Texas Workforce Consolidated 2021-2025 Strategic Plan

Texas Workforce Commission
2021-2025 Strategic Plan

AGENCY STRATEGIC PLAN

FISCAL YEARS 2021 TO 2025

BY

TEXAS WORKFORCE COMMISSION

Bryan Daniel, Chairman	Julian Alvarez	Aaron Demerson
Commissioner	Commissioner	Commissioner
Representing the Public	Representing Labor	Representing Employers

SIGNED: _____

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TWC Mission, Vision & Philosophy

TEXAS WORKFORCE COMMISSION MISSION

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

TEXAS WORKFORCE COMMISSION VISION

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

TEXAS WORKFORCE COMMISSION PHILOSOPHY

Our work is guided by the following core beliefs:

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

Our success will be based on the following organizational values:

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

A Message from the Commissioners

The Texas Workforce Commission remains committed to increasing, improving and innovating the services we provide to Texas workers, employers, jobseekers, small businesses, families and communities as we pursue the strategies necessary to achieve our mission during the next five years.

For much of the past decade, Texas has experienced consistent job growth and corresponding low unemployment rates. The novel coronavirus pandemic created economic challenges for the state and a need for TWC to provide innovative solutions to address unexpected challenges. For example, the state faced the equivalent of four years of typical unemployment insurance claims during the four-month period from March through June 2020. Although TWC had begun procurement on new technologies and legacy system upgrades, the quick onset and scale of UI claims filing strained existing technologies and staffing. TWC responded by doubling our call centers from four to eight, extended call center hours to 7:00 a.m. to 7:00 p.m., seven days a week, expanding servers handling claims from five to twenty and incorporating artificial intelligence through an award-winning automated chat bot to help answer frequently asked questions. Strengthening our systems and implementing innovative technologies to better serve Texans will remain a strategic focus for the agency through the next five years.

TWC will play a significant role in supporting the state's recovery from the impacts of COVID-19 during the strategic plan period, and we are confident in our ability to succeed thanks to the strong resources of our state, that included our employers, workforce and diverse industry sectors. Texas Workforce is committed to ensuring a readied and skilled workforce is available to meet the needs of industry and attract new businesses to the Lone Star state. Texas will continue to "Go Big" in years to come.

Our agency's mission-supporting work over the next five years will be responsive to the ever-changing needs of our state and we will continue to rely on the local-level Workforce Solutions Offices to assist with those efforts. TWC unveiled the enhanced job matching system, **Workintexas.com**, and created outreach strategies to increase awareness. TWC will continue to develop tools like **Workintexas.com** to further connect employers and job seekers, streamline the recruiting process to help businesses find the most qualified candidates and introduce training opportunities for job seekers to address in-demand job shortages.

Partnerships will play a key role in our strategic efforts to strengthen the Texas economy. Among these efforts is the Governor's Tri-Agency Partnership with TWC, the Texas Education Agency (TEA) and the Texas Higher Education Coordinating Board (THECB). Plans are already in place to continue collaboration with stakeholders across the state's workforce and educational systems to align resources with current and future industry needs and focus efforts on equipping our citizens with the skills, education and training needed to be competitive for the jobs of today and in the future. Continued efforts to meet the state's higher education 60x30TX goal will include initiatives to improve quality in early childhood education and increase postsecondary educational success, as well as educating the future workforce about career opportunities being created by Texas' cutting-edge industries. Community colleges, independent school districts and adult education providers will play a key role in reaching our state's goals and TWC will continue partnerships that support these entities through proven training programs, such as Skills Development and industry recognized Registered Apprenticeships. TWC will also keep a strong focus on initiatives that lead to demonstrable skills in Texans by supporting training leading to industry recognized credentials and in demand certifications that

are tied through programs directly to employment.

TWC will continue to enhance child care services through the ongoing Texas Rising Star quality rating system. Strong oversight and innovation will allow Texas to maintain a healthy network of quality child care providers and ensure access to strong early learning programs for Texas families. This effort provides added strength to the Texas workforce.

TWC will continue and expand valuable training opportunities for both rural and urban communities, such as the Skills Development Fund, which provides grants for customized job training to businesses. In light of the current circumstances, and to address the future needs of job seekers during the economic recovery, we will continue to examine our funding to allow for flexibility in its use to quickly train individuals, engage in layoff aversion as necessary and bolster the efforts of businesses to retool and combat the effects of the pandemic.

This 2021-2025 Strategic Plan provides TWC's goals for the five-year planning period to promote workforce development success through flexibility, technology and innovation. With the support of the Governor and the Texas Legislature and our partners, we will continue to implement data-based, market-driven solutions, adaptable to changing times that will lead to more job creation and economic prosperity for the workers and employers of Texas.

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 ongoing 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 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

Promote employers' access to the talent and abilities of individuals with a disability. Accommodate such workers in the workplace and assist with maintaining and advancing their careers successfully.

Specific action items to achieve your goal.

1. Continued integration of 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 job seekers and workers with disabilities. Integration of these services will continue during this five-year planning period.

2. Expand the network of employers that recruit, train and employ the talents and skills of individuals with disabilities through Workforce Solutions business service representatives and workforce development board partnerships with economic development and industry groups. Our efforts will continue producing results within the five-year planning period 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.

Full integration of vocational rehabilitation services within the Workforce Solutions network will improve 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 integration of vocational rehabilitation services to the Workforce Solutions network will continue to be communicated to the public as each transition progresses through various public channels.

Goal 3

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

Specific action items to achieve your goal.

1. Continue ongoing support of education 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. Continue to support work-based learning opportunities through internships, mentorships, and job shadowing. 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

Accelerate employment pathways for veterans, service members and their 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 Texas Operation Welcome Home, 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 Skills for Transition, 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

Fostering systems that enhance early education, support strong families, advance the growth of the at-risk workforce to accelerate their employment opportunities, and help support personal and family stability.

Specific action items to achieve your goal.

1. Support quality child care which enhances early education, supports early brain development and helps to ensure that children are ready for school, ready to learn, and positioned to succeed as the next generation of the Texas workforce. Support families receiving subsidies through an integrated workforce system which can help them build and enhance their workforce connections. Efforts will continue, including the expansion of early learning opportunities, through Texas Rising Star, and increased alignment to support the workforce needs of parents receiving child care.

2. Expand the network of employers that recruit, train, and employ the talents and skills of individuals previously incarcerated and transitioning foster youth through Workforce Solutions business service representatives and workforce development board partnerships with economic development and industry groups. Efforts will continue producing results within the five-year planning period 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.

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. Low-income and at-risk Texans require critical support services in order to work; these investments will support the Texas workforce, and support a healthy Texas 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.

Continuous improvement of processes identifies ways to eliminate waste and redundancies to maximize the efficiency of all TWC operations. TWC continues to collaborate with other early childhood education agencies to create coordinated approaches to addressing supports for families and children.

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. Activities support efforts to provide all customers with the supports they need, both to develop the future workforce, and to support the current at-risk workforce.

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.

Goal 6

Maintain the highest levels of integrity, accountability and efficiency in all workforce systems and TWC programs. Through continuous improvements, develop a system that minimizes 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.

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.

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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.

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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 external event during the five-year planning period covered in this strategic plan will be the recovery from the impact of the COVID-19 pandemic. The impact of this disease and the scale of the resultant shutdown created dramatic disruptions to the economy, resulting in a massive increase in demand for unemployment insurance benefits, seriously straining systems designed for more historic emergencies like natural disasters. TWC responded to this demand by adding four additional tele centers to take UI claims, reassigning staff from other divisions, training volunteers from other state agencies, doubling the number of servers for processing online UI claims and adding a virtual chat bot to answer frequent questions. In addition, TWC sought and received waivers on UI and childcare rules, and cancelled grant programs and reallocated those funds to more emergent needs, such as a new program to offer rapid skills enhancement opportunities to eligible workers in Texas. To allow essential workers to remain on the job, Commissioners approved $200 million to subsidize childcare for these workers, as well as temporarily waived the parent's share of cost. As the agency prepared for Texas to return to work, TWC built on lessons learned during the crisis, adding additional servers to **Workintexas.com** to meet greater demand and the implementation of virtual job fairs by the workforce development boards. The long-term response to the pandemic over the next five years will require continued flexibility and innovation to respond to rapidly evolving circumstances.

Prior to COVID-19, Texas had one of the strongest economies in of the nation. In 2019, Texas had a civilian non-institutional population of 21.9 million (aged 16 and older), and a Civilian Labor Force of 14.0 million (not seasonally adjusted). Throughout 2019, the seasonally adjusted unemployment rate was below 4.0 percent reaching a record low of 3.4 percent in May and June 2019 since the series began in 1976. From Feb. 2010 to Feb. 2020, Texas added roughly 2.7 million jobs. Texas total non-farm employment was 13.0 million in Feb. 2020 (seasonally adjusted). The state enjoyed 119 months of consecutive over-the-year job growth (seasonally adjusted). In early 2020, however, the Texas economy got hit with both COVID-19 and a plunge in oil prices, both of which caused unemployment claims to reach record highs. At publication, there remains much uncertainty about the duration and effect of the current economic downturn. TWC is studying data as it is released to understand both the regional and industry impact of the current crises. And the agency is adjusting its services and resources to assist both employers and job seekers during this challenging time.

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.

Technology enhances the security and efficiency of TWC programs and assists TWC in delivering exceptional services to customers. TWC selects technology initiatives that advance the mission, goals and objectives of the agency and align with statewide technology principles and priorities as defined in the State Strategic Plan for Information Resources. Over the planning period, the biggest demand for capital resources will be related to technology upgrades that will support continued modernization within critical agency operations such as the Unemployment Insurance (UI) benefits systems, UI Tele-Centers and replacement of the agency's job matching system www.**Workintexas.com** to provide better accessibility and services for workers, job seekers and employers.

Strategic Plan - Federal Legislation

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

Government Funding

The 116th Congress passed a series of Continuing Resolutions to fund the government for FY 2020. The U.S. House and U.S. Senate passed the Further Consolidated Appropriations Act, 2020 which funded the government through the end of the fiscal year.

HR 4378 (PL 116-59) funded the government from October 1, 2019 through November 21, 2019.

HR 3055 (PL 116-69) funded the government from November 21, 2019 through December 20, 2019.

HR 1865 (PL 116-94) funded the government from December 20, 2019 through the end of the FY 2020 (September 30, 2020).

Temporary Assistance for Needy Families (TANF)

An extension of TANF through May 22, 2020 was included in **HR 1865** (PL 116-94) - Further Consolidated Appropriations Act, 2020. TANF was then extended through November 30, 2020 through **HR 748** (PL 116-136)-Coronavirus Aid, Relief and Economic Security (CARES) Act.

COVID-19 Related Legislation

Congress passed two significant pieces of legislation related to COVID-19 which impacted TWC administered programs.

HR 6201 (PL116-127) ***Families First Coronavirus Response Act*** included the following provisions:

- $1 billion in 2020 for emergency grants to states for activities related to processing and paying unemployment insurance (UI) benefits, under certain conditions.
- Provides states with access to interest-free loans to help pay regular UI benefits through December 31, 2020.
- Requires the Secretary of Labor to provide technical assistance to states that want to set up work-sharing programs, in which employers reduce hours instead of laying employees off, and then employees receive partial unemployment benefits to offset the wage loss.
- For states that experience an increase of 10 percent or more in their unemployment rate (over the previous year), this section provides 100 percent federal funding for Extended Benefits of an additional 26 weeks.
- Suspends the work and work training requirements for Supplemental Nutrition Assistance Program (SNAP) recipients during the declared public health emergency.

HR 748 (PL 116-136)-***Coronavirus Aid, Relief and Economic Security (CARES) Act*** included the following provisions:

- Created a temporary Pandemic Unemployment Assistance program through December 31, 2020 to provide payment to those not traditionally eligible for unemployment benefits (self-employed, independent contractors, those with limited work history, and others) who are unable to work as a direct result of the coronavirus public health emergency.
- Created the Federal Pandemic Unemployment Compensation - an additional $600 per week payment to each recipient of unemployment insurance or Pandemic Unemployment Assistance for up to four months.
- Created the Pandemic Emergency Unemployment Compensation which allows for an optional 13 weeks of unemployment to those who have exhausted benefits.
- Provides payment to states to reimburse nonprofits, government agencies, and Indian tribes for half of the costs they incur through December 31, 2020 to pay unemployment benefits.
- Provided additional funding for Child Care and Development Block Grants to states. $3.5 billion in grants to states (Texas received $371,663,374) for immediate assistance to childcare providers to prevent them from going out of business and to otherwise support child care for families, including for healthcare workers, first responders, and others playing critical roles during this crisis.

Strategic Plan - State Legislation

The following is a summary of legislation enacted by the 86th Texas Legislature for the 2019- 2020 biennium and implemented by TWC:

Adult Education and Literacy

HB 1949 (Rep. Guillen) – This bill requires that the award of Adult Education and Literacy (AEL) program performance incentive funds must include the following provisions: enrollment in a high school equivalency (HSE) program or a postsecondary ability to benefit (ATB) program of at least 25% of all students receiving AEL services from the entity during that program year; and the achievement by the end of that program year of a HSE certificate or a postsecondary certificate by at least 70% of those students who exit the program during that program year and who are enrolled in a HSE program or a postsecondary ATB program. TWC Commissioners must approve the awarding of any AEL funds.

Agency Reporting

SB 1413 (Sen. Zaffirini) – This bill consolidates reporting requirements of several TWC programs into a new Supplemental Annual Report that is due at the same time the agency submits its annual report to the legislature. The program reports included in this new Supplemental Annual Report are the annual reports for: The Purchasing from People with Disability program, the College Credit for Heroes program, and the Texas Career Opportunity Grant program.

Apprenticeship

HB 2784 (Rep. Phelan) -This bill requires TWC to establish and manage the Texas Industrial Workforce Apprenticeship Grant Program, which will focus on the state's immediate industrial workforce needs. The grants under this program will be funded from the Texas Industrial Workforce Apprenticeship Fund, which is established as a dedicated General Revenue fund.

Child Care

HB 680 (Rep. Deshotel) – This bill makes several changes to data collection and reporting requirements for the subsidized child care program. The bill also adds provisions relating to professional development, stakeholder input, and the option for Local Workforce Development Boards (LWDBs) to contract with child care providers to provide subsidized child care services.

Civil Rights

HB 1074 (Rep. Price) – This bill repeals provisions of the Texas Labor Code which prohibit employers from discriminating against employees between the ages of 40 and 56 on the basis of their age when selecting employees for participation in an apprenticeship, on-the-job training, or other training or retraining programs. The effect of the bill prohibits age discrimination against persons 40 years of age and older in these circumstances.

Information for School Districts

HB 114 (Rep. White) – The bill requires that TWC, in cooperation with the Texas Higher Education Coordinating Board, develop and make available annually at each school district and open enrollment charter school informational materials regarding the availability of college credit awarded to veterans and military service members for military experience, education, and training obtained during military service. Information provided by the counselor would have to be explained to any student enlisted or who intended to enlist.

Regulatory Integrity

SB 1500 (Sen. Zaffirini) – This bill repeals provisions of the Texas Labor Code that requires an employer who has been ordered to pay wages under a Texas Payday Law Claim to file an affidavit of inability to pay wages with the clerk of the court in order to file a petition of judicial review of a TWC Preliminary Wage Determination Order. These provisions of law had been ruled unconstitutional by the Fifth Circuit Court in 1998.

Skills Development Fund

HB 700 (Rep. Guillen) - This bill adds Local Workforce Development Boards to the list of entities eligible to apply for funds from the Skills Development Fund (SDF). The bill instructs TWC to conduct a study on and develop recommendations for increasing the effectiveness of SDF. These recommendations must include strategies for better achieving SDF's purpose, improving outcomes, and expanding participation in the opportunities available through SDF.

Unemployment Insurance

HB 1307 (Rep. Hinojosa) – This bill requires the Texas Division of Emergency Management to develop and maintain an electronic disaster case management system to be used for case management during and after a disaster to be used by certain authorized entities including TWC.

SB 2296 (Sen. Powell) – This bill allows for the use of a Common Paymaster to pay employee wages and Unemployment Insurance taxes. This bill allows related companies in Texas who employ a common worker among their entities to use a Common Paymaster instead of having to pay individuals through each entity that the individual works for.

Veterans Services

HB 696 (Rep. Blanco) - This bill codifies the Texas Veterans Leadership Program (TVLP) and Operation Welcome Home. TWC is directed to establish and administer TVLP and Operation Welcome Home programs. The programs would be administered by TWC in partnership with military transition centers, the Texas Veterans Commission, and Local Workforce Development Boards (LWDBs). The focus will be on building partnerships between military transition centers and LWDBs to ensure the availability of employment services related to education, career technical training, and entrepreneurship.

HB 714 (Rep. Lucio, III) - The bill requires a reemployment program to be made available by the court to provide workforce development education and training to certain veterans placed on community supervision for a misdemeanor offense, with the goal that the veterans participating in the program obtain workforce skills and become gainfully employed. The bill requires TWC to develop or approve educational and training courses to assist eligible veterans by January 1, 2020. The educational and training courses must provide instruction in workforce skills appropriate for veterans with disabilities.

Vocational Rehabilitation

SB 0753 (Sen. Huffman) – The bill requires TWC to assist a Community Rehabilitation Program (CRP) participating in the Purchasing from People with Disabilities program that is paying workers with disabilities less than the federal minimum wage in developing a plan to increase wages to minimum wage not later than September 1, 2022, for work relating to products or services purchased from the CRP through the State Use Program.

SB 2038 (Sen. Rodriguez) – The bill requires TWC to prepare a report regarding occupational skills training for individuals with intellectual and developmental disabilities (IDD). The report must identify potential funding sources for occupational skills training programs for individuals with IDD as well as specific occupations in high-demand industries in Texas for which a postsecondary certification, occupational license, or other workforce credential is required and that may be appropriate for individuals with IDD.

Workforce Services

HB 1483 (Rep. Frank) - The bill requires the Health and Human Services Commission (HHSC) to implement a pilot program, with the assistance of TWC, Local Workforce Development Boards, faith-based and other relevant public or private organizations, and any other entity HHSC deems appropriate, to assist eligible families to gain permanent self-sufficiency and no longer require Temporary Assistance for Needy Families (TANF) payments, Supplemental Nutrition Assistance Program (SNAP) benefits, or other means-tested public benefits.

SB 1055 (Sen. Zaffirini) - This bill creates a workforce diploma pilot program administered by TWC in consultation with the Texas Education Agency under which eligible high school diploma-granting entities participating in the program may be reimbursed for successfully assisting adult students to obtain a high school diploma and develop technical career readiness skills and employability.

Redundancies and Impediments

TWC has not identified any current state statutes or state rules or regulations applicable to the agency that would be considered redundancies or impediments as of this publication date. However, TWC recognized internal impediments and has provided description on how the agency will address them.

