



TEXAS
WORKFORCE SOLUTIONS

New Board Member Orientation

Appendices

New Board Member Orientation Appendices

Prepared by the

Texas Workforce Commission

Training and Development Department



Training and Development Mission

We are here to help TWC and our partners enhance employee workplace skills and productivity through the development, coordination, and delivery of quality learning opportunities.

Texas Workforce Commission

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Equal Opportunity Employer/Program

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Appendix A: Local Workforce Development Areas

The map below shows the 28 local workforce development areas in Texas.

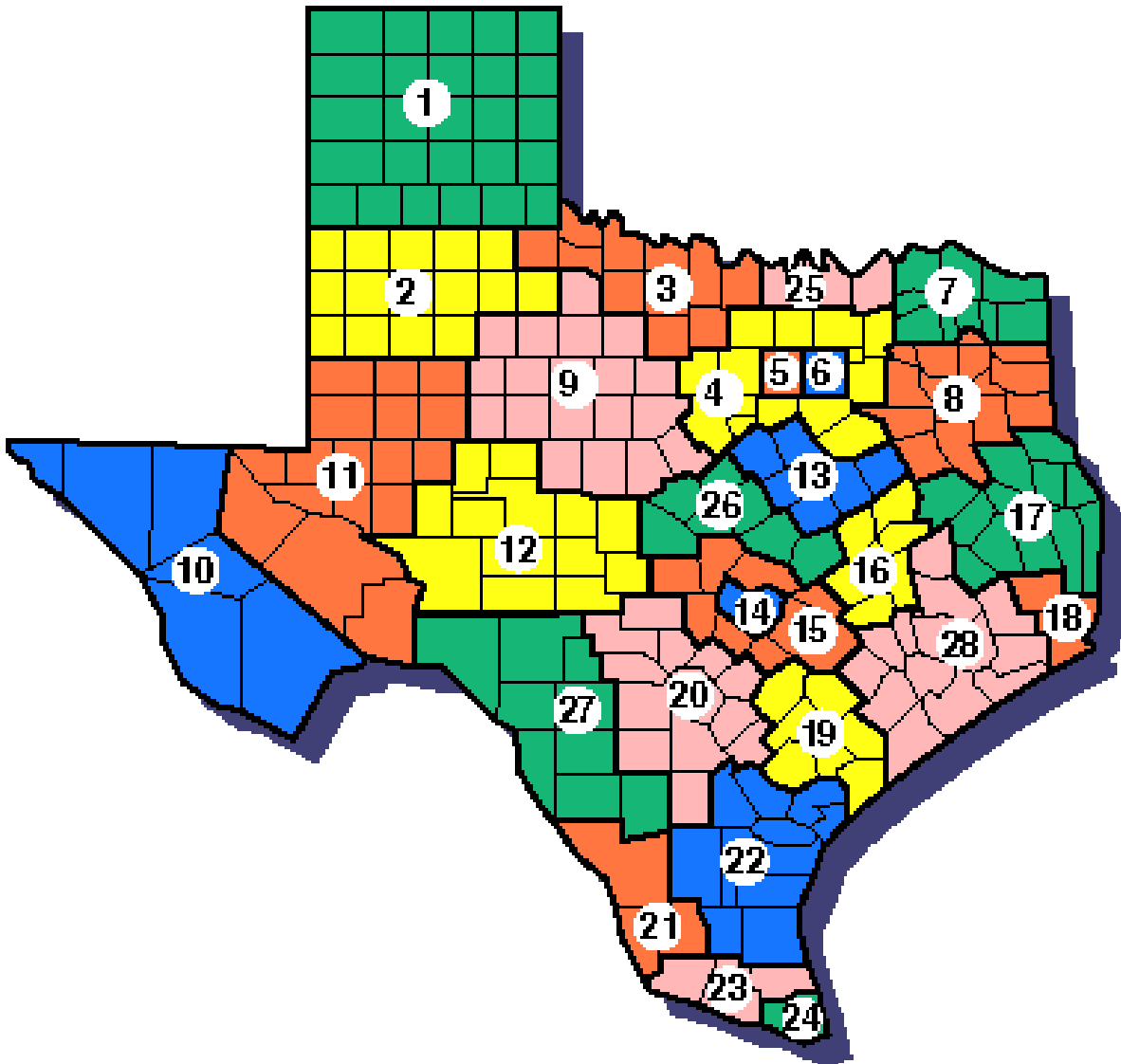


Figure 1: Map of Local Workforce Development Areas

The areas are as follows:

1. Panhandle
2. South Plains
3. North Texas
4. North Central
5. Tarrant
6. Dallas
7. North East
8. East Texas
9. West Central
10. Upper Rio Grande
11. Permian Basin
12. Concho Valley
13. Heart of Texas
14. Greater Austin Area
15. Rural Capital
16. Brazos Valley
17. Deep East Texas
18. Southeast Texas
19. Golden Crescent
20. Alamo
21. South Texas
22. Coastal Bend
23. Lower Rio Grande Valley
24. Cameron
25. Texoma
26. Central Texas
27. Middle Rio Grande
28. Gulf Coast

Appendix B: The Texas Workforce Investment Council (TWIC)

The Texas Workforce Investment Council was created by the Governor and the Legislature to carry out certain strategic planning and evaluation functions in order **to promote the development of a well-educated, highly skilled workforce for Texas**. The Council advocates the development of an integrated workforce development system that provides quality services to address the needs of businesses and workers.

The Council also serves as the State Workforce Investment Board under the federal Workforce Investment Act of 1998. State law requires the TWIC to develop a single, statewide strategic plan for workforce development. The plan must include goals, objectives, and performance measures for the statewide workforce development system that involves programs of state agencies represented on the Council.

The Council consists of 20 members appointed by the Governor representing:

- Business.
- Organized labor.
- Local public, postsecondary, and vocational education.

- Community-based organizations.
- Five state agencies involved in workforce development.

The Council recognizes the following as partner agencies and includes them in its deliberations:

- Texas Higher Education Coordinating Board.
- Texas Workforce Commission.
- Texas Education Agency.
- Governor's Office of Economic Development and Tourism.
- Texas Juvenile Justice Department.
- Texas Health and Human Services Commission including the agencies previously responsible for Human Services, Rehabilitative Services, and Services for the Blind.
- Texas Association of Workforce Boards.

Appendix C: Texas Workforce Solutions Offices

Boards are responsible for establishing Workforce Solutions Offices to deliver services. These centers serve the community by providing a broad array of services, job information, and job referrals in one place. Workforce Solutions Offices are accountable for establishing links to all segments of the local community in order to develop innovative employment and training partnerships. As a new Board member, you should visit a local Workforce Solutions Office to observe workforce service delivery in action.

Foundation for Success

The Workforce Solutions Office concept provides:

- An opportunity to build on new ideas and approaches in offering a variety of employment services and resources within your community.
- Numerous opportunities to develop and foster integrated local management arrangements that eventually lead to new and unique partnership agreements needed within the community.

