefit(s):
 - Reduce the risk of system failure by moving critical agency applications from obsolete to newer infrastructure.
 - Improve job matching capability for both job seekers and employers.
 - Increase the insight gained from data.
 - Improve business and management decision making.
 - Improve detection of waste and fraud.
 - Improve compliance with Electronic and Information Resource accessibility requirements.
 - Provide easier access to economic data for the public, through improved navigation and search features.
 - Increase data accuracy and integrity for state and federal required reporting.
 - Reduce redundant data entry.

6. State Strategic Plan Goal Alignment:

Reliable and Secure Services

- Security
- Continuity of Operations
- Connectivity

Mature IT Resources Management

- IT Funding
- IT Planning & Governance
- IT Workforce

Cost-effective and Collaborative Solutions

- Legacy Modernization
- Cloud Services
- Shared Services

Data Utility

- Data Management & Governance
- Open Data
- Data Analytics

Mobile & Digital Services

- Mobile Applications
- Digital Services
- Internet of Things

**TWC Strategic Plan
Schedule F**

**Texas Workforce Systems Strategic Plan & TWC
Workforce Plan**

Texas Workforce Systems Strategic Plan

The Texas Government Code specifies that one of the primary responsibilities of the Texas Workforce Investment Council (TWIC) is to develop and recommend to the Governor a single strategic plan for Texas' workforce system that identifies the tasks, timelines, and responsible partners for each long-term objective. TWIC has developed five plans in collaboration with workforce system partners since its creation in 1993. The plan is developed with system partners and is focused on the critical few long-term objectives that have been identified as crucial to alignment, or to reduce gaps and redundancies. The current Texas Workforce System Strategic Plan for Fiscal Years 2016–2023 was approved by Governor Greg Abbott, and is effective as of September 1, 2015. The plan was created using the systems approach to workforce planning first incorporated into the previous two plans, Destination 2010 and Advancing Texas. The plan is intended to guide system partners in implementing workforce programs, services, and initiatives designed to achieve the strategies, system objectives, and goals that are outlined in the plan.

The Texas workforce system is a complex structure comprised of numerous programs, services, and initiatives administered by state agencies and Local Workforce Development Boards (Boards), TWIC, independent school districts, community and technical colleges, and local adult education providers. System partners are responsible for the delivery of a wide range of workforce education and training programs and related services, as well as education programs that support career preparation and advancement.

The workforce system is interconnected by the programs and agencies that either serve common customers or are charged with achieving similar employment and education outcomes for their targeted customer groups. Therefore, the strategic planning process is designed to identify and focus on systemic issues that affect multiple parts of the system, either programs or agencies, and address all prominent workforce issues.

Crucial to the systemic planning process and alignment with federal and state statutes, the Texas workforce system builds upon the system's core elements, goals, and objectives to meet the vision and mission of the system. The Texas Workforce Commission's (TWC) strategies align with the Texas workforce system's four goal areas and their corresponding system objectives, as follows.

Goal	System Objective
Focus on Employers	Increase business and industry involvement & Expand licensure and industry certification.
Engage in Partnerships	Expand partnerships with system partners and stakeholders to promote collaboration, joint planning, and enhanced participant outcomes.
Align System Elements	Improve and enhance services, programs, and policies to facilitate effective and efficient transitions & Develop and implement policies and processes to ensure portable and transferrable credit and credentials.
Improve and Integrate Programs	Employ enhanced or alternative program and service delivery methods.

Focus on Employers

Texas businesses receive valuable assistance through an integrated workforce system. Businesses have access to pools of job seekers at all levels of education and experience, allowing potential employers to tailor new hires to the requirements of the job and build a better workforce. Close ties to the local labor market enable Boards to conduct outreach by working with businesses to provide opportunities for work experience and on-the-job training (OJT), and allow low-skilled workers to build skill sets relevant to the current market. Additionally, Boards are well positioned to work with other community partners, such as economic development organizations, to expand opportunities to all customers.

Dedicated Business Service Units (BSUs) provide businesses with access to customized service options that address their specific business needs. BSUs offer a range of services designed to help employers with hiring and training needs to maximize their competitiveness, including:

- applicant recruitment, screening, and referral;
- listing and maintaining job orders through WorkInTexas.com;
- assistance with and participation in job fairs;
- information resources (e.g., labor market and business statistics, employment and labor law, Unemployment Benefits);
- testing and prescreening job candidates;
- basic employment skills training and referral to education and training providers;
- customized training, to include training through the state-funded Skills Development Fund, and OJT skills training;
- assistance with and information on the Work Opportunity Tax Credit; and
- rapid response and downsizing assistance in the event of closings or mass layoffs.

Continued efforts to affect system-wide improvements include the expansion of employers' access to grants under the Skills Development Fund. Programs backed by the fund build skill competencies to meet current and future demand in high-growth industry sectors. In crafting solutions for Texas employers, community-based organizations and technical colleges partner with TWC and local employers to provide job training when a specific need is identified. Training enables incumbent employees to advance their skills and/or creates new jobs with the partnering business. TWC works with the employer and training provider to ensure that the program meets specific performance measures and benefits both the employer and trainee. From the inception of the Skills Development Fund (1996 – 2014), grants have created or upgraded more than 316,000 jobs throughout Texas. The grants have assisted 4,074 employers with their customized training needs. The legislature allocated \$48.5 million to continue the Skills Development Fund programs for the biennium: 2016–2017.

TWC closely measures performance to evaluate the Boards' effectiveness in meeting the needs of employers. These measures include:

- assisting employers in filling vacancies; and
- expediting the return of Unemployment claimants to work, thereby protecting the state's unemployment trust fund as well as containing the Unemployment tax rates of employers.

TWC's Office of the Commissioner Representing Employers also reaches out to businesses by

sponsoring Texas Business Conferences, an annual series of twelve to fifteen employer seminars around the state. The seminars present practical, up-to-date information for operating a successful business and managing employees. Topics include: Texas employment law and the basics of hiring, employee policy handbooks, handling unemployment claims, independent contractors, and federal and Texas wage and hour laws. The commissioner's office also manages and maintains an employer hotline (800-832-9394). The office team answers employment law questions Monday through Friday, 8 a.m. to 5 p.m.

TWC's Skills for Small Business initiative provides further training opportunities for both employer and employee. TWC's partnership with the Office of the Governor's Economic and Tourism division hosts the Governor's Small Business Forums. The Texas A&M University Engineering Extension Service (TEEX) provides and supports geographic mapping technology via the SitesOnTexas.com website, which assists employers in planning for business expansion, job retention, and workforce training.

Engage in Partnerships

Governor Greg Abbott established the Tri-Agency Workforce Initiative to assess local economic activity, examine workforce challenges and opportunities, and consider innovative approaches to meeting the state's workforce goals. The Initiative, spearheaded by the commissioners of the Texas Education Agency (TEA), the Texas Higher Education Coordinating Board (THECB), and TWC, a series of statewide Regional Education and Workforce meetings and will report back with their findings and recommendations. In addition, the initiative will identify solutions to ensure a seamless and accelerated transition of service members and veterans into the Texas workforce.

Understanding the needs of those creating the jobs is critical to ensuring that Texas remains the top state in business expansion and relocation. By establishing this initiative, the State of Texas seeks to ensure that the needs of both its growing workforce as well as new and existing businesses are met and each are prepared to successfully operate in an ever-changing economic environment.

TWC's workforce development efforts align with the governor's economic strategies by allocating resources to support opportunities in vital industry clusters. The agency proactively supports science, technology, engineering, and math (STEM) education and training, to ensure that the future workforce is equipped with the knowledge and skills that are in demand by Texas employers. TWC also is committed to supporting job growth in Texas' diverse industries. Energy remains a significant industry in Texas, as demonstrated by the economic activity in the Eagle Ford Shale region and the recovery and growth of employment in the Permian Basin region. Other areas of the state are making strides in manufacturing, information technology, and health care, all of which require a highly skilled workforce.

In this spirit, TWC continues to partner with the Office of the Governor in conducting small business forums across the state. These forums present an opportunity for TWC to connect to small business owners and listen to their concerns and ideas. The forums also provide a chance for TWC representatives and Board staff to assist businesses by introducing new programs or explaining updates to existing programs. These forums have proven very successful and have occurred in all corners of the state.

Regional collaborations and the needs of various workforce and economic development partners are heard at the agency's biannual strategic planning meetings held at locations throughout the state so that each Workforce Solutions board and their partners can provide input for

consideration by TWC. In addition, in 2016, TWC held two public meetings to receive stakeholder input on program funding for the TWC Legislative Appropriations Request including funding for employment and training, vocational rehabilitation, child care and other services.

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

As the Vocational Rehabilitation (VR) programs transfer to the agency, TWC will continue to develop and expand partnerships that improve rehabilitation employment outcomes for VR participants. Specifically, these partnerships will focus on increasing the number and variety of work-based learning opportunities available to VR participants, to include work experience, internships, on-the-job training, apprenticeship, and job shadowing. For example, ongoing partnerships between employers, VR, and independent school districts has expanded the Project SEARCH internship program. Texas currently has seventeen Project SEARCH programs located in host businesses statewide during the 2015-2016 schoolyear. Five additional programs are scheduled to begin at the start of the 2016-2017 schoolyear, with further expansions anticipated in following years.

TWC's VR Services will also collaborate with Boards to develop and implement a coordinated, team-based approach to serving employers. This strategy will include other state and federal partners, such as the U.S. Department of Labor's Office of Federal Contract Compliance Programs and the Veterans Administration who conduct ongoing outreach with federal contractors to increase awareness, recruitment, hiring, and retention of qualified individuals with disabilities, including veterans.

In 2014, TWC's three-member Commission adopted a program goal for Adult Education and Literacy (AEL) to support increases in employment, higher education transition, skill gains, and secondary completion through demonstrated approaches that integrate system services and leverage community partnerships. To meet this goal, AEL grantees implement a diversified service delivery system that delivers both foundational skills and career pathway transitions needed to support and prepare Texans to support their families, careers, and communities.

Texas Workforce Solutions provides locally customized services that address the needs of each region of the state. The Boards comprise a cross section of local officials and businesses that form partnerships with local entities to deliver integrated services that address each community's unique needs. This workforce system now supports the delivery of AEL services within local communities to assist those individuals who need education and training in order to obtain the basic skills that will enable them to obtain sustainable employment and become self-sufficient.

TWC strongly supports partnerships that increase opportunities for adult learners to transition to postsecondary credentials, including registered apprenticeship certification and industry-recognized certificates and licenses and certifications that are portable and stackable. Current initiatives strategically position the statewide system for innovation in new directions related to full system integration and postsecondary education outcomes, as measured by high school

equivalency, college and career readiness, enrollment in non-remedial, for-credit courses in postsecondary educational institutions, and occupational and industry skill standards and certification widely used and recognized by business and industry. These initiatives include:

- Integration of services to support alignment of AEL activities with other core programs in the workforce system and linkages to employers and community-based organizations through workforce events, ongoing technical assistance efforts, and sharing of best practices developed across the state;
- Continued development of content and models for integrated education and training career pathways, and other postsecondary transition models and workplace projects, including apprenticeships with employers; and
- Build on past successes through the Accelerate Texas Model. Started by the Texas Higher Education Coordinating Board (THECB) in 2009 and coopted in 2014 by TWC, Accelerate Texas is designed to build capacity and expand deployment of successful career pathway programs that lead to increased employment, higher education transition, and skill gains and secondary completion through demonstrated approaches that integrate system services and leverage community partnerships.

TWC's registered apprenticeship program serves employers and job seekers by training workers for well-paying jobs with promising futures. Texas law and rule support only DOL-registered apprenticeship training programs, which pay part of the cost of job-related classroom instruction. Apprenticeship programs have demonstrated that employers who invest in training have lower employee turnover, increased employee productivity, better employee problem-solving skills, and improved employee relations. The employer and employee are equally committed to the program's success.

TWC coordinates the state's apprentice training program, applying approximately \$1 million in WIOA statewide-discretionary funds to supplement state general revenue. The Texas legislature budgets approximately \$1.5 million in general revenue each year of the current biennium. In State Fiscal Year 2015, 4,648 apprentices participated in the apprenticeship training program, exceeding the Legislative Budget Board (LBB) performance measure of 3,600. Beginning in FY 2016 TWC's new apprenticeship training performance measure will be increased from 4,400 to 6,111 individuals served/trained per year as established with the approval of the TWC's Legislative Appropriation Request of an additional \$1.5 million in FY 2016 and FY 2017. With these additional funds, TWC can help address demand for apprenticeship jobs across Texas.

As many Texas Boards share labor sheds with adjacent states, these Boards find it beneficial to establish partnerships with out-of-state partners to create a regional response to workforce and economic challenges. The Texoma Board partners with the Southern Oklahoma Workforce Board, Southeastern Oklahoma State University, and several other key organizations in Oklahoma to form the Texoma Regional Consortium, which covers a 13-county region along the Texas and Oklahoma borders. The Texoma Regional Consortium addresses needs of local business and industry in both Texas and Oklahoma through participating in strategic planning to identify key regional strategic themes, develop regional labor market analysis, sponsor regional job fairs, and participate in other joint ventures to address workforce and economic challenges.

Align System Elements

The Texas workforce system is aware of the state's dynamic demographics and skills gaps and continues to design programs to meet increasingly complex workforce needs. Through the

statewide network of Boards and partner agencies, the workforce system endeavors to connect job seekers and other populations with barriers to employment to numerous career and training resources and opportunities to prepare them for entry or reentry into the workforce in high-growth industry sectors. Although services are targeted, delivery is uniformly applied.

Innovative, progressive services promote a stronger Texas, and Boards continually strive to provide meaningful services to improve customer opportunities for growth. The workforce system is designed to ensure successful implementation, administration, service delivery, and evaluation of workforce development programs, including core programs under WIOA.

TWC's VR Services will identify and implement strategies to better prepare students and youth with disabilities for successful transition from secondary education to postsecondary education and training, and competitive, integrated employment. Implementation of strategies will include revisions to program policy, procedures, and staffing structures to improve consistency and effectiveness in the delivery of pre-employment transition services for students and youth with disabilities. Strategies will also address opportunities for improved coordination between VR Services and the pre-employment transition services offered by independent school districts.

In an environment of increased demand for workforce development services, the Texas workforce system is focused on helping Texans find employment. Boards and partner agencies continue to cultivate emerging industries, support existing businesses, and enhance the skills development of the Texas workforce, taking advantage of strategic opportunities provided by swift economic change. Looking to the future means leading the way to an integrated workforce system supported by system partners and agencies unified in their goal to meet the needs of businesses and workers and help Texans prosper.

Improve and Integrate Programs

Texas is a recognized national leader in strategically integrating numerous, complex workforce programs, services, and initiatives. Integration among partners enables the Texas Workforce System to operate in the most efficient and cost-effective manner possible, while remaining both flexible and adaptable, and most importantly, market-based and customer-focused. TWC and the Boards continue to refine and improve Texas' structure for aligning core and optional programs under WIOA and other available resources to realize the state's vision and achieve its goals.

Crafting a cohesive workforce system requires an integration of diverse programs coupled with linkages to facilitate delivery of a full range of services to employers, workers, and job seekers.

Integration with the service delivery system established under WIA is vital to the deployment of WIOA. Boards engage and are expected to support AEL grant recipients in various activities that promote student success in career and higher education goals.

TWC and the Department of Assistive and Rehabilitation Services (DARS) are currently working together to meet the WIOA state plan requirements calling for better integration of WIOA core programs at the state level. Effective September 1, 2016, TWC will assume responsibility for the administration of all WIOA core programs, with the transfer of Vocational Rehabilitation (VR) services from DARS to TWC, in accordance with Senate Bill (SB) 208, 84th Texas Legislature, Regular Session (2015).

General and blind VR programs provide a range of services vital to the goal of helping individuals with disabilities prepare for, find, and retain meaningful jobs with competitive salaries. As part

of the transition process, the agencies will look for opportunities to enhance efficiencies and streamline operations, while meeting all federal requirements and improving overall employment outcomes.