As a result of the COVID-19 crisis, TWC identified the need to scale up resources quickly in order to serve the public. TWC will look to have in place contracts to allow the agency the ability to quickly add additional call centers or other resources to serve Texans. During this time, TWC also recognized that the traditional staffing model is not the most efficient to serve the public when TWC staff are equally impacted as they were under the COVID-19 crisis. The agency will take steps to evaluate staffing resources with regards to teleworking and flexible work schedules.

TWC is committed to seeking out and listening to its workforce customers and partners and will respond to any additional redundancies or impediments that are identified during this strategic planning period.

TWC Strategic Plan

Schedule A

Budget Structure

Goal 1. Workforce Development

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

Objective 1.1 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) - 1 Parent
- Average Choices Participation Thru Employment (or School for Teens) - 2 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 1.1.1 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 1.1.2 Workforce Innovation and Opportunity Act (WIOA) Youth

Provide services for eligible youth to acquire skills for employment.

Strategy 1.1.3 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 1.1.4 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 1.1.5 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 1.1.6 Trade Affected Worker Training and Assistance

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

Strategy 1.1.7 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 1.1.8 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 1.1.9 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 1.2 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 1.2.1 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 1.2.2 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 by BET Staff to Develop into Businesses Number of Blind & Disabled Individuals Employed by BET Facility Managers

Strategy 1.2.3 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 1.3 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 1.3.1 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 1.3.2 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 1.3.3 Labor Market and Career Information

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

Strategy 1.3.4 Work Opportunity Tax Credit Certification

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

Strategy 1.3.5 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 1.4 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 1.4.1 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 1.4.2 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 1.4.3 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 1.4.4 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 1.5 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 1.5.1 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 1.5.2 Unemployment Appeals

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

Efficiency:

Percent of Unemployment Insurance Appeals Decisions Issued Timely

Strategy 1.5.3 Unemployment Tax Collection

Ensure accurate and timely unemployment tax collections from employers.

Goal 2. Accountability and Enforcement

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

Objective 2.1 Program Accountability

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

Strategy 2.1.1 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 2.1.2 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 2.1.3 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 2.1.4 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 2.2 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 2.2.1 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 3. Indirect Administration

Objective 3.1 Indirect Administration Strategy

3.1.1 Central Administration Strategy

3.1.2 Information Resources Strategy

3.1.3 Other Support Services

TWC Strategic Plan

Schedule B

Performance Measure Definitions

Goal No.	1	Workforce Development		
Objective No.	1	Career, Training, and Transitional Workforce Services		
Measure Type	OC			
Measure No.	1			
Key Measure:	Y	Calculation Method: N	New Measure: N	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 participatory Career & Training services. These services are provided through funds traditionally appropriated for programs such as: Apprenticeship, Supplemental Nutrition Assistance Program E&T, Self-Sufficiency and Skills Development Funds, the Senior Community Service Employment Program, Trade Adjustment Assistance, Choices, and the Workforce Innovation and Opportunity Act. Participatory services generally do not include any self-service nor any staff-assisted registration, determination of eligibility, follow-up/information/support services or contacts to obtain status or progress information or determine the need for additional services.

Data Limitations:

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

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. 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: No

Desired Performance: Higher than target

Goal No.	1	Workforce Development		
Objective No.	1	Career, Training, and Transitional Workforce Services		
Measure Type	OC			
Measure No.	2			
Key Measure:	Y	Calculation Method: N Percent Measure: Y	New Measure: N Priority: H	Target Attainment: 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 participatory services for more than 90 days and no future services are planned. Participatory services generally do not include any self-service nor any staff-assisted registration, determination of eligibility, follow-up/information/support services, or contacts to obtain status or progress information or to determine the need for additional services.

Data Limitations:

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

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. 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 excluding those not in the numerator and who at exit are deceased or for at least 90 days: institutionalized, called to active military duty, or receiving medical treatment that prevents enrollment or employment.

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

Performance is calculated by dividing the numerator by the denominator.

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	1	Workforce Development		
Objective No.	1	Career, Training, and Transitional Workforce Services		
Measure Type	OC			
Measure No.	3			
Key Measure:	Y	Calculation Method: N Percent Measure: Y	New Measure: N Priority: H	Target Attainment: 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 participatory services for more than 90 days and no future services are planned. Participatory services generally do not include any self-service nor any staff-assisted registration, determination of eligibility, follow-up/information/support services, or contacts to obtain status or progress information or to determine the need for additional services.

Data Limitations:

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

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. 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 excluding those not in the Numerator and who at exit are deceased or for at least 90 days: institutionalized, called to active military duty, or receiving medical treatment that prevents enrollment or employment.

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

Performance is calculated by dividing the numerator by the denominator.

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

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

Credential Rate – C&T

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. 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: Generally includes C&T Participants in training (except OJT) during participation who exit during the report period excluding those not in the numerator and who at exit are deceased or for at least 90 days: institutionalized, called to active military duty, or receiving medical treatment that prevents enrollment or employment. Enrolled in Training also includes Title I Youth Participants enrolled in post-secondary education or secondary education at or above the 9th grade level.

Numerator: Participants from the denominator who achieve a recognized credential within 1 year of exit, excluding those who achieve a HS diploma/equivalent and are not also either enrolled in post-secondary education or working within 1 year of exit. A Participant is considered employed if wage records or other records indicate employment in any of the 4 quarters following exit.

Performance = numerator divided by denominator.

Purpose/Importance:

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

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		
Measure Type	OC			
Measure No.	5			
Key Measure:	Y	Calculation Method: N	New Measure: N Percent Measure: Y	Target Attainment: H 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 Division of Operational Insight and it is the archived data set that is used as the data Source for reporting purposes.

Method of Calculation:

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

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

The monthly numerator is the # 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		
Measure Type	OC			
Measure No.	6			
Key Measure:	N	Calculation Method: N Percent Measure: Y	New Measure: N Priority: L	Target Attainment: H

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 Division of Operational Insight and it is the archived data set that is used as the data Source for reporting purposes.

Method of Calculation:

The monthly denominator is the number of 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 # 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		
Measure Type	OC			
Measure No.	7			
Key Measure:	Y	Calculation Method: N Percent Measure: Y	New Measure: N Priority: H	Target Attainment: 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 participatory services for more than 90 days and no future services are planned. Participatory services generally do not include any self-service nor any staff-assisted registration, determination of eligibility, follow-up/information/support services, or contacts to obtain status or progress information or to determine the need for additional services.

Data Limitations:

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

Data Source:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. 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 excluding those not in the Numerator and who at exit are deceased or for at least 90 days: institutionalized, called to active military duty, or receiving medical treatment that prevents enrollment or employment.

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

Performance is calculated by dividing the numerator by the denominator.

Purpose:

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

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		
Measure Type	OC			
Measure No.	8			
Key Measure:	Y	Calculation Method: N Percent Measure: Y	New Measure: N Priority: H	Target Attainment: H

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

Definition:

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

Data Limitations:

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

Data Source:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. 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 excluding those not in the numerator and who at exit are deceased or for at least 90 days: institutionalized, called to active military duty, or receiving medical treatment that prevents enrollment or employment.

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

Performance is calculated by dividing the numerator by the denominator.

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

Purpose:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

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

Credential Rate – AEL

Definition:

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

Data Limitations:

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

Data Source:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. 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 (except OJT) during participation who exit during the report period excluding those not in the numerator and who at exit are deceased or for at least 90 days: institutionalized, called to active military duty, or receiving medical treatment that prevents enrollment or employment. This includes those without a high school diploma/equivalent who are enrolled in secondary education at or above the 9th grade level.

Numerator: Participants from the denominator who achieve a recognized credential within 1 year of exit, excluding those who achieve a HS diploma/equivalent and are not also either enrolled in post-secondary education or working within 1 year of exit. A Participant is considered employed if wage records or other records indicate employment in any of the 4 quarters following exit.

Performance = numerator divided by denominator.

Purpose:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	1	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 Percent Measure: N	New Measure: N Priority: M	Target Attainment: H

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 participatory WIOA Adult/Dislocated Worker-funded Career & Training services. Participatory services generally do not include any self-service nor any staff-assisted registration, determination of eligibility, follow-up/information/support services or contacts to obtain status or progress information or determine the need for additional services.

Data Limitations:

Unduplication is primarily based on system-generated customer IDs within a system and 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 year and are continuing to receive them in the current year. The performance period runs from July to June each year to align with the federal reporting period used in most workforce programs.

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. 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 participatory 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 participatory Career & Training services by Participants.

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.	1	Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Workers		
Measure Type	EF			
Measure No.	1			
Key Measure:	Y	Calculation Method: N Percent Measure: N	New Measure: N Priority: M	Target Attainment: L

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 year and are continuing to receive them in the current year. The performance period runs from July to June each year to align with the federal reporting period used in most workforce programs.

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. 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 participatory 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 participatory 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.	3	Temporary Assistance for Needy Families (TANF) Choices		
Measure Type	OP			
Measure No.	1			
Key Measure:	Y	Calculation Method: N Percent Measure: N	New Measure: N Priority: M	Target Attainment: H

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 participatory TANF Choices-funded Career & Training services. Participatory services generally do not include any self-service nor any staff-assisted registration, determination of eligibility, follow-up/information/support services or contacts to obtain status or progress information or determine the need for additional services.

Data Limitations:

Unduplication is primarily based on system-generated customer IDs within a system and 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 year and are continuing to receive them in the current year. The performance period runs from July to June each year to align with the federal reporting period used in most workforce programs.

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. 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 participatory services during the performance period are identified and unduplicated.

Purpose/Importance:

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

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.	3	Temporary Assistance for Needy Families (TANF) Choices		
Measure Type	EF			
Measure No.	1			
Key Measure:	Y	Calculation Method: N Percent Measure: N	New Measure: N Priority: M	Target Attainment: L

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 year and are continuing to receive them in the current year. The performance period runs from July to June each year to align with the federal reporting period used in most workforce programs.

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. 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 participatory 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 participatory 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.	5	Supplemental Nutrition Assistance Program Employment & Training		
Measure Type	OP			
Measure No.	1			
Key Measure:	Y	Calculation Method: N Percent Measure: N	New Measure: N Priority: M	Target Attainment: H

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 participatory SNAP E&T-funded Career & Training services. Participatory services generally do not include any self-service nor any staff-assisted registration, determination of eligibility, follow-up/information/support services or contacts to obtain status or progress information or determine the need for additional services.

Data Limitations:

Unduplication is primarily based on system-generated customer IDs within a system and 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 year and are continuing to receive them in the current year. The performance period runs from July to June each year to align with the federal reporting period used in most workforce programs.

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. 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 participatory 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 participatory Career & Training services by Participants.

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.	5	Supplemental Nutrition Assistance Program Employment & Training		
Measure Type	EF			
Measure No.	1			
Key Measure:	N	Calculation Method: N Percent Measure: N	New Measure: N Priority: M	Target Attainment: L

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 year and are continuing to receive them in the current year. The performance period runs from July to June each year to align with the federal reporting period used in most workforce programs.

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. 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 participatory 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 participatory 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 Percent Measure: N	New Measure: N Priority: M	Target Attainment: H

Participants Served - Apprenticeship

Short Definition:

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

Data Limitations:

Unduplication is primarily based on system-generated customer IDs within a system and 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. The performance period runs from July to June each year to align with the federal reporting period used in most workforce programs.

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. 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 participatory services during the performance period are identified and unduplicated. The Apprenticeship program typically follows a school calendar. Therefore, often the number reported for the first quarter will be essentially the number to be reported at the end of the year.

Purpose/Importance:

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

Calculation Type: 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.	9	Adult Education and Family Literacy		
Measure Type	OP			
Measure No.	1			
Key Measure:	Y	Calculation Method: N Percent Measure: N	New Measure: N Priority: M	Target Attainment: H

Participants Served - AEL

Definition:

The unduplicated number of Participants receiving Adult Education & Literacy (AEL) services. An Individual becomes a Participant by receiving a baseline assessment and 12 or more direct 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 year and are continuing to receive them in the current year. The performance period runs from July to June each year to align with the federal reporting period used in most workforce programs.

Data 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: 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.	9	Adult Education and Family Literacy		
Measure Type	EF			
Measure No.	1			
Key Measure:	N	Calculation Method: N Percent Measure: N	New Measure: N Priority: M	Target Attainment: L

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 year and are continuing to receive them in the current year. The performance period runs from July to June each year to align with the federal reporting period used in most workforce programs.

Data 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: No

Desired Performance: Lower than target

Goal No.	1	Workforce Development		
Objective No.	2	Rehabilitation Services		
Measure Type	OC			
Measure No.	1			
Key Measure:	Y	Calculation Method: N Percent Measure: Y	New Measure: N Priority:	Target Attainment: 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 participatory services for more than 90 days and no future services are planned. For Participants who are also Vocational Rehabilitation Participants, exit only occurs when the service file has been closed in accordance with federal requirements. Participatory services generally do not include any self-service nor any staff-assisted registration, determination of eligibility, follow-up/information/support services, or contacts to obtain status or progress information or to determine the need for additional services.

Data Limitations:

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

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. 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 excluding those not in the Numerator and who at exit are deceased or for at least 90 days: institutionalized, called to active military duty, or receiving medical treatment that prevents enrollment or employment.

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

Performance is calculated by dividing the numerator by the denominator.

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	1	Workforce Development		
Objective No.	2	Rehabilitation Services		
Measure Type	OC			
Measure No.	2			
Key Measure:	Y	Calculation Method: N Percent Measure: Y	New Measure: N Priority: H	Target Attainment: 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 participatory services for more than 90 days and no future services are planned. For Participants who are also Vocational Rehabilitation Participants, exit only occurs when the service file has been closed in accordance with federal requirements. Participatory services generally do not include any self-service nor any staff-assisted registration, determination of eligibility, follow-up/information/support services, or contacts to obtain status or progress information or to determine the need for additional services.

Data Limitations:

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

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. 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 excluding those not in the Numerator and who at exit are deceased or for at least 90 days: institutionalized, called to active military duty, or receiving medical treatment that prevents enrollment or employment.

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

Performance is calculated by dividing the numerator by the denominator.

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

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

Credential Rate - VR

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. 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 (except OJT) during participation excluding those not in the numerator and who at exit are deceased or for at least 90 days: institutionalized, called to active military duty, or receiving medical treatment that prevents enrollment or employment. Includes enrolled in post-secondary education and those enrolled in secondary education whose approved IPE calls for achievement of a high school diploma or equivalent as a step towards their employment goal.

Numerator: Participants from the denominator who achieve a recognized credential within 1 year of exit, excluding those who achieve a HS diploma/equivalent and are not also either enrolled in post-secondary education or working within 1 year of exit. A Participant is considered employed if wage records or other records indicate employment in any of the 4 quarters following exit.

Performance = numerator divided by denominator.

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

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

Average Earnings Per Business Enterprises of Texas Consumer Employed

Short Definition:

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

Data Limitations:

None

Source/Collection of Data:

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

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

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

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 year and are continuing to receive them in the current year. The performance period runs from July to June each year to align with the federal reporting period used in most workforce programs.

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. 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: No

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 Percent Measure: N	New Measure: N Priority: M	Target Attainment: L

Average Cost Per Participant Served - VR

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

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

Source/Collection of Data:
Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. 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: 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	OP			
Measure No.	1			
Key Measure:	Y	Calculation Method: N Percent Measure: N	New Measure: N Priority: H	Target Attainment: H

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

Short Definition:

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

Data Limitations:

No known data reliability limitations.

Source/Collection of Data:

The 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 counts and then the results are averaged across the quarters in the performance period.

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	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 Percent Measure: N	New Measure: N Priority: M	Target Attainment: H

Number of Businesses Operated by Blind Managers

Short Definition:

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

Data Limitations:

No known data reliability limitations.

Source/Collection of Data:

Data derives from the BET Quarterly Status Report.

Method of Calculation:

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

Purpose/Importance:

This measure reports the number of businesses operated by blind managers licensed by the 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 Percent Measure: N	New Measure: N Priority: M	Target Attainment: L

Number of Facilities Supported by BET Staff to Develop into Businesses

Short Definition:

Measures the average number of facilities 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. These BET facilities consist of cafeterias, snack bars, convenience stores, and/or vending facilities 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 for each quarter and average the results across the performance period.

Purpose/Importance:

The overall employment benefit to Texans through this strategy is one of the desired outcomes. TWC establishes a projection for the number of 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 Percent Measure: N	New Measure: N Priority: H	Target Attainment: H

Number of Blind & Disabled Individuals Employed by BET Facility Managers

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

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

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

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

Total Employers Served

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify employer establishments served, along with dates and types of services received. Examples of systems used in this measure are Work in Texas, the Learner Outcome Tracking System, the Texas Educating Adults Management System, and The Workforce Information System of Texas. 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:

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 Percent Measure: N	New Measure: N Priority: M	Target Attainment: H

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 Percent Measure: N	New Measure: N Priority: M	Target Attainment: L

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 Percent Measure: N	New Measure: N Priority: M	Target Attainment: H

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 Percent Measure: N	New Measure: N Priority: M	Target Attainment: L

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 & Mandatory Child Care for Families Working or Training for Work		
Measure Type	OP			
Measure No.	1			
Key Measure:	Y	Calculation Method: N Percent Measure: N	New Measure: N Priority: H	Target Attainment: H

Average Number of Children Served Per Day, TANF & Mandatory Services

Short Definition:

This measure indicates the average number of units of child care administered each workday by local workforce development boards (Boards) to children of families who are mandatorily eligible for subsidized child care such as: Temporary Assistance for Needy Families (TANF) recipients in Choices activities, TANF Applicants who are seeking subsidized child care to support employment in lieu of further pursuit of TANF, Supplemental Nutrition Assistance Program - Employment & Training, participants, and families with children transitioning out of Department of Family and Protective Services funded child care for children in General Protection.

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

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

Average Cost Per Child Per Day for Child Care, TANF & Mandatory Services

Short Definition:

This measure indicates the average cost per unit of child care administered each workday by local workforce development boards (Boards) to children of families who are mandatorily eligible for subsidized child care such as: Temporary Assistance for Needy Families (TANF) recipients in Choices activities, TANF Applicants who are seeking subsidized child care to support employment in lieu of further pursuit of TANF, Supplemental Nutrition Assistance Program - Employment & Training participants, and families with children transitioning out of Department of Family and Protective Services funded child care for children in General Protection.

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 and other at-risk families. Direct child care services are provided to enable these parents to work or attend training or educational activities for work; and promote the health, safety, growth and development of children.

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Lower than target

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

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

Short Definition:

This measure indicates the average number of units of child care administered each workday by local workforce development boards (Boards) to children of low-income families who are utilizing subsidized child care services, excluding the children who are mandatorily eligible for subsidized child care.

