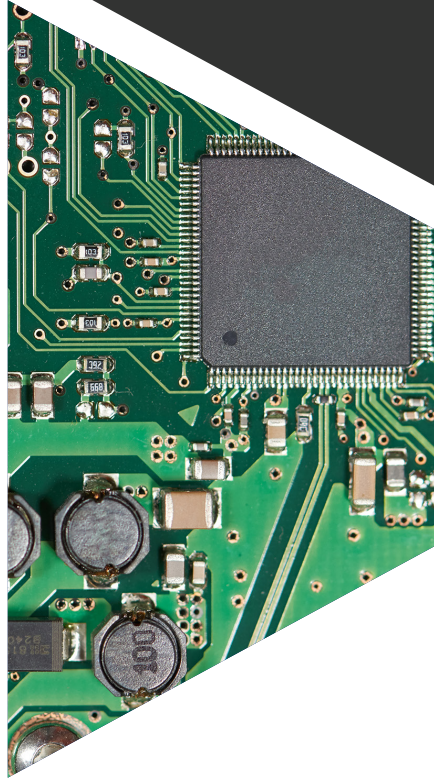


Texas Workforce Commission 2019-2023 Strategic Plan





AGENCY STRATEGIC PLAN

FISCAL YEARS 2019 TO 2023

BY

TEXAS WORKFORCE COMMISSION

Andres Alcantar, Chairman
Commissioner
Representing the Public

August 2008 to February 2019

Pflugerville, Texas

Ruth R. Hughs
Commissioner
Representing Employers

July 2015 to February 2021

Austin, Texas

Julian Alvarez III
Commissioner
Representing Labor

February 2016 to February 2023

Harlingen, Texas

JUNE 8, 2018

SIGNED: 

Larry E. Temple, Executive Director

APPROVED: 

Andres Alcantar, Chairman

TABLE OF CONTENTS

PART I STRATEGIC PLAN

Texas Workforce Commission Mission, Vision and Philosophy	4
A Message from the Commissioners	5
TWC Goals and Action Items	7
TWC External/Internal Assessment	12
Redundancies and Impediments	15

PART 2 SUPPLEMENTAL SCHEDULES

Schedule A: Budget Structure	16
Schedule B: Performance Measure Definitions	24
Schedule C: Historically Underutilized Business Plan	83
Schedule D: Statewide Capital Plan	86
Schedule E: Not required	
Schedule F: Texas Workforce System Strategic Plan	
TWC Workforce Plan	99
Schedule G: Report on Customer Service & Survey of Employee Engagement and Utilization Plans	122

TWC Mission, Vision & Philosophy

TEXAS WORKFORCE COMMISSION MISSION

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

TEXAS WORKFORCE COMMISSION VISION

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

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.

Message from the Commissioners

As the Texas Workforce Commission (TWC) plans for the future, we expect the next five years to be a new era of service to an expanding Texas workforce whose diversity and skills are rapidly changing in a world in which our employers and industry engage in innovation and technology to advance their competitiveness. Texas employers, workers and job seekers have the opportunity to benefit from the resiliency of the Texas economy, the diversity of our industries, and our solid economic foundation keeping our economy strong. The Texas workforce is now at more than 13.8 million individuals whose skills are world-class and ready to meet the needs of over 500,000 employers. Through the Governor's Tri-Agency Partnership, our work with the Texas Education Agency (TEA) and the Texas Higher Education Coordinating Board (THECB) and in collaboration with key stakeholders across the state's workforce and educational systems aligns current and future industry needs. The strategies will help equip Texans with the skills, education and training needed to be competitive for the jobs of today and in the future.

We are utilizing innovative outreach strategies designed to reach key workforce audiences through campaigns on a range of workforce services to connect the job seekers with Texas employers. Designed to support students, employers and job seekers, these services include www.TXInternshipChallenge.com, to help students explore industry demand occupations and acquire workplace skills; Careers in Texas Industries events and career awareness tools to help students meet prospective employers and make informed career choices; Texas Operation Welcome Home, to assist transitioning service members and their spouses to find employment or complete an educational program; Texas HireAbility, a campaign to raise awareness about the benefits of hiring people with disabilities; Texas Business Conferences, held throughout cities in Texas to inform employers about laws important to running their businesses; and www.ApprenticeshipTexas.com, an outreach campaign to help increase the number of apprenticeships in Texas.

Texas continues to be the nation's fastest growing state with an estimated population of nearly 28 million people, which is expected to continue to grow at a high rate into this five year planning period. Texas is also home to approximately 1 million veterans who seek workforce services as they transition from their military service. For this reason, we foresee a continued expansion in our more extensive services to veterans under our Texas Operation Welcome Home initiative.

There are also 1.5 million Texans aged 18-64 who have a disability. We will continue to promote competitive integrated employment for individuals with disabilities through the newly created Texas Workforce Solutions-Vocational Rehabilitation Services Division.

We will continue to enhance quality Child Care services through the Texas Rising Star program. The program provides quality improvement equipment and materials, and offers training for those in the early care and education field. Our focus is making sure that we support these small business owners and that the quality of care is enhanced so that more of our kids are school ready.

TWC has engaged with local stakeholders in several regions impacted by Hurricane Harvey to discuss long-term economic outlook and recovery activities. As hurricanes, tornadoes, wildfires, and other natural disasters are a way of life in Texas, the agency remains poised and prepared to respond to the workforce challenges brought on by these events. TWC has leveraged eligible disaster-funding such that a maximum number of affected individuals may be identified and can receive workforce services in the rebuilding phase of the disaster, which is expected to be included this five-year planning period.

TWC remains committed to our valuable Local Workforce Development Board partners in the Texas Workforce Solutions network, whose expertise and knowledge of their communities' strengths and needs, as well as their relationship with local industry and education leaders create the strong locally driven programs that support our adaptable and successful workforce.

At the statewide level, TWC oversees several unique and valuable training initiatives that incent local economic development partners and will expand current and future training opportunities for both rural and urban communities. These include the Skills Development Fund, which provides grants for customized job training to businesses, Jobs and Education for Texans (JET), which provides equipment grants to educational institutions to develop career and technical education programs, the High Demand Job Training Program, which supports Boards partnering with local Economic Development Corporations that use their local economic development sales taxes for high-demand job training, and Texas Industry Partnership (TIP), which leverages matching contributions toward job training in high-demand/industry cluster occupations through collaborative projects between local workforce boards and industry partners.

As we work together across the state to connect the future workforce to the exciting career opportunities being created by Texas' cutting-edge industries, TWC will contribute to the 60x30TX goal of having at least 60 percent of Texans ages 25-34 possess a certificate or degree by 2030 through initiatives to improve quality in early childhood education and increase postsecondary educational success over the next five years. We will sustain collaboration with our education partners at TEA and THECB, as well as the community colleges and independent school districts that directly serve the bright Texas youth who will propel our future economy to greater heights while also supporting programs to address the needs of current workers through adult education initiatives and innovative training programs, such as apprenticeship. We remain at the forefront of work in support of educational pathways and initiatives that lead to demonstrable marketable skills for in-demand occupations, such as internships, apprenticeships and other applied learning opportunities. Support for Career and Technical Education (CTE), Early College High Schools, Industry Cluster Innovative Academies, Pathways in Technology Early College High Schools (P-TECH), Registered Apprenticeship programs, youth career-awareness and STEM initiatives will ensure that our future workforce is equipped with the in-demand skills employers are seeking.

In this planning period TWC will continue to upgrade the award-winning resources that support our employers, workers and job seekers to ensure that they are able to access labor market information, job matching, employment and benefits information they need quickly and easily using modern technology and accessible platforms. We will expand beyond recently released tools such as www.TexasLaborAnalysis.com, an online suite of labor analysis tools to help provide insight into the Texas labor supply and labor demand, through the release of a new version of WorkInTexas.com, the state's largest free job matching network.

TWC's oversight and administration of employer tax dollars that support the Unemployment Compensation Trust Fund is one of the agency's major responsibilities. As technology's pace continues to rapidly evolve, TWC will invest in technology efforts to combat Unemployment Insurance (UI) identity theft and fraudulent UI claims with greater speed and accuracy. TWC's participation in the federal Treasury Offset Program, which recovers UI overpayments through tax returns, has resulted in more than \$43 million in overpayments being returned to the Unemployment Insurance Trust Fund. We will also continue to seek technology enhancements to leverage greater program efficiencies and services to customers.