This approach aims to facilitate an employer-driven, customer-friendly, efficient, and effective system that achieves results.

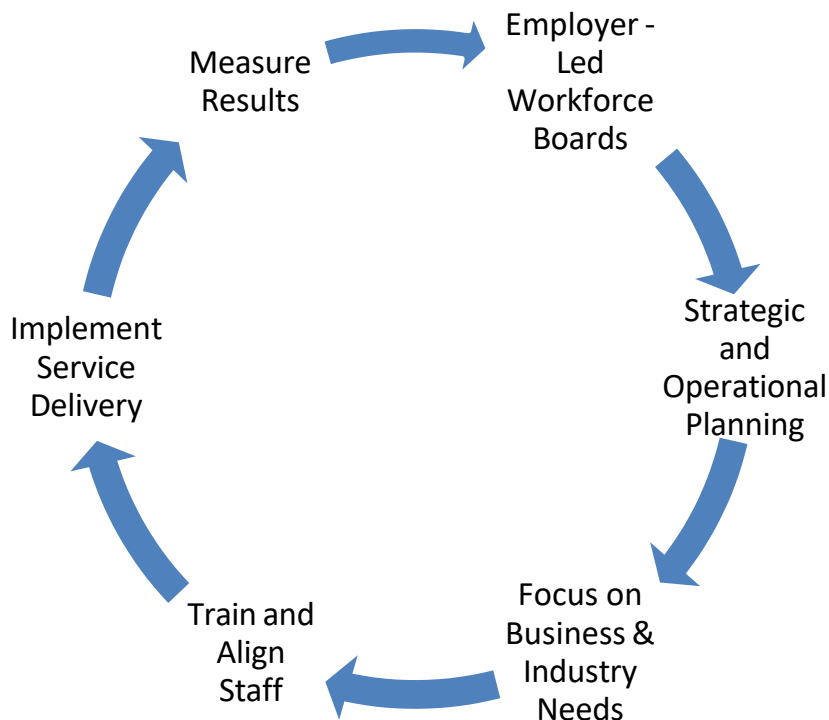


Figure 2: Workforce Board's Flow of Processes

The above circle represents the Workforce Board's flow of processes. These include, in order:

1. Employer-Led Workforce Boards.
2. Strategic and Operational Planning.
3. Focus on Business and Industry Needs.
4. Train and Align Staff.
5. Implement Service Delivery.
6. Measure Results.

Goal of Texas Workforce Solutions Offices

The **goal** of Texas Workforce Solutions Offices is to establish a local system that serves employers and job seekers in all aspects of employment and training.

The system has two major features:

- An **employer services** feature that provides labor market information, job matching, and workforce development services.
- A network of **career development centers** featuring career counseling, job placement assistance, and other Workforce Services, supported by electronic access to comprehensive labor market information.

The Workforce Solutions Offices are among the most important parts of the Texas Workforce Solutions. The Offices should have current and complete information on the local employment and training environment to enable customers to obtain the necessary workforce development services. Your Workforce Solutions Office should be a high profile and integral part of your community.

Why a Workforce Solutions Office?

Through the Workforce Solutions Office system, you have the ability to serve the community and provide a broad array of services and job information in one location. To ensure full access to services throughout a local workforce development area, a comprehensive system could include:

- Full-service Offices that provide a full array of workforce development programs and access to certain other specified programs.
- Satellite locations for targeted populations — such as employers, dislocated workers, and youth — that may not include all programs and services, but are connected to a full-Office.
- Self-service Offices, such as kiosks in public libraries or malls where the customer can directly access labor market information and services unaided by a staff person.

Based on customer needs, the Board determines the best use of their resources. They can choose to provide a Workforce System that includes a combination of full-service Offices, satellite locations, and self-service Offices.

Accessing Services

How do employers and job seekers access the system? This system gives employers and job seekers a number of different avenues for accessing the information and labor market services they need.

Employers and job seekers may contact a Texas Workforce Solutions Office in person, by telephone, or online. The importance of an integrated approach to providing Workforce Services is the ability of the employer to connect with the same Workforce System, regardless of how or where the employer or job seeker makes contact, rather than having to visit one of several unrelated programs.

Operational Requirements for a Workforce Solutions Office

TWC's Planning Guidelines identify several operational requirements for a Workforce Solutions Office, as listed below:

- Employer services, from labor market data to help with customized employee training, must be available.
- Services offered must be customer-driven, accessible to the total community, and provide enough variety in the services to address individual needs.
- Electronic databases and resources for obtaining employment, training, and labor market information must be present.
- Services should be available on multiple levels including self-service, facilitated services, and staff-assisted services.

Workforce Solutions Office staff must make a special effort to build relationships with area employers. By listening and responding to the needs and concerns of area employers, Office staff ensure that businesses remain partners in workforce development. Workforce Solutions Offices become the community's source for jobs and skilled workers.

Programs That Must Be Available Through Workforce Solutions Offices

Some programs must be offered through local Workforce Solutions Offices. Some of these programs are listed below.

Board Administered Services

- Workforce Innovation and Opportunity Act (WIOA).
- Choices.
- Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T).
- Child Care (access to these services is required at the one- stop center).
- Employment Service (ES).
- Veterans Employment Services.
- Trade Act Services.

Other Mandated Services

- Adult Education.
- Literacy.

- Non-Certificate Postsecondary Career and Technical Training.
- Unemployment Insurance (UI) (access to UI services is required at one-stop centers).
- Senior Community Services Employment Program (SCSEP).
- National Community Services Act.
- Apprenticeship.

Texas Workforce Solutions Office Functional Design

When planning services to be provided at a Workforce Solutions Office, four basic categories should be addressed:

- Employer services.
- Employment resources and services.
- Employment assessment services.
- Job coaching services.

The Employer Services Component

State law requires Boards to establish an employer services component as an integral part of the local Workforce System.

- The employer services component must be strategically linked with the job seeker services provided at the local Texas Workforce Solutions Office.
- The employer services component is the critical link between Workforce Services and employer needs.
- A carefully designed and professionally managed employer services strategy will lead to new relationships between the Workforce System and Texas employers.

Activities offered through the Workforce Solutions Offices enable the Board to become a creative and supportive partner with local business and industry. Employers will want to build relationships with Boards that supply high quality services in a timely fashion.

A detailed list of employer services is on page 8 of the New Board Member Orientation Guide.

Delivery of Employer Services

How are these services delivered? Depending on local design, the Board, the Texas Workforce Solutions Office, or a special employer services unit develops, communicates, and provides labor market services to employers. These services may be provided in person or electronically in different settings across the local area.

Employer services staff work directly with businesses to develop and communicate information about specialized services for key employers in industries targeted for special attention. As leaders in the community, Board members can make personal contact with business

executives as an effective strategy for building high level relationships with employers.

Employment Resources and Services

Workforce Solutions Offices have a variety of resources to assist customers. These include occupational and job search databases. Customers can use self-help tools or request assistance from workforce specialists with various computer products, including, but not limited to, those in the list on the next pages.