Data Limitations:

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

Source/Collection of Data:

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

Method of Calculation:

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

The denominator is based on a standard number of days per month that roughly corresponds to the number of weekdays in the month, with the denominator for any reported 12-month period, including the yearend denominator, equaling 262. 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 Trans. Child Care for Families Working or Training for Work		
Measure Type	EF			
Measure No.	1			
Key Measure:	Y	Calculation Method: N Percent Measure: N	New Measure: N Priority: H	Target Attainment: L

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

Short Definition:

This measure indicates the average cost per unit of child care administered each workday by local workforce development boards (Boards) to children of low-income parents who are utilizing subsidized child care services, excluding the children who are mandatorily eligible for subsidized child care.

Data Limitations:

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

Source/Collection of Data:

The numerator (total Board child care costs for providing subsidized care, which does not include any parent share of cost) 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		
Measure Type	OC			
Measure No.	1			
Key Measure:	Y	Calculation Method: N Percent Measure: Y	New Measure: N Priority: H	Target Attainment: 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		
Measure Type	OC			
Measure No.	2			
Key Measure:	Y	Calculation Method: N Percent Measure: Y	New Measure: N Priority: H	Target Attainment: 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, as of the fax receipt date if faxed, or as of the date of the online submission if filed online. 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		
Measure Type	OC			
Measure No.	3			
Key Measure:	N	Calculation Method: N Percent Measure: Y	New Measure: N Priority: L	Target Attainment: H

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 f calendar periods. Data is received in a variety of mediums and input by Tax and Data Processing staff and recorded in the Employer Master File tax accounting system. These records are maintained in the Employer Master File.

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative
New Measure: No

Desired Performance: Higher than target

Goal No.	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 Percent Measure: N	New Measure: N Priority: M	Target Attainment: L

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 is collected from the Avaya Definity telephone systems and delivered to the SUN Unix server running an Avaya program called CMS Supervisor for TWC-operated centers and is gathered from TWC's contracted center operators using their telephone tracking system data. This reported data is 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 Percent Measure: N	New Measure: N Priority: L	Target Attainment: 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 Percent Measure: Y	New Measure: N Priority: H	Target Attainment: 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.	1	Subrecipient Monitoring		
Measure Type	OP			
Measure No.	1			
Key Measure:	Y	Calculation Method: C Percent Measure: N	New Measure: N Priority: M	Target Attainment: H

Number of Monitoring Reviews of Boards or Contractors

Short Definition:

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

Data Limitations:

None

Source/Collection of Data:

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

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	2	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 Percent Measure: N	New Measure: N Priority: H	Target Attainment: 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 Percent Measure: N	New Measure: N Priority: H	Target Attainment: 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 Percent Measure: N	New Measure: N Priority: L	Target Attainment: H

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 is 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		
Measure Type	OC			
Measure No.	1			
Key Measure:	N	Calculation Method: N Percent Measure: Y	New Measure: N Priority: L	Target Attainment: H

Percent of Employment and Housing Complaints Resolved Timely

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

Civil Rights Division's internal tracking system.

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	2	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 Percent Measure: N	New Measure: N Priority: L	Target Attainment: H

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. For purposes of this measure, state agency includes a public junior college. The division offers standard training initially upon hire and as a refresher every two years, and compliance training for state agencies/institutions that receive three or more employment discrimination complaints with merit or that otherwise identify a need for and request in-depth training.

Data Limitations:

None

Source/Collection of Data:

Civil Rights Division's internal tracking system.

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	2	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 Percent Measure: N	New Measure: N Priority: L	Target Attainment: H

Number of Personnel Policies Approved by CRD

Short Definition:

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

Data Limitations:

None

Source/Collection of Data:

Civil Rights Division's internal tracking system.

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	2	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 Percent Measure: N	New Measure: N Priority: H	Target Attainment: H

Number of Employment/Housing Complaints Resolved

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

Civil Rights Division's internal tracking system.

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

Goal No.	2	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 Percent Measure: N	New Measure: N Priority: M	Target Attainment: L

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 for complaints resolved under Texas Labor Code Chapter 21, Texas Government Code Chapter 437, Texas Property Code Chapter 301, and any other employment- or housing-related state statutes designating the Civil Rights Division as the enforcement authority.

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Lower than target

TWC Strategic Plan

Schedule C

Historically Underutilized Business Plan

FY 2021-2025 TWC HUB Program Business Plan

The purpose of the Texas Historically Underutilized Business (HUB) program is to promote full and equal business opportunities for all businesses in an effort to remedy disparity in state procurement and contracting. Similarly, the mission of the Texas Workforce Commission (TWC) is to promote and support a workforce system that offers individuals, employers and communities the opportunity to achieve and sustain economic prosperity. As a result, executive leadership, division management, and purchasing staff are committed to maintaining a strong HUB program.

HUB Goal

The TWC HUB goal is to establish and follow procedures and policies governing purchasing and contracting that encourage and support the inclusion of historically underutilized businesses.

TWC adopts the FY 2021-25 Statewide HUB goals established by the Comptroller of Public Accounts (CPA) for these categories in which TWC makes purchases:

- Special Trade Construction32.9%
- Professional Services23.7%
- Other Services26.0%
- Commodities21.1%

Agency Rules

The Texas Workforce Commission follows the CPA's rules under Texas Government Code § 2161.002, as the agency's own rules.

HUB Strategies

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

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

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

Communicate Our Business Needs

- Educate HUB businesses on the importance of HUB certification and HUB subcontracting.
- Make procurement opportunities available at the HUB events conducted throughout the state where spot bid opportunities are a part of the event.
- Maintain page(s) on TWC's web site that promote the agency's HUB goals and activities, including links to TWC bid opportunities and purchasing information.
- When applicable, TWC takes the following actions:

- Divide proposed requisitions of various supplies and services into reasonable smaller lots (not less than industry standards) to increase opportunities for HUB participation rather than to avoid the competitive bidding process;
- Ensure that delivery schedules are established on a realistic basis to encourage HUB participation to the extent consistent with TWC requirements;
- Develop solicitation documents that contain terms, conditions, and specifications reflecting the agency's needs to ensure that HUBs are eligible for consideration in the bidding process;
- For any solicitation exceeding $100,000, include subcontracting opportunities and a list of certified HUB businesses able to partner with the prime contractor;
- For all solicitations exceeding $100,000, that include subcontracting opportunities:
- Require all prime contractors to provide evidence of their good faith effort to reach out to HUBs as partners and subcontractors for the solicitation; and
- Require all prime contractors to report monthly their use of HUB subcontractors to TWC.

Develop Vendors' Abilities to Meet TWC Needs

- Provide one-on-one technical assistance on CPA HUB certification to vendors by:
- Providing information on how to apply, to complete forms, to provide required documentation, and to follow up on the application process; and
- Assisting vendors with the renewal application process as needed.
- Assist HUB vendors interested in TWC's Mentor Protégé Program.
- Provide technical assistance to HUBs interested in obtaining more state bid opportunities, including follow-up debriefings to unsuccessful bid responses.
- Direct HUB vendors to appropriate Economic Opportunity Forums and CPA-sponsored events that could provide them with needed information and contacts.

Evaluate Performance

- TWC holds all employees who purchase goods and services accountable for adhering to the agency HUB policy. Meeting agency good faith efforts is part of every purchaser's performance requirements.
- TWC monitors its purchases with HUB vendors on a monthly basis to assess the success of its efforts to meet HUB goals to inform management of opportunities to increase HUB use. TWC analyzes data by division and by subcontractor. (Tex. Gov't Code § 2161.122)
- TWC will implement appropriate changes in procurement strategies in response to any exceptional changes discovered in monthly HUB expenditures.

TWC will modify its annual good faith efforts to concentrate on any purchasing category in which performance has slipped since the prior year.

Address Opportunity

- Review planned construction, service and technology projects anticipated to exceed $100,000 to:
- Determine if there are HUB subcontracting opportunities;
- Require HUB Subcontracting Plans where HUB subcontracting opportunities exist; and
- Monitor such purchases for good faith effort and subcontractor payment reporting after awards.
- Participate in and co-sponsor Economic Opportunity Forums and Expos in order to promote the HUB Program to interested businesses and strategic partners.
- Co-host at least one (1) Economic Opportunity Forum (EOF) targeted to HUB vendors of goods and services TWC buys in quantity.
- Educate both prime non-HUB and HUB vendors about TWC's Mentor Protégé Program and identify potential Mentor-Protégé pairs interested in doing business with the State.
- Concentrate outreach activities to areas where TWC has not met goals during the past fiscal year.
- Use results-oriented strategies that assist each of TWC's largest contractors to meet their goals of using HUB subcontractors, focusing efforts on supplier diversity.
- Provide each of TWC's largest contractors with contacts to potential HUB subcontractors and request a modified HUB Subcontracting Plan when appropriate.
- For new solicitations, work with TWC customers to ensure that requested services in these areas are broken into components small enough to attract HUB vendor responses.
- For new solicitations, identify for TWC customers and potential vendors those portions of the services where TWC would expect to see a subcontract.

External/Internal Assessment

TWC uses automation to regularly monitor and evaluate HUB program performance. Procurement and Contracting Services Department staff are dedicated to identifying HUB opportunities, participating in HUB outreach activities, and providing feedback to senior level staff on the effectiveness of TWC's HUB subcontracting efforts.

TWC Strategic Plan

Schedule D

Statewide Capital Plan

Technology Resources Planning

Background

The TWC Information Technology (IT) division is committed to excellence in supporting efficient agency business processes. IT provides staff and agency partners with the technology they need to do their jobs and improves services to the public by providing easy-to-use, self-service options and by ensuring staff are well-equipped technically to provide excellent customer service.

The IT Division Director manages IT with the assistance of staff and IT Department Directors. The IT Division Director also serves as the agency's Chief Information Officer (CIO) and Information Resources Manager (IRM).

IT Organizational Structure

The TWC Information Technology (IT) division includes 256 full time employees supplemented by staff augmentation contractors in three major areas - IT Infrastructure & Support, IT Planning & Project Management, and Applications Development & Maintenance.

IT Infrastructure & Support includes the following departments and services:

- Information Technology Infrastructure Services supports CyberSecurity, Server Operations, Networks, Data Center Operations, and Scanning/Electronic Filing.
- Customer Services provides Help Desk Services, Desktop Support, Computer and Printer Management services.
- Electronic Information Resources (EIR) Accessibility Services provides technical and user support to create a workplace accessible for people using EIR across the TWC enterprise.

IT Planning & Project Management includes the following departments and services:

- IT Planning provides technology budget planning, cost tracking, and reporting; technology contract development and contract management; technology purchasing support; technology planning and reporting to state oversight agencies as required by statute; technical writing of the IT Handbook and communications; and coordination of legislative technology bill analyses, fiscal notes, and progress reporting to TWC External Relations.
- Project Management Office (PMO) coordinates governance of technology projects and project management of approved technology projects including major information resources projects (MIRP) as defined by statute.
- Special Projects Office (SPO) is organized to align with the IT units as much as possible to provide IT Directors with a single point of contact for their approved Technology Roadmap initiatives and special projects. SPO coordinates governance of the Technology Roadmap, project management of approved Roadmap initiatives and projects internal to the IT division.
- Administrative Support Services is organized to align with IT units as much as possible to provide the CIO and IT Directors with a single point of contact for their administrative support needs.

Applications Development & Maintenance (AD&M) is organized to align with the business areas as much as possible to provide customers with a single point of contact for their automation support. AD&M staff work with business units to analyze TWC's evolving business needs. Increasingly, TWC's executive leadership is choosing to buy and configure modifiable off the shelf software (MOTS) rather than build products from the ground up.

- Applications Development designs, configures, creates, tests, maintains, and updates TWC's automated systems applications.
- Applications Maintenance supports over 100 applications that support TWC's critical business operations.
- Web & SharePoint Development maintains TWC's Internet and Intranet websites and provides SharePoint administration and support.

Within the CIO Office, Data Governance provides the following services:

- Develops policies, standards, designs, and action plans on enterprise wide information governance, data system integrity and integration, and the use of data for business intelligence and analytics.
- Database Administration creates and maintains the databases used by TWC systems and recommends and measures performance improvements to reduce costs.

Some IT functions are performed outside of, but in coordination with, the IT division.

Most IT functions supported internally including the following key functions:

Managed IT Services

- Geographic Solutions, Incorporated (GSI) provides hosting services and maintenance of the Work in Texas (WIT) and Internship Challenge applications with oversight and management provided by AD&M.
- Unisys operates and manages IT's Help Desk for desktop PC support. The Help Desk provides the front-line support for customers and manages any call from customers into IT. Their role is to resolve any issues possible and, if they cannot resolve the call, route it to the appropriate resources within IT.
- Atos, the Data Center Services (DCS) service provider, manages the mainframe, print/mail, and the majority of servers used by TWC and provides the data centers in which they reside. This relationship is largely transparent to end-users because TWC's IT is responsible for ensuring the systems are available to the customers.

Oversight Committees and Workgroups

IT organized committees and oversight organizations to address specific technology issues. Below is a list of these bodies:

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

IT Investment Management

IT Investment Management (governance) monitors and protects the agency's investment of staff and funding

in IT projects, ensuring that IT investments are effective, targeted and linked to strategic goals. As with all IT organizations, demand for IT development exceeds the capacity, so the business areas must prioritize the work. To select and prioritize new work, the business needs insight into what is currently in the works, what all of the project proposals are across the agency, and what impact project selections will have on the rest of the projects.

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

Several steering committees are part of the IT Investment process:

- The Business Enterprise Strategic Technology (BEST) Team determines enterprise business strategy and appropriate application of technology. It ensures that TWC's technology initiatives and proposed projects (regardless of IT Division involvement) help the organization achieve its strategic goals and objectives. The BEST Team is responsible for selecting and prioritizing both strategic and tactical initiatives across the organization, and guiding the effective and cost-efficient application of technology, related personnel resources and funding.
- Functional/Project Steering Committees provide project oversight for one or more designated IT projects. The Functional/Project Steering Committee is responsible for ensuring that project goals and objectives are met. These steering committees are responsible for overseeing progress, resolving issues and managing change control.
- The IT Steering Committee (ITSC) determines enterprise technology roadmap strategy and appropriate application of technology to sustain continuity of operations, align with the State Strategic Plan for Information Resources, and support new business projects. It ensures that TWC's Technology Roadmap helps the organization achieve its strategic goals and objectives. The ITSC is responsible for selecting and prioritizing both strategic and tactical initiatives across TWC, and guiding the effective and cost-efficient application of technology, related personnel resources and funding.

Use of Project Management

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

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

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

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, vocational rehabilitation and child care.

3. Associated Project(s):

Project Name	Status
Workforce Case Management System	Ongoing
Workforce Education System/Career Schools and Colleges System	Ongoing
Enterprise Data Warehouse and Analytics (Phase 3)	Ongoing
Integrated Performance Accountability & Longitudinal Outcomes System	Ongoing
Workintexas System Maintenance	Ongoing
Work Opportunity Tax Credit System Replacement	Not Started, planned for FY 22/23
Foreign Labor Certification Application System Replacement	Not Started, planned for FY 22/23
Vocational Rehabilitation Case Management System	Not Started, planned for FY 22/25, pending legislative & QAT approval
Child Care System Replacement	Not Started, planned for FY 22/25, pending legislative & QAT approval
Child Care Consumer Education Website Redesign	Not Started, planned for FY 24/25

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.
- Leverage one of the agency's most important assets, data, for reporting, decision making and improved service delivery.

5. Anticipated benefit(s):

- Reduce the risk of system failure by moving critical agency applications from obsolete to newer technologies.
- Integrate multiple existing legacy systems to avoid redundancy and duplication in work, while preserving all data and having it readily accessible in the new system.
- 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

Data Utility

☐Data Management & Governance

☐Open Data

☐Data Analytics

Mature IT Resources Management

☒Cost Optimization

☐IT Planning & Governance

☐IT Workforce

Cost-effective and Collaborative Solutions

Mobile & Digital Services

☒Mobile Technology

☐Digital Services

☐Internet of Things

☐Legacy Modernization

☐Cloud Services

☐Shared Services

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 programs.

3. Associated Project(s):

Project Name	Status
UI Systems Replacement	Ongoing

4. Agency Objective(s):

- Collect all appropriate employer contributions for unemployment insurance and pay unemployment insurance benefits to all qualified claimants actively seeking employment.
- Ensure excellent customer service by providing up-to-date technology.
- Ensure compliance with federal 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 technologies.
- Integrate multiple existing legacy systems to avoid redundancy and duplication in work, while preserving all data and having it readily accessible in the new system.
- Improve speed, efficiency and customer service.
- Reduce transaction times and errors while maintaining quality.
- Improve compliance with Electronic and Information Resource accessibility requirements.
- Automate repetitive functions.
- Offer increased service channels, such as mobile, for claimants and employers.
- Reduce training time and complexity by creating more intuitive applications.
- Continue to increase the detection and deterrence of fraud by implementing intelligent tools for fraud discovery.
- Improve time to market new business capabilities by maturing development processes and modernizing development tools and environments.
- Improve compliance.
- Promote Shared Work program.

6. State Strategic Plan Goal Alignment:

Reliable and Secure Services

☒Security

☒Continuity of Operations

☒Connectivity

Data Utility

☐Data Management & Governance

☐Open Data

☐Data Analytics

Mature IT Resources Management

☒Cost Optimization

☐IT Planning & Governance

☐IT Workforce

Cost-effective and Collaborative Solutions

Mobile & Digital Services

☒Mobile Technology

☒Digital Services

☐Internet of Things

☒Legacy Modernization

☒Cloud Services

☐Shared Services

CyberSecurity

1. Initiative Name:

CyberSecurity

2. Initiative Description:

This initiative allows TWC to purchase needed CyberSecurity tools to protect and maintain the data TWC collects. This CyberSecurity initiative is vital to the day-to-day operations of the agency.

3. Associated Project(s):

Project Name	Status
CyberSecurity Project	Ongoing

4. Agency Objective(s):

- Protect all Texans' sensitive and confidential personal information collected and maintained by TWC.
- Provide a secure computing environment for TWC employees.
- Detect and protect against threats and vulnerabilities as the infrastructure and applications environments change.

5. Anticipated benefit(s):

- Ensure TWC maintains an effective data security protocol, supported by an appropriately rigorous security structure
- Provide the protection of the information resources of the agency in accordance with applicable state and federal laws, regulations and rules.

6. State Strategic Plan Goal Alignment:

Reliable and Secure Services

☒Security

☐Continuity of Operations

☐Connectivity

Data Utility

☐Data Management & Governance

☐Open Data

☒Data Analytics

Mature IT Resources Management

☐Cost Optimization

☐IT Planning & Governance

☐IT Workforce

Mobile & Digital Services

☐Mobile Technology

☐Digital Services

☐Internet of Things

Cost-effective and Collaborative Solutions

☒Legacy Modernization

☐Cloud Services

☐Shared Services

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	

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.
- Protect private and confidential data, reduce risk and vulnerability of the agency's information systems.