Our 2019-2023 Strategic Plan documents our goals for the five-year planning period to promote continued workforce development success. Through the support of our partners, the Governor and the Texas Legislature, we will continue to look for innovative, market-driven solutions that will lead to further job creation and economic prosperity for the people and employers of Texas. We appreciate the opportunity to present this document for your review.



Andres Alcantar
Chairman and Commissioner
Representing the Public



Ruth R. Hughs
Commissioner Representing
Employers



Julian Alvarez
Commissioner Representing
Labor

TWC Goals and Action Items

Goal I

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

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.

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

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

Providing excellent customer service.

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

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

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

TWC External/Internal Assessment

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

The most significant change that will occur during the five-year planning period covered in this strategic plan will be a continued focus on and expansion of services for those with disabilities as a result of the transition of vocational rehabilitation services. The integration of these services brings together all of the state's programs that are funded through the federal Workforce Innovation and Opportunity Act (WIOA) of 2014.

The Texas economy continues to perform better than other states. Following a tremendous period of growth, the state's population now stands at 27.9 million with a labor force of 13.8 million. If current employment projections are realized, Texas will be employing nearly 15 million people by the end of this five-year strategic planning period and growing from nonfarm employment of nearly 12.5 million in 2018 to more than 13.5 million in 2023. During that time, the unemployment rate is expected to remain relatively stable in the 4.4 to 4.1 percent range. Given those conditions, TWC does not anticipate any additional federal funding availability and must find creative and innovative ways to do more with less. By achieving efficiencies, leveraging available state and federal funding resources and partnering with other entities, TWC plans to improve its services despite the expected funding limitations.

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

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.

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

Strategic Plan - Federal Legislation

Child Care and Development Block Grant (CCDBG)

A significant increase in funding for the Child Care and Development Block Grant was included in HR 1625.

Government Funding

The 115th Congress passed a series of Continuing Resolutions to fund the government in FY 2018. The U.S. House and U.S. Senate passed the Consolidated Appropriations Act of 2018 which funded the government through the end of the fiscal year.

HR 601 (PL 115-56) funded the government from October 1, 2017 through December 8, 2017.

H J Res 123 (PL 115-90) funded the government from December 8, 2017 through December 22, 2017.

HR 1370 (PL 115-96) funded the government from December 22, 2017 through January 19, 2018.

HR 195 (PL 115-120) funded the government from January 22, 2018 through February 8, 2018.

HR 1892 (PL 115-123) funded the government from February 9, 2018 through March 23, 2018.

HR 1625 (PL 115-141) funded the government from March 23, 2018 through the end of the FY 2018 (September 30, 2018).

Temporary Assistance for Needy Families (TANF)

An extension of TANF was included in the Consolidated Appropriations Act of 2017 (PL 115-31). The program is set to expire on September 30, 2018.

2018 Farm Bill

Congress is in the process of reauthorizing and making changes to the Supplemental Nutrition Assistance Program (SNAP). Provisions to alter the program (including the SNAP Employment and Training program) will be included in the 2018 Farm Bill. The U.S. House Committee on Agriculture has approved a draft farm bill, HR 2, which would make significant changes to SNAP including but not limited to eligibility, work requirements, and investments in the employment and training program.

The following is a summary of legislation enacted by the 85th Texas Legislature for the 2018-2019 biennium and implemented by TWC:

Apprenticeship

HB 2790 (Rep. White) – This bill allows TWC to contract with apprenticeship training programs that are conducted by an independent apprenticeship committee rather than limiting contracting to programs that are connected to a public-school district or state postsecondary institution.

Career Schools and Colleges

HB 2937 (Rep. Canales) – This bill requires hospitals providing dual credit courses under the Medical Dual Credit Program operated by the Texas Higher Education Coordinating Board to be licensed as a career school by TWC.

SB 128 (Sen. Garcia) - This bill directs TWC to require that training on recognizing and preventing human trafficking, developed in collaboration with the Office of the Attorney General, be included in commercial driver's license training curricula at entities licensed by TWC as a career school.

Civil Rights

HB 88 (Rep. Martinez) – This bill amends the Texas Labor Code and states that an employer commits an unlawful employment practice if employees are not allowed to use personal and sick leave time to care for foster children under the conservatorship of the Department of Family and Protective Services in the same manner permitted for biological or adopted minor children. Complaints for violations of this provision will be processed and investigated by the TWC Civil Rights Division.

Information for School Districts

SB 2105 (Sen. Miles) – This bill requires that TWC provide the Texas Education Agency with information quarterly regarding career and technical education partnership opportunities as well as professional development opportunities for teachers and learning opportunities for students.

Jobs and Education for Texans Grant Program

HB 2431 (Rep. Deshotel) – This bill allows for a public state college to be an eligible educational institution that may partner with an independent school district to apply for funding under the Jobs and Education for Texans Grant Program.

Regulatory Integrity

HB 1432 (Rep. Vo) – This bill prohibits an individual from placing a restriction or condition on a payment instrument remitted to TWC that would limit the amount of contributions, penalties, or interest owed to TWC by an employer.

HB 2443 (Rep. Mary Gonzalez) – This bill requires TWC to allow through rule, the electronic filing of wage claims under the Texas Payday Law.

Skills Development Fund

HB 108 (Rep. Alvarado) – This bill authorizes TWC to use the Skills Development Fund to provide an intensive and rapid response to, and support services for, employers expanding or relocating their operations to Texas with a focus on employers who will provide complex or high-skilled employment opportunities in the state.

SB 634 (Sen. Estes) – This bill states that if the Texas A&M Engineering Extension Service (TEEX) or a public community or technical college that provides workforce training through the Skills Development Fund fails to submit a required report to TWC, TEEX or the college must refund to the Comptroller any unexpended state funds received for biennium that the report was due and also prohibits TWC from awarding the entity any additional Skills Development Fund grants until they have complied with the reporting requirement.

Veterans

SB 588 (Sen. Lucio) - This bill allows a private employer to provide notice to TWC or the Texas Veterans Commission (TVC) that the employer has adopted a voluntary veteran's employment preference. This bill also requires TWC and TVC to make available on their respective websites, a list of private employers that have provided notice they have adopted a voluntary employment preference.

REDUNDANCIES AND IMPEDIMENTS

TWC has not identified any current redundancies or impediments as of this publication date. TWC is committed to seeking out and listening to its workforce customers and partners and will respond to any redundancies or impediments that are identified during this strategic planning period.



TWC Strategic Plan

Appendix A

Budget Structure

Goal A. Workforce Development

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

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

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

- Participants Served – Career & Training
- % Employed/Enrolled 2nd Qtr Post-Exit – Career & Training
- % Employed/Enrolled 2nd-4th Qtrs Post-Exit – Career & Training
- Credential Rate – Career & Training
- Average Choices Participation Thru Employment (or School for Teens) - 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 A.1.1 Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Workers

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

Output:

Participants Served - WIOA Adult/Dislocated Worker

Efficiency:

Average Cost per Participant Served - WIOA Adult/Dislocated Worker

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

Provide services for eligible youth to acquire skills for employment.