1. **WorkInTexas.com for Employers:** An automated system for employers to enter, update and archive job vacancy orders, specify job qualifications, conduct a search of the applicant database, receive a list of qualified applicants, submit job orders to America's Job Bank, and access Labor Market Information.
2. **WorkInTexas.com for Applicants:** An automated system for applicants to fill out and submit an online application for employers to review, and to search for current job openings.
3. **Texas AutoCoder:** Texas' version of the DOL's AutoCoder, which assigns occupational codes to key words in job titles, resumes, and unemployment benefits claims at an accurate level. The AutoCoder is flexible, working well on job titles with or without job descriptions.

4. **Texas Wages:** provides the most recent wage information and long-term employment projections for State and local areas in a user-friendly format. It supports state Workforce Development Boards, businesses, educational institutions, other state agencies, and the public.
5. **State Training Inventory:** Designed to assist in locating education and workforce training programs. It is a compilation of Texas education and workforce training providers, their programs, contact information, enrollment, and graduation data, where available. Education and training providers can be public, private, and proprietary institutions.
6. **Texas Labor Analysis:** An online suite of labor analysis tools designed to provide insight into Texas' labor supply and demand. TLA presents wage data, occupational projections, current labor supply, and Help "Wanted Online job posting data. Gap Analysis is a major feature that enables users to compare the various sources of potential labor market supply and labor market demand. TLA includes Regional Occupational Profiles, which allows for comparison of workforce regions on key employment indicators like wages, projections and trend of online job postings. The Top Statistics Reports produces the top 25 occupations by WDA.

7. **Texas LMI:** Texas Labor Market Information (lmci.state.tx.us). This is an interactive website that disseminates Texas labor market statistics. Users will find a suite of easy-to-use labor market research tools that provides time series ;labor market data, inquiry capabilities for labor force, employment/unemployment estimates, industry and occupational projections, and occupational wage data. Texas LMI provides monthly publications of key economic data for the State, each Metropolitan statistical Area, and each local workforce development area. In addition, annual industry reports are available.

8. **TexasCareer Check.com:** A comprehensive online career exploration resource for students, parents, counselors, and job seekers. Users may interactively address education and career exploration questions and explore the different careers and related educational opportunities in Texas and around the country. The system offers the ability to identify career alternatives based on a variety of interests and aptitude tests. Counselors and students may create a high school graduation plan online, and then save it to their computer with the ability to edit the plan at any time without revisiting the website. There are over 450 occupational videos available, as well as a “Pop-a-Job,” a game where students learn about occupations in an entertaining way.

Other services may be included, such as:

- A Job Search Resource Center that provides PCs with résumé and cover letter software, along with all the needed instruments for a successful job search, including telephones, copiers, and fax machines.
- Printed material on new jobs and new companies.
- A job search library with printed material on topics such as interviewing skills, salary negotiations, current jobs, and employers in the area.
- Videos on various occupations.
- Job search workshops to include such topics as:
 - Personal job search and job development strategies.

- Interviewing techniques.
- Networking skills.
- Transferable job skills.
- Other employment-related topics.

Employment Assessment Services

The goal in offering employment assessment services is to help employers and job seekers make a better “fit” in hiring for jobs of today and tomorrow by providing aptitude, ability, and skills information.

Centers should have a variety of instruments that assess:

- Work-related aptitude and achievement.
- Skills, knowledge, and abilities.
- Interests and preferences.

Ideally, these instruments should be reviewed and approved by local employers before use.

Job Coaching Services

Many times, customers seek personal guidance in accessing resources that best serve their employment and training needs. Private conferences with experienced Workforce Solutions Office staff give

individualized attention to customers to assist them in making an informed decision regarding their workforce choices.

The centers should also have Workforce staff with the expertise to meet the specific needs of:

- Dislocated and trade-affected workers.
- Persons with disabilities.
- Veterans.
- Ex-offenders.
- TANF and FSE&T recipients.
- Students.
- Older individuals.
- Employed individuals seeking to upgrade skills or in search of new employment.

These populations may have barriers that inhibit immediate employment. Workforce Solutions Office staff assist these job seekers in addressing obstacles that may impede productive employment. They also ensure that local employment resources are made available to assist these members of the community to become active members of the workforce. A detailed list of job seeker services can be found on page 10 of the New Board Member Orientation Guide.

Building Toward Excellence

TWC and the Boards work together to establish quality standards for the Texas Workforce Solutions Offices that define services across the state in terms of basic requirements and full-service certification.

The Texas Workforce Solutions Offices strive to provide services “beyond compliance,” focusing on customer satisfaction, reliability, consistency, and results.

Appendix D: Monitoring Contractors

Boards must ensure local accountability. One way to accomplish financial and program integrity is through monitoring. Boards are required to monitor their service providers. Monitoring activities provides information necessary for the Board to assess a contractor's performance and compliance with contract requirements, laws, and regulations.

Monitoring activities ensure that programs achieve intended results. Boards must ensure that resources are properly, efficiently, and effectively used for authorized purposes. These activities encompass both financial and programmatic monitoring.

The Monitoring Function

The monitoring function includes:

- Risk assessment.
- Monitoring plans.
- Monitoring programs.
- Reporting and resolution processes.

Risk Assessment

A risk assessment is a formal analysis of factors that impact the probability of a program or contract achieving its intended results. Some traditional measures of risk are:

- Significant program changes.
- Past compliance or failures.
- Contractor experience.
- Staff turnover or management instability.
- Complaints and inquiries.
- Funding levels.

Monitoring Plan

The Board should base its monitoring plan on the risk assessment. Boards should consider monitoring **high-risk** subcontractors or activities more frequently than **low-risk** subcontractors and activities.

Monitoring plans should include:

- A review schedule based on risk assessment.
- Information on the type of review to perform (i.e., site visits, desk reviews, etc.).
- An estimate of time budgeted to perform each review.

Monitoring Program

A monitoring program includes:

- Monitoring forms or instruments.
- Interview questionnaires.
- An outline of monitoring procedures.
- Methods used.
- A compilation of the results of the work performed.

Reporting and Resolution

Monitoring reports should be reviewed regularly by the Board and should include:

- Instances of noncompliance.
- Recommendations for corrective action and program quality enhancements.

Resolution responsibility at the local Board level requires a process to address the resolution of Board and contractor single audits and contractor and monitoring reports.

The Board must also ensure that:

- Resolution actions are documented.

- Corrective actions are verified.
- Costs are appropriately allowed or disallowed.
- Debts are established and collected.
- The appeals and grievance process is appropriate.

Methods of Evaluation

Methods of evaluation include, but are not limited to:

- Customer surveys and interview.
- Focus groups.
- Staff observation and reports.
- Self-evaluation.
- Performance appraisals.
- Program reviews.

Board Designated Evaluation Tools

The Board can develop consumer report cards to measure:

- Performance results.
- Customer satisfaction.