Improved access and efficiency, along with value-added services, are a few of the many benefits customers receive from the state workforce system. System partners are responsible for the delivery of some twenty workforce education and training programs and related services, as well as education programs that support career preparation and advancement. Strategically, the programs and agencies serve either a common customer or are charged with achieving similar employment and education outcomes for their targeted customer groups, including:

- providing services that facilitate the match between employers and job seekers;
- providing employment, training, and retention services for eligible WIOA participants and prioritizing services to recipients of public assistance, other low-income individuals, and individuals who are disabled and/or basic skills deficient to spur financial self-sufficiency;
- developing adult education and family literacy programs that ensure all adults have the basic education skills they need to contribute to their families and communities;
- providing employment, training, and retention services to individuals with barriers to employment, including veterans, individuals with disabilities, trade-affected individuals, older individuals, ex-offenders, homeless individuals, long-term unemployed individuals, and youth;
- assisting service men and women as they transition to civilian life through programs that help them more quickly prepare for and find employment including peer support through the Texas Veterans Leadership Program, accelerated education and recognition of military training through the College Credit for Heroes program and access to available employment opportunities through the Hiring Red, White and You! statewide hiring fairs;
- encouraging the use of training services that provide portable, transferable credit and credentials;
- providing support services, such as child care, Unemployment benefits, and transportation to enable eligible individuals to work or participate in employment and training activities;
- monitoring and evaluating compliance of local area service delivery for fiscal accountability and program effectiveness; and
- providing technical assistance to local Boards and training providers to ensure the most effective delivery of workforce services.

TWC, the 28 Boards, and their contracted services providers and community partners continue to follow the principle of full integration of core programs. The strategy of alignment, coordination, and integration of education and employment and training programs is underway and virtually fully realized. Customers have local access to workforce solutions and statewide services at numerous Workforce Solutions Offices. Texas Workforce Solutions provides workforce development services that help workers find and keep good jobs and help employers hire the skilled workers they need to grow their businesses.

Development efforts focus on identifying critical issues and opportunities that system partners must address. These issues are analyzed to determine commonalities among system partners and are then recast as system objectives. These system-level objectives require collaboration or alignment of programs, initiatives, and outcomes to achieve stated objectives. Structured to avoid duplication with strategic plans of partner agencies, the system's strategic plan identifies and

magnifies key future achievements that are critical to the success of the Texas workforce system in serving its customers.

As part of this process, several strategic imperatives were identified as key characteristics that serve as foundational or core elements that represent a best-in-class workforce system. These three imperatives serve as pillars upon which the capacity of the Texas workforce system should be built in order to successfully identify and respond to changing market conditions and the needs of all workforce system customers. These overarching strategic imperatives are core competencies that must be embedded in all system elements to achieve this plan's vision and mission. Therefore, it is a key tenet of the workforce system that all partners have core competencies in and a commitment to customer service satisfaction, data-driven program improvement, and continuous improvement and innovation.

Customer Service Satisfaction

While the overall system strategic plan focuses on a demand driven system and places particular emphasis on employers, the multi-dimensional aspect of customer service satisfaction must be factored into system-level planning. Employers, current and future workers, and system program and service providers are key customers of the Texas workforce system.

The Texas workforce system anticipates and responds to the evolving needs of Texas employers as they relate to skills necessary to successfully navigate the dynamic, global economic arena in which Texas employers operate. Ensuring a skilled and competent workforce that meets the geographically relevant needs of Texas employers is a core competency of the Texas workforce system.

The Texas workforce system continually strives to meet the needs of both current and future Texas workers at varying stages of their careers. Customers must be assured that whenever they enter the workforce system, there is a pathway through the system, by instituting a "no closed door" culture to ensure quality referrals and successful outcomes for customers of the Texas workforce system programs and services; any point of entry should be capable of providing customers with access to the full spectrum of programs and services.

The Texas workforce system promotes and enables successful collaboration among all system partners for the ultimate purpose of improving outcomes for Texas employers and the current and future workforce. The ability to serve Texans collaboratively is the responsibility of all system partners, and facilitating this alliance is an integral part of this strategy.

Data-Driven Program Improvement

Program-specific and other related data from across the workforce system is critical to evaluating the extent to which workforce system programs, services, and products are meeting the needs of customers and stakeholders. The collection, reporting, and analysis of key data utilizing a consistent and useful process is essential in demonstrating outcomes, determining if changes are required or desired, and establishing benchmarks for future performance. To achieve these data-related organizational competencies relative to established performance measures, partner agencies may need to build or modify their existing data systems. By doing so, the Texas workforce system can measure what matters most and build the collection and analysis capabilities that are missing.

Information and data also serve a fundamental communication role, not only within the Texas workforce system, but also for important stakeholders and others that participate in this process

across multiple dimensions. Systems that improve the flow of data, increase the relevance of data, and facilitate analysis that supports effective decision-making across the full spectrum of data users are essential to achieving effective and efficient programs, services, and outcomes. While this is a challenging task, it is nonetheless vital to the overall performance of the Texas workforce system.

The Texas Workforce Commission (TWC) provides Boards, other grantees, and state staff with guidance regarding data collection and reporting. These include both common and program-specific guides that outline data entry deadlines and requirements for recording data on Eligibility Determination, Service Dates/Details, Outcome Tracking (for those elements not tied to wage records), and Case Management. TWC's Workforce Development Division provides technical assistance to Boards and grantees to help ensure that data is entered accurately and timely as required by applicable systems and established processes. TWC's Sub-Recipient Monitoring Department conducts data validation along with other Board and grantee reviews to support system and data integrity.

TWC's Division of Operational Insight (DOI) is responsible for producing, analyzing, and reporting performance. DOI provides timely, accurate, and understandable information and analyses relevant to the performance, accountability, and integrity of the Texas workforce system. DOI's reporting ensures that TWC and Board and grantee management have the information necessary to make policy decisions that will help the system meet or exceed performance expectations, thus offering the opportunity for Texas businesses, residents, and communities to achieve and sustain economic prosperity.

In addition to producing performance data each month, DOI coordinates with TWC's operational areas to develop "Explanations of Variance" when performance is not between 95 percent and 105 percent of target (whether high or low). TWC also holds open, posted meetings each quarter with the Commission to discuss its performance. These meetings are broadcast on the Internet to allow Boards, grantees, other stakeholders, and the public to listen to the discussions and understand the system's current areas of strength and weakness, as well as proposals to support continuous improvement.

As noted, TWC has a strong commitment to the use of performance data to evaluate programs and partners. TWC was an early implementer of the Common Measures and in 2005 extended them beyond Wagner-Peyser and WIA to cover other federal and even state-funded workforce system programs. TWC realized that using the same measures and definitions across programs helped improve program evaluations and removed potential barriers to integration of services by creating common definitions of success.

TWC actively monitors the system through monthly, and in some cases, weekly performance reports. Program staff review these reports and communicate with system partners as appropriate to provide technical assistance and obtain information on best practices to share with other partners. TWC's Commissioners hold open, posted, performance and financial briefings on a quarterly basis. TWC will continue these effective practices under WIOA but extend them further.

The Texas workforce system has been on the leading edge of performance measurement, evaluation, and accountability within the national workforce system for over a decade. In 2003, TWC implemented a set of system-wide performance measures that successfully improved employer engagement and effectiveness serving employers. In 2005, TWC embraced the Common Measures and applied them to all state and federally funded employment and training programs using common Periods of Participation and integrated reporting. TWC also obtained

a performance measure waiver that gave TWC flexibility in selecting performance measures to contract with Boards so that the system could break down program siloes and focus on integrated services. In 2006, TWC became the first state to file a report through the Workforce Investment Streamlined Performance Reporting (WISPR) system. Several times over the next nine years, TWC redeveloped the WISPR specifications for DOL in order to simplify the system and include additional functionality, each time mentoring other states interested in integrated reporting with or without the WISPR system.

TWC envisions leveraging its experience in building an integrated reporting system to support Common Measures and the WISPR to build a similar system to perform integrated reporting for WIOA and for reports required by WIOA §116. Customer data from TWC's case management systems, as well as other data such as UI wage records, will be extracted and combined to produce customer-centric, rather than program-centric, records to be used in reporting. The envisioned platform will allow integration of customer records across all six core programs as well as a variety of other partner programs to provide a holistic view of each customer, the services they were provided, and their outcomes.

These efforts will eventually lead to the implementation of a data warehouse and analytics platform that will support oversight, consumer education, and decision-making at all levels of the workforce system. The integrated warehouse may also be a means to deliver some of the benefits that an integrated case management system is envisioned as providing. This model will allow TWC to work to develop advanced statistical models that can help identify not only those customer most in need of services but also help prescribe the types of services that may be most effective for a given customer based on what we learn from having served similarly situated customers in the past.

Continuous Improvement and Innovation

The Texas workforce system is part of a dynamic, competitive, and global marketplace. In order to achieve the vision and mission of the workforce system, an ongoing commitment to continuous improvement and innovation ensures an adaptive and thriving workforce system. Actions that are essential to continuous improvement and innovation include the following:

- Research and assess best practices throughout industry and workforce systems nationally and internationally.
- Incorporate promising practices from outside the Texas workforce system.
- Analyze program and system performance and implement process improvements to correct the course, when appropriate, as indicated by empirical data and information.
- Streamline data, information, communications, and decision-making capabilities to ensure improvement and innovation become embedded into all system elements by assuring core competencies are developed and nurtured throughout the system.

TWC continues to work with local partners in developing performance reporting systems that provide information about how services impact customer outcomes. As TWC improves its suite of automated systems, partners gain the ability to capture a more complete set of customer data that supports categorical workforce programs and stores the associated data in a central repository.

TWC's vision for its next-generation integrated performance reporting system involves incorporating customer data from all federal and state-funded employment and training programs coupled with a customer-focused data model that will support aggregating data into any combination of programs and characteristics. This will allow the system to meet program

reporting requirements as well as permit other views of the data. Key to its effectiveness and ability to support transparency and accountability, the system will need to be able to report a customer's outcomes the same way for every program or aggregation of data.

Evaluating participants' outcomes to ensure accountability is by no means the end of the process. Once TWC has identified the most effective set of measures, it will turn to evaluating current and historical data to move past simple descriptive statistics and into predictive and, most importantly, prescriptive statistics. TWC seeks to understand what factors influence performance in order to be able to determine whether results achieved were reasonable, to predict what levels of performance are likely to be achieved in the future, and to identify what actions the system should take when serving specific customers to achieve effective outcomes. These efforts will support continuous improvement and set the foundation for developing effective means to measure the return on investment.

The alignment across programs includes coordination and cooperation in serving Texans. All allowable activities are provided, as appropriate, and co-located for the WIOA Adult, Dislocated Worker, and Youth and Wagner-Peyser Employment Service core programs. VR and Adult Education and Literacy core programs are not co-located with the Adult, Dislocated Worker, and Youth, and Employment Service core programs, since this would place a financial and operational burden on the workforce system. To best affect alignment, coordination, and integration, TWC, in coordination with the Boards, Tele-Center operators, and VR providers, will maintain the existing referral systems in place to meet the needs of our customers.

The Texas workforce system's strategic planning process also calls attention to issues and opportunities that have cross-partner implications and hold significant strategic value to the overall success of the system's ability to meet its vision and mission. Full consideration is given to identifying and assessing high-priority, high-impact issues by system partners and stakeholders for the fundamental purpose of improving performance and outcomes for the workforce system and its customers.

Through careful evaluation, several issues were identified that traverse programs or services administered by multiple agencies to be considered as part of the strategic planning process. The following cross-partner issues and opportunities were derived from a larger number of planning issues and opportunities:

- Facilitate effective and efficient transitions and enhance transition services.
- Increase employment outcomes.
- Expand partnerships with system stakeholders and promote collaboration and joint planning.
- Incorporate/expand options for dual credit and/or licensure and certification.
- Increase business and industry involvement.
- Align programs and services.
- Share timely data and information.
- Promulgate promising practices and reduce duplication.
- Recruit and/or provide professional development.
- Ensure portable and transferrable options.
- Address skills shortages.
- Institutionalize alternative service delivery methods.

Executive Summary

The Texas Workforce Commission (TWC) Workforce Plan is an integral part of the agency's staffing plan. With constraints on funding and an aging workforce resulting in fewer, less experienced workers available as replacements, workforce planning is not considered optional, but rather a business necessity. TWC is proactively addressing these challenges by preparing for the future and reducing risks. With the support of the Human Resources (HR) Department, TWC Division Directors and Special Office Directors are able to develop customized plans for ensuring they have staff in high impact positions with the required skill sets. HR provides information on a regular basis to management on trend analysis, monitoring progress and assessing the effectiveness of their efforts throughout the year. Designed for flexibility, the TWC Workforce Plan continuously allows TWC's executive management to make adjustments according to the changing needs of the agency.

State leaders in Texas recognize the importance of workforce planning. As part of their strategic plans, state agencies are required under the Texas Government Code, Section 2056.0021 to develop a workforce plan. The State Auditor's Office (SAO) provides the authorized workforce planning guidelines to state agencies which include the following key elements:

- Current Workforce Profile – Describes the agency's current workforce by assessing whether current employees have the knowledge, skills and abilities needed to address critical business issues in the future.
- Future Workforce Profile – Develops a future business and staffing outlook. Determine trends, future influences, and challenges for the agency's business functions, new and at-risk business, and workforce composition.
- Gaps Analysis – Identifies gaps (shortages) and surpluses (excesses) in staffing and skill levels needed to meet future functional requirements.
- Strategy Development – Develops strategies for workforce transition. Solutions include:
 - Changes in Organizational Structure
 - Succession and Continuity Planning
 - Retention
 - Recruitment
 - Career Development
 - Leadership Development
 - Organizational Training and Employee Development

Agency Overview

The Texas Legislature created the Texas Workforce Commission (TWC) in 1995 to consolidate programs dealing with employment-related education and job training. TWC was also given the responsibility of administering the Unemployment Insurance program, the state's labor laws, and maintenance of the Texas labor market statistical information.

The law also changed the system by which local employment and training services are delivered. Local Workforce Development Boards (LWDBs), appointed by the chief elected officials of the area, plan, monitor and evaluate local services. The system continues to develop innovative workforce solutions and reach new milestones.

On June 19, 2015, Governor Greg Abbott signed into law Senate Bill (SB) 208, which transfers several Vocational Rehabilitation (VR) programs from the Department of Assistive and Rehabilitative Services (DARS) to TWC. Effective Sept. 1, 2016, the following programs will transfer to TWC:

- General Vocational Rehabilitation
- Blind Vocational Rehabilitation, including the Criss Cole Rehabilitation Center
- Business Enterprises of Texas (BET)
- Independent Living Services (ILS) Older Blind

The Texas workforce system sets an example for other states to follow when it comes to emphasizing employers' needs as the driving force in workforce service delivery. Underwriting this concept, Texas specified early on that the Chair of each local workforce development board and a majority of Board members must come from local employers. In fact, in implementing the Workforce Investment Act (WIA), the U.S. Congress used much of the Texas system as a model for restructuring workforce reform at the national level.

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

The agency's mission is carried out through broad activities divided among the following Divisions: Workforce Development; Unemployment Insurance and Regulation; Regulatory Integrity; Business Operations; External Relations; Information Technology; and Civil Rights. The Special Offices include Employer Initiatives, General Counsel, Internal Audit, Operational Insight and Transition Management.

TWC has staff located in 28 workforce development areas, many of whom are integrated with local staff in the more than 200 Workforce Centers and satellite offices across the state of Texas and the 130 VR field offices that joined TWC as part of the DARS transition.

Agency Mission

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

Core Business Functions

TWC is responsible for overseeing the state's workforce development programs and administering the Unemployment Insurance program, the state's labor laws, and maintaining the Texas labor market

statistical information. All of TWC's core business functions are designed to address the needs of our key customer groups:

- Employers
- Workers and Job Seekers
- Targeted Populations
- Future Workforce
- Communities
- People with Disabilities

Through a market-driven workforce system, TWC and the 28 workforce development boards continue to provide integrated services to employers and job seekers, addressing each community's need for a skilled workforce and job opportunities. TWC and VR offices administer a diverse range of services at the local level, which has created a system that supports current and future economic prosperity for the employers, workers, communities, and students in Texas.