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

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

Output:

Participants Served - Choices

Efficiency:

Average Cost per Participant Served – Choices

Strategy A.1.4 Employment and Community Services

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

Strategy A.1.5 Supplemental Nutrition Assistance Program (SNAP)

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

Output:

Participants Served - SNAP Employment & Training

Efficiency:

Average Cost per Participant Served – SNAP Employment & Training

Strategy A.1.6 Trade Affected Worker Training and Assistance

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

Strategy A.1.7 Senior Employment Services

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

Strategy A.1.8 Apprenticeship

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

Output:

Participants Served – Apprenticeship

Strategy A.1.9 Adult Education and Family Literacy

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

Output:

Participants Served – Adult Education & Literacy (AEL)

Efficiency:

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

Objective A.2 Rehabilitation Services for Persons with Disabilities

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

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

Strategy A.2.1 Vocational Rehabilitation

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

Output:

Participants Served - Vocational Rehabilitation (VR)

Efficiency:

Average Cost per Participant Served - Vocational Rehabilitation (VR)

Strategy A.2.2 Business Enterprises of Texas (BET)

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

Output:

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

Explanatory:

Number of Facilities Supported by BET Staff to Develop into Businesses

Number of Blind & Disabled Individuals Employed by BET Facility Managers

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

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

Objective A.3 Business Services

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

- Total Employers Served

Strategy A.3.1 Skills Development

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

Output:

Contracted Number of Skills Development Trainees

Efficiency:

Contracted Average Cost per Skills Development Trainee

Strategy A.3.2 Self-Sufficiency

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

Output:

Contracted Number of Self-Sufficiency Trainees

Efficiency:

Contracted Average Cost per Self-Sufficiency Trainee

Strategy A.3.3 Labor Market and Career Information

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

Strategy A.3.4 Work Opportunity Tax Credit Certification

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

Strategy A.3.5 Foreign Labor Certification

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

Objective A.4 Child Care Services

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

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

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

Output:

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

Efficiency:

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

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

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

Output:

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

Efficiency:

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

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

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

Strategy A.4.4 Child Care for DFPS Families

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

Objective A.5 Unemployment Insurance

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

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

Strategy A.5.1 Unemployment Claims

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

Efficiency:

Average Time on Hold for Unemployment Insurance Customers (Minutes)

Explanatory:

Number of Initial Unemployment Insurance Claims Filed

Strategy A.5.2 Unemployment Appeals

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

Efficiency:

Percent of Unemployment Insurance Appeals Decisions Issued Timely

Strategy A.5.3 Unemployment Tax Collection

Ensure accurate and timely unemployment tax collections from employers.

Goal B. Accountability and Enforcement

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

Objective B.1 Program Accountability

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

Strategy B.1.1 Subrecipient Monitoring

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

Output:

Number of Monitoring Reviews of Boards or Contractors

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

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

Strategy B.1.3 Labor Law Enforcement

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

Output:

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

Strategy B.1.4 Career Schools and Colleges

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

Output:

Number of Licensed Career Schools and Colleges

Objective B.2 Civil Rights

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

- Percent of Employment and Housing Complaints Resolved Timely

Strategy B.2.1 Civil Rights

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

Output:

Number of Individuals Receiving Equal Employment Opportunity (EEO) Training
Number of Personnel Policies Approved by the Civil Rights Division

Number of Employment/Housing Complaints Resolved

Efficiency:

Average Cost Per Employment/Housing Complaint Resolved

Goal C. Indirect Administration

Objective C.1 Indirect Administration

Strategy C.1.1 Central Administration

Strategy C.1.2 Information Resources

Strategy C.1.3 Other Support Services



TWC Strategic Plan

Appendix B

Performance Measure Definitions

Performance Measure Definitions

Goal No.	I	Workforce Development		
Objective No.	I	Career, Training, and Transitional Workforce Services		
Strategy No.				
Measure Type	OC			
Measure No.	I			
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 fiscal year and are continuing to receive them in the current year.

Source/Collection of Data:

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

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

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

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

Short Definition:

he 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 or during the 4 quarters after are deceased or for at least 90 days: institutionalized, called to active military duty, or receiving medical treatment that prevents enrollment or employment.

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

Performance is calculated by dividing the numerator by the denominator.

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

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

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

Short Definition:

The percentage of those Career & Training (C&T) Participants employed or in education/training in the 2nd quarter after completion of services (exit) who are also employed or in education/training in the 3rd & 4th quarters. Exit generally occurs after the Participant does not receive 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 or during the 4 quarters after are deceased or for at least 90 days: institutionalized, called to active military duty, or receiving medical treatment that prevents enrollment or employment.

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

Performance is calculated by dividing the numerator by the denominator.

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

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

Credential Rate – C&T

Short Definition:

The percentage of those Participants in education/training intended to result in a recognized credential who achieve it within one year of completion of services (exit). Exit generally occurs after the Participant does not receive 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 or during the 4 quarters after 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.	I	Workforce Development		
Objective No.	I	Career, Training, and Transitional Workforce Services		
Strategy No.				
Measure Type	OC			
Measure No.	5			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: Y	Priority: H	

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

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

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

Method of Calculation:

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

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

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

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

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

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

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

Method of Calculation:

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

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

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

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

% Employed/Enrolled 2nd Qtr Post Exit - AEL

Definition:

The percentage of Adult Education & Literacy (AEL) Participants who are employed or in education/training in the 2nd quarter after completion of services (exit). Exit generally occurs after the Participant does not receive 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 or during the 4 quarters after 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.	I	Workforce Development		
Objective No.	I	Career, Training, and Transitional Workforce Services		
Strategy No.				
Measure Type	OC			
Measure No.	8			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: Y	Priority: H	

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

Definition:

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

Data Limitations:

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

Data Source:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. 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 or during the 4 quarters after 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.	I	Workforce Development		
Objective No.	I	Career, Training, and Transitional Workforce Services		
Strategy No.				
Measure Type	OC			
Measure No.	9			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: Y	Priority: M	

Credential Rate – AEL

Definition:

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

Data Limitations:

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

Data Source:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. 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 or during the 4 quarters after are deceased or for at least 90 days: institutionalized, called to active military duty, or receiving medical treatment that prevents enrollment or employment. This includes those without a high school diploma/equivalent who are enrolled in secondary education at or above the 9th grade level.

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

Performance is calculated by dividing the Numerator by the Denominator.

Purpose:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

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

Participants Served – 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 fiscal year and are continuing to receive them in the current year.

Source/Collection of Data:

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

Method of Calculation:

Participants who received WIOA Adult/Dislocated Worker-funded 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.	I	Workforce Development		
Objective No.	I	Career, Training, and Transitional Workforce Services		
Strategy No.	I	Workforce Innovation and Opportunity Act (WIOA) Adult and Dislocated Workers		
Measure Type	EF			
Measure No.	I			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: L
		Percent Measure: N	Priority: M	

Average Cost per Participant Served – WIOA Adult/Dislocated Worker

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

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

Method of Calculation:

The denominator is the unduplicated count of Participants who received WIOA Adult/Dislocated Worker- funded 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	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: M	

Participants Served – Choices

Short Definition:

The unduplicated number of Participants receiving Temporary Assistance for Needy Families (TANF) Choices-funded services. An Individual becomes a Participant by receiving 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 fiscal year and are continuing to receive them in the current year.

Source/Collection of Data:

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

Method of Calculation:

Participants who received TANF Choices-funded 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	New Measure: N	Target Attainment: L
		Percent Measure: N	Priority: M	

Average Cost per Participant Served - Choices

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

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

Method of Calculation:

The denominator is the unduplicated count of Participants who received TANF Choices-funded 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.	I	Workforce Development		
Objective No.	I	Career, Training, and Transitional Workforce Services		
Strategy No.	5	Supplemental Nutrition Assistance Program		
Measure Type	OP			
Measure No.	I			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: M	

Participants Served – 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 fiscal year and are continuing to receive them in the current year.

Source/Collection of Data:

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

Method of Calculation:

Participants who received SNAP E&T-funded 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		
Measure Type	EF			
Measure No.	1			
Key Measure:	N	Calculation Method: N	New Measure: N	Target Attainment: L
		Percent Measure: N	Priority: M	

Average Cost per Participant Served - SNAP E&T

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

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

Method of Calculation:

The denominator is the unduplicated count of Participants who received SNAP E&T-funded 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.	I	Workforce Development		
Objective No.	I	Career, Training, and Transitional Workforce Services		
Strategy No.	8	Apprenticeship		
Measure Type	OP			
Measure No.	I			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: M	

Participants Served - 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.

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

Participants Served - 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 fiscal year and are continuing to receive them in the current year.