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

Data Utility

☒Data Management & Governance

☐Open Data

☐Data Analytics

Mature IT Resources Management

☐Cost Optimization

☐IT Planning & Governance

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Cost-effective and Collaborative Solutions

☐Legacy Modernization

☒Cloud Services

☒Shared Services

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 infrastructure that is vital to the day-to-day operations of the agency and necessary to provide adequate network infrastructure and bandwidth to TWC users. The LAN/WAN initiative 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

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

Data Utility

☐Data Management & Governance

☐Open Data

☐Data Analytics

Mature IT Resources Management

☐Cost Optimization

☐IT Planning & Governance

☐IT Workforce

Mobile & Digital Services

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☐Digital Services

☐Internet of Things

Cost-effective and Collaborative Solutions

☐Legacy Modernization

☐Cloud Services

☐Shared Services

Operations Infrastructure and Enterprise Resource Planning (ERP)

1. Initiative Name:

Operations Infrastructure and Enterprise Resource Planning

2. Initiative Description:

This initiative allows TWC to upgrade the telecommunications infrastructure that is vital to support day-to-day operations. This initiative also includes upgrading the TWC HR system. The Operations Infrastructure initiative positions TWC to take advantage of new technologies to reduce costs and improve operations.

3. Associated Project(s):

Project Name	Status
UI Tele-Center Telecommunications Upgrades	Ongoing
Phone Systems Replacement/Upgrade	Ongoing
Centralized Accounting and Payroll/Personnel System (CAPPS) Human Resources	Ongoing
Cash Draw and Expenditure Reporting System Replacement	Not Started, planned for FY 22/23
Agency-Wide Texting	Not Started, planned for FY 22/23
Internet Redesign	Not Started, planned for FY 22/23

4. Agency Objective(s):

- Reduce risk associated with aging, limited-support technology.
- 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.
- CAPPS compliance mandated by statutory requirement.
- Increase in online human resource self-service, including automated performance reviews and travel processing.

6. State Strategic Plan Goal Alignment:

Reliable and Secure Services

☒Security

☒Continuity of Operations

☒Connectivity

Data Utility

☐Data Management & Governance

☐Open Data

☐Data Analytics

Mature IT Resources Management

☒Cost Optimization

☒IT Planning & Governance

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PC Infrastructure and Refresh & Seat Management

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. This initiative includes ongoing leases and preparation for the next PC Refresh effort starting next biennium.

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

Data Utility

☐Data Management & Governance

☐Open Data

☐Data Analytics

Mature IT Resources Management

☒Cost Optimization

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TWC Strategic Plan

Schedule E

Agency Workforce Plan and Workforce Development System Strategic Plan

Executive Summary

The Texas Workforce Commission (TWC) Workforce Plan is the agency's blueprint for recruiting, hiring, onboarding and retaining staff.

It is the product of collaboration between TWC's leadership and the Human Resources Department and is driven by alignment with the agency's mission, analysis of the current workforce, an understanding of future needs and development of a strategy to meet them.

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, adhering to the state's labor laws, and maintaining the Texas labor market statistical information.

The legislature 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.

The agency's mission and staff expanded in 2015 when Gov. Greg Abbott signed into law Senate Bill (SB) 208, which transferred several Vocational Rehabilitation (VR) programs from the Department of Assistive and Rehabilitative Services (DARS) to TWC.

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.

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;
- Childcare and Early Learning;
- Vocational Rehabilitation;
- Unemployment Insurance;
- Regulatory Integrity;
- Business Operations;
- External Relations;
- Information Technology;
- and Civil Rights.

Special Offices include Employer Initiatives, General Counsel, Internal Audit and Operational Insight.

TWC has nearly 5,000 employees located in more than 200 offices in 28 workforce development areas across the state.

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.

Current Workforce Profile (Staffing Supply Analysis)

The agency's authorized FTE count for FY 2020 is 4,868.5. The staffing profile for TWC's workforce as of Jan. 1, 2020, was 4,409 full-time (FTEs) and part-time employees located throughout the state of Texas.

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, 2020.

Age:

The average age of a TWC employee is 49 years, 7 months. About 50 percent of staff are over the age of 50. The table below represents the age breakdown of the agency.

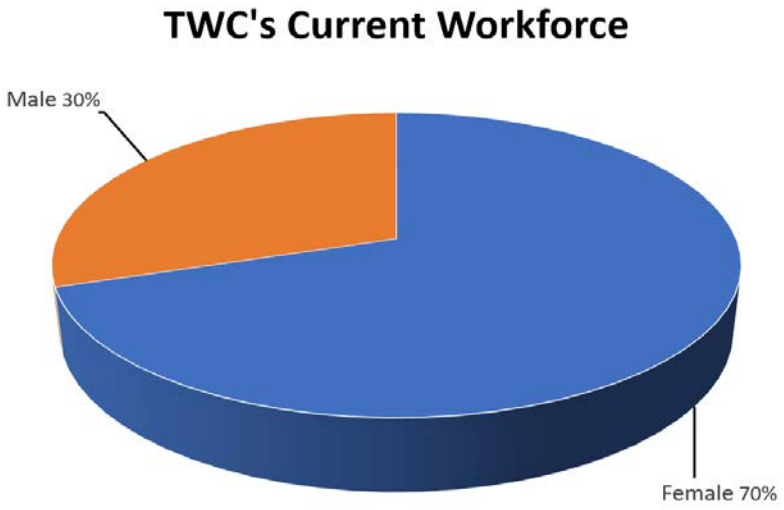
Workforce Percentages by Age

Age	# of Workers	% of Total Workforce
16 - 29	174	4%
30 - 39	768	17%
40 - 49	1,149	26%
50 - 59	1,372	31%
60 - 69	827	19%
More than 70	119	3%
Total	4,409	100%

(Table 1)

Gender:

TWC's current workforce is 4,409 employees, of whom 30 percent (1,306) are males and 70 percent (3,103) 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, and female employees exceeds civilian labor force percentages in most Equal Employment Opportunity (EEO) job categories. A total of 96 percent of TWC's positions have African American, Hispanic and female representation rates greater than the civilian labor force.

The following table compares the percentage of African American, Hispanic, and female TWC employees to the statewide workforce as of January 2020, as reported by TWC's Civil Rights Division.

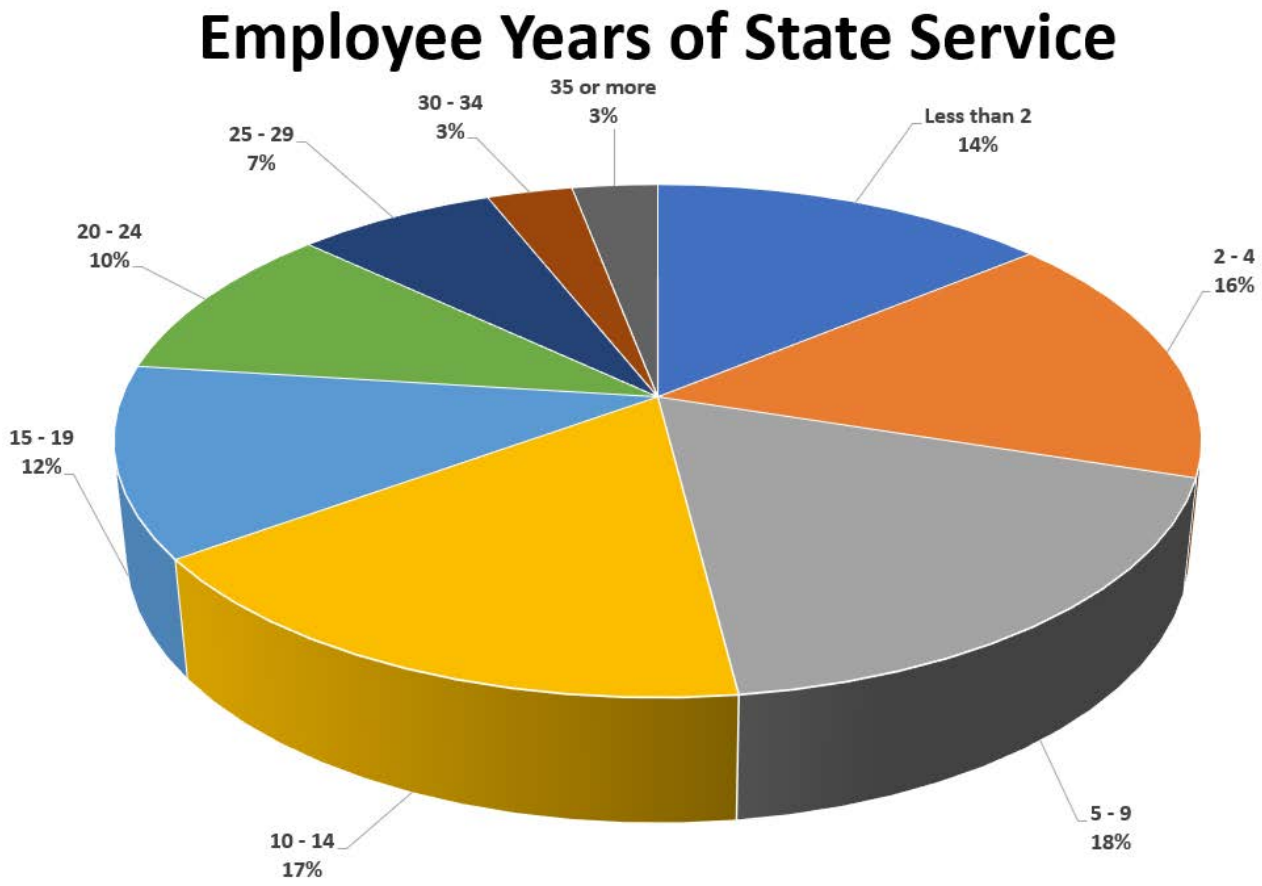
Workforce Percentages by EEO Category

		African Americans		Hispanic		Females	
EEO Job Category	TWC	TWC	Civilian Labor Force	TWC	Civilian Labor Force	TWC	Civilian Labor Force
Officials/ Administration	14%	16%	8%	30%	22%	63%	39%
Administrative Support	3%	15%	14%	49%	36%	75%	72%
Service/ Maintenance	14%	19%	13%	55%	52%	78%	52%
Professional	65%	25%	11%	32%	20%	72%	55%
Skilled Craft	<1%	8%	10%	50%	52%	17%	12%
Technical	4%	10%	14%	23%	29%	40%	55%

(Table 2)

Length of Service:

The largest number of TWC employees, 35 percent, have state tenure of 5-14 years. The second highest are those with between 15 and 24 years, with a combined percentage of 22, which is slightly more than the number of employees with fewer than four years, at 20 percent.



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

With a maturing and highly experienced workforce, 17.3 percent (762 employees) of the agency's staff are eligible to retire today. Of that group, approximately 13.4 percent (102 employees) are management or lead staff. Another 267 return-to-work retirees could leave employment at any time. Of those, 17.6 percent (47 employees) are management or lead staff. Collectively, employees eligible to retire and return-to-work retirees represent 23 percent of the agency's total workforce and 30.4 percent of the agency's management or lead staff.

Length of Service and Agency Turnover:

TWC FY 2019 year-end demographic information shows employees with less than two years of state service have the highest turnover rate. The agency's highest turnover in each of the last four years comes from that group, including 34 percent in FY 2019. Statewide, that number is 46 percent for FY 2019.

Agency Turnover Percentages by Years of Service FY 2019

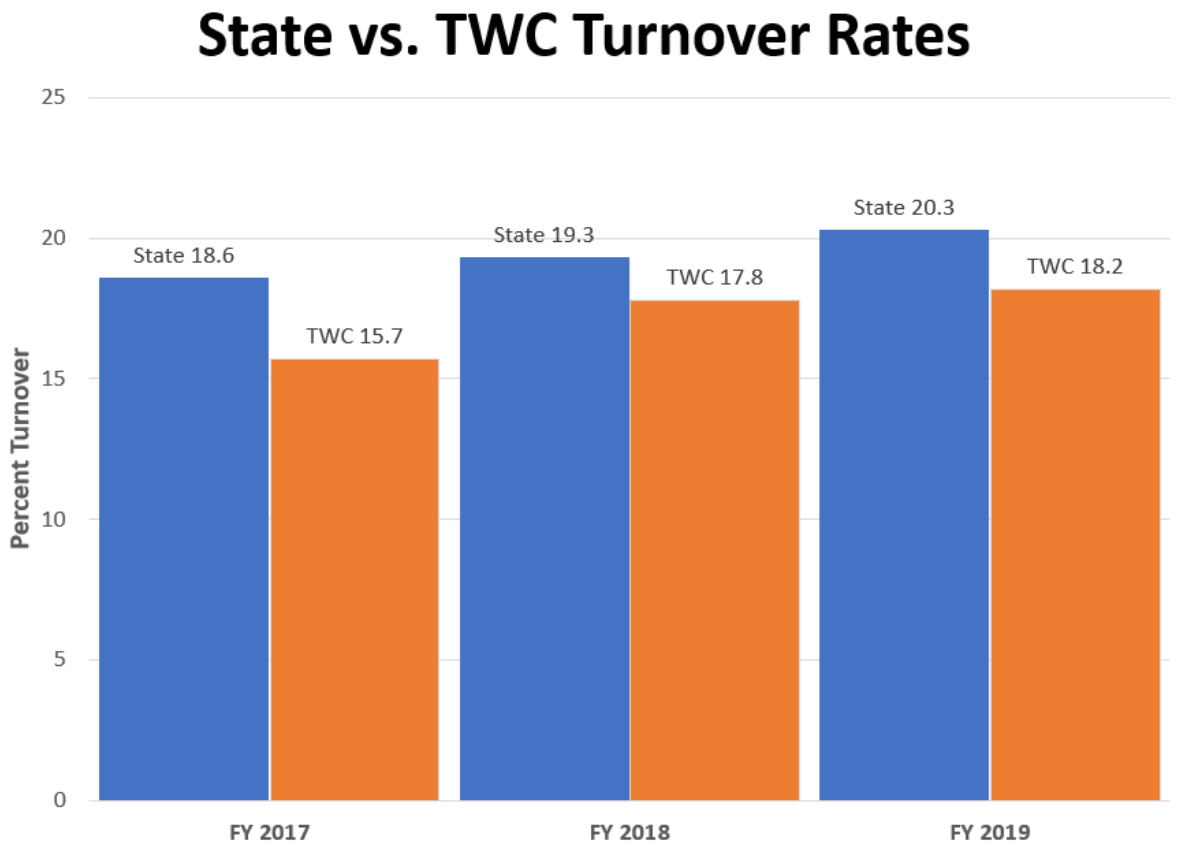
Years of Service	# Employees	Turnover Numbers	Turnover Percentages
Less than 2	628	211	34%
2 - 4	642	133	21%
5 - 9	795	128	16%
10 - 14	788	97	12%
15 - 19	539	64	12%
20 - 24	427	55	13%
25 - 29	297	65	22%
30 - 34	167	32	19%
Over 35	158	24	15%
Total	4,441	809	18%

(Table 3)

TWC Turnover Compared to Other State Agencies:

Based on *An Annual Report on Classified Employee Turnover for Fiscal Year 2019* issued by the Texas State Auditor's Office (SAO), the statewide turnover rate for all state agencies is 20.3 percent. This turnover rate excludes transfers to other state agencies or institutions of higher education, as these are not considered a loss to the State workforce.

TWC's turnover rate (all separations, such as interagency transfers) is 18.2 percent. The chart below illustrates the comparison of TWC's turnover rates with the state's turnover rates, according to the SAO.



Projected Employee Turnover Rate over Next Five Years:

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

Projected Turnover Rates by Years of Service

Years of Service	Turnover Numbers	Turnover Percentages
Less than 2	150	24%
2 - 4	102	16%
5 - 9	106	17%
10 - 14	68	11%
15 - 19	57	9%
20 - 24	43	7%
25 - 29	50	8%
30 - 34	26	4%
Over 35	26	4%
Total	628	100%

(Table 4)

Demographic data shows that 39.5 percent (1,742 employees) of TWC's workforce will be eligible to retire by Sept. 1, 2025. Of that group, 13.5 percent (236 employees) are management or lead staff.

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.

An unprecedented challenge that arose in 2020 was the COVID-19 pandemic and the impact that it had on the state's job market. As word of COVID-19 spread in March 2020, businesses across Texas and the nation cut jobs. What resulted was massive increase in the number of unemployment claims coming into TWC. Nearly 3 million claimants were helped during an eight-week time period, matching the number of claims from the previous four years' total.

Within a month of increased Unemployment Insurance claims, TWC:

- Temporarily re-assigned approximately nearly 400 employees to assist the Unemployment Insurance Division in taking calls from new claimants;
- Hired more than 200 temporary workers to staff the claim call centers in expanded, seven-day weekly schedules;
- Worked with other state agencies that provided more than 600 volunteers to make response calls to claimants;
- Monitored the state's childcare availability to help ensure that frontline emergency workers had the support they needed to perform their jobs.

While the pandemic continues and as the economy recovers, TWC will continue to align the agency's workforce to provide vital services to the public.

Gap Analysis:

Anticipated Surplus/Shortage of Skills

As illustrated earlier in this report, many of the agency's leaders are eligible to retire now or within the next five years. Succession planning and knowledge transfer 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 who cannot be easily replaced because of the employees' expertise and talents. In many cases, there are no natural feeders within the agency from which to draw. In other cases, the person occupying the position has 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.

Loss of New Employees

TWC has identified a trend of new hires leaving the agency within their first year of employment. In FY 2018, approximately one out of three new hires left within the first year. This represents a significant amount of re-work and presents a challenge to implement more effective hiring, onboarding and retention programs.

Vacant Hard-to-Fill Jobs

The competition for skilled workers is particularly fierce in some specific areas, primarily:

- Information Technology;
- Vocational Rehabilitation Services;
- Regulatory Integrity;
- Commission Appeals.

Specific, targeted approaches are needed to fill these positions.

Strategy Development

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 for leadership opportunities.

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

To this end, Training and Development Department worked with a consultant and others in the agency to create a succession planning tool for leadership. The tool, created with the state's competitive hiring process rules in mind, is aimed at producing qualified pools of candidates for the agency's leadership positions. It is in beta testing in the summer of 2020 and will roll out to all division directors in FY 2021.

Career Development

All supervisors are responsible for planning for the development needs in their areas of responsibility.

Through analysis of a position's job duties, management will work with individual employees to create individual development plans based on the required knowledge and skills. The development plans must address current and future knowledge and skill needs.

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

New Hires Retention

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

- TWC's onboarding forms have been revised to electronic formats and are sent to new hires with their conditional offer of employment. This accelerates processing, improves data reliability and allows for new employee orientation to focus more on benefits and agency mission.
- All new hire communication from Human Resources is branded and timed to remind new employees about important deadlines and to provide additional information about their new benefits. New hire newsletters are distributed from conditional offer throughout the first year of employment.
- All new hires receive a survey asking them about their candidate experience, where they heard about the agency jobs and their reasons for wanting to work at TWC. That information is used to help refine the agency's recruitment efforts, fine tune the onboarding process and better customize postings.
- Veteran new hires receive additional communication about melding their military benefits with State of Texas benefits.
- New hire focus groups are conducted by Human Resources.
- Statistics documenting the agency's progress in retention of new hires are calculated monthly by Human Resources and included on agency dashboards.