TWC responds to the needs of Texas employers with services ranging from business support to staffing assistance to skills-specific training programs. From Fortune 100 companies to small, family-owned businesses, the employers of Texas recognize TWC as a tremendous asset to their success. TWC offers the following for Texas employers:

- WorkInTexas.com
- Customized skills training
- Business services
- Recruitment and referral of qualified applicants
- Testing and pre-screening of job candidates
- Texas Business Conferences
- Work Opportunity Tax Credit (WOTC) assistance
- Labor Market and Career Information
- Wage and Labor Law Information

Texas has a labor force of more than 13 million who can benefit from TWC services. Job-search assistance, educational and training opportunities, and financial management courses are a few examples of services available at no cost. Many Texas workers pursue careers without interruption throughout their lives. For others, changes in skill demands due to ever-improving technology, staffing changes or other factors make TWC essential to the success of the Texas workforce. TWC offers the following for workers:

- WorkInTexas.com
- Veterans employment and referral services
- Texas Veterans Leadership Program
- Workforce development and training opportunities
- Apprenticeship programs
- Workforce Investment Act Employment Services
- Temporary Assistance for Needy Families/Choices
- Supplemental Nutrition Assistance Program Employment and Training

- Child care for qualified families
- Senior employment services
- Employment support services including child care and transportation
- Unemployment Insurance
- Labor Market and Career Information
- Wage and Labor Law information

Through the services provided to Texas employers and workers, local communities across the state can prosper from the well-designed workforce development system which is the foundation for our state's economic strength.

Anticipated Changes to Mission, Strategies, and Goals

The agency does not anticipate significant changes to our overall mission but several factors may influence the implementation of our strategies and goals, including:

- Economic Factors

Economic factors such as those listed below, will continue to influence the labor market:

- Job growth and economic conditions
- Industries demanding new skill sets from workers
- Changing demographics of the labor force
- Globalization providing new business opportunities and labor force challenges

- Effects of Potential Changes in Federal Law

The potential changes in federal law may impact service delivery for workforce development:

- WIA Reauthorization
- Supplemental Nutrition Assistance Program Reauthorization
- TANF Reauthorization
- Trade Adjustment Assistance

The demands on the federal budget could seriously limit the Texas workforce system's funding. Additional challenges arise from the way federal funds are distributed. Each federal program has separate funding streams with built-in limitations on eligibility criteria. While TWC and the local boards comply with the requirements, the program restrictions hinder Texans' access to one-stop services. Conversely, an increase in funds directed to a particular program could cause required staffing increases or other changes.

- Changes from the Texas Legislature

TWC executive management must stay on top of any legislative changes that may affect workforce development so opportunities are maximized and laws are enforced. These changes may also create an increased focus and need to ramp up skill sets to meet the legislative requirements. Examples include:

- Regulatory Enforcement
- Unemployment Insurance
- Workforce

Current Workforce Profile (Supply Analysis)

The agency's authorized FTEs for FY 2016 is 2,943.92. The staffing profile for TWC's workforce as of Jan. 1, 2016, was 4,597 full-time (FTEs) and part-time employees located throughout the state of Texas. About 1,860 FTEs will join TWC on Sept. 1, 2016 in the DARS transition. The General Appropriations Act, 83rd Legislature, Regular Session, Article IX, §6.10, paragraph (h) and Article VII, Texas Workforce Commission, Rider 3 acknowledges the potential for exceeding the FTE cap.

Workforce Demographics

The following charts profile the agency's workforce as it relates to age, gender, ethnicity, and length of state service as of Jan. 1, 2016.

Age:

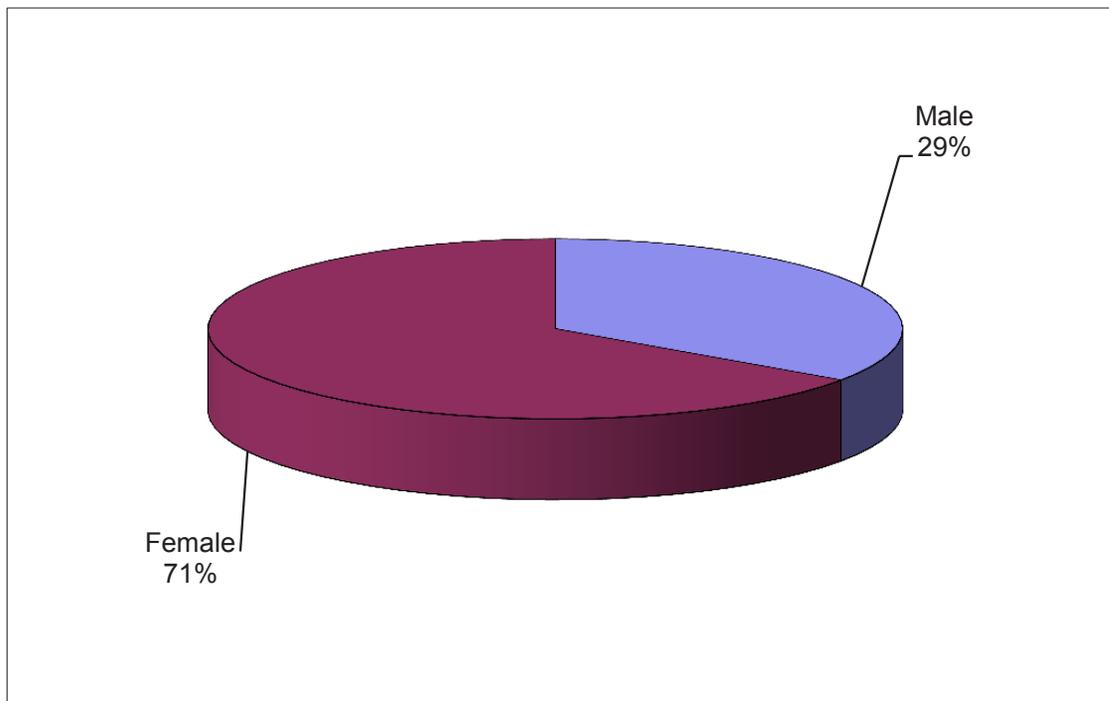
TWC has a mature workforce. The average age of a TWC employee is 50 years, 2 months. Approximately 65.52% of the staff s over the age of 45. (Table 1)

The table below represents the agency as a whole. When the data are analyzed for the divisions, the age percentages are generally proportionate to those of the whole agency.

Age	# of Workers	% of Total Workforce
Under 25	20	.44%
25 – 35	534	11.6%
36 – 45	1,003	21.48%
Over 45	3,040	66.1%
Total	4,597	

Gender:

TWC's current workforce is 4,597 employees, of whom 29% (1,355) are males and 71% (3,242) are females.



Ethnicity:

TWC Minority Staffing Compared to Statewide Workforce Percentages

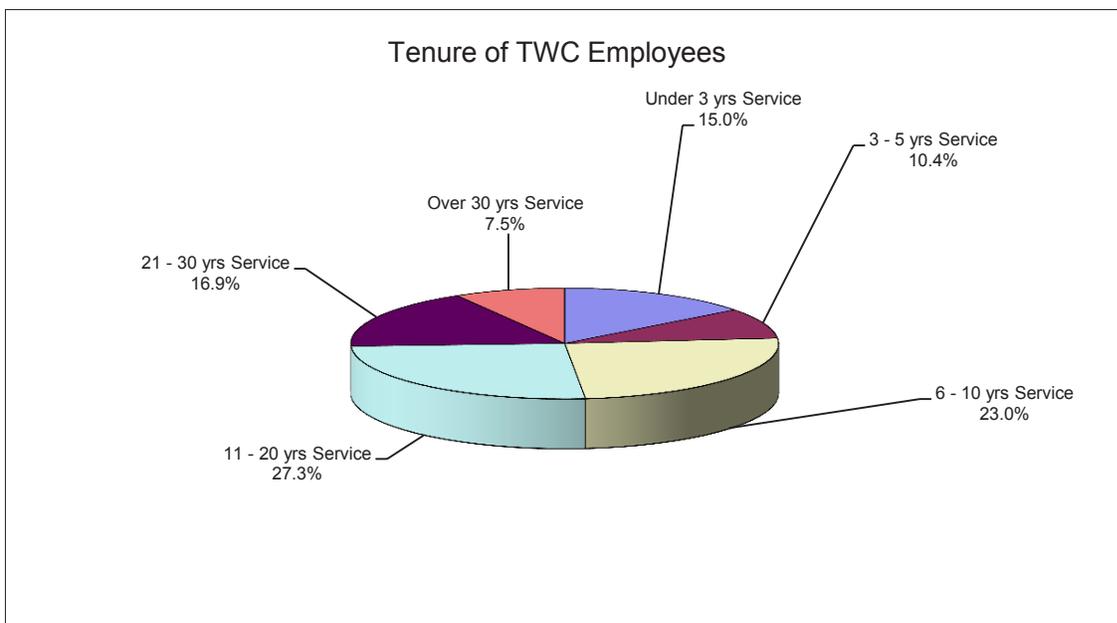
TWC’s commitment to workforce diversity is reflected throughout our organization. The agency’s employment of African-American, Hispanic-American and female employees exceeds civilian labor force percentages in most Equal Employment Opportunity (EEO) Job Categories. Approximately 74.8% of TWC’s employees are in positions that are in the “Officials/Administration” or “Professional” EEO Job Categories. Minority representation in these two categories far exceeds civilian labor force percentages.

The following table compares the percentage of African American, Hispanic American and female TWC employees to the statewide workforce as of January 2016, as reported by the Civil Rights Division of the Texas Workforce Commission:

EEO Job Category	% Total TWC Positions	Workforce Percentages by EEO Category					
		African Americans		Hispanic Americans		Females	
		TWC	Civilian Labor Force %	TWC	Civilian Labor Force %	TWC	Civilian Labor Force %
Officials/ Administration	11.5	14.4	7.1	32.3	20.9	57.4	37.5
Professional	58.8	23.4	11.0	31.8	18.6	72.3	54.9
Technical	3.7	10.5	13.8	22.2	28.8	40.9	51.3
Administrative Support	4.7	23.0	13.6	37.8	33.0	80.6	72.8
Skilled Craft	.23	09.0	9.5	45.5	49.3	9.0	11.1
Service/Maintenance	10.1	20.0	12.2	52.9	53.7	78.5	51.4

Length of Service:

The state tenures of TWC employees are: 15% (688) have less than 3 years of service, 10.4% (480) have between 3 and 5 years of service, 23% (1,056) have between 6 and 10 years of service, 27.3% (1,255) have between 11 and 20 years of service, 16.9% (775) have between 21 and 30 years of service, and 7.5% (343) have over 30 years of service.

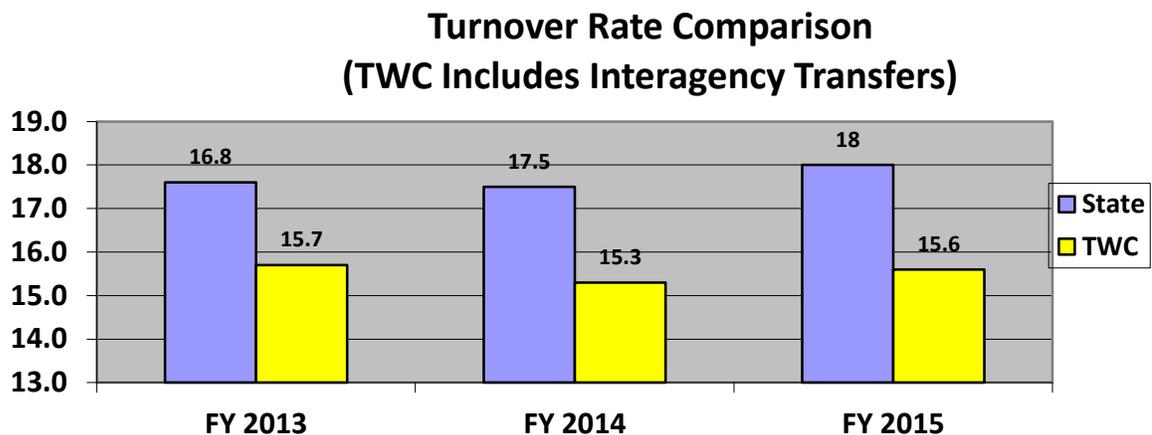


Percent of Workforce Eligible to Retire and Return-to-Work Retirees

With a maturing and highly experienced workforce, 18.4% (849 employees) of the agency’s staff re eligible to retire today if they choose to do so. Of that group, approximately 10.2% (87 employees) are management or lead staff. Additionally, another 194 return-to-work retirees could leave employment at any time. Of those, 39 are management or lead staff. Collectively, employees eligible to retire and return-to-work retirees represent 24.4% of the agency’s total workforce and 33.1% of the agency’s management or lead staff.

Employee Turnover

Based on *An Annual Report on Classified Employee Turnover for Fiscal Year 2015* issued by the State Auditor’s Office, the statewide turnover rate is 18%. This turnover rate excludes transfers to other state agencies or institutions of higher education as these are not considered a loss to the State workforce. TWC’s turnover rate (which includes interagency transfers) is 15.6%. That rate includes all staff separations even though some employees leaving the agency may have stayed in state government. The chart below illustrates the comparison of TWC’s turnover rates with the state’s turnover rates according to the State Auditor’s Office.



TWC’s turnover has traditionally been below the state’s average because of our effective retention strategies and positive working environment. Since FY 2011, the turnover rate has been significantly below the state average.

Length of Service:

As of end of FY 2015, TWC’s demographic information shows employees with less than three years of state service tend to have the highest turnover rates – 21.6% of the agency’s turnover comes from that group.

AGENCY TURNOVER

Years Service	# Employees	Turnover Numbers	Turnover Percentages
Under 3	726.5	157	21.6%
3 – 5	396.75	76	20.5%
6 – 10	1,068.25	134	12.5%
11 – 20	1,286.25	140	10.8%
21 – 30	4,821.75	111	13.5%
Over 30	237.5	62	18.3%
Total	4,425	680	

Projected Employee Turnover Rate over Next Five Years

If TWC turnover rates for the past five years continue at the same pace over the next five years, the turnover percentages per year will be as indicated in the table below. (Table does not factor in DARS turnover rates.)

PROJECTED TURNOVER RATES BY YEARS OF SERVICE

Years Service	Turnover Numbers	Turnover Percentages
Under 3	157	20.6%
3 – 5	133	17.4%
6 – 10	149	19.5%
11 – 20	132	17.3%
21 – 30	119	15.6%
Over 30	73	9.5%
Total	763	

Demographic data shows that 41.3% (1,819 employees) of TWC’s workforce will be eligible to retire by Sept. 1, 2021. Of that group, 19.95% (181 employees) are management or lead staff.

Workforce Skills Critical to the Mission and Goals of the Agency

TWC’s vision is for Texans to view the Texas workforce system as a dynamic market-driven system, crafting workforce solutions that have a positive economic impact for Texas employers and more jobs for workers. This vision guides the employees who are responsible for administering and delivering programs and services throughout the state.

TWC is a very diverse, complex agency requiring a variety of critical workforce skills to perform core business functions. Based on the expectations of TWC’s executive management, the following identify the agency’s critical workforce skills:

Leadership and People Management

- Rapid Process Improvement
- Strategic Planning/Forecasting
- Decision Making
- Problem Solving
- Negotiation
- Continuous Learning
- Change Management
- Communication
- Diversity Awareness
- Team Building
- Interpersonal Relationships
- Personal Responsibility
- Mediation/Conflict Resolution
- Customer Service and Service Delivery

Business Knowledge

- State/Federal Laws
- Rulemaking
- TWC Programs
- Legislative Process
- Policy Development and Implementation

- Research/Writing/Editing
- Interviewing and Information Gathering
- Investigation
- Contract Management
- Monitoring
- Emerging Computer Technology
- State Procurement
- Lean Processes

Business Management

- UI Benefits Overpayment Collection
- Risk Assessment
- Cost Estimating
- Construction Management

System Management

- Use of Technology in General
- Information Reporting
- Internet Programming/Applications
- Data Analysis/Management
- Telecommunications Technology
- Computer/Automated Services Skills

Future Workforce Profile (Demand Analysis)

As a market-driven system, the Texas workforce system will continue to evolve and improve to meet customer needs and deliver seamless workforce solutions. Accordingly, the agency's critical functions will adjust to meet the new challenges.

Overall fluctuations in the economy will have an impact on TWC in terms of the agency's workforce and the need for the services our staff oversees and provides to the public at large. Legislation on the federal and state levels also impacts the operations of TWC.