Data Source:

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

Methodology:

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

Purpose:

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

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

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

Average Cost per Participant Served - AEL

Definition:

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

Data Limitations:

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

Data Source:

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

Methodology:

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

Purpose:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Lower than target

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

% Employed/Enrolled 2nd Qtr Post Exit - VR

Short Definition:

The percentage of Vocational Rehabilitation (VR) Participants who are employed or in education/training in the 2nd quarter after completion of services (exit). Exit generally occurs after the Participant does not receive 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 or during the 4 quarters after 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		
Strategy No.				
Measure Type	OC			
Measure No.	2			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: Y	Priority: H	

% 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 or during the 4 quarters after 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		
Strategy No.				
Measure Type	OC			
Measure No.	3			
Key Measure:	K	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: Y	Priority: M	

Credential Rate - VR

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

Snapshots of data extracted from various TWC information systems and merged to identify Participants, their periods of participation, and their post-exit outcomes. 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 or during the 4 quarters after 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		
Strategy No.				
Measure Type	OC			
Measure No.	4			
Key Measure:	N	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: H	

Average Earnings Per Business Enterprises of Texas Consumer Employed

Short Definition:

Measures the average net 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.	3			
Key Measure:	Y	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: M	

Participants Served - VR

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

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

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: 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 fiscal year and are continuing to receive them in the current year.

Source/Collection of Data:

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

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative

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

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

Short Definition:

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

Data Limitations:

No known data reliability limitations.

Source/Collection of Data:

The 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. DBS establishes a projection for the number of licensed managers and employees who are employed through this strategy. This measure tracks and demonstrates the progress toward meeting that projection.

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

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

Number of Businesses Operated by Blind Managers

Short Definition:

Measures the 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	n/a		
Key Measure:	N	Calculation Method: N	New Measure: N	Target Attainment: L
		Percent Measure: N	Priority: M	

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

Number of Blind & Disabled Individuals Employed by BET Facility Managers

Short Definition:

Measures the 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 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		
Strategy No.				
Measure Type	OC			
Measure No.	1			
Key Measure:	N	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: H	

Total Employers Served

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

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

Method of Calculation:

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

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

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

Contracted Number of Skills Development Trainees

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

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

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

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

Contracted Average Cost per Skills Development Trainee

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

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

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Lower than target

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

Contracted Number of Self-Sufficiency Trainees

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

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

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

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

Contracted Average Cost per Self-Sufficiency Trainee

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

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

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Lower than target

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

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

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

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

Method of Calculation:

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

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

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

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

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

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

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Lower than target

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

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

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

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

Method of Calculation:

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

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

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

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

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

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

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Lower than target

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

Percent of Unemployment Insurance Claimants Paid Timely

Short Definition:

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

Data Limitations:

None

Source/Collection of Data:

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

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

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

% of Unemployment Insurance Dispute Cases Resolved with Lower Appeal

Short Definition:

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

Data Limitations:

None

Source/Collection of Data:

Appeals staff members provide data for each decision issued and enter this data into the appeals status application of the Appeals System Program. Commission Appeals staff members enter all appeals to the Higher Authority into the same application. The Lower Authority decision is counted as complete when issued. The appeal to the Higher Authority is counted as complete on the date filed in person, as of the postmark date when mailed, or as of the fax receipt date if faxed, 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		
Strategy No.				
Measure Type	OC			
Measure No.	3			
Key Measure:	N	Calculation Method: N	New Measure: N	Target Attainment: H
		Percent Measure: Y	Priority: L	

Percent of Wage and Tax Reports Timely Secured

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

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

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

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

Average Time on Hold for UI Customers (Minutes)

Short Definition:

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

Data Limitations:

None

Source/Collection of Data:

The data for this measure are collected from the Avaya Definity telephone systems and delivered to the SUN Unix server running an Avaya program called CMS Supervisor. This 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	New Measure: N	Target Attainment: L
		Percent Measure: N	Priority: L	

Number of Initial Unemployment Insurance Claims Filed

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

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

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Lower than target

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

% of Unemployment Ins. Appeals Decisions Issued Timely

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

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

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

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

Number of Monitoring Reviews of Boards or Contractors

Short Definition:

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

Data Limitations:

None

Source/Collection of Data:

Data for reviews performed by Subrecipient Monitoring staff re 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	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: H	

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

Short Definition:

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

Data Limitations:

None

Source/Collection of Data:

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

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

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

Number of Payday Law Decisions Issued

Short Definition:

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

Data Limitations:

None

Source/Collection of Data:

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

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

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

Number of Licensed Career Schools and Colleges

Short Definition:

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

Data Limitations:

None

Source/Collection of Data:

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

Method of Calculation:

The data are counted for the reporting period.

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

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

Percent of Employment and Housing Complaints Resolved Timely

Short Definition:

The percent of employment complaints and housing complaints resolved timely. A complaint is considered resolved when a finding of reasonable cause or lack of reasonable cause is issued, when a complaint

is conciliated or settled or when the complaint is administratively dismissed. Examples of reasons for administrative dismissal include failure to timely file the complaint, non-cooperation by or failure to locate the complainant, and the complaint was not within the division’s jurisdiction.

Data Limitations:

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

Source/Collection of Data:

Civil Rights Division’s internal tracking system.

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Noncumulative

New Measure: No

Desired Performance: Higher than target

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

Number of Individuals Receiving EEO Training

Short Definition:

Number of individuals employed by state agencies or institutions of higher education receiving live or computer-based EEO training provided by the Civil Rights Division. 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	New Measure: N	Target Attainment: H
		Percent Measure: N	Priority: L	

Number of Personnel Policies Approved by CRD

Short Definition:

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

Data Limitations:

None

Source/Collection of Data:

Civil Rights Division’s internal tracking system.

Method of Calculation:

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

Purpose/Importance:

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

Calculation Type: Cumulative

New Measure: No

Desired Performance: Higher than target

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

of Employment/Housing Complaints Resolved

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

Civil Rights Division's internal tracking system.

Method of Calculation:

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

Purpose/Importance:

The purpose of the measure is to monitor the Civil Rights Division efforts to review and resolve allegations of noncompliance with 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	New Measure: N	Target Attainment: L
		Percent Measure: N	Priority: M	

Avg Cost Per Employment/Housing Complaint Resolved

Short Definition:

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

Data Limitations:

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

Source/Collection of Data:

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

Method of Calculation:

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

Purpose/Importance:

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

Appendix C

Historically Underutilized Business Plan

FY19-23 TWC HUB Program Business Plan

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

HUB Goals

HUB goals are to establish and implement policies and procedures for TWC control of purchases and contracts to encourage and support inclusion of HUBs. TWC adopts statewide HUB goals for FY 2019-2023 for purchasing categories used in TWC purchases:

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

HUB Objective

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

HUB Strategies

TWC's strategy for sustaining supplier diversity includes dedicated staff resources who:

- Communicate TWC business needs to certified HUB vendors;
- Develop HUBs' abilities to meet TWC business needs;
- Evaluate TWC performance in meeting HUB goals; and
- Address HUB procurement opportunities.

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

Communicate TWC Business Needs to Certified HUB Vendors

1. Coordinate and schedule HUB vendor opportunities to meet TWC purchasers, managers, and key users. TWC staff conducts HUB outreach in all TWC purchase categories including: Special Trades, Professional Services, Other Services, and Commodities.
2. Educate HUB businesses on the importance of HUB certification and HUB subcontracting.
3. Advise HUBs on critical need to pursue Department of Information Resources (DIR) and Comptroller of Public Accounts (CPA) Statewide Procurement Division (SPD) bid opportunities.
4. Maintain an agency HUB Program webpage promoting TWC HUB goals and activities, including bid opportunities and procurement information links.
5. When applicable, TWC takes the following actions:
 - a. Considers HUBs on DIR and CPA SPD term contracts whenever possible.
 - b. Keep supplies and services requisitions in reasonably small lots (NOT less than industry standard) to increase HUB opportunities for participation in the bidding process.

- c. On contracts over \$100,000 with identified subcontracting opportunities, provide a randomly generated list of potential HUB subcontractors, and train prime vendors and subcontractors to search the CPA's Centralized Master Bidders List (CMBL) for certified HUBs able to subcontract with prime vendors.
- d. All service contracts with subcontracting opportunities require prime contractors to make Progress Assessment Reports (PAR) monthly to TWC on use of HUBs and other subcontractors.
- e. Participate in Economic Opportunity Forums (EOF) to meet HUB vendors and discuss TWC's upcoming purchasing needs.