Hard-to-Fill Jobs Recruitment

With efficiencies gained through process improvement of Human Resources hiring processes, a recruiter was hired to focus on the agency's hard-to-fill positions.

The recruiter works closely with hiring managers and HR's hiring team to monitor postings, source candidates and guide candidates through the posting process. The recruiter leverages enhanced functionality in **Workintexas.com**

The recruiter focuses a great deal on recruitment of veterans for TWC jobs. Hiring a veteran remains the

fastest, most effective means of onboarding talented new employees.

Expansion of Telecommuting

Early in FY 2020, a leadership committee revised the agency's telecommuting policy with an eye toward expanding it to improve work-life balance and increase retention of TWC employees. In the weeks after the pandemic began, telecommuting moved from a nice-to-have option to an essential tool to conduct agency business. More than 90 percent of TWC's staff was able to socially distance by telecommuting during the pandemic. The list of best practices developed during the pandemic will help in the expansion of telecommuting moving forward.

2020 Survey of Employee Engagement

Overview

For the ninth consecutive biennium, Texas Workforce Solutions (i.e., Texas Workforce Commission (TWC), Local Workforce Development Boards, and contractor employees) participated in the Survey of Employee Engagement during February 2020. Of the 28 Board areas, 24 participated in the survey.

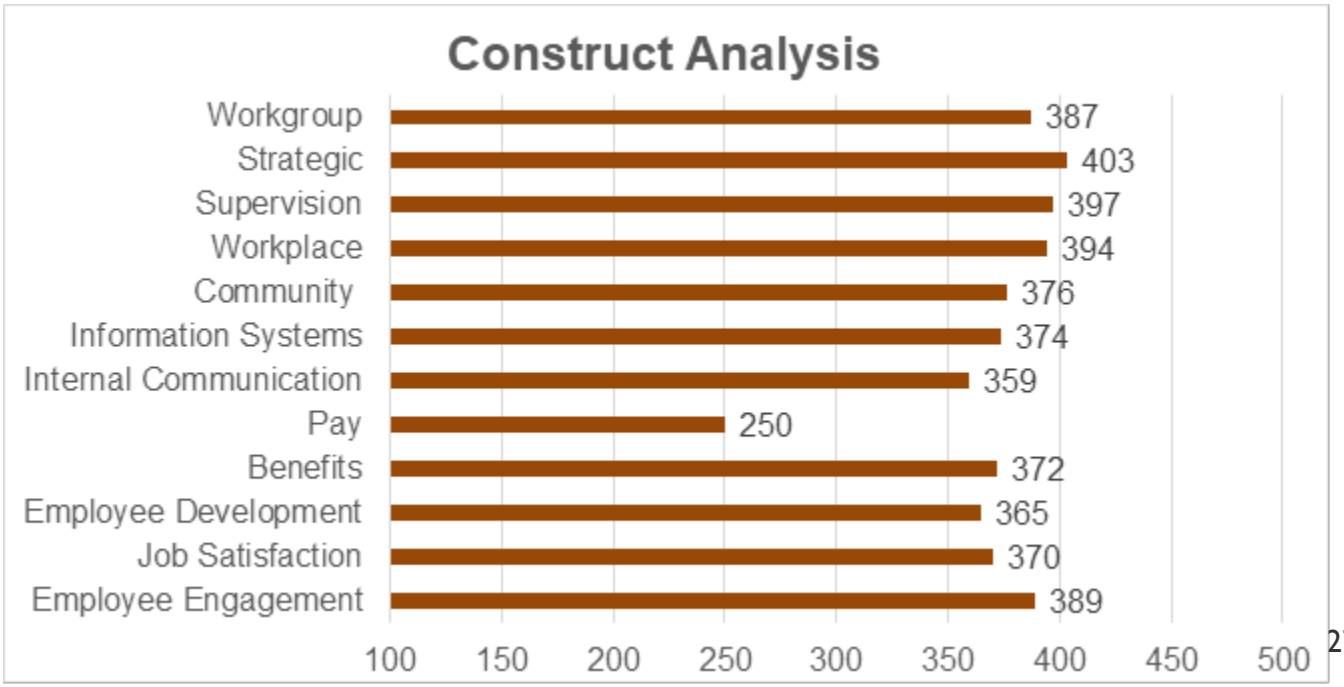
The survey is specifically focused on the key drivers of organizational performance and employee engagement to successfully fulfill the vision and mission of the organization. TWC views the survey as an excellent benchmarking tool to use to support high-quality initiatives throughout the workforce system.

The survey was emailed to employees who completed the survey via an e-mail link. Of the 7,709 surveys that were disseminated to Texas Workforce Solutions employees, 5,741 employees responded. The survey response rate for Texas Workforce Solutions was an impressive 74.5%.

Responses from employees reveal that 79% see themselves working for Texas Workforce Solutions in one year. This measure indicates how well the organization is doing at retaining its employees.

Information was collected on 12 constructs (specific work profile areas) based on a scale of 100 to 500. In 11 of the 12 constructs, the scores exceeded 350. Scores above 350 reveal a positive perception by employees for the multiple elements that comprise a construct.

Texas Workforce Solutions
Survey of Employee Engagement Results



Construct Analysis: Our Three Highest Scores

Our three highest scoring constructs were:

- Strategic
- Supervision
- Workplace

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 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 workflow.

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 atmosphere as satisfactory and safe, and that adequate tools and resources are available.

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 utilized in many areas to analyze the results further and devise staff recommendations to management.

Texas Workforce Solutions uses the data received from its participation in the Survey of Employee Engagement to make workplace improvements.

Schedule F

Texas Workforce System Strategic Plan

TWC Strategic Alignment with the Texas Workforce System Strategic Plan for Fiscal Years 2021–2025

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 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 2019–2023 was approved by Governor Greg Abbott and is effective as of June 8, 2018. 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. As employers adapt to technology changes in the global marketplace, the workforce system is uniquely positioned to assist with upskilling a workforce ready to meet the current and future needs. Supporting training programs and job readiness curriculum that stresses adaptability, lifelong learning, critical thinking and STEM skillsets will be crucial to the success of the state's workforce, and Boards and TWC are tasked with building systems to encourage continued growth in these areas. Texas employers have been significantly impacted by COVID-19, with the global pandemic requiring many to close doors temporarily, and with some struggling to reopen. Likewise, many Texas employers quickly adapted their manufacturing, logistics, transport and other operations to meet healthcare and other needs resulting from COVID-19. While the full impact of COVID-19 is not yet known, it is evident that some workers will not return to their last position, TWC and Boards are devoting resources to upskilling as many Texans as possible, in occupations anticipated to be in highest demand during and after COVID-19. TWC will continue to pursue disaster funds in addition to using available WIOA, TANF and other funding sources to provide funds for training the unemployed for demand jobs. Close ties to the local labor market enable Boards and VR to conduct outreach by working with businesses to provide opportunities for work experience and on-the-job training (OJT) and also allow low-skilled workers to build skill sets relevant to the current market. Additionally, the Skills Development Fund and other state-directed programs provide resources for upskilling current workers in new technologies. Additionally, Boards are well positioned to work with other community partners, such as economic development organizations, to expand opportunities to all customers.

Business Service Units

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 OJT skills training and the state-funded Skills Development Fund;
- assistance with and information on the Work Opportunity Tax Credit; and
- rapid response, including layoff aversion and downsizing assistance in the event of closings or mass layoffs. In FY 2019, more than 90,000 employers received these and other outreach services.

Vocational Rehabilitation Business Relations

Texas Workforce Solutions-Vocational Rehabilitation Services (TWS-VRS) Business Relations staff help employers fill open positions by connecting them with qualified job seekers with disabilities. The Vocational Rehabilitation (VR) Business Relations Team has developed a coordinated portfolio of services available

to businesses, organized by three main service categories: outreach and disability awareness; consultation, support and training; and job placement and retention assistance.

VR business services, such as disability awareness presentations, workplace assessments and technical assistance with accommodations, are tailored to business needs and are designed to help employers remove barriers for job seekers and employees with disabilities and foster inclusive workplaces.

Skills Development Fund

Continued efforts to affect system-wide improvements include the expansion of employers' access to Skills Development Fund grants. 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, public community and technical colleges partner with TWC and local employers to provide customized job training to the employees of the business. Training enables new and incumbent employees to advance their skills 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. Since its inception in 1996, the Skills Development Fund grant program has provided training opportunities in partnership with more than 4,500 employers to upgrade or support the creation of more than 385,600 jobs throughout Texas.

In FY 2019, TWC awarded 38 Skills Development Fund grants with an average award of $434,688. These grants will assist 72 businesses with their training needs and support the creation of 3,568 new jobs and the retaining of 9,115 current employees. Some of these funds are leveraged to support dual-credit high school and college career and technical education programs, and training for veterans transitioning to civilian life. Training provided advances the skills of existing workers and creates new job opportunities. The Texas Legislature allocated nearly $48 million to the Skills Development Fund for the FY 2019-2020 biennium.

Skills for Transition

Operation Welcome Home is the result of a recommendation from the Tri-Agency Workforce Initiative to enhance education and employment opportunities for veterans. The initiative is supported by up to $2 million in grant funding a year. Since the program's inception, more than 458 transitioning service members and recently separated veterans have completed training.

Texas Operation Welcome Home includes several components and is administered in partnership with the Texas Workforce Solutions network to assist recently separated service members who are experiencing challenges in translating their military skills into civilian terms, locating employment, completing two- to four-year college programs or obtaining the appropriate licensure or certifications to compete in the job market. Programs under the Texas Operation Welcome Home initiative also assist military spouses who are seeking employment and recognize employers who hire veterans.

An additional initiative of Operation Welcome Home is the redesign of the Texas Wide Open for Veterans website to add a page for the "We Hire Vets" campaign. With the redesign, employers will be able to select "I want to hire a veteran." Staff will contact the employer within 24 hours to assist with listing a job opening for veterans in the state's job matching system. Employers also will have the option to select "I want to participate." This allows staff to establish a registration for the employer. The third option for employers is "I hired a veteran." Following the registration, employers may enter information on the numbers of veterans hired. After review and acceptance, employers who have hired veterans will receive a physical sticker by mail, that can be affixed to the employer's place of business. In addition, the employers will receive an electronic version of the sticker that can be used on their website. Since the program's inception, more than 640 decals have been awarded to We Hire Vets employers.

Skills for Small Business

TWC's Skills for Small Business initiative provides further training opportunities for both employer and employee. In Texas, there are more than 511,990 private employers who employ 100 or fewer workers. In FY 2019, TWC allocated $1,057,350 in funding for the Skills for Small Business program to support collaborations between Workforce Solutions partners and small businesses. This initiative provides state-funded training to businesses to meet their needs, with an emphasis on training new workers or upgrading skills of incumbent workers. In FY 2019 Skills for Small Business funding provided 169 small businesses with training to support nearly 289 new jobs and more than 793 existing employees. Small businesses interested in training for their employees may be eligible to receive up to $1,800 to train new workers and up to $900 to train existing workers. When a training need is identified, small businesses can select from among existing courses provided by their local public community and technical colleges for new or incumbent workers. Businesses apply directly to TWC for training and TWC arranges funding with the local public community or technical college.

New and Improved Online Job Matching Resource

In FY 2019, TWC replaced and relaunched its no-cost job matching site **Workintexas.com**. The **Workintexas.com** replacement project began during mid-FY 2017, and the new site went live on August 19, 2019. The system replacement is based on task force recommendations to ensure Texas employers and job seekers have access to a modern, competitive job site with user friendly, responsive design; résumé building, scoring and versioning; and email and text notifications. For job seekers, **Workintexas.com** offers increased access to jobs and improved job matching. Job seekers can upload and save multiple versions of their résumé and State of Texas Application. For employers, the site offers increased access to talent and improved candidate matches. Employers can search, score and rank candidates; message candidates through the site's message center; and access candidate State of Texas applications, résumés, and industry certifications or other relevant documentation candidates provide. User training includes online user guides, desk aids, microlearning videos, and webinars. TWC will raise awareness about the new **Workintexas.com** job matching site through a statewide communications and outreach campaign through FY 2020.

Shared Work Unemployment Benefit Program

The Shared Work Unemployment Benefit Program provides an alternative to layoffs by affording employers an opportunity to manage business cycles and seasonal adjustments without losing trained employees. The program allows for the payment of unemployment benefits to employees to supplement wages lost as a result of reduced hours. During FY 2019, 86 employers participated in the program with 7,275 workers retaining their jobs and benefitting from the shared-work option in Texas.

Work Opportunity Tax Credit Certification

The Work Opportunity Tax Credit (WOTC) supports businesses that hire individuals with significant barriers to employment by providing them with a reduction in federal tax liability. Administered by the U.S. Department of Labor (DOL), WOTC promotes equal employment opportunities and training for targeted workforce populations, resulting in workplace diversity and increased performance, as well as economic growth and productivity for the community. TWC assists employers by determining the eligibility of new employees for the business tax credit. In FY 2019, TWC processed 626,443 applications, helping employers identify $416,456,000 in potential tax savings.

Specialized Agricultural Services

Working with Workforce Solutions Offices across Texas, TWC's Agricultural Services Unit promotes awareness of industry-related skilled labor recruitment, training and regulations for the agricultural employment sector. Through the Foreign Labor Certification process, TWC monitors local shortages in U.S.

seasonal agricultural workers and helps employers bring in skilled foreign workers to fill those positions. For out of state job postings, Workforce Solutions staff members coordinate recruitment with the Agricultural Recruitment System to help employers locate experienced job seekers. Agricultural occupations and their economic contributions to the state are defined by the Agricultural Services Unit.

Texas Conference for Employers

TWC's Office of the Commissioner Representing Employers also reaches out to businesses by sponsoring Texas Conference Employers, 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. In FY 2019, more than 4,796 individuals attended 13 Texas Business Conferences held throughout the state.

Employer Information and Assistance

The Commissioner Representing Employer's office manages and maintains an employer hotline (800-832-9394) and email address employerinfo@twc.state.tx.us to assist employers with questions about employment law and other information. The hotline receives about 1,200 phone calls per month. The office also produces free publications available in print and online to help businesses stay informed about legal issues surrounding employment in Texas, including the quarterly publication Texas Business Today and the Especially for Texas Employers book.

Texas Business Today serves as a supplement covering issues and interests of Texas employers and is available at http://texasworkforce.org/texasbusinesstoday. Especially for Texas Employers provides information on important workplace issues, with chapters on topics such as basic legal issues relevant to hiring, pay and policy, work separation, post-employment problems, and employment law-related websites. This book is available at http://texasworkforce.org/efte, along with the TBC Companion web application at http://texasworkforce.org/tbcapp.

Recognizing Outstanding Employers

Each year, TWC recognizes outstanding Texas employers. Awards include the Local Employers of Excellence, Large Employer of the Year and the inaugural Small Employer of the Year. Additionally, a Veteran-Friendly Employer of the Year award honors a private-sector employer whose efforts to recruit and hire veterans have had a significant benefit to veterans in the local workforce development area and across the state

Employer-Focused Partnerships

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.

Governor's Small Business Forums

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.

Employer-Focused Performance Measures

TWC closely monitors 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.

Engage in Partnerships

Tri-Agency Workforce Initiative

In March 2016, 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. 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 that each is prepared to successfully operate in an ever-changing economic environment.

The Tri-Agency Workforce Initiative, spearheaded by the commissioners of the Texas Education Agency (TEA), the Texas Higher Education Coordinating Board (THECB), and TWC, held regional meetings across Texas from April through June 2016. The commissioners from these three agencies met with regional leaders from education, industry, government, and nonprofits to understand the state's workforce needs at a regional level.

Based on the conversations at regional meetings and conversations with community leaders, in November 2016 the Tri-Agency Workforce Initiative issued a report to the Office of the Governor entitled "Prosperity Requires Being Bold: Integrating Education and the Workforce for a Bright Texas Future," which outlined several comprehensive statewide prime recommendations to help Texas achieve pre-eminence in our global economy. The recommendations aligned current P-16 education to workforce development and encourage the state and each region to envision how to build local economies, industries, and jobs of the future.

The Tri-Agency commissioners issued their latest progress report, Prosperity Requires Being Bold: A Progress Report, to Governor Abbott in February 2020. In that same month, the Governor announced new charges and directed the three agencies to "marshal the combined resources of the three agencies to carry forward the reforms adopted by the 86th Legislature through the passage of House Bill 3 and to identify strategies to address long-term workforce development needs across the state."

While the COVID-19 pandemic prevented a similar round of regional meetings, the three agencies began extensive work in spring 2020 in gathering input from stakeholders through online surveys and webinars and in using that input to develop strategies to achieve the objectives listed below. A final report will be presented to the Governor in fall 2020.

- Readiness: The Commissioners should recommend strategies to ensure students are prepared for future growth at each stage in the educational pipeline.
- Completion: The Commissioners should recommend strategies to ensure students who pursue higher education and workforce educational programs can complete those programs in a cost-efficient and timely manner.
- Transitions: The Commissioners should analyze and make recommendations regarding strategies to streamline educational pathways, ensuring students can seamlessly transition into high-wage and high-demand careers.
- Upskilling: The Commissioners should recommend strategies for improving the capacity within the state to produce credentials of value aligned with the needs of high-wage and high-demand occupations.
- Educator Pipeline: The Commissioners should analyze and make recommendations to increase the supply of highly qualified and well-trained individuals entering the teaching profession across the state.
- Partnerships: The Commissioners should explore and recommend options for increasing economic activity in rural Texas, reducing regulatory burdens, and expanding educational partnerships between businesses, school districts, and colleges.
- Infrastructure: The Commissioners should identify strategies to align agency operations, increase program efficiency, improve data analysis and capacity, and to refine 60x30TX, if necessary, to ensure the state's goals continue to reflect the state's needs.

Texas Veterans Leadership Program

TWC's Texas Veterans Leadership Program (TVLP) connects returning veterans with the resources and tools needed to lead productive lives and enjoy the benefits of the society they have served. TWC partners with the Texas Veterans Commission to provide veterans resource and referral specialists for TVLP. In addition, each of the 28 local workforce development boards across the state is assigned an individual TVLP referral specialist. Since the program's inception in 2008, TVLP referral specialists have assisted 30,348 veterans.