Expected workforce changes

The immediate future is easier to predict, but long-term planning is more difficult. Variables exist, but past experience and short-term future trends are helpful when planning for the next few years. Flexibility is the key, but anticipated critical functions and workforce changes carrying TWC into the future may include:

- Changes in leadership as retirements occur.
- Increasing efficiencies from Rapid Process Improvement initiatives.
- Increasing demand for efficiencies to make best use of available budget/FTEs.
- Increase in less-tenured/less-experienced staff.
- Improved communication and understanding of employers' needs.
- Marketing services to the business community and workers.
- Increasing interaction with Boards on "best practices" and service delivery.
- Opportunities to improve performance and expand local flexibility.
- Providing more self-service opportunities for clients through technology and use of the internet.
- Providing enhanced statistical analysis of data collected.
- Increasing advanced research and evaluation.
- Increasing focus on program integrity and fraud prevention.
- Increasing use of technology throughout the agency.
- Increasing demand for contract monitors and contract management skills.
- Increasing demand for more sophisticated and integrated information and analyses.
- Increasing demand for knowledgeable technical assistance staff.
- Integration of Vocational Rehabilitation staff.

Future Workforce Skills Needed

With anticipated changes to meet future needs in the workforce, including the transition of DARS to TWC, required skill sets will have to adjust accordingly. In addition to general skills, program knowledge and an understanding of the agency's mission is necessary to accomplish positive solutions for Texas employers, workers and communities and it is essential to the future success of the agency. Expected critical skills for the future include:

Leadership and People Management

Rapid Process Improvement
Strategic Planning/Forecasting
Diversity Awareness
Decision Making

Time and Resource Management

Creative Problem Solving
Continuous Learning
Change Management
Interpersonal Relationships

Personal Responsibility
Team Building and Motivation
Customer Service
Staff Development and Mentoring
Mediation/Conflict Resolution
Analytic/Assessment Skills

Business Knowledge

Financial and Budget Management
Expert Program/Regulatory Knowledge
State/Federal Laws
Rulemaking
Legislative Process
Policy Development
Research/Writing/Editing
Oral Presentation and Facilitation
Influencing/Negotiation
Investigation
Monitoring
Contract Management

Bilingual Skills
Statistical Analysis
Lean Processes
Cultural Competency
Public Health

Process Management

Risk Assessment
Cost Estimating
Interagency Business Redesign and Consolidation
Fraud Detection and Prevention
Marketing
Policy Development/Program Planning

Systems Management

Data Collection/Analysis
Advanced Computer Skills
Web-based Services
Wireless Technology

Anticipated Increase/Decrease in Number of Employees

Based on the General Appropriations Act from the 83rd Texas Legislature, agency FTEs will decrease from FY 2014 to FY 2015. The authorized number of FTEs was 3,151 in FY 2014 and 3,017.4 in FY 2015. The authorized number of FTEs was 2,885.2 for FY 2016 and 4,649.7 for FY 2017.

Position realignments may occur with increased outsourcing of programs resulting in a reduction or the redirection of staff functions. Temporary or contract staff may be used to fulfill seasonal/cyclical requirements and to help bridge any worker shortages.

Critical Functions That Must Be Performed

The agency cannot afford down time in significant areas such as leadership, strategic planning/forecasting, decision making, policy development and implementation, automation, or other critical operations. In these areas, it is incumbent on the agency to have a strong succession and continuity plan.

The agency must do everything possible to retain staff that performs functions critical to the agency until replacements can be found or developed.

Gap Analysis:

Anticipated Surplus/Shortage in Staffing Levels

TWC has identified a trend of younger employees leaving the agency after two to three years of employment. While this trend extends beyond TWC and state government as a whole, it indicates that staffing changes will continue to provide opportunities and challenges in the future. Competition for younger workers will increase.

Anticipated Surplus/Shortage of Skills

Many of the agency's leaders and managers are either eligible to retire now or will be eligible within the next five years. Succession planning and knowledge transfer offer the opportunity for the next

generation of TWC employees to launch new ideas that appreciate historical progress while moving services to new levels.

Many Divisions have high-impact staff that cannot be easily replaced because of the employee's expertise and talents. In many cases, there are no natural feeders within the agency from which to draw. In other cases, the person occupying the position has a unique set of skills that cannot be readily found in the marketplace. TWC has a large contingent of tenured staff with institutional knowledge that cannot be quickly gained through the completion of training courses. Because the integration of TWC's system is so advanced compared to other states, we have very few replacement options nationwide within the industry.

Strategy Development:

Changes in Organizational Structure

Each Division and Special Office has analyzed its individual needs to identify goals, gaps, and action steps. Because workforce planning is an ongoing activity, this analysis provides a framework for progress throughout the year.

Human Resources provides workforce planning status reports to the Division Directors and Special Office Directors. Through ongoing analysis, management is able to track trends and progress for their areas.

The executive team will implement additional strategies, make changes to existing strategies or delete certain strategies as a result of the changing needs of the organization.

Succession and Continuity Planning

TWC's goal is to have a continuous flow of competent leaders and staff to perform all core functions that support the agency's mission. Succession and continuity planning efforts are focused in two key areas:

- Individual Employee Development – for all levels of employees.
- Management Development – preparing employees for leadership opportunities.

Effective succession and continuity planning is a partnership between TWC's executive team, management staff and Human Resources. A variety of broad strategies and practical solutions must be combined to formulate an effective plan including:

- Recruitment, Selection and Hiring Strategies.
- Retention and Reward Strategies.
- Effective Management Practices.
- Leadership Development.
- Mentoring, Coaching, and Cross-Training Practices.
- Staff Career Development.
- Effective Knowledge Transfer.

Recruitment and Retention

Every area has the need to attract and retain high performing people with valuable skills. Therefore, a variety of recruitment and retention strategies are available throughout the agency.

- Hiring and selection methods for best fit

- Compensation
- Retention bonuses
- Promoting state benefits
- Integrating staff development with career ladders
- Formal and informal orientation programs
- Positive work culture and conditions
- Work/life balance and family friendly policies including flexible work hours
- Telecommuting opportunities
- Sufficient salaries and merit increases
- Recognition programs

TWC's executive team is committed to preparing for the future by continuously retaining and developing highly qualified personnel who will be prepared to transition into leadership and mission-critical positions in the future.

Career Development

All supervisors are responsible for planning for the development needs in their areas of responsibility. Through analysis of a position's job duties, management will work with individual employees to create individual development plans based on the required knowledge and skills. The development plans must address current and future knowledge and skill needs.

The Human Resources Management (HRM) Training and Development Department provides access to classroom training, videos and LearnSmart (a web-based learning system) to assist management in the development of an employee's basic job skills.

(A list of the available training is included in EXHIBIT 1.)

Leadership Development and Replacement

The following elements of discovery are essential to the leadership development and replacement process:

- Key replacement needs and critical positions to include in the succession plan.
- Key competencies of job performance in all critical positions.
- Key high potential people, and the individual development plans necessary to prepare them to be replacements in critical positions.
- Methods for preparing and developing employees for advancement.
- Processes for knowledge transfer.
- Possible obstacles that make knowledge transfer difficult and possible solutions.
- Priorities, desired outcomes, expected results, and timelines for implementation.

Leadership succession integrates competency-based learning tracks with career development. The long-range goal is to prepare staff to perform competencies within specific at-risk functions, and to prepare them to be competitive for future career opportunities.

Organizational Training and Employee Development

The HRM Training and Development Department facilitates and assists Divisions and Special Offices with training solutions to develop employees to meet future knowledge and critical management

needs. The management development knowledge and skill competencies have been divided into five categories:

- **Leadership** - Demonstrates accountability for outcomes, integrity, influence and vision; uses self-awareness to predict the emotional impact their personal behaviors and decisions will have on the performance motivation of others.
- **People Management** - Demonstrates proficiency at directing and influencing people as resources to accomplish goals; uses self-awareness to effectively implement the mission by understanding, supporting and developing staff, giving feedback, listening, preventing and resolving conflict.
- **Process Management** - Demonstrates the ability to implement organizational strategies and goals using processes.
- **Systems Management** - Demonstrates understanding and capacity to blend agency procedural systems and technology into integrated solutions for tracking and reporting and to understand cause and affect relationships between complex business systems.
- **Business Knowledge** - Demonstrates understanding of the organizational culture, processes, and procedures.

(A list of Management Development training is included in EXHIBIT 2.)

EXHIBIT 1

The Human Resources Management Training and Development Department provides access to classroom training, videos, computer-based training, and LearnSmart (a Web-based learning system) to assist management and employees. The following is a list of LearnSmart training:

Soft Skills & Leadership Development Series

Communications Skills

Appraising Performance
Business Communication Fundamentals
Better Business Writing
Coaching with Confidence
Effective Delegation
Effective Presentation Skills
Email Etiquette
Facilitating Meetings and Groups
Fundamentals of Business Crisis Management
Making Humor Work at Work
Managing Contractors and Temporary Employees
Mentoring that Matters
Negativity in the Workplace
Sexual Harassment Prevention for Employees
Sexual Harassment Prevention for Managers
The Change Process

Customer Service Skills

Calming Upset Customers
Connecting to Customers
Cornerstones of Sales and Customer Service
Helping Customers through Quality Service

Diversity and Compliance

ADA Compliance in Business
Delivering Effective Training
Diversity Dynamics

Efficiency Skills

Assertiveness
How to De-Junk Your Life
How to Get Things Done
Motivation and Goal Setting

Employment Law Compliance Skills

ADA and Disability Law
Federal Acquisition Regulation Overview 3.10
Successful Termination
Understanding Business Ethics
Understanding HIPAA

Executive Leadership

Leadershift
New Business of Paradigms
Tactics of Innovation
Wealth Innovation and Diversity

Executive Management Skills

Empowerment
Managing Technical Professionals
Moving from Technical Professional to Management Series
Moving into Management Series

Leadership Skills

Front Line Leadership Series
Handling Conflict and Confrontation
Powerful Communication Skills
Rewarding Peak Performers
Succession Planning Series
Workforce Generation Leadership Series

Productivity Skills

Art of Communication
Art of Organization
Art of Stress Management
Attitude for Success
Manage Time

Successful Management Skills

Advanced Management Skills
Business Execution Series
Crucial Skills for Tomorrow's Managers Series
Giving and Receiving Criticism
Managing Disagreement
Management to Leadership Series
Successful Hiring
Successful Negotiation
Successful Termination

Team Development Skills

Working as a Team

Telephone Communication Skills

Call Center Success
Power of Telephone Courtesy
Telephone Collections
The Rewards of Telephone Courtesy

Project Procurement Management

Project Management

Google Apps

Google Documents Series
Google Presentations Series
Google Spreadsheets Series

Intuit

QuickBooks 2011

Office Productivity Series

Google Apps

Google Documents
Google Presentations
Google Spreadsheets

Microsoft Office 2010

Office Access 2010 Series
Office Excel 2010 Series
Office PowerPoint 2010 Series
Office Project 2010
Office Word 2010 Series
Office Outlook 2010 Series

Microsoft Office 2007

Office Access 2007
Office Excel 2007
Office Outlook 2007
Office PowerPoint 2007
Office Project 2007
Office Publisher 2007
Office Word 2007

Microsoft Office 2003

Office Access 2003
Office Excel 2003
Office Outlook 2003
Office PowerPoint 2003
Office Project 2003
Office Publisher 2003
Office Word 2003

EXHIBIT 2

The Human Resources Management Training and Development Department facilitates access to classroom training, videos, computer-based training, and LearnSmart (a Web-based learning system) to assist management and employees. The following is a list of classroom training and computer-based training.

Category	Definition	Competencies	Courses
Leadership (of Others and Self)	Demonstrates accountability for outcomes, integrity, influence and vision; uses self-awareness to predict the emotional impact their personal behaviors and decisions will have on the performance motivation of others.	<ul style="list-style-type: none"> • Leadership for High Performance • Communication • Vision and Goal Setting • Decision Making • Problem Solving • Strategic Planning/ Forecasting • Strategic Thinking • Systems Thinking • Analytical Thinking • Critical Thinking • Relational and Abstract Thinking • Statistical Analysis 	<p>TWC Management Development Courses:</p> <ul style="list-style-type: none"> • Leadership in Management • Supervisory Skills Development • Customer Service for Managers • Strategic Planning <p>TWC Human Dynamics Courses:</p> <ul style="list-style-type: none"> • Becoming a Fair-Minded Thinker: An Introduction to Critical Thinking • Conflict Management Strategies • Objectivity: A Matter of Maintenance • Problem Solving and Decision Making • Stress Management • Lessons from the Last Lecture • Insights Into Personal Effectiveness • Exploring Insights • Conflict Management Strategies • Working with Generational Differences • Dealing with Difficult People • Building a Stronger Team • Transitional Motivation • Communication

Category	Definition	Competencies	Courses
			<ul style="list-style-type: none"> • Confident Communication • Diversity in the Workplace • Strengths <p>Total Training Network Facilitated Videos:</p> <ul style="list-style-type: none"> • Re-Think To Out-Think • The Essence of Leadership • The Leader as a Strategic Thinker • Leadership Styles • The Manager’s Roles and Goals • Creating a High Trust Environment • Improving Employee Performance • Coaching and Counseling For High Performance • Setting Priorities • Effective Problem Solving • Excellent Decision Making • Five Steps to Goal Setting • Leveraging Your Potential • Choices and Consequences • Thinking Big • Strategic Goal Setting • Effective Problem Solving • Skills Coaching • Re-Thinking Service

Category	Definition	Competencies	Courses
			<ul style="list-style-type: none"> • 1001 Ways To Energize Organizations • Entrepreneurial Leadership • How To Have Your Best Year Ever "Setting Goals" • Character Counts • Secrets To Persuasion • Leadership Stumbling Blocks • Walk the Talk • Tough Minded Leadership • Conquering Leadership Challenge • Holographic Organization • It Is Not What Happens to You: It Is What You Do About It • The Impossible Takes Longer • Flexible Thinking Switching on Your Best • Winning Credibility • Setting Goals and Priorities • Seven Secrets of Success • Three Cs of Success • Dream Big Dreams • The New Role of the Manager • Superior Supervision • The Art of the General • The GOSPA Method • Work Smarter, Not Harder

Category	Definition	Competencies	Courses
People Management	Demonstrates proficiency at directing and influencing people as resources to accomplish goals; uses self-awareness to effectively implement the mission by understanding, supporting and developing staff, giving feedback, listening, preventing and resolving conflict.	<ul style="list-style-type: none"> • Employee Development • Motivation • Empowering Others • Delegating • Building Teams • Managing Teams • Communicating • Coaching • Mentoring • Managing Change • Conflict Resolution • Managing Diversity • Negotiating • Collaborating • Networking • Developing Customer Focus • Change Management • Mediation • Interpersonal Relations • Career Development 	<p>TWC Management Development Courses:</p> <ul style="list-style-type: none"> • Supervisory Skills Development • Team Building for Supervisors • Employee Development • Customer Service for Management • Managing Transition • Managing Across Generations • Managing Case Managers • Insights into Personal Effectiveness <p>Total Training Network Facilitated Videos:</p> <ul style="list-style-type: none"> • Releasing the Human Dimension of Quality • Managing Change Effectively • Seven Secrets to Mental Fitness • Effective Delegation • Personal Power in Negotiating • Guiding Employees Through Change • Dealing with Difficult People • The Critical Factors of Success • Listening is Number One • Be a Better Communicator

Category	Definition	Competencies	Courses
			<ul style="list-style-type: none"> • Personally Responding to the Challenge of Change • Building a Learning Organization • Interpersonal Communication Skills • Your Initial Position in Power Negotiating • Characteristics of a Power Negotiator • Secrets to Persuasion • Giving and Receiving Criticism • Building Winning Teams • Lighten Up! • 1001 Ways to Energize Individuals • It's Your EQ Not Your IQ • Meeting the Challenge • The Challenge of Change • The Change Race • Enhancing Your Self-Motivation with Power Talking Skills • How To Have Your Best Year Ever "Communicator" • How To Have Your Best Year Ever "Personal Development" • How To Have Your Best Year Ever "Five Key Abilities"