- Satisfaction information from other stakeholders.
- The effect services have had on individuals who are no longer receiving services.
- Outcomes to include effectiveness, efficiency, aggregated individual services satisfaction, and aggregated stakeholder satisfaction with services.

Evaluation instruments should give accurate reports reflecting whether operations are within federal and state guidelines.

Performance Reports

TWC prepares and distributes monthly performance reports that provide detailed and timely information about Board performance on a wide range of programs and measures.

The Monthly Performance Reports contain program-specific performance information on the contractual performance targets for each Board. The performance data includes current monthly and year-to-date information on each contracted performance measure and financial information for each of the major programs. The reports also contain statewide performance and financial information on:

- Employer Measures.
- Workforce Innovation and Opportunity Act (WIOA).
- Choices.

- Child Care.
- Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T).
- Wagner-Peyser Employment Service (ES).
- Veterans Services.
- Trade Act Services.

Monthly Performance Reports are based on the Board Contract Year, October 1 to September 30. The reports are distributed every month to each Board Chair and Board Executive Director.

TWC also distributes program information that impacts performance requirements to the Boards through Workforce Development (WD) letters. The WD letters are distributed to every Board Executive Director and are available from the TWC Workforce Development Division. They can also be accessed online at the [Texas Workforce Commission website](http://www.texasworkforce.org) at www.texasworkforce.org.

Primary Employer Measures: The Reemployment and Employer Engagement Measures

The Reemployment and Employer Engagement Measures measure services to and of particular value to employers. These are primarily outcome measures focusing on results and not the process.

Two of these measures focus on the reemployment of Unemployment Insurance (UI) claimants. The reemployment of UI claimants helps control unemployment insurance tax costs and affects all employers that bear the cost of unemployment insurance. The faster UI claimants return to work, the less they impact the UI trust fund.

The other three measures are tied more directly to services provided to individual employers. There are measures that look at the degree to which the system engages employers (market share), the degree to which employers continue to use our services (sustainability), and success filling employer's job openings (job openings filled).

While these measures are primarily "employer" focused, many of them also measure services of value to job seekers, particularly UI claimants.

Primary Job Seeker Measures

There are four basic types of outcome measures focusing on job seekers. ("Job seeker" is used generically to refer both to those who were employed and those who were unemployed when they first engaged the one-stop system.) The outcome measures align with the goals of the services we provide to job seekers. That is, they focus on helping them obtain and retain employment, and improve their education and skills to allow them to fill the needs of employers and

improve their earning capacity. Like the Primary Employer Measures, these measures focus on outcomes.

Entered Employment: This is perhaps the most basic measure focusing on the ability of the system to help job seekers who were unemployed when they came to the one-stop system to obtain employment. Under the Common Measures, Entered Employment looks for employment by the end of the first calendar quarter after the job seeker exits all Workforce Services.

Employment Retention: Helping a job seeker obtain employment is an important first step. The next important step is helping job seekers retain employment. Under the Common Measures, Employment Retention is measured by looking at the percent of people who were employed in the first calendar quarter after the exit quarter who are also employed in the second and third quarters after the exit quarter. While it is preferable that the job seeker be employed with the same employer for all three quarters, the measure focuses only on employment in three consecutive quarters.

Earnings Change: Helping job seekers obtain and retain employment are significant intermediate outcomes. Job seekers' utilization of the one-stop system should make it possible for them to also improve their earnings through continuous employment and finding new employment opportunities with employers offering higher wages, better benefits, and greater opportunities for career advancement. In the case of dislocated or trade-affected workers, the one-stop system can help them regain their pre-dislocation earnings. The Earnings Change measure provides a way of measuring the system's ability to meet these goals.

Under the Common Measures, this is calculated by looking at the pre- and post-participation earnings for those job seekers who were employed in the first calendar quarter following exit. The earnings in the two calendar quarters prior to beginning participation in the one-stop system are compared to the earnings in the second and third calendars after the exit quarter.

Education Achievement: Many job seekers receive training designed to help them obtain a degree or certificate. Under the Common Measures, Education Achievement is measured by looking at all those job seekers who were enrolled in an education activity designed to help them obtain a degree or certificate, and assessing what percentage of them obtain that degree or certificate by the end of the third calendar quarter following the quarter of exit. A certificate is awarded in recognition of attainment of measurable technical or occupational skills necessary to gain employment or advance within an occupation. These technical or occupational skills are based on standards developed or endorsed by employers.

The Common Measures are generally applied at a “Board-wide” or “integrated” level. However, they are also broken down by different populations — such as Temporary Assistance for Needy Families (TANF) Choices participants — so that it is possible to see how a Board or the system as a whole is serving particular populations.

Although these are job seeker-focused measures, they generally are of value to employers as well. Job seekers only enter employment when an employer has an immediate or anticipated hiring need. Employers need employees who are sufficiently skilled to perform the work and who demonstrate the ability to retain employment. Employers also

benefit when employees acquire new job skills and gain greater proficiencies in their job skills. Furthermore, increases in job seekers' or employees' earnings can be seen as employers' own assessment of the value of an employee to an employer.

Secondary Job Seeker Measures

Although the Commission is primarily concerned with outcomes, it is also highly interested in providing high quality services to employers and job seekers while efficiently utilizing scarce resources. The Commission expects that the Boards will achieve and maintain a reasonable balance in order to provide high quality service to clients using the labor exchange. As a result, it is important that some "process" measures be tracked so Boards and the Commission can monitor the efficiency of the resources invested in the labor exchange and the Texas Workforce System. Where a Board or Boards seem to need additional focus, the Commission may designate process measures as contracted measures.

Customers Served: The number of customers served by a Board or the system. This target is provided at the integrated level and is broken out by different subpopulations.

Average Cost Per Customer Served: The expenditures for the month divided by the customers served that month.

These monthly costs are then averaged for the year. At the end of the year, we also provide a "true" average cost based on federal standards, which takes the Board's annual allocation and divides it by the unduplicated number of customers served in the year.

Median Days in Service: As noted, customers are often served over an extended period of time, particularly if they are in training. However, customers would ideally be served over a period of weeks. This measure is designed to help get a sense of how long the typical job seeker participates in the one-stop system.

This number is only provided at the end of the year as job seekers are often served over a period of multiple months while expenditures are constant.

Other secondary job seeker measures relate to the Choices program. The main reason these measures are listed as secondary measures is because they focus on one program, and they are not “final outcome” measures because they measure interim successes or processes.

Choices Eligibles Served: This measures the proportion of Choices eligible participants receiving Choices services, and who must meet work requirements as determined by the state Health and Human Services Commission. This measure helps gauge the proportion of the Choices population engaged by the Workforce System.

Choices Participation Rate: This measures the proportion of Choices participants who meet the work requirement. This measure evaluates interim successes in the sense that meeting work requirements should help the individual achieve strong outcomes on the primary measures.

Child Care Measures

The Child Care program is designed to help low-income parents stay employed by subsidizing the cost of child care. Without this subsidy, many individuals who are on the path to independence would not be

able to afford to work because their child care expenses would be so high that they wouldn't be able to cover them with their earnings. By receiving subsidized child care, these parents remain in the workforce, gaining valuable experience and skills that can help them increase their earnings so that someday they might not need such assistance.