Develop HUBs' Abilities to Meet TWC Business Needs

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

Evaluate TWC Performance in Meeting HUB Goals

1. Hold TWC employees procuring goods and services accountable (TWC purchaser performance requirements include performance measures on HUB efforts) for adhering to TWC HUB policy to meet good faith effort.
2. Periodically assess purchases to monitor success of good faith efforts to meet agency's annual HUB purchasing goals and modify, if needed, good faith efforts to concentrate on any purchasing category where performance is not meeting established HUB goals.

Address HUB Procurement Opportunities

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

External/Internal Assessment

TWC uses automation to regularly monitor and evaluate HUB program performance. Since 2000 TWC's HUB program has been incorporated into the TWC Business Operations Division Procurement and Contracting Services Department where dedicated staff resources identify HUB opportunities, participate in HUB outreach activities, and provide feedback to senior level staff on the effectiveness of TWC's HUB subcontracting efforts.



TWC Strategic Plan

Appendix D

Statewide Capital Plan

Technology Resources Planning for 2019-2023 Agency Strategic Plan

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 Office (CIO) and Information Resources Manager (IRM).

IT Organizational Structure

The TWC Information Technology (IT) division includes 252 full time employees supplemented by staff augmentation contractors in two major areas - IT Infrastructure & Support and IT Planning & Development.

IT Infrastructure & Support includes the following departments and services:

- *Information Technology Infrastructure Services* supports Security, Server Operations, Data Communications, Networks, Data Center Operations and Scanning/Electronic Filing.
- *Customer Services* provides Help Desk Services, Desktop Support, Computer and Printer Management services.

IT Planning & Development includes the following departments and services:

- *Applications Development & Maintenance* develops and maintains 88 applications and information systems that support TWC's critical business operations. AD&M staff, working closely with business units and analyzing TWC's evolving business needs, efficiently design, create, test, maintain, and update TWC's automated systems applications. 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.
- *Technology Business Services* provides technical and user support to create a workplace accessible for people with disabilities; provides enterprise technology purchasing support, IT financial analysis/tracking, IT contract management and IT communications; maintains TWC's Internet and Intranet websites, provides SharePoint administration and support; and maintains a Project Management Office (PMO) to provide IT project management and support the IT Investment Management processes.

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

Internal IT Functions

Most IT functions supported internally including the following key functions:

- *Applications design and systems analysis*: Systems analysts support requirements gathering, system design, test planning, and process improvement.
- *Applications development (programming)*: Programmers code and test systems in a variety of different programming languages and platforms.
- *Web publishing*: Web administrators create and maintain static web pages on TWC's web site and Intranet site.
- *Project management*: Project managers provide project planning, tracking and reporting, issue resolution, risk management, and contract management.

- *Project governance*: IT supports the agency IT Investment Management and project governance processes, assisting with project proposals, and preparing materials and facilitating meetings for the Project Review Board and all Functional Steering Committees.
- *Database administration*: Database administrators (DBA) create and maintain the databases used by TWC systems, and recommend and measure performance improvements to reduce costs.
- *IT infrastructure*: Numerous roles support the IT infrastructure required to maintain current business operations, including email, instant messaging, network connectivity, shared directories, PC desktops, disaster recovery, technical architecture, document scanning, data entry, mail services, and information security.

Outsourced IT Functions

Although TWC is responsible for the IT infrastructure, there are two key partners who are responsible for a component of the services provided by IT:

- 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 and 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 has organized specific 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 Service Oriented Architecture (SOA) and associated tools and governance processes. The committee works with portfolio management to ensure that proposed projects 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 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.

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 processes including:
 - project selection and oversight;
 - Project Steering Committee facilitation;
- maintaining the agency project portfolio/dashboard;
- assisting business areas in preparing project proposals and coordinate as needed within the IT division for cost estimation and impact assessment;
- maintaining strict compliance with Texas Project Delivery Framework guidelines for major information resources projects.

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.

Data Center Consolidation

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

3. Associated Project(s):

Project Name	Status
Not applicable	Not applicable

- 4. Agency Objective(s):
 - Provide citizens with greater access to government services while reducing service delivery costs and protecting the fiscal resources for current and future taxpayers.
 - Support effective, efficient and accountable state government operations.
 - 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:

- | | |
|--|--|
| <p>Reliable and Secure Services</p> <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Security <input checked="" type="checkbox"/> Continuity of Operations <input checked="" type="checkbox"/> Connectivity <p>Mature IT Resources Management</p> <ul style="list-style-type: none"> <input type="checkbox"/> Cost Optimization <input type="checkbox"/> IT Planning & Governance <input type="checkbox"/> IT Workforce <p>Cost-effective and Collaborative Solutions</p> <ul style="list-style-type: none"> <input type="checkbox"/> Legacy Modernization | <ul style="list-style-type: none"> <input checked="" type="checkbox"/> Cloud Services <input checked="" type="checkbox"/> Shared Services <p>Data Utility</p> <ul style="list-style-type: none"> <input type="checkbox"/> Data Management & Governance <input type="checkbox"/> Open Data <input type="checkbox"/> Data Analytics <p>Mobile & Digital Services</p> <ul style="list-style-type: none"> <input type="checkbox"/> Mobile Technology <input type="checkbox"/> Digital Services <input type="checkbox"/> Internet of Things |
|--|--|

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	Pending LAR Approval

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

Mature IT Resources Management

- Cost Optimization
- IT Planning & Governance
- IT Workforce

Cost-effective and Collaborative Solutions

- Legacy Modernization

- Cloud Services
- Shared Services

Data Utility

- Data Management & Governance
- Open Data
- Data Analytics

Mobile & Digital Services

- Mobile Technology
- Digital Services
- Internet of Things

LAN/WAN Upgrade and Replacement

1. Initiative Name:

Local Area Network/Wide Area Network (LAN/WAN) Upgrade and Replacement

2. Initiative Description:

This initiative allows TWC to upgrade 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

Mature IT Resources Management

- Cost Optimization
- IT Planning & Governance
- IT Workforce

Cost-effective and Collaborative Solutions

- Legacy Modernization

- Cloud Services
- Shared Services

Data Utility

- Data Management & Governance
- Open Data
- Data Analytics

Mobile & Digital Services

- Mobile Technology
- Digital Services
- Internet of Things

Operations Infrastructure

1. Initiative Name:
Operations Infrastructure
2. Initiative Description:
This initiative allows TWC to upgrade and replace electronic content management and telecommunications infrastructure that is vital to support day-to-day operations. 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
Electronic Content Management Upgrades	Ongoing
Tele-Center Telecommunications Upgrades	Ongoing
Phone Systems Replacement	Ongoing
CAPPS HR system to replace current HR system	Pending LAR Approval

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.
- Centralized Accounting and Payroll/Personnel System (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

Mature IT Resources Management

- Cost Optimization
- IT Planning & Governance
- IT Workforce

Cost-effective and Collaborative Solutions

- Legacy Modernization

- Cloud Services

- Shared Services

Data Utility

- Data Management & Governance

- Open Data

- Data Analytics

Mobile & Digital Services

- Mobile Technology

- Digital Services

- Internet of Things

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.
3. Associated Project(s):

Project Name	Status
PC Refresh	Ongoing

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

6. State Strategic Plan Goal Alignment:

Reliable and Secure Services

- Security
- Continuity of Operations
- Connectivity

Mature IT Resources Management

- Cost Optimization
- IT Planning & Governance
- IT Workforce

Cost-effective and Collaborative Solutions

- Legacy Modernization

- Cloud Services

- Shared Services

Data Utility

- Data Management & Governance

- Open Data

- Data Analytics

Mobile & Digital Services

- Mobile Technology

- Digital Services

- Internet of Things

Unemployment Insurance Improvements

1. Initiative Name:
Unemployment Insurance Improvements
2. Initiative Description:
This initiative encompasses projects to enhance the services and systems supporting the UI programs.
3. Associated Project(s):

Project Name	Status
Short Time Compensation (Shared Work)	Ongoing
UI Systems Replacement	Pending LAR Approval

4. Agency Objective(s):
 - Collect all appropriate employer contributions for unemployment insurance and pay unemployment insurance benefits to all qualified claimants actively seeking employment.
 - 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