Category	Definition	Competencies	Courses
			<ul style="list-style-type: none"> • How To Have Your Best Year Ever “Putting It Together” • Increasing Cooperation From Others With Power Talking Skills • Listening Leadership • Project a Positive Image with Power Talking Skills • Resolving Conflicts with Ease • The Power of Listening • The Ten Commandments of Power Networking • Customer Service Lessons • Customer Service You’re In Control • Service – Creating Moments of Magic • Service Excellence • How to Be an Effective Communicator • Empowering Others to Peak Performance • Five Steps to Self-Directed Work Teams • Getting Mentors for Success • Achieving Personal Excellence • Balancing Work and Family • Managerial Negotiating Skills • Personal Empowerment

Category	Definition	Competencies	Courses
			<ul style="list-style-type: none"> • Re-Thinking Motivation • The Fundamentals of Motivation • A Strategy for Winning • Attitude, Ability and Discipline • The Awesome Power of People • Beyond Impossible • Dare to Dream • The Dream. The Struggle. The Victory. • Going Beyond a Positive Mental Attitude • It Only Takes a Minute to Change Your Life • Make Every Day a Terrific Day • Take Control of Your Destiny • Take Your Best Shot • The EPOD Theory • Personal High Performance • Personal Excellence • Make it a Winning Life • The Miracle in the Mix • Leveraging Your Potential • Pushing to the Front • Simplifying Your Work and Life • Developing Personal Power • Five Keys to Personal Power • High Achievement • Making it a Great Life

Category	Definition	Competencies	Courses
			<ul style="list-style-type: none"> • Programming Yourself for Success • Reengineering Your Life • The Luck Factor • Making Teamwork Work • Team Building • The Winning Team

Category	Definition	Competencies	Courses
Process Management	Demonstrates the ability to implement organizational strategies and goals using processes.	<ul style="list-style-type: none"> • Presentation • Facilitation • Communication • Project Management • Time Management • Problem Solving • Strategic Planning • Prioritizing • Evaluating and Measuring Outcomes • Customer Focus/Service • Coordinating Resources (Time, Money, People, Information, Equipment) • Planning and Conducting Effective Meetings • Legislative Process • Information Reporting 	<p>TWC Human Dynamics Courses:</p> <ul style="list-style-type: none"> • Rapid Process Improvement • Project Management • Presentation Skills • Facilitation Skills • Strategic Planning • Reclaiming Your Time • Case Management • Customer Service • Customer Service for Managers • Business Writing • Grammar for Business Writing • Writing Effective E-mail • Writing Standard Operating Procedures <p>Total Training Network Facilitated Videos:</p> <ul style="list-style-type: none"> • Meetings That Produce Results • Managing Priorities in Constantly Changing Times • Effective Project Management • The Psychology of Time Management • Maximizing Productivity • Planning and Organizing • Staying on the Fast Track • Delegating and Communicating

Category	Definition	Competencies	Courses
			<ul style="list-style-type: none"> • Eliminating Time Wasters • Overcoming Procrastination • How to Manage Your Time for Maximum Productivity • Philosophy of Time Management • The 59-Second Mind Map • How We Waste Our Time • Fast Tracking Your Career • Do Not Procrastinate • Planning and Scheduling • Setting Priorities • Time Management Skills • Urgency and Time Saving Habits • Write Things Down • Business Writing • Presentation Skills • Telephone Fundamentals • Ten Commandments for Clear Writing • Winning Presentations • Building a Learning Organization • High Impact Training

Category	Definition	Competencies	Courses
Systems Management	Demonstrates understanding and capacity to blend agency procedural systems and technology into integrated solutions for tracking and reporting and to understand cause and effect relationships between complex business systems.	<ul style="list-style-type: none"> • Managing Resources through Systems (Time, Financial Resources, People, Information, Equipment) • Budgeting • Knowledge of Available Technological Systems and Equipment • Knowledge of Applications for Technological Systems • Proficient Utilization of Technological Resources • Emerging Computer Technology • Internet Applications • Data Management 	<p>TWC Agency-Specific Courses:</p> <ul style="list-style-type: none"> • WorkInTexas.com • The Workforce Information System Of Texas (TWIST) Overview • TWIST Group Actions • TWIST Reports • TWIST for New Hires • TWIST Intermediate • TWIST for Supervisors and Managers • TWIST Impact on Common Measures • TWIST Child Care: Board Setup, Payment, and Cost Allocations • TWIST Child Care: Establishing Care • InfoMaker Basics for TWIST Ad Hoc Reports • InfoMaker Level II • TIERS • Contracts Administration Tracking System (CATS)

Category	Defin tion	Competencies	Courses
Business Knowledge	Demonstrates understanding of the organizational culture, processes, and procedures.	<ul style="list-style-type: none"> • PPR • EEO • Diversity • Sexual Harassment • Violence in the Workplace • Ethics • EAP • TWC Culture • State/Federal Employment Laws • TWC Program Knowledge • Federal Regulations • Construction Management • Investigation • Contract Management • Service Delivery • Interviewing • Collection • Employer Access • Policy Development • Risk Assessment • Cost Estimating • Monitoring • Financial Management 	<p>TWC Management Development Courses:</p> <ul style="list-style-type: none"> • The Performance, Planning, and Review Process for Supervisors • EEO Policies for Supervisors <p>TWC Agency Courses:</p> <ul style="list-style-type: none"> • CPR, AED, and First Aid • Open Meetings Act • Facilitating Workforce Orientation for Applicants • Workforce 101 <p>Total Training Network Facilitated Videos:</p> <ul style="list-style-type: none"> • Basics Of Interviewing • A Guide To (Dis) Ability Awareness • Another Call From Home • The Performance Appraisal <p>Technology-Based Training:</p> <ul style="list-style-type: none"> • TWC Diversity, Equal Employment, and Non-Discrimination • Age Discrimination In the Workplace • Recognition And Prevention Of Sexual Harassment • Equal Employment Opportunity Awareness Training

**TWC Strategic Plan
Schedule G**

Report on Customer Service

TWC CUSTOMER SERVICE REPORT 2015-2016



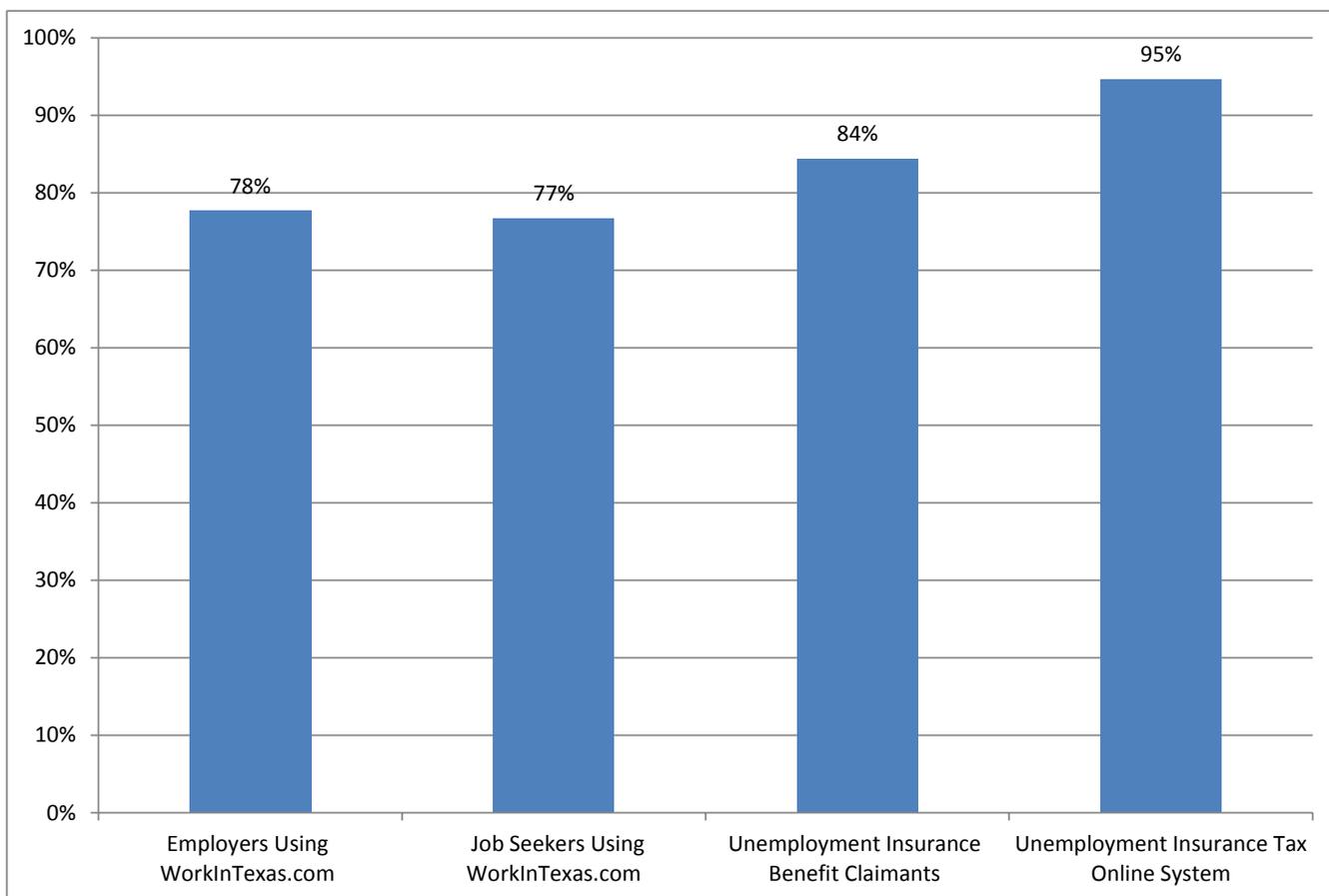
The Texas Workforce Commission (TWC) serves the workers, employers, and communities of Texas by providing innovative workforce solutions. To provide the highest level of service to our customers, the agency conducts ongoing research and evaluations to identify successes, as well as opportunities to improve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

TWC uses a variety of methods to determine the level of customer satisfaction, including customer service evaluations that provided valuable qualitative information. Customer service evaluations serve as a barometer of how customers perceive TWC services and are a valuable tool for management. These evaluations provide valuable insight for the agency and can be turned into opportunities for continuous improvements.

TWC conducts a customer satisfaction survey through the University of Texas-Austin, Center for Social Work Research (UT/CSWR) which satisfies the requirements of Section 2114.002(b), Government Code. Additionally, the agency makes available an online survey on the employer and job seeker home pages of TWC's website. Additional links are placed in the confirmation box for those registering for work on WorkInTexas.com and on the menu site for employers that are users of TWC's online tax information system.

Online surveys were sent to all new employers and job seekers using TWC online services from January 1, 2014 through December 31, 2015. Separate results were compiled for employers and job seekers. Employers were surveyed about UI tax filings and WorkInTexas.com. Job seekers were surveyed about their use of WorkInTexas.com and the UI online application services. A total of 9,439 job seekers and employers responded to the survey. Of the customers surveyed, an average of 84 % would recommend TWC product/services with results ranging from 77% to 95%. These results are illustrated in the following chart.

Breakdown of Customers Who Would Recommend TWC Products/Services January 1, 2014-December 31, 2015



Complaint Resolution:

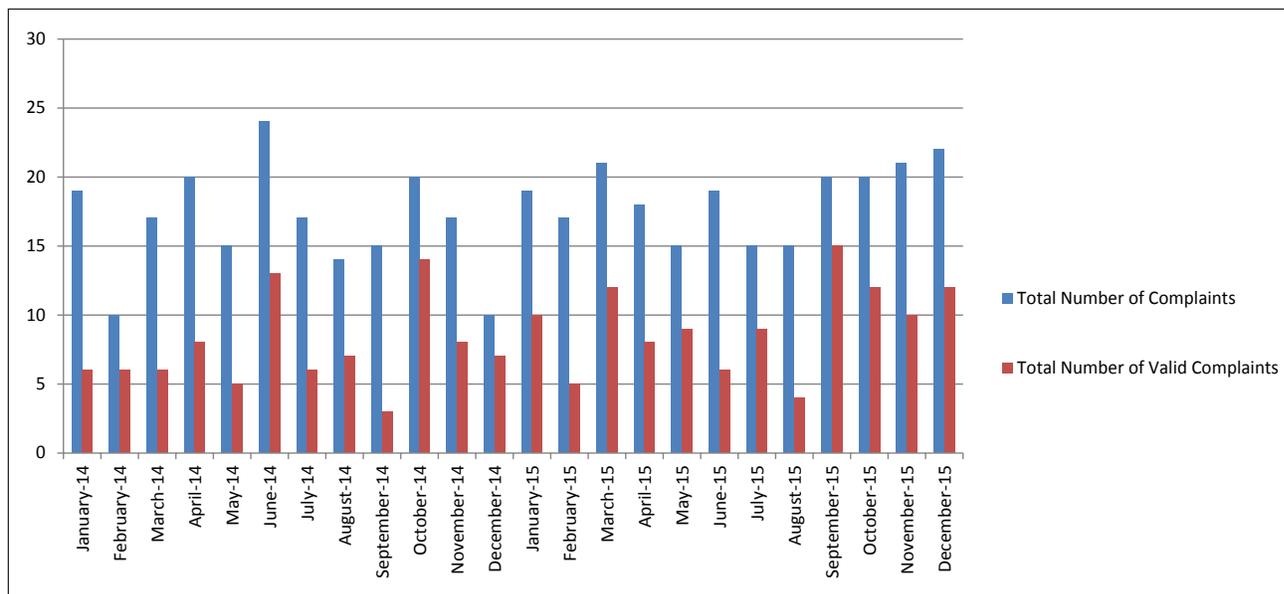
To ensure customers have the opportunity to bring attention to matters that need additional resolution, TWC established an agency-wide complaint tracking system pursuant to Section 301.023 of the Texas Labor Code, as amended. Reports are compiled monthly and include information regarding whether the responses provided to customers met the timeliness guidelines established in TWC's Compact with Texans and whether the complaint was found to be valid or invalid. The complaints that were deemed to be valid, were those which were investigated and found to have merit. Complaints that were not valid were investigated and determined to not have merit.

TWC's measure for complaint resolution states that all written and electronic complaints and

concerns will be acknowledged within five business days and telephone calls within one business day. The measure for written complaints and concerns applies unless there are program-specific requirements or time limits that pertain to the action.

From January 2014 through December 2015, 420 complaints were reported and 201 were determined to be valid. TWC takes complaints seriously and strives to respond in a timely manner. Out of the 420 reported complaints for the period of January 2014 through December 2015, only four complaints did not meet the measure of acknowledgement within five business days and telephone calls within one day.

Customer Complaints January 2014 – December 2015



Breakdown of Customer Complaints in the Following Complaint Categories

Complaint Category	Number of Complaints in each Category	Number of Valid Complaints	Number of Invalid Complaints
1. Rudeness/inappropriate behavior	244	92	152
2. Service not timely	16	8	8
3. Incorrect or no information provided	68	43	25
4. Calls not returned/Correspondence not answered	36	19	17
5. Appropriate program-specific procedure not followed	52	38	14
6. Other	4	1	3
Total number of complaints reported	420	201	219

TWC CUSTOMER SERVICE INITIATIVES 2015-2016



A Streamlined Unemployment Insurance Tax System for Employers:

Employers are required to file and pay Unemployment Insurance (UI) taxes online.

- More than 505,000 employers submitted UI quarterly tax reports electronically for the fourth quarter of 2015, which represents 99 percent of all reports filed.
- Of the employers filing tax reports online, more than 200,000 made their quarterly tax payments online.
- TWC began offering employers the option of paying their UI quarterly tax payments by credit card in October 2007. The number of employers using credit cards has continued to increase from 910 transactions in October 2007 to 10,687 transactions in January 2016.
- More than 52,000 employers have registered online for new accounts using TWC's online Unemployment Tax Registration system during 2015.

UI Claims Filing:

Economic conditions improved from 2013 to 2015. The federal Emergency Unemployment Compensation (EUC) program ended December 28, 2013. With the improving economy and the expiration of EUC, Department of Labor (DOL) anticipated UI activities would drop

to pre-EUC levels. However, UI activities continued to be higher than normal and this trend is continuing. The expiration of EUC required additional actions by TWC to close that program.