College Credit for Heroes

With funding provided by TWC, Central Texas College launched www.CollegeCreditforHeroes.org in April 2012. The online portal allowed veterans and service members to request evaluations of credit to be used at colleges and universities throughout the state. From its launch in 2012 through its closure in FY 2019, the portal received more than 250,000 visits from more than 115,000 veteran and active-duty account holders requesting approximately 43,000 evaluations. On August 31, 2019, the portal was closed in recognition that most colleges and universities have developed local evaluation and credit-award programs.[1]

In 2018, TWC began collecting data on awards of credit through the College Credit for Heroes (CCH) program. This data collection was the result of the passage of House Bill (HB) 493, 85th Texas Legislature, Regular Session (2017), which directs TWC to include the following in its annual CCH report:

- "the number of academic or workforce education semester credit hours awarded under the program and applied toward a degree or certification program at an institution of higher education during the most recent academic year, disaggregated by the subject area for which the credit hours are awarded; and
- the number of transfer credit hours awarded under the program and applied toward a degree or certification program at an institution of higher education during the most recent academic year."

Data gathered for the FY 2019 report indicate that—for the 2017–2018 academic year—a veteran was

awarded an average of 14.3 credit hours by the institution of his or her choice. This average represents a significant increase over the 2016–2017 academic year in which the average was 3.6 credit hours awarded per veteran. Data also indicate that the number of credits transferred per veteran increased from 1.2 to 2.9. For a direct link to the supplemental report please click here.

[1] With the portal's closure, TWC now maintains a web-based list of participating CCH institutions and assists in connecting veterans and transitioning service members to the school(s) of their choice.

Hiring Red, White & You!

The Governor's Office, Texas Medical Center, Texas Veterans Commission, TWC, and the 28 Workforce Boards, collaborate to host the annual Hiring Red, White & You! (HRWY) statewide hiring events to connect employers and veterans and veterans' spouses. More than 14,492 job seekers and 2,233 employers attended the job fairs in 2019. Since the first event in 2012, HRWY has connected more than 98,645 job seekers to include 44,027 active duty military, transitioning service members, veterans, and spouses, along with 16,653 employers and more than 2,699 same-day hires.

Texas Workforce Solutions-Vocational Rehabilitation Services

TWC promotes partnerships with employers to overcome barriers in meeting workforce needs with the creative use of technology and innovation. TWC partners with public schools and community-based organizations 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.

Through continued integration within Workforce Solutions offices, Texas Workforce Solutions-Vocational Rehabilitation Services (TWS-VRS) continues to develop and expand partnerships that improve rehabilitation employment outcomes for VR participants. Specifically, these partnerships 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. In FY 2019, nearly 70,000 individuals with disabilities received services through Texas Workforce Solutions-Vocational Rehabilitation Services.

TWC's VR Services also collaborates with Boards to develop and implement a coordinated, team-based approach to serving employers. This strategy includes 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.

TWC continues to integrate Vocational Rehabilitation (VR) Services. As of this printing, more than 770 staff from Vocational Rehabilitation Services have been integrated into 70 Workforce Solutions offices.

Texas Workforce Solutions Offices (WSOs) and AEL partners function as an integrated system that effectively and efficiently serves all customers, including those with disabilities, by using a team approach to provide access to a wide array of services that enable individuals to achieve their employment goals and employers to hire and retain a skilled workforce. This results in the delivery of workforce services are coordinated, comprehensive and complementary.

Texas HireAbility Campaign

TWC continued its commitment to connect Texans with disabilities with opportunities to contribute their significant skills and abilities to the workforce of Texas through implementation of several statewide strategies. These included partnering with the Texas Governor's Committee on People with Disabilities, TWS-VRS and Texas Workforce Solutions board partners for the fourth year of the Texas HireAbility campaign, a statewide effort to raise awareness about the benefits of hiring people with disabilities.

Held in October during National Disability Employment Awareness Month (NDEAM), Texas HireAbility highlights employers who place a priority on hiring individuals with disabilities and features an annual employer forum hosting local employers and panel discussions about hiring, recruiting and retaining individuals with disabilities.

In Fiscal Year 2019, TWC expanded the Texas HireAbility campaign to include the planned introduction of an employer recognition program called "We Hire Ability" which will recognize employers with inclusive workplace cultures and where individuals with disabilities are at least 10 percent of their workforce.

Through the Tri-Agency Workforce Initiative, TWC, along with THECB and TEA, supports education and workforce goals across the state, which includes a focus on helping students with disabilities reach their employment goals. In support of a Tri-Agency goal to expand career exploration and employment opportunities to Texas youth with disabilities, TWC launched the Summer Earn and Learn (SEAL) work-based learning program in FY 2017 with all 28 local workforce development boards and their employer partners throughout the state. In FY 2019, 2,868 students with disabilities received paid work experience and work readiness training through SEAL at 1,329 worksites.

Single Vocational Rehabilitation Division

As directed by the 84th Texas Legislature and in compliance with the U.S. Department of Education, Rehabilitation Services Administration (RSA) federal organizational structure requirements, TWC combined its Divisions for Rehabilitative Services and Blind Services in 2017. The Vocational Rehabilitation Division provides customized employment supports and services to individuals with any disability, including persons who are blind or deaf-blind. Since combining into one VR Division, staff throughout state and field offices have engaged in implementation projects to analyze and identify current and future needs and ensure operational efficiencies. For Fiscal Years 2021-2025, the VR Division is implementing a comprehensive Action Plan. The VR Action Plan, which adopts many of TWC's established process improvement methods, will establish additional measurable outcomes across VR's operations and service delivery, customer experience, employment outcomes and staff training and retention.

High Demand Job Training

TWC has dedicated $1 million to support collaborations between Boards and Economic Development Corporations (EDCs) to provide high-demand occupational job training in local workforce areas. Funds will be available through August 30, 2020.

The High Demand Job Training Program provides up to $150,000 to workforce development boards that must be leveraged, dollar to dollar, with EDC funds. In FY 2019, TWC awarded $723,154 High Demand Job Training (HDJT) Program grants with an average award of $87,315.40. These grants will assist 10 communities (supporting colleges, Independent school districts and private training companies) with their training needs and support the training needs of 2,894 trainees.

The HDJT program is intended to support Boards in partnering with local EDCs that use their local economic development sales taxes for locally identified high-demand job training. To achieve that purpose, TWC wants

to enable Boards to collaborate with local EDCs and match their local economic development sales tax funds to jointly support the provision of such training. Projects for each board vary from equipment only purchases to tuition reimbursement. While funds are available, applications for HDJT grants are received anytime during the fiscal year.

Texas Industry Partnerships

The Texas Industry Partnership (TIP) program supports collaborations between local workforce development boards and industry partners through the leveraging of matching contributions of cash or qualifying expenditures for occupational job training. Match funds must support certain WIOA activities and focus on six designated industry clusters:

- Advanced Technologies and Manufacturing
- Aerospace and Defense
- Biotechnology and Life Sciences
- Information technology
- Petroleum Refining and Chemical Products
- Energy

TIP provides up to $150K WIOA funds to workforce development funds, which must be leveraged by up to $150K from the industry partner. In FY 2019, TWC awarded $246,915 in Texas Industry Partnership (TIP) Program grants with an average award of $49,559.29. These grants assisted 7 communities (supporting colleges, Independent school districts, and providing much-needed workforce studies) with their training needs and support the training needs of 200 trainees.

Workforce Specialists

In FY 2019, TWC and THECB partnered to enhance labor market and career information (LMCI) tools for greater ease of use by students. TWC provided funding through a request for applications for several boards to hire workforce specialists. Workforce specialists will be or are positioned in local independent school districts (ISDs) and will provide labor market and career information to students in an effort to inform endorsement selection and classes with career and university or community and technical college plans in mind. Students will learn about demand jobs, apprenticeship, internship, and dual-credit opportunities.

Adult Education and Literacy

TWC's Adult Education and Literacy (AEL) program helps adult students gain the basic skills needed to succeed in the workforce, earn a high school equivalency, or enter college or career training. Through the program, students can receive instruction in English language, math, reading and writing skills in addition to obtaining industry-recognized certifications that can help them gain employment, advance their careers and increase their wages.

As part of Texas Workforce Solutions, local AEL providers work with Boards to deliver locally customized services that address the needs of each region of the state. AEL providers are required members of Boards, which comprise a cross section of local officials, stakeholders, and businesses that form partnerships with local entities to deliver integrated services that address each community's unique needs. AEL contributes 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.

AEL also partners with THECB and TEA to support state workforce objectives by ensuring that adult students can complete their secondary equivalency and postsecondary education and training programs

without contributing to student debt. In FY 2018, TWC reported that 24,201 students exited AEL programs and gained employment in the second quarter after program exit.

Apprenticeship Programs

TWC's Apprenticeship Training Program (Texas Education Code, Chapter 133) helps prepare and train individuals for highly skilled jobs and life-long careers in over 1,300 possible trade or craft occupations with competitive wage opportunities. Providing structured on-the-job learning in emerging industries such as construction, manufacturing, health care, information technology, energy and telecommunications, the program provides valuable skills, work experience and connects job seekers with employers.

Registered Apprenticeship (RA) combines on-the-job training under the supervision of experienced journey workers with related classroom instruction. Most of these training programs last from two to five years, as determined by industry standards approved by the DOL's Office of Apprenticeship. Generally, apprentices are full-time, paid employees who earn while they learn.

TWC grants funds to local public educational institutions and apprenticeship committees to support the costs of classroom instruction related to apprenticeship training. In FY 2019, TWC supported more than 6,445 individuals in RA training programs, far exceeding the agency's goal to support 6,111 individuals. For the FY 2020–2021 biennium, the Texas Legislature provided an additional $1.3 million for TWC to increase training to 7,150 apprentices in FY 2020 with another increase to 7,685 apprentices for FY 2021. TWC expects to meet these targets.

ApprenticeshipTexas Expansion Grant

TWC has received over $2.8 million in a DOL grant award to fund the ApprenticeshipTexas State Expansion Grant project which has realigned agency services to support expansion and implement Registered Apprenticeship as a leading talent development strategy. Target industries include Information Technology, Advanced Manufacturing, Aerospace and Defense, STEM, Finance and Energy. The project will serve 634 apprentices with a focus on women in apprenticeship, youth, individuals with disabilities, veterans, Native Americans, and persons of color among others.

In July 2019, TWC received a DOL grant award of $5.4 million to support statewide apprenticeship expansion efforts from July 2019 – June 2022. Funds will increase, expand, integrate registered apprenticeship programs (RAPs) with new industries and diversify apprentices. This new opportunity will continue Texas' efforts to expand the number of apprentices in registered programs, support and encourage RAP diversification, and integrate RAPs into state workforce development strategies. RAPs are a viable career path for youth, adults, and career seekers, especially underrepresented populations, as well as a valuable workforce development strategy for businesses.

TWC works to be an effective steward of the funding and continues to meet or exceed all performance standards. TWC is on track to meet or exceed its RAP expansion goals. As of August 31,2019:

- Number of employers engaged is 441 with a goal of 250;
- Number of new apprentices registered is 1,319 with a goal of 1,902; and
- Number of underrepresented populations served, specifically women served to 200 with a goal of 60.

As a continuation of the Tri-Agency's recommendation to create stackable program opportunities, in FY 2019 marked the first ever Career and Technical Education (CTE) signing day. Texas CTE Signing Day encourages partnerships and articulation agreements between high schools and community/technical colleges and registered apprenticeship programs. These partnerships allow for college affordability with an emphasis on preparing students, who are the future workforce of Texas, for promising careers.

Child Care and Early Learning Programs

Child Care supports both working parents and the healthy development of children. Boards administer child care subsidy assistance to support eligible low-income families and families participating in the Temporary Assistance for Needy Families Choices employment program, allowing parents to work, attend school or participate in training. Boards provide education, guidance, and support to participating families to assist them with selecting high-quality care for their children. Parents may select any regulated child care provider, as long as that provider is willing to enter an agreement with the Board to participate in the subsidy program and accept the Board-established reimbursement rates.

In March 2017, Congress appropriated an historic increase to the Child Care and Development Block Grant's discretionary funds, which increased Texas' allotment by $240 million. These federal changes resulted in increased allocations to the Boards (FY '17 $543.3 million; FY '18 $580.5 million; FY '19 $719.3 million). Additional funds were also dedicated to support an expansion of statewide quality improvement activities, and to increase funding for the Board's quality activities as well.

The number of children served in the Child Care program has risen significantly due to the increased federal funds. In FY 2018, the program served an average of 107,697 children per day. The program began FY 2019 serving 114,788 children per day, and by the end of the fiscal year was serving an average of 135,849 children per day.

The Texas Rising Star (TRS) program is a voluntary provider quality rating improvement system. Child Care providers who accept subsidized children may participate in TRS and be rated at a 2-star, 3-star or 4-star certification level. TRS encourages providers to exceed minimum licensing requirements and provide more quality services in order to achieve a higher ranking, and child care providers receive enhanced reimbursement rates for meeting such standards.

Boards also receive funding to support quality improvement activities. State law requires that at least 2 percent of a Board's allocation be dedicated to activities that improve the quality of child care, which may include activities such as professional development and support for ongoing educational attainment for early childhood professionals, support for child care provider to improve quality of their teaching strategies, support to improve child care program business practices.

TWC and the Boards have also increased the number of TRS providers steadily over the past several years. As of July 2019, 1,593 providers were participating in the TRS program, representing a nearly 60 percent increase since 2015. TRS providers now comprise 21 percent of all providers with agreements to accept subsidized children. TWC remains committed to expanding TRS to additional child care providers so children have greater access to high quality early learning programs.

Boards and TWC provide consumer education to support all families with information about the characteristics and availability of high-quality child care as well as its importance to healthy child development. Consumer education is provided through the Texas Child Care Solutions website, Workforce Solutions Offices, interagency partnerships and referrals, and various state and local outreach efforts.

Additionally, several statewide initiatives support targeted improvements in the quality of child care including:

- Infant-Toddler Specialist Network – providing structured professional development, technical assistance, and peer learning opportunities to infant and toddler teachers across the state
- Family Child Care Networks – providing structured professional development, technical assistance, and peer learning opportunities to regional networks of family child care providers
- Child Care Business Training – providing virtual and in-person training to child care directors and

owners on the business aspects of successful, high-quality child care programs

- Child Care Staff Retention Strategies – providing professional development to directors and assistant directors to build strong leadership practices that foster positive work environments for child care staff
- Addressing Challenging Behaviors/Preventing Suspension and Expulsion in Early Childhood – providing professional development and coaching to support child care programs to understand and handle challenging behaviors in children
- Texas Early Childhood Professional Development System Workforce Registry – providing an online data system for early childhood professionals to record, track, and share their credentials and training activity

Texas Early Learning Council & Interagency Partnership

The Texas Early Learning Council serves as Texas' state advisory council as required by the federal Improving Head Start for School Readiness Act of 2007. In 2019-2020, the Council led a statewide birth-five needs assessment and strategic plan as part of Texas's Preschool Development Grant project. An interagency team meets monthly to work on implementation of key strategies laid out in the Council's plan. The team includes staff from TWC, TEA, DFPS, HHSC, and DSHS. As the lead agency for Child Care, TWC is leading efforts related to increasing quality in child care and early education through efforts to improve and expand access to the Texas Rising Star program.

Additionally, in 2019, TWC partnered with TEA, DFPS, and HHSC to create a new quad-agency position to support the coordination of early childhood programs and initiatives across agencies. Each agency funds one quarter of this full-time position. This position has been instrumental in facilitating the work of the Council as well as regular interagency collaboration.

Child Care & Pre-K Public-Private Partnerships

Since 2016, TWC has coordinated with the Texas Education Agency (TEA) to support the development and sustainability of public-private partnerships between public prekindergarten and private child care. HB3, enacted by the 86th Legislature, requires school districts to provide full-day pre-K to eligible four-year olds, and to solicit proposals to partner with Texas Rising Star 3- and 4-star child care providers.

TWC is assisting child care programs who want to establish pre-K partnerships and is working closely with TEA on these efforts. TWC created staff position to provide consultation and technical assistance to support partnership development and to facilitate connections between potential partners. TWC also provided funding to TEA for the Regional Early Childhood Education Support Specialists (RECESS) initiative to support pre-K partnerships.

Career Planning Services & Information for Students

TWC works closely with the TEA to provide labor market and career guidance information to schools as they navigate the Foundation High School Program in Texas. Under the program, students must select a career pathway or endorsement beginning in the eighth grade. TWC and local workforce development board services and resources are able to assist students in this program. Continuing to find new ways to expose students to the world of work and prepare them for life after high school, TWC and workforce solutions boards provide presentations, professional development and webinar opportunities, as well as training for community and education partners in using TWC's labor market and career information data tools to help students learn about new industries and occupations. During FY 2019, TWC's education specialists did outreach to more than 80,000 students and education professionals. Every month, thousands of students, teachers, parents and counselors access the agency's online tools, Texas Reality Check (texasrealitycheck.

com) and Texas Career Check (texascareercheck.com), as they seek to determine the relationship between educational achievement, career choices and desired income and lifestyles.

Texas OnCourse

TWC partners with TEA, THECB, and the University of Texas at Austin on the OnCourse website (https://texasoncourse.org), which is designed to empower pre-K through grade 12 students, parents, teachers, and counselors to make decisions that will help students succeed after high school. Texas OnCourse pools career and education resources in a single, organized, easy-to-navigate site. Providing this one-stop portal will help students, parents and educators better see how students' experiences in middle and high school could impact their college and career paths. Free resources include:

- Comprehensive online professional development and data tools, so educators can better guide students and families through complicated issues, including financial aid, post-secondary pathways and career pathways.
- Resources to enable students to explore endorsements, careers, and the knowledge, skills and abilities they need to succeed.

Dual-Credit and Career Technical Education Programs

TWC partners with public community, state and technical colleges under an agreement with Texas independent school districts to expand dual-credit and CTE programs through Skills Development Funds. Funds are awarded to support, create and expand dual-credit and CTE programs that are highly technical in nature, address local demands for high-skill, in-demand and high-wage industries, and allow high school students to complete college credit hours. These programs respond to industry demands for skilled workers in technical fields, while helping high school students prepare for employment or education opportunities. In FY 2019, TWC Commissioners authorized $936,228 to support projects to purchase, repair or replace equipment used to support new or existing dual-credit and CTE programs in Texas schools.

Governor's Summer Merit Program

The Governor's Summer Merit Program works to inspire Texas youth to pursue science, technology, engineering and math (STEM) related careers. The program introduces students to one or more of six industry clusters: advanced technologies and manufacturing, aerospace and defense, biotechnology and life sciences, information and computer technology, and energy. In FY 2019, TWC awarded 16 grants totaling $946,905 to Texas universities and community colleges for summer youth camps focusing on STEM. The grants provided the opportunity for more than 1,200 students between the ages of 14 and 21 to attend camps. Several of the camps are specifically targeted to encourage young women and minorities to prepare them for future high-skill, high-demand jobs and pursue further education and careers in STEM fields.