Average Number of Children Served: This measure calculates the average number of children receiving care provided each day from Child Care funds allocated to the Boards.

Customer Satisfaction

Customer satisfaction is certainly important; however, the method prescribed by the US Department of Labor (DOL) is somewhat limited. Therefore, though TWC will continue to provide the information for both employer and job seeker customer satisfaction using DOL's method as long as required, TWC is interested in finding ways to supplement this information in the future.

Automated Reports

The Workforce Information System of Texas (TWIST)

TWIST is a computer-based database system developed by the Texas Workforce Commission. TWIST is available online through the Texas Workforce Commission's statewide network. TWIST collects and reports customer data. Board staff, Workforce Solutions Office operators, and service providers must enter customer information into the system on a timely basis. Performance reports are based in part on the information entered into the system.

A detailed explanation of the TWIST system is in The Workforce Information System of Texas manual, which is available from TWC. The Workforce Development Division periodically schedules specific training regarding the operation of TWIST.

The Job Matching System WorkInTexas.com

WorkInTexas.com is a computer-based database system developed by the Texas Workforce Commission. It is the statewide job matching system used to match employers and job seekers. Employers, job seekers, and Workforce Solutions Offices staff can access WorkInTexas.com through the Internet or the Texas Workforce System statewide network. Reports can be extracted from the system that detail such information as entered employment, average wage, and office production.

The Budget and Payment Application (BAPA)

BAPA is a central database located with the Texas Workforce Commission. It provides Boards a mechanism to:

- Track contracts, children, units, performance measures, and other data for state and federal reporting.
- Project expenditures.
- Identify categories of funding.
- Report direct child care expenditures.

Appendix E: Programs in the Texas Workforce System

Many employment and training programs are available within the Texas Workforce Solutions. Boards have direct jurisdiction over some programs and ensure that other programs are incorporated into the local Workforce Solutions Offices. This chapter includes a description of the programs available to employers and residents of your workforce development area.

Workforce Innovation and Opportunity Act

The Workforce Innovation and Opportunity Act (WIOA) offers an integrated and comprehensive range of services consisting of workforce development activities benefiting employers, job seekers, and communities.

The purposes of WIOA are to:

- Increase — particularly for individuals with barriers to employment — access to and opportunities for the employment, education, training, and support services needed to succeed in the labor market.
- Support the alignment of workforce investment, education, and economic development systems for a comprehensive, accessible, and high-quality workforce development system.

- Improve the quality and labor market relevance of workforce investment, education, and economic development efforts to provide individuals with the skills and credentials necessary to secure and advance in employment with family-sustaining wages, and to provide employers with the skilled workers needed to succeed in a global economy.
- Promote improvement in the structure and delivery of services through the workforce development system to better address the educational and training needs of workers, job seekers, and employers.
- Increase the prosperity of workers and employers; the economic growth of communities, regions, and states; and the global competitiveness of the United States.
- Provide workforce investment activities, through state and local workforce development systems, that increase participants' employment, retention, earnings, and attainment of recognized postsecondary credentials, and as a result, improve the quality of the workforce, reduce dependency on public assistance, increase economic self-sufficiency, meet the skills requirements of employers, and enhance the productivity and competitiveness of the nation.

WIOA is designed to increase participant access to training services. Training services are provided to equip individuals to enter the workforce and retain employment.

Examples of training services include:

- Occupational skills training, including training for nontraditional employment.
- On-the-job training (OJT), including registered apprenticeship.
- Incumbent worker training in accordance with WIOA §134(d)(4).
- Workplace training and cooperative education programs.
- Private sector training programs.
- Skills upgrading and retraining.
- Entrepreneurial training.
- Transitional jobs in accordance with WIOA §134(d)(5).
- Job readiness training provided in combination with other training described above.
- Adult education and literacy activities, including activities of English language acquisition and integrated education and training programs, in combination with training.
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training.

Trade Act Services

The primary goal of the Trade Act is to help trade-affected dislocated workers locate new jobs as quickly and effectively as possible.

Amendments to the federal Trade Act of 2002 ensure that early intervention strategies, as with WIOA, will offer rapid, suitable, and long-term employment for adversely affected workers.

Providing Trade Act eligible clients with WIOA and other services through the Workforce Solutions Offices provides trade-affected workers with core and intensive services, including case management, funded by WIOA or other programs, with training services funded through the Trade Act.

Several options that may be available to eligible trade-affected dislocated workers under the Trade Act at this time are:

- A Job Search Allowance, which covers expense incurred in seeking employment outside the normal commuting area.
- A Relocation Allowance, which provides reimbursement for approved expenses if the trade-certified dislocated worker is successful in obtaining employment outside the normal commuting area to relocate.
- A Trade Readjustment Allowance (TRA), which provides weekly cash payments after a participant exhausts UI benefits while in an approved full-time training program.

- A Subsistence Allowance, which provides certain costs associated with an approved training plan at a provider outside the commuting area.
- Training, including On-the-Job (OJT) and customized training for re-employment in another job or career when “suitable employment” is not available.

A federal tax credit is available through the Health Coverage Tax Credit (HCTC). The HCTC was passed in 2002 to help workers who lose their jobs due to the effects of international trade, and who are eligible for:

- Certain Trade Adjustment Assistance (TAA) benefits; or
- Benefits under the Alternative Trade Adjustment Assistance (ATAA) program.

The federal government administers the program. State agencies help identify people who are eligible and help promote the program. For additional information, go to the [Internal Revenue Service website](http://www.irs.gov) at www.irs.gov.

Vocational Rehabilitation (VR) Services and Programs

VR includes services and programs to help persons with disabilities prepare for, obtain, retain, regain, or advance in competitive, integrated employment to achieve economic self-sufficiency.

VR services are based on individualized needs of consumers may include, but are not limited to:

- Assessments.
- Counseling.
- Physical and mental restoration.
- Transition services (for students with disabilities).
- Academic and vocational skills training.
- Provision of assistive technology.
- Supportive employment services.
- Applied behavioral analyses.
- Vocational adjustment services.
- Self-employment services.
- Environmental workplace assessments.

- Job skills training and job coaching.
- Follow-up support after employment.

In addition to these services, TWC administers programs which support persons with disabilities to gain employment and/or independent living skills. These programs include the following:

- The Independent Living Services for Older Individuals who are Blind program provides specialized training and support for adults age 55 and older who are blind or visually impaired. Services include orientation and mobility training, independent living skills training, low-vision evaluations and low-vision devices, diabetes education, deafblind evaluations and equipment, counseling on adjustment to blindness, and other services as necessary to support skills training.
- The Business Enterprises of Texas (BET) program is a federally sponsored program which provides food service and vending management training for individuals who are blind or visually impaired. Consumers who become licensed BET managers manage their own businesses, which are located on state and federal properties.