In May 2015, the President declared a disaster for the severe storms, tornadoes, straight-line winds and flooding that hit the state over the Memorial Day weekend. In October of 2015, another disaster declaration was made for the Halloween floods. Severe storms and flooding continued in 2016, resulting in 3 additional disaster declarations in 2016.

The following table shows the number of regular claims processed by TWC during 2014 and 2015 and additional claims taken under EUC and Disaster Unemployment Assistance (DUA). For the state fiscal year 2014, the Tele-Centers answered 2.87 million calls with an average speed of answer (ASA) of 7:06 minutes and 2.40 million calls with an ASA OF 10:58 in 2015.

Type of Claim	2014	2015
Regular	894,527	979,726
EUC	7,327	72
EB	5	3
DUA	0	197

Sources: TWC PRD 1d report for regular claims and custom query for EUC and DUA claims Enhanced Automated Services for Claimants:

TWC implemented the following new automated features to assist claimants:

1) Hosted interactive voice response (IVR) system

In February 2014, TWC implemented a hosted Interactive Voice Response (IVR) system that can handle upwards of 1600 simultaneous calls. Customers calling the 800-939-6631 number are first routed through the hosted IVR. After providing their Social Security Number and Personal Identification Number, the hosted IVR speaks back targeted information concerning their current claim status. The customer then has the option to route to a Tele-Center for additional assistance, Tele-Serv to submit their payment request, or to BPC Investigations if needed. On average, 59.6% of the calls routing to the hosted IVR, end up routing to a Tele-Center.



2) Online tutorials developed

Online tutorials were developed to assist customers such as:

- Apply for UI Benefits Tutorial
- How to calculate and Report Earnings
- How to View Your Claim and Payment Status
- How to create a User ID and Password for Unemployment Benefit Services
- How to View your Appeals Status
- How to view your IRS-1099-G Information

Claimant Communications:

The Unemployment Insurance Division continues to refine the various methods used for communicating with UI claimants such as documents and informational materials but also the IVR system and TWC's Internet messages to claimants. The messages on the IVR are kept current and reviewed regularly by staff. The agency continues to review and update claim determinations or the decision documents sent to claimants and employers to ensure all parties can clearly understand every decision made.

TWC maintained timely information on the agency's website regarding (EUC) and Extended Benefits (EB) that allowed claimants access to the latest news without calling a Tele-Center.

TWC created a special web page with several resources for unemployed customers, [Other Resources for the Unemployed](#), to provide information about services that are available to all customers but it is directed at claimants who have exhausted all available unemployment benefits and need additional assistance.

TWC OUTREACH TO CUSTOMERS



For Employers and Workers: **WorkInTexas.com:**

WorkInTexas.com (WIT) officially launched in 2004. The application hosts over 550,000 job postings with more than 2.8 million job seekers interacting with WIT. Since its inception, WIT has filled over 2.4 million jobs.

The mobile-friendly version of the online job-matching resource launched in 2013 provides a more relevant tool for the modern day job seeker. The mobile version detects the mobile device (including some tablets) and then renders the page accordingly for that particular screen size. It offers the most frequently used features of the full WIT website such as:

- Search for jobs through multiple channels
- Run job match queries
- Apply for jobs
- Maintain lists of pending job applications
- View and manage correspondence and alerts from WorkInTexas.com
- Stay informed of events at local Workforce Solutions offices

The continued partnership with US Jobs, the National Labor Exchange that began in 2013, continues to expand its ability to offer employers a quick and easy alternative method for posting jobs in WIT via “indexing.”

Modifications are continually made to *WIT* as a result of customer input and to improve the user’s experience.

The Texas Workforce Commissioners and staff interact with customers every day.

The 28 Local Workforce Development Boards and the Workforce Solution offices across the state have some of the strongest connections with the customers of the workforce system. For example, through the outreach efforts of the Local Boards’ Business Services Unit, employers have a point of contact to provide feedback which in turn helps promote and protect the community’s interests.

Calls, letters, conferences, newsletters, and one-on-one or group meetings all demonstrate the commitment to meeting constituent needs and quality customer service. TWC and the International Association of Workforce Professionals, Texas Chapter, co-host an annual conference with more than 1,300 workforce board members, chief elected officials, workforce development and economic development professionals, employers, job seekers, and communities.

Commission offices respond to thousands of phone calls and written correspondence. Through the sponsorship of the Commissioner Representing Employers, every year employers are educated and informed on the latest issues in employment law, workforce and economic development, and business. Annually, an estimated 30,000 employers receive the Employer Commissioner’s newsletter *Texas Business Today*; more than 5,000 employers receive the labor and employment law handbook *Especially for Texas Employers* including accessing the online version 23,000 times over the course of a year (May 2015-May 2016); and over 5,000 employers attended one of the many business conferences held around the state. With more than 90,000 employers attending these conferences since 1998, the Texas Business Conference

helps employers address many of the workforce and employment law issues that business owners, managers, and human resource professionals face each day. In addition to the publications and conferences, employers can also reach the Commissioner's office that represents employers regarding questions through a toll-free phone number (about 1,200 calls per month=14,400 per year) and by e-mail.

Ongoing Commitment:

TWC'S commitment to customer service was formally outlined and developed in 2000 by the Compact with Texans. However, we continuously assess our interactions with customers to continue that commitment to a higher standard of responsiveness to the customer.

Customers:

TWC'S customers are Texas' employers, workers, and communities. Each of these customer groups is offered a wide variety of services through an integrated service delivery system.

Employers:

In 2015, there were more than 499,873 employers in Texas with most running small businesses. Just over 77 percent have fewer than 10 employees, and 97.2 percent employ fewer than 100 workers.

The remaining roughly 3 percent are considered large employers and supply 68.1 percent of all Texas jobs. TWC recognizes employers create jobs, and the Texas workforce system must meet employer demands for a skilled workforce to continue Texas' path of economic prosperity.

TWC, the 28 Boards, and their contractors comprise the Texas workforce system which is ready to assist employers training new and incumbent workers to allow the business to grow, to remain profitable and to maintain a competitive advantage.

The Skills Development Fund program is among the most effective tools to foster employer growth. In Fiscal Year (FY) 2015, TWC awarded 47 grants to 67 businesses. The average grant was \$450,315. These grants were instrumental in adding 3,664 new jobs and upgrading 9,431 current jobs. In FY 2015, the average wage for participants completing a skills program was \$27.10 per hour.

Through the workforce system, Texas employers have access to training funds, job matching services, labor market and career information, important labor and employment law, tax assistance, and support services, if needed, for their employees.



Workers:

As of May 2016, 13.3 million people make up the Texas civilian labor force which is unprecedented in Texas' history. These individuals are the customers served by workforce solutions offices across the state. 741,167 customers entered employment after utilizing workforce services between July 1, 2014 and June 30, 2015. Customers of all types, whether an individual is currently employed, unemployed, or part of the pipeline of future workers, all have access to an array of services such as career development information, skills training, resume preparation classes, and interview skills. Job training is provided to upgrade skills using program dollars under the Workforce Investment Act (WIA).

The Apprenticeship program also provides a viable career path. Veterans, international trade-affected workers, older workers, and youth benefit from TWC services. Specialized

case management services are available for adults receiving public assistance through the Temporary Assistance for Needy Families (TANF) and Supplemental Nutrition Assistance Program (SNAP) Employment and Training programs. They may receive support services including child care and transportation while in training or working.

Communities:

The 28 Boards serve employers and job seekers alike, and are a vital link to community resources by providing leadership and building partnerships. By Boards working with local elected officials, businesses, labor organizations, schools including post-secondary institutions, and faith-based organizations, workforce needs can be met locally, and new opportunities created for the customer.

TWC provides the Board, Board staff, and the contractors with technical assistance and training in all areas of responsibility.

TAKING THE NEXT STEP:



TWC listens to customers to improve services to meet customer needs. As more TWC customers use online services, TWC recognizes the need to continuously monitor and improve our online systems.

TWC's Customer Relations Department is responsible for compiling reports on customers' activities and trends, responding to customer complaints and inquiries, compiling information for the agency-wide complaint tracking system, and conducting customer satisfaction surveys. The Department also serves as TWC's representative for the Compact with Texans as TWC's Ombudsman. Customers can contact Customer Relations by telephone, fax, and traditional mail. By using the two links on the TWC website, customers can also contact customer relations by email.

In order to ensure that quality customer service is delivered throughout the

agency and that customer complaints are accurately documented, TWC employees are required to complete computer-based training programs. The training demonstrates how to accept, process, and track customer complaints. This requirement emphasizes that customer service is and always will be one of the agency's top priorities.

TWC will continue customer service surveys as well as look at opportunities for improvement with these surveys.

Customer satisfaction is a priority for TWC, the Boards, and other statewide partners.

In its efforts to make all processes more user-friendly, TWC is continuously reviewing and revising all correspondence, updating our online applications, and enhancing feature on WorkinTexas.com.

STANDARD CUSTOMER SERVICE PERFORMANCE MEASURES



Average Satisfaction index scores of online-surveyed customers responding who would recommend TWC product/services to others: **84%**

Break down of Customers who would recommend TWC product/services to others:

- Unemployment Insurance Tax Online System: **95%**
- Unemployment Insurance : **84%**
- Employers Using WorkInTexas.com: **78%**
- Job Seekers Using WorkInTexas.com: **77%**

Average Hold Time and Calls Answered by the Tele-Center

- From September 2013-August 2014 tele-centers answered **2.87** million calls with an average hold time of **7:06**.
- From September 2014-August 2015 tele-centers answered **2.40** million calls with an average hold time of **10:58**.

Complaint Resolution

TWC's performance goal of complaint resolution is to acknowledge complaints and concerns that are external written and electronic within five business days and telephone calls within one day.

Of the 420 reported complaints from January 2014 through December 2015, only four did not meet this measure.

Complaint- TWC defines a complaint as an oral or written communication from an external customer relating to a negative customer service experience caused by or involving TWC (employees, programs, etc.). A complaint relates to an action or inaction within TWC'S scope of authority and control.

Output Measures

Number of customers responding to survey: **9,439**

Number of customers served: **2 million**

Cost per survey: **\$4.84**

Explanatory Measures

Number of customers identified:
Potentially all Texans

Number of customer groups inventoried:
Employers, Workers, and Communities

CUSTOMER-RELATED PERFORMANCE MEASURE DEFINITIONS



Percentage of Surveyed Customers who would recommend our Products Services to Others

Short Definition: Number of respondents who answered yes that they would recommend our products/services to others.

Purpose/Importance: The purpose is to measure the level of customer satisfaction in order to gauge attainment of customer services goals. We are committed to providing effective and efficient service to all customers; therefore, we are continuously seeking ways to improve service delivery, customer satisfaction, and overall performance.

Source/Collection of Data: Employers and job seekers complete a survey instrument on the agency's website. In addition to the previously cited surveys, other surveys may be identified as a result of state and federal mandates or other Commission initiatives.

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

Data Limitations: TWC serves a universal population of approximately 2 million customers, but only a certain percentage of those customers will respond to surveys. At no time will it be possible to obtain a 100 percent response rate. The frequency may vary as a result of the number of responses reported quarterly. This would be contingent on the valid responses completed and received to date. The reported number may change because of late responses to questions.

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than the target

Percent of External Written and Electronic Complaints and Concerns Acknowledged within Five Business Days and Telephone Calls within One Day

Short Definition: The total amount of acknowledgements to written and electronic complaints and concerns that are acknowledged within five business days and telephone calls that are acknowledged within one day.

Purpose/Importance: The purpose of this measure is to gauge whether the agency is responding to complaints and concerns in a timely manner. TWC is committed to providing effective and efficient service to all customers; therefore, it is our goal to respond to customers as soon as possible.

Source/Collection of Data: Written, electronic, and telephone complaints are received from external customers and distributed to all TWC departments, including the Customer Relations Department. Once the department resolves the complaint or concern, all information, including the dates received and addressed, is sent to the Customer Relations Department for entry into the TWC complaint-tracking database.



Method of Calculation: Add the total number of complaints entered in the database; calculate the number of written and electronic complaints that didn't meet the measure of complaints acknowledged within five business days and phone calls within one day.

Data Limitations: None

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than the target

CUSTOMERS SURVEYED



Number of Customers Surveyed

Short Definition: This is a tally of the total number of individuals or entities responding to survey instruments or customer evaluations conducted by or for TWC.

Purpose/Importance: The purpose of this measure is to obtain a representative sample of different customers surveyed. It is important to ensure statistical reliability.

Source/Collection of Data: Employers and job seekers complete a survey instrument on the agency's website. Customer service evaluations are conducted on behalf of TWC. In addition to the previously cited surveys, other surveys may be identified as a result of state and federal mandates or other Commission initiatives. Once the results from these surveys are collected and analyzed, they are entered into a database from which specific information is extracted.

Method of Calculation: The numbers reported are the sum of the total number of all valid responses received during the reporting period.

Data Limitations: TWC serves a universal population of approximately 2 million customers, but only a certain percentage of those customers will respond to surveys. At no time will it be possible to obtain a 100 percent response rate. The frequency may vary as a result of the number of responses reported quarterly. This would be contingent on the valid responses completed and received to date. The reported number may change because of late responses to questions.

Method of Calculation: The employers' data and the general workforce client's data are added together to derive the total number of customers served for the reporting period.

Data Limitations: Data are limited to the universe of liable employers that have been identified and registered by the Tax Department. Unidentified and/or unregistered liable employers are not included.

Calculation Type: Noncumulative

New Measures: No

Desired Performance: To serve more customers
Calculation Type: Cumulative

EXPLANATORY MEASURES



Number of Customers Identified

Short Definition: This is the total number of customers who could receive TWC services.

Purpose/Importance: This measure provides background information about the scope and breadth of TWC's services and sets the context for other measures.

Source/Collection of Data: TWC provides universality through our programs and, as a result, all Texans could receive services of some kind.

Method of Calculation: The reported numbers are obtained from the U.S. Census Bureau's most recent reported figures.

Data Limitations: Not applicable

Calculation Type: Noncumulative

New Measures: No

Desired Performance: None; explanatory measures provide no contextual background and do not result from TWC actions.

Number of Customer Groups Inventoried

Short Definition: As directed in enabling legislation, statutory requirements, performance measures, and the mission statement, TWC serves three groups of customers: employers, workers, and communities.

Purpose/Importance: The purpose of this measure is to provide general information in regard to the scope and breadth of TWC's customers. The importance of this measure is to set the context for other measures.

Source/Collection of Data: Legislation, TWC's mission

Method of Calculation: This is the total number of groups identified in TWC's mission.

Data Limitations: Not applicable

Calculation Type: Noncumulative

New Measures: No

Desired Performance: Not applicable

2016 Survey of Employee Engagement

Overview

For the seventh consecutive biennium, Texas Workforce Solutions (TWC employees, Board and contractor employees) participated in the Survey of Employee Engagement (SEE) during February 2016. Of the 28 Board areas, 24 participated in the survey.

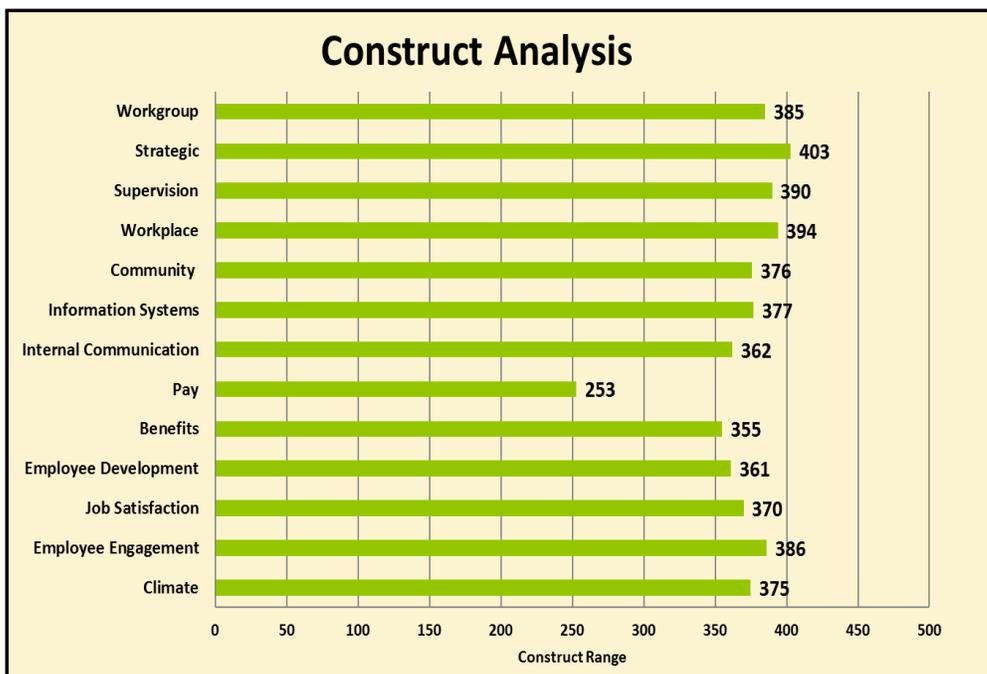
The Survey of Employee Engagement is specifically focused on the key drivers that encourage engaged employees to successfully fulfill the vision and mission of our organization. The Texas Workforce Commission views the Survey of Employee Engagement as an excellent benchmarking tool to use to support high quality initiatives throughout the workforce system.