Mature IT Resources Management

- Cost Optimization
- IT Planning & Governance
- IT Workforce

Cost-effective and Collaborative Solutions

- Legacy Modernization

- Cloud Services

- Shared Services

Data Utility

- Data Management & Governance

- Open Data

- Data Analytics

Mobile & Digital Services

- Mobile Technology

- Digital Services

- Internet of Things

Workforce Solutions Improvements

1. Initiative Name:
Workforce Solutions Improvements
2. Initiative Description:
This initiative encompasses projects to enhance the services and systems supporting workforce development and vocational rehabilitation.
3. Associated Project(s):

Project Name	Status
WorkInTexas.com Replacement	Ongoing
Data Warehouse and Analytics	Ongoing
ReHabWorks Enhancements	Ongoing
Criss Cole Rehabilitation Center (CCRC) Scheduling, Attendance, and Tracking Redesign	Ongoing
Business Enterprises of Texas (BET) Redesign	Ongoing
TRACER2 Rewrite	Ongoing
Workforce Case Management System	Pending LAR Approval
Career Schools and Colleges System	Pending LAR Approval

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

6. State Strategic Plan Goal Alignment:

Reliable and Secure Services

- Security
- Continuity of Operations
- Connectivity

Mature IT Resources Management

- Cost Optimization
- IT Planning & Governance
- IT Workforce

Cost-effective and Collaborative Solutions

- Legacy Modernization

- Cloud Services

- Shared Services

Data Utility

- Data Management & Governance

- Open Data

- Data Analytics

Mobile & Digital Services

- Mobile Technology

- Digital Services

- Internet of Things



TWC Strategic Plan

Appendix F

Texas Workforce System Strategic Plan & TWC Workforce Plan

TWC Strategic Alignment with the Texas Workforce System Strategic Plan for Fiscal Years 2019–2023

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

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

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

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

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

Focus on Employers

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

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 the state-funded Skills Development Fund, and OJT skills training;
- assistance with and information on the Work Opportunity Tax Credit; and
- rapid response and downsizing assistance in the event of closings or mass layoffs.

In FY 2017, 85,248 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 with qualified job seekers with disabilities, provide training and accommodation assistance, and assess the workplace, job descriptions, and recruitment and application processes to remove barriers. TWS-VRS staff can also provide disability awareness training to businesses and their employees and assist with business symposia and expos, as well as job and career fairs. Additionally, TWS-VRS has begun the process of collocating with Workforce Solutions offices, resulting in increased collaboration with workforce BSU staff. These collaborative efforts afford the workforce system the opportunity to better coordinate and integrate services to employers, while placing qualified job seekers into employment.

Skills Development Fund

Continued efforts to affect system-wide improvements include the expansion of employers' access to grants under the Skills Development Fund. Programs backed by the fund build skill competencies to meet current and future demand in high-growth industry sectors. In crafting solutions for Texas employers, community-based organizations and technical colleges partner with TWC and local employers to provide job training when a specific need is identified. Training enables incumbent employees to advance their skills and/or creates new jobs with the partnering business. TWC works with the employer and training provider to ensure that the program meets specific performance measures and benefits both the employer and trainee. From the inception of the Skills Development Fund (1996 – 2017), grants have created or upgraded more than 356,744

jobs throughout Texas. The grants have assisted 4,356 employers with their customized training needs.

In FY 2017, TWC awarded 47 Skills Development Fund grants with an average award of \$479,513. These grants will assist 118 businesses with their training needs and support the creation of 2,771 new jobs. 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 2018-2019 biennium.

Skills for Veterans

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 \$4 million in grant funding in FY 2017-18 to be used to train approximately 2,000 transitioning service members.

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 web site 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 web site.

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 506,000 private employers who employ 100 or fewer workers. In FY 2017, TWC allocated \$1.2 million 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 2017 Skills for Small Business funding provided 32 small businesses with training to support nearly 250 new jobs and more than 500 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.

Online Job Matching Resource

TWC’s WorkInTexas.com is available at no cost and offers recruiting assistance to Texas employers to fill job vacancies. With more than 200,000 available job listings daily and approximately 300,000 registered and active job seekers, WorkInTexas.com is a human resources partner. Employers can use the site to post job notices, search résumés, check labor availability and access recruitment tools—all free of charge. With more

than a decade of helping Texans, WorkInTexas.com has directly filled 2.5 million jobs posted on the site. In FY 2017, TWC engaged with employers, industry representatives and workforce leaders for input on plans to upgrade this resource. TWC is moving forward with plans to replace the system based on task force recommendations to ensure job seekers and Texas employers will have quality service with a competitive edge. The WorkInTexas.com replacement project began during mid-FY 2017.

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 2017, 180 employers participated in the program with 9,960 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 2017, TWC helped employers identify \$354,841,200 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 Business Conferences

TWC's Office of the Commissioner Representing Employers also reaches out to businesses by sponsoring Texas Business Conferences, an annual series of twelve to fifteen employer seminars around the state. The seminars present practical, up-to-date information for operating a successful business and managing employees. Topics include: Texas employment law and the basics of hiring, employee policy handbooks, handling unemployment claims, independent contractors, and federal and Texas wage and hour laws. In FY 2017, more than 5,200 individuals attended 14 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 e-mail 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 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 texasworkforce.org/efte, along with the TBC Companion web application at 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 each are 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 in Midland, San Antonio, Houston, Dallas, El Paso, McAllen, Tyler, and Austin 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 align 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.

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 27,890 veterans.

College Credit for Heroes

The College Credit for Heroes program, launched in 2011, helps service members accelerate the completion of college degrees and certifications as the veterans transition to civilian occupations. The program is a cooperative effort with 52 community and technical colleges and universities throughout the state and provides military veterans the ability to receive college credit for training completed during military service and the opportunity to participate in accelerated degree and certification programs. CollegeCreditForHeroes.org helps veterans and service members receive additional college credit hours with an official evaluation that can be used by colleges throughout the state. Since its inception, College Credit for Heroes has received 36,735 requests for evaluations for college credit by Texas veterans.

Hiring Red, White & You!

In FY 2017, TWC partnered with local workforce development boards, the Office of the Governor, Texas Medical Center and Texas Veterans Commission to hold the sixth annual Hiring Red, White & You! statewide hiring event for military veterans and their spouses. At venues throughout Texas, over 12,700 job seekers attended job fairs, along with 1,800 employers. Launched in 2012, the annual Hiring Red, White & You! events have benefitted more than 71,800 job seekers, including 36,200 active duty military, transitioning service members, veterans and spouses.

Vocational Rehabilitation

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

With the Vocational Rehabilitation (VR) programs transfer to the agency, TWC 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.

TWC's VR Services also collaborate 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.

In FY 2017 TWC worked to ensure a smooth transition of VR services and enhance our operations. TWC provided services to more than 100,000 VR customers and more than 15,000 VR customers achieved successful employment outcomes. In addition, TWC continued its commitment to connect Texans with disabilities with opportunities to contribute their significant skills and abilities to the workforce of Texas.

TWC also partnered with the Texas Governor's Committee on People with Disabilities and Texas Workforce Solutions board partners for the second year of the Texas HireAbility campaign, a statewide effort to raise awareness about the benefits of hiring people with disabilities and highlighting the contributions of these individuals in the workforce. The campaign coincides with October Disability Employment Awareness Month and features hiring and disability awareness events across the state, as well as online resources for Texas employers.

TWC has worked with the Texas Higher Education Coordinating Board and the Texas Education Agency on a Tri-Agency Workforce Initiative to support 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 of expanding 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. More than 1,500 students with disabilities received paid work experience and work readiness training through SEAL. After we completed the successful transition of the VR programs to TWC without interruption in services to customers, we immediately began work to combine the two VR divisions as directed by the 84th Texas Legislature.

On October 1, 2017, the TWC Division for Rehabilitation Services and the Division for Blind Services were combined into one designated state unit, the Vocational Rehabilitation Division. The structure of the new, combined VR division will streamline and strengthen our operations, ultimately helping us achieve better outcomes for our customers.

TWC is continuing to integrate Workforce Solutions offices around the state with VR offices to improve access and services to help Texans reach their employment and career goals.

Partnerships for High Demand Job Training

The High Demand Job Training program supports collaborations between Workforce Solutions partners and local economic development corporations (EDCs). The program's goal is to help communities address their local employer and industry needs by equipping workforce members with the skills required for high-demand occupations throughout Texas, including welder, nursing assistant, machinist, automotive technician, computer numerical control operator and registered nurse. The program recently received \$1 million in additional funding to support this goal.