Externship for Teachers Initiative

In FY 2019, TWC awarded $1,121,824 to 12 local workforce development boards as part of the Externship for Teachers program, which unites workforce, industry and education representatives to promote an effective workforce system. During the summer, teachers were assigned to a partner business and shadowed workers to help them better understand work-based applications of what they teach. This experience is designed to strengthen the connection between business and education, helping teachers learn what skills are critical to small and large businesses and promoting lesson plans that demonstrate how classroom skills are used at work. Externships took place within various industries including the automotive, engineering, manufacturing, construction, architecture, local government, media, logistics, energy, nonprofit, financial and health care industries. Workforce Development Boards participating in the 2019 initiative, include: South Plains, Heart of Texas, Capital Area, Rural Capital, Brazos Valley, Southeast Texas, Alamo, Coastal Bend, Lower Rio Grande

Valley, Texoma, Central Texas and Gulf Coast.

Jobs and Education for Texans Program

The Jobs and Education for Texans (JET) program provides grants to public community, state and technical colleges, and Independent School Districts (ISDs) to defray the start-up costs associated with the development of career and technical education programs. Eligible educational entities can apply for a JET grant to purchase and install equipment necessary for the development of career and technical education courses or programs that lead to a license, certificate or post-secondary degree in a high-demand occupation.

JET was allocated $16 million for the FY 2020-2021 biennium. In FY 2019, TWC awarded 27 JET grants (12 to colleges and 15 to ISDs) with an average award of $209,300. The equipment provided through these funds will be used to train at least 4,663 students for jobs in high-demand occupations.

Noncustodial Parent Choices Program

The Noncustodial Parent (NCP) Choices Program is a collaboration between TWC, the Texas Office of the Attorney General, local workforce development boards and family court judges. The program targets workforce assistance to low-income, unemployed or underemployed NCPs who are behind on their child support payments and whose children are current or former recipients of public assistance. In FY 2019, more than 3,500 Texas parents received assistance from the NCP Choices program, and more than $2.94 million in child support payments was collected from NCPs. The program currently operates in 21 local workforce board areas. To date, more than 42,000 NCPs have been ordered into the program and more than $447 million has been collected in child support since 2005.

Partnerships for Child Protective Services, Foster Youth and Transitioning Adults

TWC continues its strong commitment to helping foster youth gain valuable opportunities and support services by subsidizing transition centers that serve both current and former foster youth, ages 14 to 25. Transition centers offer these at-risk young Texans life-skills classes, mentoring opportunities and support services through an all-in-one assistance system. These services help foster youth successfully transition into the adult world by allowing them to build skills for self-sufficiency and independence, equipping them with a network of support, and helping them prepare for education and employment opportunities. The Texas Department of Family and Protective Services' (DFPS) Preparation for Adult Living program provides the youth in these transition centers with case management services, financial support and training.

TWC also works with DFPS to provide child care services to children in foster care or in the custody of Child Protective Services. The Health and Human Services Commission monitors child care facilities across Texas to ensure that children receiving subsidized child care from TWC are in a safe and high-quality environment.

Other Partnerships

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.

Anti-Human Trafficking Initiatives

TWC is an active member in Texas' fight against human trafficking. TWC is a member of the Human Trafficking Prevention Task Force and the Human Trafficking Prevention Coordinating Council. In recent years, TWC, in partnership with the Office of the Attorney General's (OAG) Human Trafficking Unit, has provided human trafficking awareness training for TWC agency staff, Boards and their staffs, and migrant and seasonal farmworkers (MSFW) outreach workers on how to identify potential victims of human trafficking. This training will continue.

TWC's 28 Boards use available training and resources to help identify potential victims and recommend appropriate next steps once identification has occurred. TWC provides employment training services to victims of trafficking and referrals to resources and service providers specifically geared toward working with trafficking victims. In addition, human trafficking will continue to be a topic at TWC's Annual Workforce Conferences where education, industry, workforce, and economic development partners convene for professional development and to share best practices.

Additionally, TWC operates a fraud, waste, and abuse hotline (phone: 1-800-252-3242, email: TWC.fraud@TWC.state.tx.us). It is TWC's policy to refer any report of human trafficking received via this hotline to the appropriate law enforcement agency.

In response to Governor Abbot's challenge to state agencies to join the fight against human trafficking, TWC leadership emailed a notice to all TWC employees on April 4, 2018, supporting the governor's use of the training video produced by the OAG, "Be the One in the Fight Against Human Trafficking," which highlights cases prosecuted in Texas and includes how to recognize and respond to warning signs. All TWC employees were encouraged to view the training video available on TWC's Training and Development homepage. To date, over 500 employees completed the training.

The 85th Texas Legislative passed Senate Bill 128, which requires TWC by rule to require each career school or college under TWC's purview that offer a commercial driver's license training program to provide education and training on the recognition and prevention of human trafficking. THECB is required to do the same for public junior colleges offering such programs. This legislation impacts 31 Texas career schools or colleges that train an estimated 3,009 students a year to recognize, report, and prevent human trafficking.

In addition to training, outreach, and publishing guidance to assist front line staff in the 28 Board areas and almost 200 Workforce Solutions Offices, TWC administers the Texas Child Labor Law, Chapter 51, Texas Labor Code, which serves to ensure that no child is employed in an occupation or manner that is detrimental to the child's safety, health, or well-being. TWC investigates child labor complaints and conducts approximately 2,400 on-site compliance inspections of employers a year. All child labor investigators are trained in identifying and properly responding to any suspected human trafficking they might encounter.

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 continue to 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 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 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 was vital to the deployment and implementation 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 remains one of the few states that have integrated subsidized child care within their workforce agency. Texas recognizes that subsidized child care is one of the most critical work supports, necessary to a strong and thriving economy. In addition, quality child care and early learning programs, such as Texas Rising Star, build the foundation for future economic success. High quality early learning environments promote healthy brain development, increase cognitive abilities, prepare children to be school ready, and are the building blocks in the development of our future workforce.

Effective September 1, 2016, TWC assumed responsibility for the administration of all WIOA core programs, with the transfer of VR services from the Department of Assistive and Rehabilitation Services (DARS) to TWC, in accordance with Senate Bill (SB) 208, 84th Texas Legislature, Regular Session (2015).

Vocational rehabilitation 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. this transition TWC has found 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 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;
- 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 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.

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 and Child Care & Learning Division provide 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.

In an effort to provide more robust and accessible child care information, TWC launched Child Care by the Numbers in FY20. This webpage contains current and historical data, looking back to Board Contract Year 2015, and provides information at the state level and for each local workforce area on the number of children served, the number of child care programs accepting subsidy children, as well as Texas Rising Star information.

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 customers 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.

Future of Work

It is estimated by the McKinsey Global Institute, the research arm of McKinsey & Company, that automation could soon replace 45 percent of activities currently carried out by workers, but only 5 percent of jobs could be completely automated by technology. It is believed that in the future workers will spend more time on activities that machines are not capable of, such as managing people, applying expertise, and communicating with others. Workers will spend less time on predictable, physical activities and on collecting and processing data, both areas in which machines already exceed human performance. It is anticipated that the skills and capabilities required for a competitive workforce will also shift, requiring more social and emotional skills and more advanced cognitive capabilities, such as logical reasoning and creativity.

Months prior to the COVID-19 pandemic, TWC convened a committee to begin looking at the issues regarding the future of work and what it might mean for Texas' workforce. As advances in technology and artificial intelligence mesh with work, TWC must be prepared to assist and support the workforce system to ensure Texas' future workforce has the skills sought by employers and those necessary for workers to be competitive and self-sufficient. TWC has begun exploring what the future of work might look like, who the major stakeholders might be, and the partnerships necessary to skill and upskill the workforce of the future.

Pandemic Planning

TWC and the Workforce Development Division (WDD) closely monitored the coronavirus disease 2019 (COVID-19) pandemic as it began infecting people in the US and immediately began planning and coordinating response strategies. The division's goal was to maintain essential employment and training services to employers, workers, and job seekers, while protecting the health of WDD, Board, and Workforce Solutions Office staff and all Texas workforce system customers.

On March 13, 2020, the president declared the COVID-19 pandemic a national emergency. That same day, with confirmed cases of COVID-19 in multiple Texas counties, Governor Greg Abbott declared a state of disaster for Texas. Within days, division, Board, and Workforce Solutions Office staff were working remotely and public access to facilities restricted.

With record unemployment claims filed across the nation and throughout the state, it was critical that the Texas workforce system continued serving employers and job seekers. Remote service delivery was the answer.

WDD developed the COVID-19 Operational Response Guide to provide Boards with key programmatic exceptions and requirements specific to the pandemic situation. The division also released the TWC Pandemic Planning Guidelines and Expectations to direct Boards in responding to a public health emergency affecting workforce service delivery. This document provides guidelines that Boards must follow to ensure continued service delivery through a public health event that disrupts regular operations. It includes steps for each phase from planning for an impending event through returning to normal operations.

At the time of this report, Workforce Solutions Offices have begun reopening locations to again provide in-person services while taking precautions to protect public health.

The desired outcome of this response is twofold: to be even better equipped to respond to future incidents and continued remote service delivery, which is beneficial to all customers, especially those in rural areas and those who are experiencing barriers to employment.

Child Care was also a critical need during the state's response to COVID-19. Over thirty percent of providers accepting subsidized children closed for some period of time during the pandemic. As noted in Governor Abbot's checklist to reopen child care, child care is essential, and we must find reasonably safe ways to restore these services so that our children can be cared for, educated and their parents and guardians can return to work. Following the temporary limitation of regulated child care to only essential workers, Governor Abbot reopened child care to all families on May 18, 2020.

Many children and families receiving subsidized child care services were impacted, as were child care providers. TWC responded to the evolving needs of the child care industry and of families impacted by COVID-19 through a myriad of actions. In March, TWC allowed families to continue to accrue absences without impacting their ongoing eligibility. From April through May, TWC waived the parent's share of cost for all at-risk families, and while reinstated in June, Boards continued to have the flexibility to modify the parent's contribution on a case by case basis. Parents who faced permanent losses of employment were granted an extended timeline to find work while continuing to receive child care, and TWC extended the standard 12-month redetermination timeframe. TWC also authorized supplemental payments to child care providers the remained open during the pandemic and were operating with smaller classroom sizes. TWC also continued to pay providers even while children were not able to attend. And, for providers that temporarily closed but plan to reopen, TWC offered Stabilization Grants to help defray some ongoing fixed costs.

Finally, TWC implemented a short-term program to help essential workers who needed child care services. With school closures, many essential workers were in need of support, as they had not planned for the need for child care services. TWC offered three months of subsidized child care to essential workers, enrolling over 26,000 kids in care. TWC also developed an Online Availability Portal to help all providers indicate if they had available spaces, and assist parents in more quickly locating child care availability near them. All of these critical supports helped both families, as well as child care providers respond to and rebound from the COVID-19 pandemic.

Rural Service Delivery

There are a large number of rural communities throughout the state of Texas, which presents unique service delivery challenges. The Texas Workforce Commission dedicated $2.6 million to address these challenges. Twenty-one Local Workforce Development Boards in Texas received a grant from TWC to serve rural communities. TWC dedicated $1.9 million in WIOA and $663,552 in CCDBG funding for purposes of expanding and improving services in 128 of the state's smallest and most rural counties. CCDBG funding was included to allow Boards to support child care providers with information and resources to strengthen their small business operations and increase the overall quality of child care in remote, rural counties.

The following activities represent efforts to assist customers in rural communities:

Boards have expanded awareness of Workforce services in rural areas through membership of the Chamber of Commerce, informational radio and television ads, computer apps, and direct mail.

Boards hired Rural Services Coordinators to concentrate on communities that do not have access to the Workforce Solutions Offices or cannot receive a regular visit from the mobile workforce unit. The coordinator is a workforce center staff member and works directly with the case manager of mobile units, Workforce Solutions management, and business services unit staff members provide job readiness classes, contact with employers, and other requested services to residents of rural communities.

Mobile Workforce Units offer outreach flexibility in bringing services to customers in need and aid employers in their recruitment efforts. The mobile units are an extension of the Workforce Solutions Offices and allow customers access to computer stations with internet access to search for jobs, improve their resumes, and receive training.

Boards established a committee of representatives from rural counties to determine employment strategies and met with county judges. The strategies identified partners in rural communities to serve as outreach/service points, the evaluation of potential mobile training, and enhancement of technology infrastructure to support platforms and improve capacity

Lastly, Boards have partnered with public libraries to offer workforce services on a scheduled basis. Workforce Solutions staff provide on-site assistance to customers and provide information on **Workintexas.com**, job search, resume writing, interviewing techniques, and other general workforce questions.

Contract Manager Training

Agencies that contract with other state agencies, federal or local governments, or private enterprise should describe the training requirements for their contract managers, pursuant to the Texas Government Code, Section 2056.002(b)(9).

TWC adheres to the training required by the Texas Comptroller of Public Accounts (CPA) Statewide Procurement Division (SPD).

The TWC Procurement and Contract Management Handbook states the agency's policy on compliance with state training requirements for "public procurement professionals." Public procurement professionals conduct purchasing, contract development, or contract management activities. TWC employs staff who serve in the three public procurement professional roles, including purchasers, contract developers and contract managers. All job postings for TWC procurement professional positions require that newly hired procurement professionals take CPA-prescribed training and obtain their certification within the timeframe specified on their job posting. To retain their position, each TWC procurement professional must maintain their certification without lapse.

TWC manages a list of certified public procurement professionals. Quarterly, the Procurement and Contract Services Department reminds certified professionals of their continuing education requirements and reminds supervisors and managers of the job duties that require training and certification. TWC also supplements CPA-provided training by making expert training opportunities available to staff to enhance their knowledge of best practices in procurement and contract management.

TWC Strategic Plan

Schedule G

Report on Customer Service

TWC Customer Service Report 2019-2020

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.

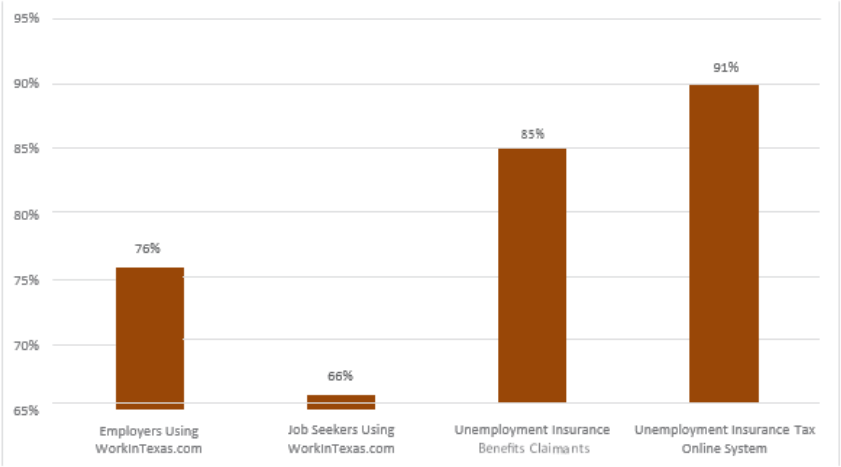
TWC also conducts customer satisfaction surveys through the University of Texas-Austin, Center for Social Work Research (UT/CSWR) which satisfies the requirements of Section 2114.002(b), Government Code. A link to the customer satisfaction survey is available through **Workintexas.com** as well as being placed in the confirmation box for those registering for work on **Workintexas.com**. Additionally, the agency makes available an online survey on the employer and job seeker home pages of TWC's website.

Online surveys were sent to all new employers and job seekers using TWC online services from January 2018 through December 2019. Separate results were compiled for employers and job seekers. Employers were surveyed about Unemployment Insurance (UI) tax filings and **Workintexas.com**. Job seekers were surveyed about their use of

Workintexas.com and the UI online application services. 3,285 job seekers and employers responded to the survey. Of the customers surveyed, an average of 79.5 percent would recommend TWC product/services with results ranging from 66 percent to 90 percent. These results are illustrated in the following chart.

Breakdown of Customers Who Would Recommend TWC Products/Services

January 1, 2018-December 31, 2019



Complaint Resolution

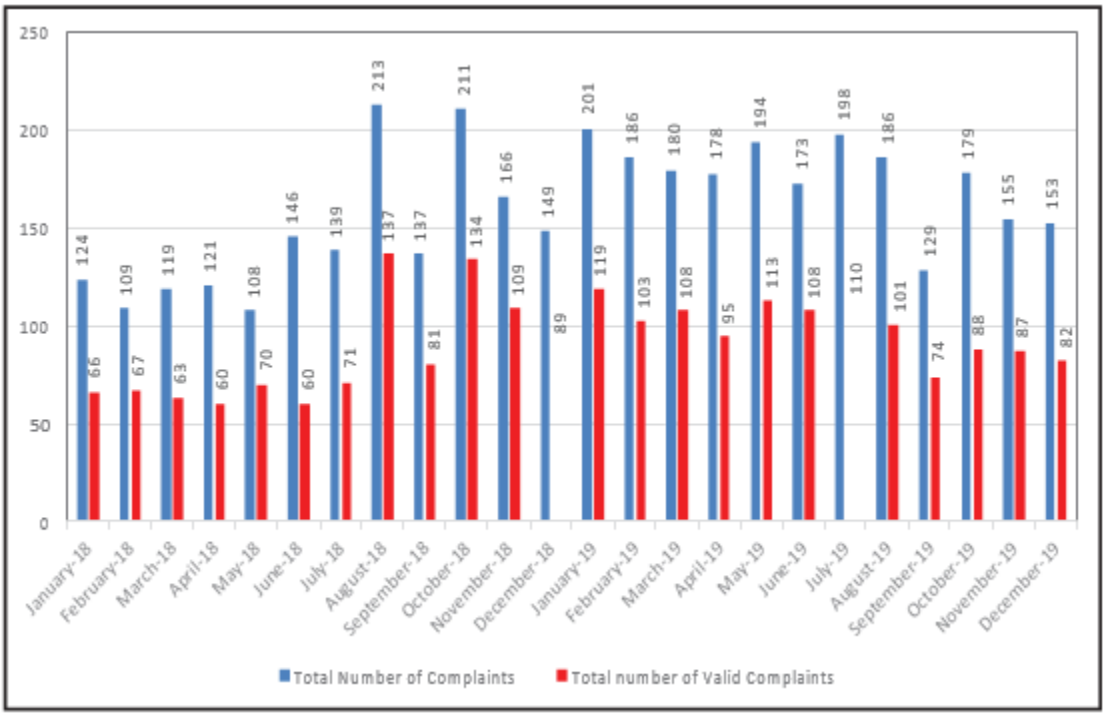
To ensure customers can bring attention to complaints that need additional resolution, TWC established an agency-wide complaint tracking system pursuant to Section 301.023 of the Texas Labor Code, as amended. Complaint reports are compiled monthly and include information regarding whether the responses 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 invalid were still investigated; however, it was determined the complaint did 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 2018 through December 2019, 3,854 complaints were reported and 2,195 were determined to be valid. TWC takes complaints seriously and strives to respond in a timely manner. Out of the 3,854 reported complaints for the period of January 2018 through December 2019, only 116 complaints did not meet the measure of acknowledgement within five business days and telephone calls within one day.