TANF Choices Services

Choices services provide job search assistance services and support services to people receiving cash assistance benefits through the Temporary Assistance for Needy Families (TANF) block grant. Support services may include child care, transportation, and work-related expenses for clients to participate in program activities and to accept and maintain employment.

The Boards have responsibility for:

- Continuing the focus on Work First by helping families transition to self-sufficiency through a quick transition to the workforce.
- Improving linkages between employer needs and individuals who participate in Choices services.
- Helping individuals access comprehensive services available through the Texas Workforce Solutions Offices.
- Stating client responsibilities clearly.
- Assessing, developing employability plans for, and delivering services to individuals.
- Providing descriptions of allowable component activities.
- Limiting application of good cause determinations.
- Emphasizing post-employment services aimed at job retention and career advancement.

- Addressing barriers that limit the individual's ability to work or participate.

Any parent in a household receiving TANF, including a teen parent, may be required to engage in work activities or participate in Choices activities to continue receiving TANF.

Federal law establishes state and individual work participation rates for clients in the program. The participation rate is based on the total number of clients who are required to participate.

The Legislature set targets for client participation tied to TWC's funding in the appropriations process. Each Board's success is combined to meet an overall statewide target.

Failure by the TWC and the Boards to achieve the required performance can result in substantial financial penalties levied against the state. Failure to meet individual work participation rates without good cause is reason for the family to lose eligibility for the cash grant and to incur other penalties. Board contracts include the performance targets for Choices.

Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T)

Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T) requires persons ages 16 through 59 receiving food stamp benefits to participate in employment, training, or work-related activities, unless they are exempt under the law.

SNAP E&T serves families and adults without dependents who are receiving food stamps.

- SNAP E&T activities and support services must be fully integrated in the Workforce Solutions Offices.
- Participation in employment, job search, workfare, and educational or vocational training activities is offered.
- Support services, including transportation and child care, are provided to SNAP E&T participants based on need.

Wagner-Peyser Employment Service

Wagner-Peyser Employment Service (ES) provides universal job matching and recruitment services as a base to the local workforce development system. ES also includes migrant and seasonal farmworker outreach services and agricultural recruitment services. Boards are responsible for the planning, development, and oversight of ES. State law directs TWC to block grant ES to the Boards.

Employer

Employers are encouraged to place job orders on WorkInTexas.com or with their local Business Service Units. Job postings describe job openings by including the experience, education, and training required, and the location of the job and the salary offered.

WorkInTexas.com is an online job matching system that gives employers access to the largest database of job seekers in Texas. Through the Internet, an employer can set up an individual account,

enter job postings or a job listing to search for specific criteria, and view eligible job candidates for screening.

The applicant database includes everyone from temporary workers to skilled professionals. The system allows employers to view a list of skills and qualifications, as well as contact information, for each job candidate.

Job Seeker

Anyone legally eligible to work in the United States may register for work and receive services through ES. Unemployment insurance recipients, with a few exceptions, are required to register for work. Job seekers provide information about their experience, education, training, interests, salary expectations, etc. This information is matched with the employer job order. Job seekers may also obtain ES services at a Texas Workforce Solutions Office.

The Texas Workforce Solution's online job matching system is also available to job seekers, providing services 24 hours every day. This searchable labor market exchange system provides direct access for job applicants.

Veterans Employment Services

Under the guidance and administration of the Texas Veterans Commission, services to veterans are delivered in the centers through the Disabled Veterans Outreach Program (DVOP) and the Local Veterans Employment Representatives (LVER).

DVOP and LVER staff directly provide, or facilitate the provision of, labor exchange services, including intake and assessment, counseling and case management, testing, job search assistance, job development, referral, and placement.

DVOP and LVER staff are assigned only those duties directly related to meeting the employment needs of eligible veterans, with priority for services to: (a) Special Disabled Veterans, (b) to other Disabled Veterans, and (c) other Eligible Veterans.

Special emphasis is extended to veteran populations that are minority, female, homeless, recent military separatees (without significant work experience), and economically disadvantaged.

DVOP and LVER staff also serve as facilitators of seminars and classes for the Transition Assistance Program (TAP).

TAP seminars are conducted to service people and their families, who are being released from active military service. The seminars, conducted on site at military installations, cover a wide range of topics directly related to employment in the civilian workforce, including:

- Identifying skills.
- Learning job search techniques.
- Interviewing skills.
- Finding labor market information.

Child Care

Child Care provides subsidized child care services needed by low-income families seeking to become independent from, or who are at risk of becoming dependent on, public assistance while parents are either working or participating in educational or training activities. Boards have the flexibility to target funds for children of teen parents and for children with disabilities.

The goal is to provide affordable, accessible, and safe child care that supports the physical, social, emotional and intellectual development, and safety of children.

Child care funds may be used to increase the availability of early childhood development programs and before-school and after-school programs.

Overview List of Services Under Board Jurisdiction

The list on the next two pages provides an overview of the programs under Board jurisdiction. Since employers are our primary customers, this list reflects how an employer benefits from each of these programs.

- **Child Care** helps employers retain qualified workers with families by providing subsidized child care to low-income parents, children of teen parents, and children with disabilities.
- **TANF Choices** provides training and education to parents in a household receiving benefits under the Temporary Assistance for Needy Families (TANF) block grant, helping them upgrade their skills to meet employers' needs.

- **Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T)** provides training and education to most adult recipients of food stamp benefits who do not also receive TANF, enabling recipients to fill employer needs.
- The **Workforce Innovation and Opportunity Act (WIOA)** identifies skills needed by employers and targets occupations in demand for quick job matching and placement of qualified workers. WIOA ensures that the training provided meets the employer's needs by emphasizing performance goals to be met by training providers. Adults, dislocated workers and youth are served under WIOA. State legislation mandates that foster care youth and former foster youth receive priority for services for which they are equally qualified.
- **Wagner-Peyser Employment Service (ES), Agricultural Services and Migrant and Seasonal Farm Worker Services** act as liaison between employers and job seekers to ensure employers have access to qualified workers. Provides public and universal job matching and recruitment services to employers and job seekers.
- **Veterans Employment Services** provide employers with quick access to the talents and expertise of veterans and eligible persons (e.g., spouses of deceased, disabled veterans/MIAs to fill job openings).
- **Trade Act Services** provide employers with skilled workers, and moves trade-affected workers into new jobs as quickly and effectively as possible.

Board Coordination Responsibility

State law requires Boards to coordinate and evaluate all other workforce development services delivered in their Workforce Area. This allows Boards to identify gaps in service delivery and direct funds to fill those gaps. The Boards must evaluate:

- All other workforce programs available to their customers through the public and private sector, including community-based organizations and other state agencies.
- The intent of each program or service provided and the targeted clients.
- How the goals and objectives for these additional services complement the Board's goals and objectives.
- Ongoing workforce development activities to ensure effective coordination.

Texas Workforce Commission Programs and Program Characteristics

Although Boards are not responsible for contracting the service delivery of the following programs, they are responsible for incorporating them into the local Workforce Solutions Offices.