In FY 2017, the program enrolled 1,202 individuals in training activities and awarded \$727,620 in training grants. The program allows local workforce development boards to apply to TWC for up to \$100,000 to match the amount committed by EDCs. Local workforce development boards may use grant funding to support job-training activities and related direct costs, including individual participant recruitment, skills assessment, job search skills improvement, equipment and minor renovation of facilities used for program-related job training.

Industry Clusters

TWC provided \$3.2M in partnership with TEA and THECB for the Texas Industry Cluster Innovative Academy Partnership Demonstration. These industry partnership academies use the Early College High School model as a starting point, allowing students to earn college credit that results in an associate degree or an articulated agreement towards a baccalaureate degree. These Innovative Academies include components such as:

- Dual credit curricula with a focus on accelerated degree completion in high demand occupations;
- Industry-recognized credentialing; and
- Development of expansion programs in key industry clusters that include internships, externships, mentorship, and apprenticeship

Another 3 million in funds was recently approved for this initiative, and TWC and TEA are communication about the next call for applications.

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.

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

AEL also partners with the Texas Higher Education Coordinating Board (THECB) and the Texas Education Agency (TEA) to support state workforce objectives by ensuring that adult students can complete their secondary equivalency and postsecondary education and training programs with no debt or with manageable debt. For FY 2017, TWC reported that more than 7,756 students exited AEL programs and gained employment.

TWC strongly supports partnerships that increase opportunities for adult learners to transition to postsecondary credentials, including registered apprenticeship certification and industry-recognized certificates and licenses and certifications that are portable and stackable. TWC and partner organizations continue to expand AEL initiatives. Integrated education and training (IET) programs are available to provide accelerated learning opportunities incorporating workforce skills training and relevant classroom instruction to adult students. A \$500,000 TWC grant is also supporting the expansion of the Accelerate TEXAS career pathway program through the creation of a community college mentoring program that expands the role of community colleges as one-stop partners and as providers of enhanced services to support the program access, training and employment of under educated adults.

Additionally, a \$500,000 grant for a Distance Learning Mentor Initiative was awarded to providers experienced in the provision of distance learning. These providers mentored eight less experienced providers who expanded their distance learning programs. Grant activities included direct mentoring, sharing of best practices and well-attended distance learning summit, which was opened to all AEL providers. The mentees increased distance learning services over 228% between 2014-2017.

Apprenticeship Programs

TWC's Apprenticeship Training program helps prepare and train individuals for highly skilled jobs and life-long careers in over 1,200 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 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 Department of Labor – Office of Apprenticeship. Generally, apprentices are full-time, paid employees who earn while they learn.

TWC grants funds to local public educational institutions to support the costs of classroom instruction related to apprenticeship training. In Fiscal Year (FY) 2016, TWC received additional funding (\$1.5 million) from the Texas Legislature with an expectation to serve 6,111, compared to the previous target of 3,600. In FY 2017, TWC could support more than 6,856 individuals in Registered Apprenticeship training programs.

As part of the Tri-Agency's recommendation to create stackable program opportunities, in FY 2017, TWC and THECB collaborated on the establishment of an articulation agreement and crosswalk between apprenticeship programs in Texas and in-state institutions of higher education, whereby apprenticeship students are able to obtain college credit towards an associate's degree.

Early Childhood Education Partnerships

TWC's Child Care Services provides child care subsidy assistance to eligible low-income families of children under age 13, allowing parents to work, attend school or participate in training. In addition to assisting families, Child Care Services helps child care providers improve the quality of services for all children in Texas through resources and assistance.

The Texas Rising Star (TRS) provider certification program and rating system strengthened its certification standards in FY 2015 to better help families identify quality child care providers based on a 2-star, 3-star or 4-star certification level issued under the program and encourages providers to exceed minimum licensing requirements and provide more quality services in order to achieve a higher ranking.

In FY 2016, TWC awarded the TEA \$7.8 million in child care funds to assist with the planning and implementation of the Prekindergarten Partnership Grant. Through this grant, child care providers achieving a 4-star certification level under TWC's TRS program will have an opportunity to partner with local independent school districts and charter schools to expand quality prekindergarten services to children 3 to 4 years old. TWC also partnered with the Office of the Governor and TEA to sponsor Texas Early Childhood Learning Summits in Houston and Dallas to support the immediate need for increased access to child care professional credential training.

TWC also partners with the TEA and the Children's Learning Institute (CLI) on the Texas School Ready! (TSR!) project to provide training and mentoring to teachers in child care, Head Start, and prekindergarten settings serving preschool children

TWC provides funds to TEA for the Professional Development Partnerships for Early Childhood Education (ECE) program, which is designed to determine a pathway for articulation between two- and four-year colleges and universities for preservice early childhood teachers.

TWC provides funds to the Texas Early Childhood Professional Development System to support the Texas Workforce Registry (TWR)—a web-based application for early childhood education (ECE) professionals who work with children birth to age 8. The funding is used to house the education and employment history, and

training hours of ECE professionals. The funds are also used to support the use of the TWR by TRS certified providers or child care providers applying for and working with a TRS mentor to achieve TRS certification.

Through a competitive procurement process, TWC awarded funds to Texas Association for the Education of Young Children to provide financial assistance to child care providers and caregivers to complete a Child Development Associate (CDA) credential or enroll in college-credit courses in early childhood development.

Career Planning Services 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 2016, TWC's education specialists did outreach to more than 31,000 students and over 7,500 teachers, counselors and parents to provide these services. 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 career and technical education (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 2016, TWC Commissioners authorized \$1,166,743 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 2017, TWC awarded 18 grants totaling more than \$1.26 million to Texas universities and community colleges for summer youth camps focusing on STEM. The grants provided the opportunity for 1,351 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 2017, TWC awarded \$994,529 to 11 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 2017 initiative, include: Concho Valley, Rural Capital, Brazos Valley, Golden Crescent, Alamo, South Texas, 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) grant program provides funding for equipment to eligible educational institutions for the purpose of developing career and technical education courses, including dual-credit and technical education programs. TWC awarded 26 grants totaling \$5,000,000 in FY 2017 to public community and technical colleges and independent school districts. The equipment provided through these funds will be used to train at least 5,394 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 2017, more than 5,800 Texas parents received assistance from the NCP Choices program, and more than \$9.29 million was collected in child support payments. The program currently operates in 21 local workforce board areas. To date, more than 38,000 NCPs have been ordered into the program and more than \$339 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. DFPS 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.

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.

Effective September 1, 2016, TWC assumed responsibility for the administration of all WIOA core programs, with the transfer of Vocational Rehabilitation (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 particular emphasis on employers, the multi-dimensional aspect of customer service satisfaction must be factored into system-level planning. Employers, current and future workers, and system program and service providers are key customers of the Texas workforce system.

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

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

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

Data-Driven Program Improvement

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

Information and data also serve a fundamental communication role, not only within the Texas workforce system, but also for important stakeholders and others that participate in this process across multiple dimensions. Systems that improve the flow of data, increase the relevance of data, and facilitate analysis that

supports effective decision-making across the full spectrum of data users are essential to achieving effective and efficient programs, services, and outcomes. While this is a challenging task, it is nonetheless vital to the overall performance of the Texas workforce system.

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

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

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

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

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

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.



TWC Strategic Plan

Appendix F

TWC Workforce Plan

Current Workforce Profile (Supply Analysis)

The agency's authorized FTE count for FY 2018 is 4,872.3. The staffing profile for TWC's workforce as of January 1, 2018, was 4,334 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 January 1, 2018.