The survey was e-mailed to employees, and they completed the survey via an e-mail link to The University of Texas Survey web site. Of the 5827 surveys that were disseminated to Texas Workforce Solutions employees, 3,771 employees responded. The survey response rate for Texas Workforce Solutions was an impressive 64.7 percent.

Responses from the employees reveal that 77 percent see themselves working in the system in one year. This measure indicates how well the organization is doing at retaining its employees.

Information was collected on 13 constructs (specific work profile areas) based on a scale of 0 to 500. In 12 of the 13 constructs, the scores exceeded 350.

Texas Workforce Solutions Survey of Employee Engagement Results



Scores above 350 reveal a positive perception by employees for the multiple elements that comprise a construct.

Three Highest Scores

Our three highest scoring constructs were:

- Strategic,
- Workplace, and
- Supervision.

The Strategic construct captures employees' perceptions of their role in the organization and the organization's mission, vision, and strategic plan. Higher scores suggest that employees understand their role in the organization and consider the organization's reputation to be positive.

The Workplace construct captures employees' perceptions of the total work atmosphere, the degree to which they consider it safe, and the overall feel. Higher scores suggest that employees see the setting as satisfactory, safe and that adequate tools and resources are available.

The Supervision construct captures employees' perceptions of the nature of supervisory relationships within the organization. Higher scores suggest that employees view their supervisors as fair, helpful and critical to the flow of work.

Survey of Employee Engagement Action Plan

As a leader in the nation, Texas Workforce Solutions is known for excellence. Our participation in the Survey of Employee Engagement further demonstrates a desire to develop innovative workforce solutions.

To maximize our benefit from the survey, results are communicated accordingly:

- presented to the Executive staff
- distributed to Local Workforce Board Executive Directors and local survey liaisons
- distributed to all TWC employees.

Focus groups are also held with portions of the Texas Workforce Solutions in order to analyze the survey results and come up with business improvement ideas.

Texas Workforce Solutions continues to become more aware and stronger as a result of its participation in the Survey of Employee Engagement.

**TWC Strategic Plan
Schedule H**

Assessment of Advisory Committees

ASSESSMENT OF ADVISORY COMMITTEES

April, 2016

Agency 320 - Texas Workforce Commission

To assist in the process required by Chapter 2110, Texas Government Code, state agencies should submit an assessment of advisory committees using the format provided. Please submit your assessment for each advisory committee under your agency's purview. Include responses for committees created through statute, administrative code or ad-hoc by your agency. Include responses for all committees, whether ongoing or inactive and regardless of whether you receive appropriations to support the committee. Committees already scheduled for abolishment within the 2016-17 biennium are omitted from the scope of this survey. When submitting information for multiple advisory committees, right-click the sheet "Cmte1", select Move or Copy, select Create a copy and move to end.

SECTION A: INFORMATION SUBMITTED THROUGH ADVISORY COMMITTEE SUPPORTING SCHEDULE IN LEGISLATIVE APPROPRIATIONS REQUEST

Committee Name:	Adult Education and Literacy Advisory Committee		
Number of Members:	9		
Committee Status (Ongoing or Inactive):	Ongoing	Note: An Inactive committee is a committee that was created prior to the 2014-15 biennium but did not meet or supply advice to an agency during that time period.	
Date Created:	'09-01-2013	Date to Be Abolished:	
Budget Strategy (Strategies) (e.g. 1-2-4)	1.1.9	Strategy Title (e.g. Occupational Licensing)	Adult Education and Family Literacy
Budget Strategy (Strategies)		Strategy Title	

Advisory Committee Costs: This section includes reimbursements for committee member costs and costs attributable to agency staff support.

Committee Members' Direct Expenses

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	\$0	\$0	\$0
Other Operating Costs	\$0	\$0	\$0
<i>Total, Committee Expenditures</i>	\$0	\$0	\$0

Committee Members' Indirect Expenses

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	\$0	\$0	\$0
Other Operating Costs	\$0	\$0	\$0
<i>Total, Committee Expenditures</i>	\$0	\$0	\$0

Method of Financing

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Method of Finance			
1 - General Revenue Fund	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0

Expenses / MOFs Difference:	\$0	\$0	\$0
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Meetings Per Fiscal Year	0	0	0
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Committee Description: The AEL advisory committee is charged with advising the Commission on the development of policies and program priorities supporting the development of an educated and skilled workforce; the development of statewide curriculum guidelines and standards for AEL services that ensure a balance of education and workplace skills development; the development of a strategy for improving student transition to postsecondary education and career and technical education training; the development of a centralized system for collecting and tracking comprehensive data on adult basic education and literacy performance outcomes; the exploration of potential partnerships with entities in the nonprofit business communities and other entities to improve statewide literacy programs; and other issues the Commission considers appropriate.

<u>State / Federal Authority</u>	<u>Select Type</u>	<u>Identify Specific Citation</u>
State Authority	Statute	SB 307, 83rd Regular Session
State Authority	Admin Code	Labor Code Chapter 315, Section 315.005
State Authority		
Federal Authority		
Federal Authority		
Federal Authority		

SECTION B: ADDITIONAL COMMITTEE INFORMATION

Committee Bylaws: Please provide a copy of the committee’s current bylaws and most recent meeting minutes as part of your submission.

1. When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings? The committee is required to meet quarterly and meetings are held in Austin, Texas.

2. What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those. There are no required committee products.

3. What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred? The committee contributed to the development of the Adult Education and Literacy strategic plan whichup for final adoption by the TWC commission.

4a. Does your agency believe that the actions and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency ? Yes 4b. Is committee scope and work conducted redundant with other functions of other state agencies or advisory committees? No

5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015? 20 hours

5b. Please supply a general overview of the tasks entailed in agency staff assistance provided to the committee. Facilitation of general meetings and conference calls.

6. Have there been instances where the committee was unable to meet because a quorum was not present? No March 30, 2016 – 6 out of 9
December 9, 2015 – 6 out of 9
September 29, 2016 – 7 out of 9

7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)? Notice is sent to Secretary of State, posted on the TWC Events website

7b. Do members of the public attend at least 50 percent of all committee meetings? Yes 7c. Are there instances where no members of the public attended meetings? No

8. Please list any external stakeholders you recommend we contact regarding this committee. Literacy Texas. Texas Center for the Advancement of Literacy & Learning

9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals? Yes

9b. Please describe the rationale for this opinion. The committee provides a strong feedback source from information on employer needs related to literacy as well as system needs related to policy.

10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code:

10a. Is there any functional benefit for having this committee codified in statute?

No

10b. Does the scope and language found in statute for this committee prevent your agency from responding to evolving needs related to this policy area?

No

10c. If "Yes" for Question 2b, please describe the rationale for this opinion.

11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)?

Retain

11b. Please describe the rationale for this opinion.

The committee provides a no-cost value-add to engage the public on adult education and literacy need and demands.

12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission?

No

12b. If "Yes" for Question 4a, please describe the rationale for this opinion.

13. |Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission.

ASSESSMENT OF ADVISORY COMMITTEES

April, 2016

Agency 320 - Texas Workforce Commission

To assist in the process required by Chapter 2110, Texas Government Code, state agencies should submit an assessment of advisory committees using the format provided. Please submit your assessment for each advisory committee under your agency's purview. Include responses for committees created through statute, administrative code or ad-hoc by your agency. Include responses for all committees, whether ongoing or inactive and regardless of whether you receive appropriations to support the committee. Committees already scheduled for abolishment within the 2016-17 biennium are omitted from the scope of this survey. When submitting information for multiple advisory committees, right-click the sheet "Cmte1", select Move or Copy, select Create a copy and move to end.

SECTION A: INFORMATION SUBMITTED THROUGH ADVISORY COMMITTEE SUPPORTING SCHEDULE IN LEGISLATIVE APPROPRIATIONS REQUEST

Committee Name:	Elected Committee of Managers (State Committee of Blind Vendors)		
Number of Members:	12	Note: An Inactive committee is a committee that was created prior to the 2014-15 biennium but did not meet or supply advice to an agency during that time period.	
Committee Status (Ongoing or Inactive):	Ongoing		
Date Created:	09-01-1975	Date to Be Abolished:	N/A
Budget Strategy (Strategies) (e.g. 1-2-4)	2-1-4	Strategy Title (e.g. Occupational Licensing)	Business Enterprises of Texas (BET)
Budget Strategy (Strategies)		Strategy Title	

Advisory Committee Costs: This section includes reimbursements for committee member costs and costs attributable to agency staff support.

Committee Members' Direct Expenses

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$13,000
Personnel	\$0	\$0	\$0
Number of FTEs	\$0	\$0	\$0
Other Operating Costs	\$0	\$0	\$3,000
<i>Total, Committee Expenditures</i>	\$0	\$0	\$16,000

Committee Members' Indirect Expenses

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	\$0	\$0	\$0
Other Operating Costs	\$0	\$0	\$0
<i>Total, Committee Expenditures</i>	\$0	\$0	\$0

Method of Financing

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Method of Finance			
1 - General Revenue Fund	\$0	\$0	\$0
555 - Federal Funds	\$0	\$0	\$16,000
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0

Expenses / MOFs Difference:	\$0	\$0	\$0
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Meetings Per Fiscal Year	0	0	4
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Committee Description: The Elected Committee of Managers (ECM) is comprised of 12 members elected by blind managers participating in the Business Enterprise of Texas (BET) program. The committee is a federally-mandated (Randolph-Sheppard Act) entity that actively participates with DARS in major administrative, policy and program development decisions affecting the overall administration of the state’s BET vending facility program. The ECM is not a governmental body, nor does it have decision making authority for the state’s BET facility program. The value the BET program and the ECM provide to the state’s blind community and to the state warrant its continuation. Among its major accomplishments, the ECM participates with DARS in the development of training programs for blind vendors program participants provided in a state-wide instructional conference. The ECM also receives grievances of blind licensees and serves as an advocate for the facility managers. Abolishing this committee would terminate the state’s BET program, thus eliminating economic opportunities for the blind citizens of Texas who are in need of employment.

<u>State / Federal Authority</u>	<u>Select Type</u>	<u>Identify Specific Citation</u>
State Authority		
State Authority		
State Authority	Admin Code	Texas Labor Code, Title 4, Subtitle C, Chapter 355
Federal Authority	Public Law	20 USC, Title 20, Chapter 6A, Section 107
Federal Authority	Public Law	34 CFR 394.14
Federal Authority		

SECTION B: ADDITIONAL COMMITTEE INFORMATION

Committee Bylaws: Please provide a copy of the committee’s current bylaws and most recent meeting minutes as part of your submission.

1. When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings?

This committee meets quarterly at different locations across the state to provide individuals participating in, or interested in the program an opportunity to attend. There is no specific requirements for number or location of meetings

2. What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those.

The committee responsibilities are mandated by Federal statute and are as follows: (A) participation, with the State agency, in major administrative decisions and policy and program development, (B) receiving grievances of blind licensees and serving as advocates for such licensees, (C) participation, with the State agency, in the development and administration of a transfer and promotion system for blind licensees, (D) participation, with the State agency, in developing training and retraining programs, and (E) sponsorship, with the assistance of the State agency, of meetings and instructional conferences for blind licensees. There are no required products produced by the committee.

3. What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred?

4a. Does your agency believe that the actions and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency ?	Yes	4b. Is committee scope and work conducted redundant with other functions of other state agencies or advisory committees?	No
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5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015?

150.0

5b. Please supply a general overview of the tasks entailed in agency staff assistance provided to the committee.

Staff receive and distribute quarterly committee meeting agendas, attend and present at meetings, produce meeting minutes, conduct bi-weekly conference calls and assist the committee in conducting annual training conferences.

6. Have there been instances where the committee was unable to meet because a quorum was not present?	No	Please provide committee member attendance records for their last three meetings, if not already captured in meeting minutes.
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7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)?

All meetings are open to the public. Meeting dates and agendas are posted on the agency web page as are meeting minutes at the following link: <http://www.dars.state.tx.us/councils/BETE/ECM/betecm.shtml>

7b. Do members of the public attend at least 50 percent of all committee meetings?

No

7c. Are there instances where no members of the public attended meetings?

Yes

8. Please list any external stakeholders you recommend we contact regarding this committee.

National Federation of the Blind and the American Council of the Blind

9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals?

Yes

9b. Please describe the rationale for this opinion.

The committee actively participates in decisions effecting the overall program and assists with both the initial and ongoing training programs for individuals participating in the program.

10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code:

10a. Is there any functional benefit for having this committee codified in statute?

Yes

10b. Does the scope and language found in statute for this committee prevent your agency from responding to evolving needs related to this policy area?

No

10c. If "Yes" for Question 2b, please describe the rationale for this opinion.

11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)?

Retain

11b. Please describe the rationale for this opinion.

The committee is mandated by Federal statute.

12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission?

Yes

12b. If "Yes" for Question 4a, please describe the rationale for this opinion.

Abolishing the committee would violate federal statute.

13. |Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission.

NA

ASSESSMENT OF ADVISORY COMMITTEES

April, 2016

Agency 320 - Texas Workforce Commission

To assist in the process required by Chapter 2110, Texas Government Code, state agencies should submit an assessment of advisory committees using the format provided. Please submit your assessment for each advisory committee under your agency's purview. Include responses for committees created through statute, administrative code or ad-hoc by your agency. Include responses for all committees, whether ongoing or inactive and regardless of whether you receive appropriations to support the committee. Committees already scheduled for abolishment within the 2016-17 biennium are omitted from the scope of this survey. When submitting information for multiple advisory committees, right-click the sheet "Cmte1", select Move or Copy, select Create a copy and move to end.

SECTION A: INFORMATION SUBMITTED THROUGH ADVISORY COMMITTEE SUPPORTING SCHEDULE IN LEGISLATIVE APPROPRIATIONS REQUEST

Committee Name:	Jobs and Education for Texans (JET) Advisory Board		
Number of Members:	6	Note: An Inactive committee is a committee that was created prior to the 2014-15 biennium but did not meet or supply advice to an agency during that time period.	
Committee Status (Ongoing or Inactive):	Ongoing		
Date Created:	84th Leg. Session - Reg	Date to Be Abolished:	N/A
Budget Strategy (Strategies) (e.g. 1-2-4)	1.2.1	Strategy Title (e.g. Occupational Licensing)	Skills Development
Budget Strategy (Strategies)		Strategy Title	

Advisory Committee Costs: This section includes reimbursements for committee member costs and costs attributable to agency staff support.

Committee Members' Direct Expenses

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	\$0	\$0	\$0
Other Operating Costs	\$0	\$0	\$0
<i>Total, Committee Expenditures</i>	\$0	\$0	\$0

Committee Members' Indirect Expenses

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	\$0	\$0	\$0
Other Operating Costs	\$0	\$0	\$0
<i>Total, Committee Expenditures</i>	\$0	\$0	\$0

Method of Financing

Expended Exp 2015

Estimated Est 2016

Budgeted Bud 2017

Method of Finance

	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0

Expenses / MOFs
Difference:

\$0	\$0	\$0
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Meetings Per Fiscal Year

0	0	0
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Committee Description:

The JET Advisory Board is created to assist TWC in administering the JET Grant Program.