- The **Senior Community Services Employment Program (SCSEP)** allows state, local, or regional governmental entities, school districts, or certain tax-exempt nonprofit corporations to benefit from the talent and experience of low-income workers age 55 and older.

- **Apprenticeship Training** allows employers to train workers on the job so they can meet the employer's specific skill needs.
- The **Workforce Literacy Program** provides adults with basic reading and writing skills so employers will have a more competent workforce.
- **Work Opportunity Tax Credit Programs (WOTC):** The WOTC is a federal tax credit used to reduce the federal tax liability of private for-profit employers. Employers may hire from eight different targeted groups including TANF recipients, veterans, food stamp recipients, high risk youth, ex-felons, participants of the summer youth program, vocational rehabilitation referrals, and Supplemental Security Income recipients.
- **Unemployment Insurance (UI) Benefits** help stabilize local community through temporary income maintenance for workers who are unemployed through no fault of their own. Phone or Internet access to filing and continuing claims must be available in the one-stop centers.

Appendix F: Strategic Initiatives

Veterans

Veterans constitute a priority population for TWC and the Workforce System. Twelve percent of TWC's own workforce is made up of veterans, compared to an average of just over five percent in all other state agencies. Additionally, through a number of initiatives, TWC promotes the hiring of veterans by others, and provides services and programs for US armed service members returning from Iraq and Afghanistan.

College Credit for Heroes Program

The College Credit for Heroes (CC4H) program seeks to maximize college credits awarded to veterans and active duty service members for their military experience by developing streamlined degree paths and workforce certifications to expedite transition into the Texas workforce.

CC4H was initiated in 2011 and has expanded over two phases to include regions across the state. Eleven Texas colleges and universities have developed accelerated curricula for veterans and active duty service members in fields such as emergency medical services, surgical technology, respiratory therapy, nursing information technology (IT), firefighting, advanced manufacturing, logistics, wind engineering, and oil field technology.

CC4H also created an online application and database through which veterans and active duty service members can receive an official evaluation of credit to be used at colleges and universities throughout the state. As of June 1, 2015, the website has received over 89,000 visits and more than 10,000 requests for evaluations. Results from the first two years show that Texas veterans and active duty service members have been awarded an average of 25 credit hours each through the CC4H website.

An additional goal of the project is to expand the network of partnering colleges and universities through memoranda of understanding partnerships. Because the award of academic credit is contingent upon approval from the receiving Texas college or university, increasing awareness among these institutions is imperative. Institutions that become CC4H partners make a commitment to review CC4H evaluations and make every effort to maximize the award of college credit to veterans and active duty service members for their military experience and training.

To date, the network of CC4H partner schools has grown to more than 37 institutions of higher education, with the Texas A&M University System being the most recent addition.

[Descriptions for the Phase I and Phase II projects](http://www.twc.state.tx.us/jobseekers/college-credit-heroes) are available at www.twc.state.tx.us/jobseekers/college-credit-heroes.

Phase III expands the CC4H project by awarding funding for additional college partners to create acceleration curricula in new fields. Phase III also includes one grantee whose program consists of partnerships with industry leaders to create jobs for veterans and provide paid internships.

During the 84th Texas Legislature, legislation was adopted to make CC4H a permanent program, requiring an annual legislative report that outlines programmatic status, best practices, and recommendations for awarding college credit for military experience and training.

Hiring Red, White, and You! Job Fair

TWC is proud to announce that the fourth annual Hiring Red, White and You! (HRWY) statewide job fair took place on November 12, 2015. In cooperation with 28 Workforce Solutions partners, HRWY connects Texas veterans and their spouses with Texas employers that value the experience, discipline, and other exceptional qualities inherent in a military background. During its first three years, HRWY connected more than 31,000 veterans with over 4,700 employers.

Veterans Workforce Outreach Initiative

Hard-to-serve veterans have one or more barriers to employment, such as homelessness; a history of substance abuse; physical, mental, or learning disabilities; posttraumatic stress disorder; ex-offender status; or recent discharge from military duty. The Veterans Outreach project is designed to support the National Veterans Outreach Program, Inc.'s goals of:

- Outreaching hard-to-serve veterans who are not currently being served through Workforce Solutions Offices.

- Addressing employment barriers faced by hard-to-serve veterans.
- Reintegrating hard-to-serve veterans into meaningful employment.

Employment barriers are addressed and resources are accessed to overcome barriers under the guidance of a case manager. Veterans benefit from a range of services, which may include:

- Assessments.
- Job development and job placement.
- Individual case management services including guidance, encouragement, and resources.
- Support services including:
 - Transportation.
 - Rent and utility assistance.
 - Mental health assistance, including clinical counseling.
 - Wheelchairs and crutches.
 - Food assistance.
 - Financial assistance.

The project was funded from a competitive Request for Proposals (RFP). One grantee, the American GI Forum, was awarded WIA statewide discretionary funds, and the program was implemented in San Antonio, Houston, the Dallas/Fort Worth metro area, and El Paso.

During the period of February 2013 through October 2014, the project provided 811 veterans with assessment and case management services, and 514 were placed into employment at an average wage of \$12.25 per hour.

Veteran and Industry Partnership (VIP)

TWC has dedicated training dollars from the state's Skills Development Fund to focus specifically on training veterans in parts of the state where demand is high for occupations in the three prioritized industries: petrochemical manufacturing, advanced manufacturing, and information technology. Funds have been provided to 16 community colleges that will partner with industry and Boards to identify high-demand occupations and provide training to veterans to prepare them for those jobs.

Priority is given to occupations related to the following industries.

- **Advanced Manufacturing:** Training will be offered at community colleges in the Tarrant County, North Central Texas, Greater Dallas, and Alamo local workforce development areas (Workforce Areas).
- **Information Technology:** Training will be offered at community colleges in the Borderplex, Rural Capital, Central Texas, and Capital Area Workforce Areas.

- Petrochemical Manufacturing: Training will be offered at community colleges in the Southeast, Gulf Coast, Golden Crescent, and Coastal Bend Workforce Areas.

Texas Wide Open for Veterans

Using WIOA Incentive Grant Award Funds, TWC established a [veterans portal](http://www.texaswideopenforveterans.com/twc-wofv) (www.texaswideopenforveterans.com/twc-wofv) to reach out to existing soldiers and veterans and provide them with information about opportunities in Texas. Information included in this portal will promote the state's economic, educational, and employment opportunities available to veterans. [The Texas Wide Open for Veterans website](http://www.texaswideopenforveterans.com/twc-wofv) (www.texaswideopenforveterans.com/twc-wofv) was launched on December 3, 2014.

As of June 30, 2015, the site has received 25,321 visits from users in all 50 states and various foreign countries. Of these, 36 percent visited via a mobile device. Visitors are returning for more as well — over 16 percent of users are returning visitors, and the Contact Us form has proven beneficial. TWC has assisted both veterans and employers by addressing their comments, questions, and concerns in an efficient and timely manner.