Customer Complaints

January 2018 – December 2019



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	1,089	455	634
2. Service not timely	962	669	293
3. Incorrect or no information provided	436	225	211
4. Calls not returned/ Correspondence not answered	470	378	92
5. Appropriate program-specific procedure not followed	375	193	182
6. Records Lost/ misplaced	15	12	3
7. Discrimination	58	31	27
8. Other*	449	232	217
Total number of complaints reported	3,854	2,195	1,659

** Category used when complaint does not meet the definition of the other complaint categories such as:*

upset about appointment time and/or miscommunication between staff and customer.

TWC Customer Service Initiatives

A Streamlined Unemployment Insurance Tax System for Employers

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

- More than 552,000 employers submitted UI quarterly tax reports electronically for the third quarter of 2019, which represents 99 percent of all reports filed.
- Of the employers filing tax reports online, more than 164,101 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 11,486 transactions in January 2019.
- More than 65,000 employers have registered online for new accounts using TWC's online Unemployment Tax Registration system during 2019

UI Claims Filing

Economic conditions continued to improve from 2017 to 2019. The State of Texas experienced 116 consecutive months of annual job growth as of December 2019. Texas added 321,800 jobs in 2018, and 286,600 seasonally adjusted nonfarm jobs in 2019. Seasonally Adjusted Texas Unemployment Rates (TUR) declined steadily in 2018 from 4.0 to 3.7 percent. The rate dropped to a series-low of 3.4 percent, where it stayed from May to June in 2019 (The data series began in 1976.) As of December 2019, the rate stood at 3.5 percent.

Due to several disasters during 2018-2019, the President declared several counties a disaster:

2018

- July 6, the President declared a disaster for the severe storms and flooding in in Cameron, Hidalgo and Jim Wells counties.

2019

- July 17, the President declared a disaster for the severe storms and flooding in Cameron, Hidalgo and Willacy counties.
- October 4, the President declared a disaster for Tropical Storm Imelda. This disaster impacted 7 counties.

The following table shows the number of regular claims processed by TWC during 2018 and 2019 as well as DUA claims. For the state fiscal year (SFY) 2019, UI Tele-Centers answered over 1.9 million calls, and over 2.1 million calls in SFY 2018.

Type of Claim	2018	2019
Regular	785,606	675,851
DUA	23,363	11

Regular: ETA 5159

DUA: ETA 902

Modernizing the Wage Claim Process

The Texas Payday Law defines an employer's responsibility for compensating persons who provide a service for the employee and authorizes TWC with enforcement of the law.

- In Fiscal Year (FY) 2019, 11,774 individuals submitted a wage claim under the Texas Payday Law. TWC investigates to determine whether wages are owed to the individual and acts to collect the wages on the individual's behalf.
- House Bill 2443, passed in the 85th Texas Legislative session, required TWC to accept wage claims using an electronic filing system beginning January 2018. TWC began offering individuals the option to submit a wage claim electronically by completing information on the internet. Previously, individuals filed claims by completing and submitting a paper claim document. The wage claim system also allows individuals 21 days to complete and submit their claim.
- The Labor Law department is currently working on Phase II of the online wage claim system which will allow claimants to upload documents with their wage claim.
- Since the launch of the online wage claim system January 1, 2019 through March 1, 2020, a total of 26,513 claims were filed, 11,812 wage claims were filed electronically. The following table shows the number of individuals filing a wage claim since January 2018 using the electronic system compared to those using the paper form

Wage Claims Filed (Jan 1, 2018 to Mar 1, 2020)	Percent Filed Electronically	Percent Filed on Paper
26,513	45%	55%

TWC developed online tutorials to assist customers using the electronic system to submit their wage claim and allows customers 21 days to complete and submit their claim. We also updated tutorials that help customers who wish to submit their wage claim using the paper form.

•

In 2018 and 2019, TWC implemented the following new features to assist claimants & employers:

Federal Income Tax Withholding

TWC expanded income tax withholding services for claimants, making it easier for them to elect to withhold or stop withholding federal income taxes using Unemployment Benefit Services (UBS) or Tele-Serv, our Interactive Voice Response (IVR) phone system. Previously, the only method for claimants to change their withholding was to complete and return a paper document for staff to data enter. In the 12 months prior to the changes, 43,456 claimants requested to withhold income taxes. In the 12 months following the enhancement, the number of claimants who requested to withhold income taxes more than tripled to 153,502.

Enhancing Customer Service for Benefit Payment Options

TWC implemented new program integrity measures to limit the use of prepaid debit cards for collecting unemployment benefits. TWC saw a much higher percentage of fraudulent benefits payments routing to prepaid debit cards and due to the nature of the cards, were much more difficult to identify and prosecute the bad actors. Since TWC offers direct deposit and its own debit card, future customers cannot sign up

to receive benefits on a prepaid card. TWC also enhanced the information it provided to customers on its debit card program to ensure that they had complete information before selecting debit card as their payment method.

Shared Work (Short Time Compensation)

The Shared Work program provides Texas employers with an alternative to layoffs. TWC developed this voluntary program to help Texas employers and employees withstand a slowdown in business. Shared Work allows employers to supplement their employees' wages lost because of reduced work hours with partial unemployment benefits.

TWC expanded services for employers through Employer Benefits Services (UBS) to allow them and their representatives to submit new or modify existing shared work plans, upload lists of affected employees, and submit weekly or biweekly payment requests (certifications) on behalf of their affected employees. Previously, employers submitted their plans and payment requests by paper. Since the enhancements were implemented, employers have submitted more than 66 plans covering more than 6,426 employees.

Mass Claims

The Mass Claims program streamlines the unemployment benefit claims process for employers faced with either temporary or permanent layoffs. Employers can submit basic worker information on behalf of their employees to initiate claims for unemployment benefits. TWC implemented a new Mass Claims module within Employer Benefits Services (EBS) to allow employees to submit new mass claims and upload lists of affected employees. The new module replaced a paper-based process and reduced errors by flagging potential issues before they were submitted. Employers have since submitted more than 243 mass claims covering more than 19,435 employees.

Chargeback

After a claimant receives their first benefit payment, TWC mails a Notice of Maximum Potential Chargeback to their base-period taxed employers, except the last employer, showing the maximum amount of benefits TWC may potentially charge to the employer's account. Employers would respond by returning the paper form. TWC implemented a new Chargeback module within EBS to allow employers to respond to chargeback notices, verify wage credits used to establish unemployment benefit claims, and provide separation information used to determine if benefits paid to the claimant will impact the employer's unemployment tax rate.

Designated Address

Employers with a Texas Workforce Commission (TWC) tax account number can designate mailing addresses for unemployment claim notices and/or chargeback notices. Using a designated address allows employers to receive unemployment and chargeback notices at one specified location. Employers have been able to download, complete, and return an online form to make changes. TWC added an enhancement in EBS that allowed employers to submit designated address changes through the secure portal. Those changes would generally be affective within one business day versus the time it took to return the paper form and enter the data. Since the enhancement was implemented, employers and their representatives have submitted over 320 address changes.

Online Tutorials

New online tutorials were developed, and existing ones updated to assist customers, both claimants and employers: For Claimants:

- Updated the Apply for Benefits Online tutorial
- Updated the How to Request Benefit Payments tutorial

For Employers, we created:

- EBS Administrator Duties User Guide
- Mass Claims User Guide
- Other Services User Guide
- Shared Work User Guide

Claimant and Employer Communications

The Unemployment Insurance (UI) division continues to refine the various methods used for communicating with UI claimants and employers such as updated and improved websites and online tutorials, as well as revised documents and forms, and improving accessibility for all online documents. Unemployment Insurance Operations and Customer Support (UIO&CS) staff published, updated, or made accessible several tutorials, most UI-related web pages for both claimants and employers, multiple forms, and dozens of accessible documents.

Major Communication Project Highlights from FY 2017 and FY 2018:

2017-18: UIO&CS staff produced materials for Hurricanes Harvey and Irma, including web pages, flyers, benefits applications, work search notification letters, DAP-ending letters, and 12 help messages. TWC also added programming to request DUA payments online through Unemployment Benefits Services (UBS), so UIO&CS also created web page sections and a tutorial on how to request DUA payments online. All public-facing online documents were made accessible.

2018-19: UIO&CS staff provided communications support for the rollout of the Mass Claims-Shared Work online portal additions to Employer Benefits Services (EBS), which included 5 user guides and tutorials, and multiple web page changes. Staff also created PowerPoints for and hosted several employer-attended webinars, created language for programmers to use in the portal, and revised all Shared Work and Mass Claims employer handouts and packets.

Vocational Rehabilitation Services

The Vocational Rehabilitation Division (VRD) helps eligible Texans with disabilities prepare for, obtain, retain or advance in competitive integrated employment, which is employment in jobs with work settings, wages, benefits and advancement opportunities equivalent to similar jobs held by people without disabilities. VRD also administers the Independent Living Services for Older Individuals who are Blind Program (ILS-OIB) which focuses on enabling older customers (55 and over) who are blind, maintain their independence. The Vocational Rehabilitation (VR) program staff provide individualized services to assist customers achieve their employment goals

VR customer satisfaction surveys are conducted throughout the state fiscal year. In SFY 2018 and 2019, the VR surveys were conducted by Westat, Inc. Westat is a statistical survey research corporation based in Baltimore, Maryland. VR customers were surveyed by telephone or video relay. For the ILS-OIB program, the

surveys are also conducted by telephone, but are conducted toward the end of each state fiscal year. In SFY 2018, Nustats Research LLC., an Austin- based research company conducted the surveys. In SFY 2019, VRD contracted with Customer Research International (CRI), a survey research company located in San Marcos, Texas, which conducted the SFY 2019 surveys.

The satisfaction levels and analysis contained in the reports are then reviewed by the Customer Satisfaction and Comprehensive Statewide Needs Assessment committee of the Texas Rehabilitation council each quarter of the SFY.

In State Fiscal Year (SFY) 2019, 14,702 VR customers completed a survey.

- There were 8,731 completed surveys of customer receiving services (active cases). Of the customers surveyed who were active, 88.2 percent of them were satisfied or very satisfied with their overall experience with VR.
- There were 5,971 completed surveys of customers who exited services (closed cases). Of the customers who were no longer receiving services, 86.7 percent of them were satisfied or very satisfied with their overall experience with VR.

In State Fiscal Year (SFY) 2018, 14,962 VR customers completed a survey.

- There were 9,987 completed surveys of customer receiving services (active cases). Of the customers surveyed who were active, 88.1 percent of them were satisfied or very satisfied with their overall experience with VR.
- There were 4,975 completed surveys of customers who exited services (closed cases). Of the customers who were no longer receiving services, 86.5 percent of them were satisfied or very satisfied with their overall experience with VR.

The Independent Living Program for Older Individuals who are Blind (ILS-OIB) program staff provide individualized services to assist customers to achieve their independent living goals. Telephone surveys of both active and closed- case customers were conducted in SFY 2019 by CRI and in SFY 2018 by Nustats. Due to the relatively small number of customers served in the program, the surveys were conducted toward the end of each fiscal year.

In State Fiscal Year (SFY) 2019, 302 ILS-OIB customers completed a survey.

- There were 131 completed surveys of customers receiving services (active cases). Of the active cases surveyed, 85.3 percent were satisfied or very satisfied with their OIB worker assisting them.
- There were 171 completed surveys of cases in which the customer was no longer receiving services (closed cases). Of the customers who were closed, 83.2 percent were satisfied or very satisfied with their OIB worker.

In State Fiscal Year (SFY) 2018, 300 ILS-OIB customers completed a survey by telephone.

- There were 175 completed surveys of customers receiving services (active services). Of the customers surveyed who were active, 92.1 percent were satisfied or very satisfied with their OIB worker.
- There were 125 completed surveys of customers who were no longer receiving services (closed cases. Of the customers who were closed, 93.5 percent of them were satisfied or very satisfied with their OIB worker.

TWC Outreach to Customers

For Employers and Workers- **Workintexas.com**

Workintexas.com, the state's premier job matching site, originally launched in 2004, was relaunched on August 19, 2019 to better serve Texas employers and job seekers.

To develop the new website, Texas Workforce Commission created a task force in early 2017 to identify a list of requirements that would improve the customer experience. The task force, comprised of employers, local workforce development boards, and other stakeholders, identified need for the following: mobile responsive design, enhanced job matching and career pathways functionality, real-time labor analytics, supply and demand tools, and enhanced customer support.

To prepare for the new website launch, TWC involved private sector employers, state agencies, and local workforce development boards in user acceptance testing for purposes of providing early orientation to the new site as well as to test and configure the site to meet a variety of user needs. TWC conducted a series of job seeker focus groups to understand perceptions of existing job search websites and explore differentiating features of **Workintexas.com**. Then, TWC communicated to employer and job seeker users to prepare them for the cutover timeframe, log in credential changes (for some users), and promote new features.

TWC launched the new **Workintexas.com** (Where the jobs find you) with a statewide campaign leveraging websites, social media, email, and traditional and digital media to reach existing and new users and deliver the following messages about the new website and its enhanced functionality and service features.

Outreach to Employers emphasized:

- Candidate scoring and ranking to improve talent matching and enable more efficient screening.
- A Virtual Recruiter to match jobs to candidates 24/7.
- Texas-specific labor market data to support informed business decisions in planning job positions and wages.

Outreach to Job Seekers emphasized:

- Resume building, versioning and scoring to improve job matching and enable more tailored applications.
- A Virtual Recruiter to match candidates to jobs 24/7.
- Career planning and training resources.

The Texas Workforce Solutions local workforce development boards continue to play a central role in delivering services to customers through **Workintexas.com**, and service delivery is enhanced through the new site's back-end reporting capabilities. Central to the outreach message is the concept "**Workintexas.com** is supported by 180 Workforce Solutions offices around the state."

Since launch, TWC continues to listen to customers to understand and support the employer and job seeker usage experience with the new website. In collaboration with the local workforce development boards, TWC continues to identify and develop ongoing enhancements to improve service delivery. In fiscal year 2019-2020, TWC intends to launch a suite of employer icons to help job seekers better identify employers who prioritize hiring veterans and persons with disabilities; a greeter technology to support job seeker check in and service delivery at workforce centers; and a mobile app to provide another way to search and apply for jobs.

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 1,600 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 45,000 employers receive the Employer Commissioner's newsletter Texas Business Today; more than 6,000 employers receive the labor and employment law handbook Especially for Texas Employers including accessing the online version 22,000 times over the course of a year (May 2018-May 2019); and over 6,000 employers attended one of the many business conferences held around the state. More than 90,000 employers have attended these conferences since 1998 and they produce an average of 6,000 Texas Conference for Employers attendees per year. These conferences help 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.

This past fiscal year, the use of social media tools has allowed TWC to increase customer service and engagement. Through social media, TWC posted over 1,800 messages to deliver news and information to customers, responded to nearly 1,000 direct messages and engaged with over 129,000 citizens.

Customers

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

Employers

In 2018, there were more than 540,000 employers in Texas with most running small businesses. Just under 78 percent have fewer than 10 employees, and 97.2 percent employ fewer than 100 workers.

The remaining roughly three percent are considered large employers and supply 68.4 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 along with the 28 local workforce Boards, and community colleges assist employers in 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 an effective tool for training, that fosters employer growth. In Fiscal

Year (FY) 2019, TWC awarded 38 grants serving 72 businesses. The average grant was $434,688. These grants were instrumental in adding 3,568 new jobs and upgrading 9,115 current jobs. In FY 2019, the average wage for participants completing a skills program was $25.44 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 2018, 13.8 million people make up the Texas civilian labor force. These individuals are the customers served by workforce solutions offices across the state. 700,062 participants who completed services between July 1, 2017 and June 30, 2018, of those, 463,328 were employed two quarters later. Customers of all types, whether an individual is currently employed, unemployed, or part of the future labor force; 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 Innovation and Opportunity Act (WIOA).

The Apprenticeship program also provides a viable career path. The Annual Apprenticeship Conference helps to provide employers, employees and educational institutions information needed to create partnerships that create a skilled pipeline of workers. 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 childcare 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. 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 a toll-free telephone number, email, and traditional mail.

To ensure that quality customer service is delivered throughout the agency and customer complaints are accurately documented, all TWC employees are required to complete computer-based training on complaint resolution. The training demonstrates how to accept, process, and track customer complaints. This training requirement emphasizes that customer service is and always will be an agency top priority.

TWC will continue customer service surveys as well as look at opportunities for improvement with these surveys. TWC continuously improves subject matter presented at annual conferences such as the Apprenticeship Conference, Child Care and Workforce Conferences using survey feedback to refine and develop relevant content for our customers.

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 features 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:

Customers who would recommend TWC product/services to others:

- Unemployment Insurance Tax Online System: 91%
- Unemployment Insurance: 85%

Employers Using **Workintexas.com**: 76%

Job Seekers Using **Workintexas.com**: 66%

Calls Answered by the Unemployment Benefit Tele-Centers

- State Fiscal Year (SFY) 2019, Tele-Centers answered over 1.9 million calls with an average hold time of 7:38.
- State Fiscal Year 2018, Tele-Centers answered over 2.1 million calls with an average hold time of 8:38.

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 3854 reported complaints from January 2018 through December 2019, only 116 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: **3,285***

Number of customers served: **684,485**

Cost per survey: **$4.84**

**excludes VR surveys*

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, they would recommend TWC products/ services to others.

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

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

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

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than the target

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: To gauge whether TWC is responding to complaints and concerns in a timely manner. TWC is committed to providing effective and efficient service to all customers; therefore, it TWC's 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 other departments resolve 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 did not 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

Output Measures

Number of Customers Surveyed

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

Purpose/Importance: 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 TWC website. Customer service evaluations are conducted on behalf of TWC. In addition to the previously cited surveys, other surveys may be identified because 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. It is not possible to obtain a 100 percent response rate. The frequency may vary because 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: Cumulative

New Measure: No

Desired Performance: Increase survey participation

Number of Customers Served

Short Definition: Total number of customers who receive services and information from TWC.

Purpose/Importance: To identify the universe from which the survey samples are drawn. TWC is committed to providing effective and efficient service to all customers; therefore, continuously seeking ways

to improve service delivery, customer satisfaction, and overall performance.

Source/Collection of Data: The data for this measure is a combination of employers and general workforce customers. General workforce customers include not only those voluntary participants in activities, but also UI claimants who are required to register for work. The data for the number of employers is collected from status reports processed by the TWC Tax Department.
The data for the number of general workforce customers is a count of the number of participants during the reporting period. Data for this measure was collected by field staff and entered in **Workintexas.com** on the TWC mainframe. To be included in the count, an individual must be an active applicant for services at some time during the reporting period.

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 is 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

Explanatory Measures

Number of Customers Identified

Short Definition: Total number of customers who could receive TWC services.

Purpose/Importance: 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: To provide general information regarding 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

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