State / Federal Authority

Select Type

Identify Specific Citation

State Authority

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State Authority

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State Authority

Admin Code	Texas Labor Code, Title 4, Subtitle C, Chapter 355
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Federal Authority

Public Law	20 USC, Title 20, Chapter 6A, Section 107
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Federal Authority

Public Law	34 CFR 394.14
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Federal Authority

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SECTION B: ADDITIONAL COMMITTEE INFORMATION

Committee Bylaws: Please provide a copy of the committee’s current bylaws and most recent meeting minutes as part of your submission.

1. When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings? at TWC Main Building. Meet quarterly or as needed

2. What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those. Provide advice and recommendations

3. What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred? Action direction on program parameters - i/e min/max grant amounts

<p>4a. Does your agency believe that the actions and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency ?</p>	<div style="border: 1px solid black; padding: 5px; width: 40px; height: 40px; margin: 0 auto;">Yes</div>	<p>4b. Is committee scope and work conducted redundant with other functions of other state agencies or advisory committees?</p>	<div style="border: 1px solid black; padding: 5px; width: 40px; height: 40px; margin: 0 auto;">No</div>
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5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015? 35.0

5b. Please supply a general overview of the tasks entailed in agency staff assistance provided to the committee.
for FY 2015 - Adopting of rules/transferring of current contracts

<p>6. Have there been instances where the committee was unable to meet because a quorum was not present?</p>	<div style="border: 1px solid black; padding: 5px; width: 40px; height: 40px; margin: 0 auto;">No</div>	<p>Please provide committee member attendance records for their last three meetings, if not already captured in meeting minutes. First JET Advisory Board meeting - April 27, 2016. In attendance - Chairman Andres Alcantar, Tony Fidelie, Dr. David Gardner, Mario Lozoya, and Steve Lecholop. Absent - John Fitzpatrick</p>
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7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)?
Texas Register

<p>7b. Do members of the public attend at least 50 percent of all committee meetings?</p>	<div style="border: 1px solid black; padding: 5px; width: 40px; height: 40px; margin: 0 auto;"></div>	<p>7c. Are there instances where no members of the public attended meetings?</p>	<div style="border: 1px solid black; padding: 5px; width: 40px; height: 40px; margin: 0 auto;"></div>
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8. Please list any external stakeholders you recommend we contact regarding this committee.
public community colleges, public technical institutes and ISDs

9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals? Yes

9b. Please describe the rationale for this opinion.

successful 1st meeting

10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code:

10a. Is there any functional benefit for having this committee codified in statute?

10b. Does the scope and language found in statute for this committee prevent your agency from responding to evolving needs related to this policy area?

No

10c. If "Yes" for Question 2b, please describe the rationale for this opinion.

11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)?

Retain

11b. Please describe the rationale for this opinion.

in statute

12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission?

Yes

12b. If "Yes" for Question 4a, please describe the rationale for this opinion.

because the work of the committee is consistent with the authority as defined in the enabling statute

13. |Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission.

NA

ASSESSMENT OF ADVISORY COMMITTEES

April, 2016

Agency 320 - Texas Workforce Commission

To assist in the process required by Chapter 2110, Texas Government Code, state agencies should submit an assessment of advisory committees using the format provided. Please submit your assessment for each advisory committee under your agency's purview. Include responses for committees created through statute, administrative code or ad-hoc by your agency. Include responses for all committees, whether ongoing or inactive and regardless of whether you receive appropriations to support the committee. Committees already scheduled for abolishment within the 2016-17 biennium are omitted from the scope of this survey. When submitting information for multiple advisory committees, right-click the sheet "Cmte1", select Move or Copy, select Create a copy and move to end.

SECTION A: INFORMATION SUBMITTED THROUGH ADVISORY COMMITTEE SUPPORTING SCHEDULE IN LEGISLATIVE APPROPRIATIONS REQUEST

Committee Name:	Purchasing from People with Disabilities (PPD) Advisory Committee (Not established in 2015)		
Number of Members:	13	Note: An Inactive committee is a committee that was created prior to the 2014-15 biennium but did not meet or supply advice to an agency during that time period.	
Committee Status (Ongoing or Inactive):	Ongoing		
Date Created:	SB 212 Passed 5/27/15, Effective 9/1/15 & TWC established 12/1/2015	Date to Be Abolished:	
Budget Strategy (Strategies) (e.g. 1-2-4)	2.1.2	Strategy Title (e.g. Occupational Licensing)	Technical Assistance
Budget Strategy (Strategies)		Strategy Title	

Advisory Committee Costs: This section includes reimbursements for committee member costs and costs attributable to agency staff support.

Committee Members' Direct Expenses

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$5,000	\$5,000
Personnel	\$0	\$0	\$0
Number of FTEs	\$0	\$0	\$0
Other Operating Costs	\$0	\$0	\$0
Total, Committee Expenditures	\$0	\$5,000	\$5,000

Committee Members' Indirect Expenses

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	\$0	\$0	\$0

Other Operating Costs	\$0	\$0	\$0
<i>Total, Committee Expenditures</i>	\$0	\$0	\$0

Method of Financing

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Method of Finance			
666 - Appropriated Receipts	\$0	\$5,000	\$5,000
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0

Expenses / MOFs Difference:	\$0	\$0	\$0
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Meetings Per Fiscal Year	0	5	3
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Committee Description: (Enter Committee Description and Justification for Continuation/Consequences of Abolishing) Senate Bill 212 created this Advisory Committee in the 84th Legislature. Purchasing from People with Disabilities Advisory Committee consist of 13 members appointed by TWC. The Advisory Committee’s responsibilities are to assist the TX workforce commission in establishing performance goals for the State Use Program and assist with criteria’s for certifying Community Rehabilitation Programs. The Advisory Committee is required to meet at least semiannually.

<u>State / Federal Authority</u>	<u>Select Type</u>	<u>Identify Specific Citation</u>
State Authority	Statute	Chapter 122 Texas Human Resource Code
State Authority	Statute	Chapter 122 Texas Human Resource Code
State Authority	Statute	Chapter 122 Texas Human Resource Code
Federal Authority		
Federal Authority		
Federal Authority		

SECTION B: ADDITIONAL COMMITTEE INFORMATION

Committee Bylaws: Please provide a copy of the committee’s current bylaws and most recent meeting minutes as part of your submission.

1. When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings?

The Purchasing from People with Disabilities (PPD) Advisory Committee typically meet at 101 E. 15th, Room 151 Austin Texas 78778

2. What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those.

The PPD Advisory Committee is required to assist TWC in establishing performance goals and criteria for certifying a Community Rehabilitation Programs (CRPs). Provide input to the workforce commission in adopting rules applicable to the program.

3. What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred?

The Advisory Committee proposed the following 3 recommendations: 1. Look at benefits being provided to employees working for Community Rehabilitation Programs (CRPs) – both for individuals with disabilities in the program, as well as, other agency staff; Are they the same benefits? 2. Look at percent of individuals with disabilities in management position at CRPs compared to percentage of individuals with disabilities in ‘workforce’ positions. 3. CRP Job Coach needs to be certified, Job Coach as well as being certified Interpreter. Currently TWC have not had a chance to adopt any Advisory Committee’s recommendations since the Advisory Committee was recently established on 12/1/15. (Committee only had two meetings)

4a. Does your agency believe that the actions and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency ?

Yes

4b. Is committee scope and work conducted redundant with other functions of other state agencies or advisory committees?

No

5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015? Was not Established in 2015.

0

5b. Please supply a general overview of the tasks entailed in agency staff assistance provided to the committee.

Organize & make arrangements for Advisory Committee meetings. Take minutes at all Advisory Committee meeting and as necessary. Assist the Advisory Committee with establishing goals and criterias. Function as a communication resource between the Advisory Committee and the Texas Workforce Commission.

6. Have there been instances where the committee was unable to meet because a quorum was not present?

No

Please provide committee member attendance records for their last three meetings, if not already captured in meeting minutes.

7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)?

Meeting times and dates are listed on TWC’s events calendar. Agenda notices are posted in the Texas Registrar atleast 8 days before the meeting date. “Public comment” is a standing agenda item for public participation. TWC’s contractor (TIBH Industries) list the Advisory’s meeting dates on their website.

7b. Do members of the public attend at least 50 percent of all committee meetings?

7c. Are there instances where no members of the public attended meetings?

8. Please list any external stakeholders you recommend we contact regarding this committee.

TIBH Industries, phone 512.451.8145, Texas Lighthouse for the Blind Association

9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals?

9b. Please describe the rationale for this opinion.

PPD Advisory Committee was recently established 12/1/16.

10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code:

10a. Is there any functional benefit for having this committee codified in statute?

Currently in Statutes

10b. Does the scope and language found in statute for this committee prevent your agency from responding to evolving needs related to this policy area?

10c. If "Yes" for Question 2b, please describe the rationale for this opinion.

11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)?

11b. Please describe the rationale for this opinion.

PPD Advisory Committee is required by statutes. The Advisory Committee is an portal for major stakeholders to give input to TWC in establishing goals and criterias for the program.

12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission?

12b. If "Yes" for Question 4a, please describe the rationale for this opinion.

13. |Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission.

NA

ASSESSMENT OF ADVISORY COMMITTEES

April, 2016

Agency 320 - Texas Workforce Commission

To assist in the process required by Chapter 2110, Texas Government Code, state agencies should submit an assessment of advisory committees using the format provided. Please submit your assessment for each advisory committee under your agency's purview. Include responses for committees created through statute, administrative code or ad-hoc by your agency. Include responses for all committees, whether ongoing or inactive and regardless of whether you receive appropriations to support the committee. Committees already scheduled for abolishment within the 2016-17 biennium are omitted from the scope of this survey. When submitting information for multiple advisory committees, right-click the sheet "Cmte1", select Move or Copy, select Create a copy and move to end.

SECTION A: INFORMATION SUBMITTED THROUGH ADVISORY COMMITTEE SUPPORTING SCHEDULE IN LEGISLATIVE APPROPRIATIONS REQUEST

Committee Name:	Rehabilitation Council of Texas		
Number of Members:	15		
Committee Status (Ongoing or Inactive):	Ongoing	Note: An Inactive committee is a committee that was created prior to the 2014-15 biennium but did not meet or supply advice to an agency during that time period.	
Date Created:	'09-01-1993	Date to Be Abolished:	N/A
Budget Strategy (Strategies) (e.g. 1-2-4)	'2-1-3	Strategy Title (e.g. Occupational Licensing)	Vocational Rehabilion - Blind
Budget Strategy (Strategies)	'2-3-1	Strategy Title	Vocational Rehabilitation - General

Advisory Committee Costs: This section includes reimbursements for committee member costs and costs attributable to agency staff support.

Committee Members' Direct Expenses

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$38,000
Personnel	\$0	\$0	\$64133
Number of FTEs	\$0	\$0	1
Other Operating Costs	\$0	\$0	\$ 20350
Total, Committee Expenditures	\$0	\$0	\$122,483

Committee Members' Indirect Expenses

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Travel	\$0	\$0	\$0
Personnel	\$0	\$0	\$0
Number of FTEs	\$0	\$0	\$0
Other Operating Costs	\$0	\$0	\$0
Total, Committee Expenditures	\$0	\$0	\$0

Method of Financing

	Expended Exp 2015	Estimated Est 2016	Budgeted Bud 2017
Method of Finance			
1 - General Revenue Fund	\$0	\$0	\$5,121
555 - Federal Funds	\$0	\$0	\$117,362
	\$0	\$0	\$0
	\$0	\$0	\$0
	\$0	\$0	\$0

Expenses / MOFs Difference:	\$0	\$0	\$0
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Meetings Per Fiscal Year			4
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Committee Description: The Rehabilitation Council of Texas (RCT) is a federally mandated (Rehabilitation Act of 1973) advisory committee. The RCT reviews, analyzes, and advises DARS on all aspects of vocational rehabilitation (VR) services, including: policy, scope and efficacy of programs. The RCT also assists with the development, performs reviews, and agrees to state goals and priorities. In addition, the RCT contributes to the preparation of the DARS State Plans for VR. DARS continues to receive guidance and support from the RCT on key issues. The Council members are appointed by the Governor to three year staggered terms. Membership composition is federally mandated and composed of 15 members representing individuals with physical, cognitive, sensory, and mental disabilities; disability advocates; service providers; parents of individuals with disabilities; and rehabilitation counselors. Annually, the RCT issues a report to the Governor and the federal Rehabilitation Services Administration on the status of VR services in Texas. Moreover, the RCT is a vital mechanism for people with disabilities to shape the services VR consumers receive. Abolishment of the RCT would result in the loss of federal funding.

State / Federal Authority	Select Type	Identify Specific Citation
State Authority		
State Authority		
State Authority		
Federal Authority	Public Law	Rehabilitation Act of 1973 (ammended 1998), Title I, Section 105
Federal Authority		
Federal Authority		

SECTION B: ADDITIONAL COMMITTEE INFORMATION

Committee Bylaws: Please provide a copy of the committee’s current bylaws and most recent meeting minutes as part of your submission.

1. When and where does this committee typically meet and is there any requirement as to the frequency of committee meetings? RCT meets four times a year, quarterly January, April, July and October the third Monday and Tuesday. RCT usually meets in Austin TX at Criss Cole Rehab Center 4800 N. Lamar, Austin TX 78756

2. What kinds of deliverables or tangible output does the committee produce? If there are documents the committee is required to produce for your agency or the general public, please supply the most recent iterations of those. RCT Annual Report

3. What recommendations or advice has the committee most recently supplied to your agency? Of these, which were adopted by your agency and what was the rationale behind not adopting certain recommendations, if this occurred? Recommendations for State Plan and Policy Revisions

4a. Does your agency believe that the actions and scope of committee work is consistent with their authority as defined in its enabling statute and relevant to the ongoing mission of your agency? Yes 4b. Is committee scope and work conducted redundant with other functions of other state agencies or advisory committees? No

5a. Approximately how much staff time (in hours) was used to support the committee in fiscal year 2015? 2,080

5b. Please supply a general overview of the tasks entailed in agency staff assistance provided to the committee. • Plans and coordinate RCT Meetings which will include up to 5 meetings annually.
• Coordinates travel for RCT members.

6. Have there been instances where the committee was unable to meet because a quorum was not present? No Please provide committee member attendance records for their last three meetings, if not already captured in meeting minutes. This is in the meeting minutes

7a. What opportunities does the committee provide for public attendance, participation, and how is this information conveyed to the public (e.g. online calendar of events, notices posted in Texas Register, etc.)? The RCT meetings are open to the public and schedule time for public comment. The agenda is posted on RCT website and the Texas Register.

7b. Do members of the public attend at least 50 percent of all committee meetings? Yes 7c. Are there instances where no members of the public attended meetings? No

8. Please list any external stakeholders you recommend we contact regarding this committee. DRTX

9a. In the opinion of your agency, has the committee met its mission and made substantive progress in its mission and goals? Yes

9b. Please describe the rationale for this opinion.

The RCT is in constant communication with DARS through quarterly meetings, email and conference calls. This insures that the RCT able to be aware of the VR services that need to be reviewed and analyzed. This enables the RCT to give advise and support to DARS on all aspects of vocational rehabilitation (VR) services, including: policy, scope and efficacy of programs and state goals.

10. Given that state agencies are allowed the ability to create advisory committees at will, either on an ad-hoc basis or through amending agency rule in Texas Administrative Code:

10a. Is there any functional benefit for having this committee codified in statute?

10b. Does the scope and language found in statute for this committee prevent your agency from responding to evolving needs related to this policy area?

10c. If "Yes" for Question 2b, please describe the rationale for this opinion.

11a. Does your agency recommend this committee be retained, abolished or consolidated with another committee elsewhere (either at your agency or another in state government)?

11b. Please describe the rationale for this opinion.

12a. Were this committee abolished, would this impede your agency's ability to fulfill its mission?

12b. If "Yes" for Question 4a, please describe the rationale for this opinion.

The Rehabilitation Council of Texas is established under the authority of Title I, Section 105 of the Rehabilitation Act of 1973 (the Act), as amended by the Workforce Investment Act of 1998. The name of this organization is the Rehabilitation Council of Texas, hereinafter referred to as the RCT or the Council.

13. |Please describe any other suggested modifications to the committee that would help the committee or agency better fulfill its mission.