Texas Veterans Leadership Program

Veterans returning from military action face numerous challenges when transitioning into civilian life. A consistently higher-than-average unemployment rate, homelessness, and service-related injuries can impede their success. TWC's Texas Veterans Leadership Program (TVLP) is a resource and referral network that assists veterans of Iraq and Afghanistan to address such challenges.

TVLP has 20 Veterans Resource and Referral Specialists (VRRSs) who cover the 28 Workforce Areas across the state to outreach veterans and provide a comprehensive, integrated approach to addressing veterans' unique challenges. VRRSs operate within Workforce Solutions Offices, where they can work more closely with Workforce Solutions Offices staff and partner program staff, including TVC representatives, providing veterans with the personalized attention they need. Additionally, TVLP collaborates with numerous community-based organizations to meet the needs of the veterans they serve.

TVLP has two VRRSs working with the Army Career and Alumni Program at Fort Bliss and Fort Hood, Texas. From July 2008 through July 1, 2015, TVLP has contacted 19,374 veterans and provided services to 15,990 veterans of Operation Iraqi Freedom, Operation Enduring Freedom, and Operation New Dawn.

State Of Texas Soldier Employment Initiative

The State of Texas Soldier Employment Initiative (STSEI), a collaboration of efforts and resources among the U.S. Army, DOL, and Workforce System partners, ended on June 30, 2015. Established through a DOL grant, STSEI conducted enhanced outreach and employment services to veterans before they separated from or upon separating from the U.S. Army, Army Reserve, or Army National Guard. Four states — Texas, Georgia, Illinois, and North Carolina — were selected for grants to participate in this pilot program.

STSEI specifically targeted U.S. Army veterans who were eligible for or were currently receiving UI benefits through the Unemployment Compensation for ex-service members (UCX) program. The primary goals were to:

- Build and enhance partnerships between participating entities.
- Improve data sharing.
- Develop innovative outreach and reemployment strategies that enable veterans to become reemployed more quickly.

TWC and TVC initially hired four STSEI staff members to outreach service members stationed at Fort Hood, Fort Bliss, Camp Mabry, and Ellington Field. They targeted service members who were approaching their separation from the U.S. Army and service members who were returning from deployment with the Army Reserve or the National Guard. One STSEI staff member was assigned to each base to serve as the STSEI primary point of contact. Currently, there are two remaining TWC STSEI staff members providing services at Fort Hood and Fort Bliss.

Additionally, TVLP's VRRSs identified and outreached veterans receiving Unemployment Compensation for Ex-service members (UCX) benefits, to assist them with their reemployment efforts.

STSEI outreached over 22,989 Army UCX claimants. TWC has been tracking the average number of weeks U.S. Army UCX claimants have been drawing UCX. The starting average was 24.6 in September 2012. As of April 2015 the average number of weeks U.S. Army UCX claimants have drawn UCX has decreased to 15.8.

Texas Skills to Work

Using the UCX grant, TWC also developed [Texas Skills to Work](http://www.texasskillstowork.com) (www.texasskillstowork.com), an online tool intended to assist

transitioning service members with translating their military experience into civilian terms. This tool can be used to improve a veteran's résumé by better connecting their military skills with civilian jobs that value those abilities.

Additionally, the Skills to Work tool can match a veteran's skill to online job postings available through the Conference Board's Help Wanted Online (HWOL) database.

Appendix G: Legal Considerations

Board Performance

Boards must meet the following performance requirements.

- a. A Board shall achieve levels of performance consistent with performance standards that are reflected in the individual Board's contracts with TWC.
- b. The Commission shall determine the performance standards by using measures of performance based on federal and state performance requirements and by using factors that may be necessary to achieve the mission of the Commission.
- c. A Board shall comply with all:
 - Commission rules.
 - Workforce Development (WD) letters.
 - The Contract Administration Standards Manual.
 - The Financial Manual for Grants and Contracts.
- d. A Board's achievement of high levels of performance may result in the Commission providing incentives for the Board.
- e. A Board's failure to meet minimum levels of performance as referenced in the Board's contract may result in corrective actions, sanctions, or penalties.

- f. A Board may submit to the Commission a request for an adjustment to the minimum levels of performance.
- g. The Commission may determine what constitutes a necessary adjustment to local performance measures and may consider specific economic, demographic, and other characteristics of populations to be served in the local workforce development area and other factors the Commission deems appropriate, including the anticipated impact of the adjustment on the state's performance.
- h. The Governor may adopt additional performance incentives and sanction provisions as provided in WIOA.
- i. A Board shall comply with and remain subject to provisions relating to performance or any other matters regarding any funds granted by the U.S. Secretary of Labor.

More information about Board performance can be found in the TWC Rules at 40 TAC, Section 800.81, Board Performance.

Examples of Allowable and Disallowed Costs

Allowable Costs

Chapter 6 of The Texas Workforce Commission's Financial Manual for Grants and Contracts covers standard cost principles and allowable costs. Allowable costs must meet the general criteria of being necessary and reasonable, as detailed in Chapter 6. Examples of allowable costs include, but are not limited to:

- **Advertising Costs** are only for the recruitment of Board staff, the procurement of goods and services, the disposal of surplus materials, or the outreach and recruitment of participants.
- **Audit Costs** allowability is determined by federal audit requirements, and the costs of audits that are not conducted in accordance with such requirements are not allowable. (Local Board audits shall be performed annually and must be submitted to TWC no later than nine months after the fiscal year end date.)
- **Meetings and Conferences** costs associated with conducting meetings and conferences are allowable if they meet the general criteria of allowable costs.
- **Training and Education Costs** of training and education for eligible individuals are allowable, subject to certain limitations detailed in Chapter 6.

Disallowed Costs

Unless specifically allowed by your contract with TWC, the following costs are not allowable and may not be paid with TWC program funds (Note: Exclusion from this list is not an indication or implication of allowability):

- Bad debts.
- Pension plan costs.

- Contingency provisions.
- Contributions.
- Donations.
- Entertainment costs including food and beverage.
- Fines and penalties.
- Interest costs.
- Investment costs.
- Losses on other awards or grants.
- Lobbying, politics and campaigning.
- Organization-furnished automobiles for personal use.
- Other disallowed costs.

Types of Agreements

A contract is an agreement between two or more parties that describes a mutual understanding of the parties' respective roles in a project or transaction. Contracts can include financial or non-financial consideration and may be for a set period, or may include language that it continues until cancelled. A non-financial contract is a type of agreement that does not involve a payment of funds.

The following terms are interchangeable examples of non-financial contracts:

- Memorandum of Understanding (MOU).
- Memorandum of Agreement (MOA).
- Non-financial agreements.

Such agreements may include:

- In-kind contributions for:
 - Staff time, goods, facilities provided by public or private entities.
 - Donated goods and services.
- Volunteer services.

Contracts with financial consideration are written agreements of mutual understanding between two or more parties, describing their respective roles in a project, with one or more parties paying a consideration in funds or property for a specified performance by the other party.