Age:

TWC has a mature workforce. The average age of a TWC employee is 49 years, 7 months. Approximately 66.47 percent of the staff is over the age of 45. (Table 1)

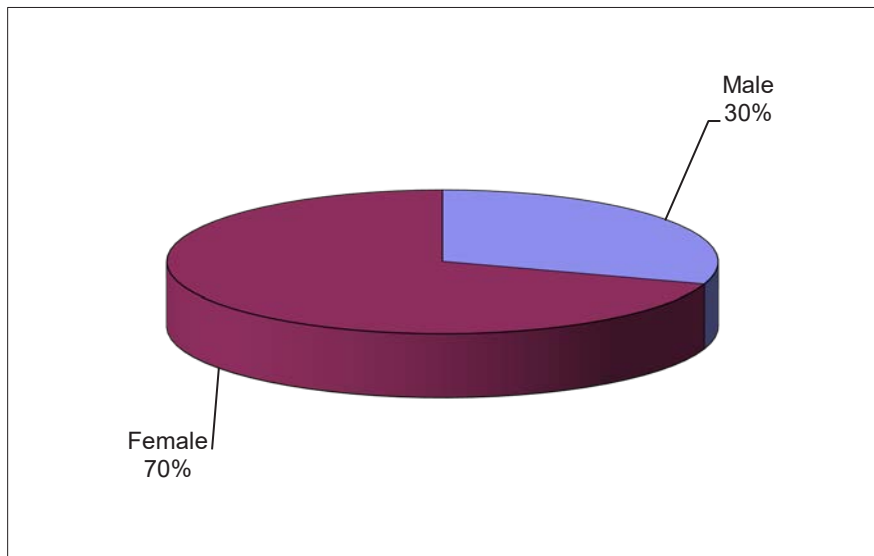
The table below represents the agency. When the data is analyzed for the divisions, the age percentages are generally proportionate to those of the whole agency.

Age	# of Workers	% of Total Workforce
Under 25	20	.46%
25 – 35	547	12.6%
36 – 45	886	20.4%
Over 45	2,881	66.5%
Total	4,334	

(Table 1)

Gender:

TWC's current workforce is 4,334 employees, of whom 30 percent (1,305) are males and 70 percent (3,029) are females.



Ethnicity:

TWC Minority Staffing Compared to Statewide Workforce Percentages-

TWC’s commitment to workforce diversity is reflected throughout our organization. The agency’s employment of African-American, Hispanic-American, and female employees exceeds civilian labor force percentages in most Equal Employment Opportunity (EEO) Job Categories. Approximately 73.7 percent of TWC’s employees are in positions that are in the “Officials/Administration” or “Professional” EEO Job Categories. Minority representation in these two categories far exceeds civilian labor force percentages.

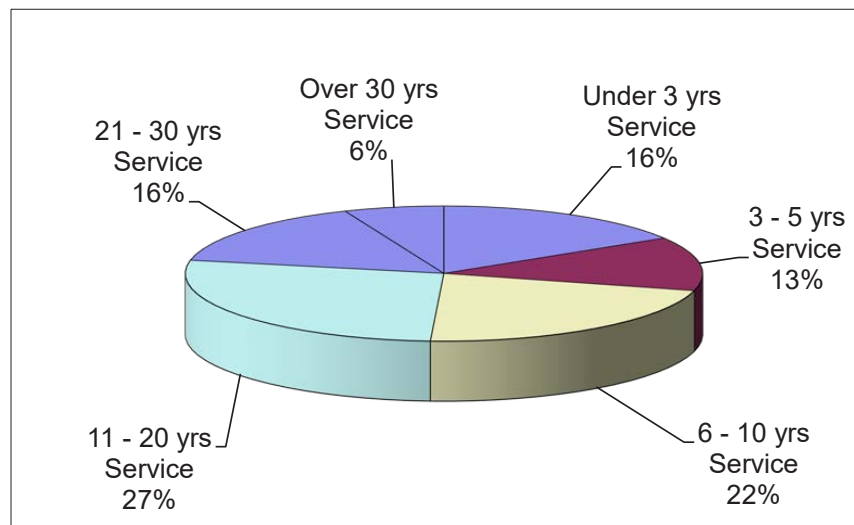
The following table compares the percentage of African American, Hispanic American, and female TWC employees to the statewide workforce as of January 2018, as reported by the Civil Rights Division of the Texas Workforce Commission:

EEO Job Category	% Total TWC Positions	Workforce Percentages by EEO Category					
		African Americans		Hispanic Americans		Females	
		TWC	Civilian Labor Force %	TWC	Civilian Labor Force %	TWC	Civilian Labor Force %
Officials/ Administration	14.9	20.1	7.1	32.8	20.9	65.6	37.5
Professional	58.8	25.1	11.0	33.0	18.6	79.1	54.9
Technical	5.5	23.1	13.8	38.5	28.8	61.5	51.3
Administrative Support	4.0	46.7	13.6	20.0	33.0	80.0	72.8
Skilled Craft	.3	0.0	9.5	0.0	49.3	0.0	11.1
Service/Maintenance	16.4	40.0	12.2	40.0	53.7	30.0	51.4

(Table 2)

Length of Service:

The state tenures of TWC employees are: 16.2 percent (703) have less than 3 years of service, 12.8 percent (559) have between 3 and 5 years of service, 21.7 percent (941) have between 6 and 10 years of service, 27.3 percent (1,183) have between 11 and 20 years of service, 15.6 percent (677) have between 21 and 30 years of service, and 6.2 percent (271) have over 30 years of service.

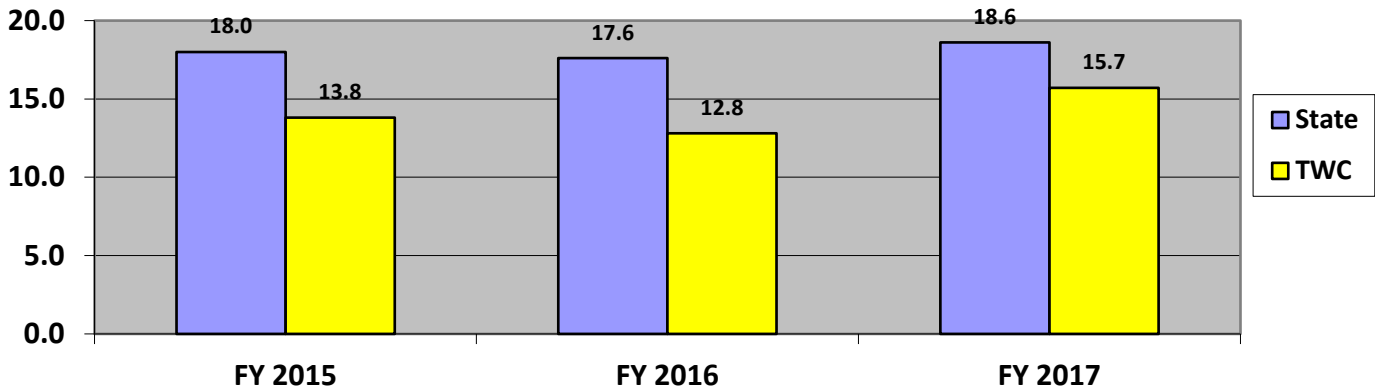


Percent of Workforce Eligible to Retire and Return-to-Work Retirees

With a maturing and highly experienced workforce, 17.8 percent (775 employees) of the agency’s staff are eligible to retire today if they choose to do so. Of that group, approximately 9.2 percent (72 employees) are management or lead staff. Another 240 return-to-work retirees could leave employment at any time. Of those, 35 are management or lead staff. Collectively, employees eligible to retire and return-to-work retirees represent 23.4 percent of the agency’s total workforce and 26.5 percent of the agency’s management or lead staff.

Employee Turnover

Based on *An Annual Report on Classified Employee Turnover for Fiscal Year 2017* issued by the State Auditor’s Office, the statewide turnover rate is 18.6 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 (which includes interagency transfers) is 16.4 percent. That rate includes all staff separations even though some employees leaving the agency may have stayed in state government. The chart below illustrates the comparison of TWC’s turnover rates with the state’s turnover rates according to the State Auditor’s Office.



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

Length of Service:

As of the end of FY 2017, TWC’s demographic information shows employees with less than three years of state service tend to have the highest turnover rates – the agency’s highest turnover in each of the last four years comes from that group, including 33 percent in FY 17.

AGENCY TURNOVER FY 17

Years Service	# Employees	Turnover Numbers	Turnover Percentages
Under 3	628	213	33%
3 – 5	533	65	12%
6 – 10	940	103	11%
11 – 20	1,194	130	11%
21 – 30	638	84	13%
Over 30	325	75	23%
Total	4,258	670	15.7%

(Table 3)

Projected Employee Turnover Rate over Next Five Years

If TWC turnover rates for the past five years continue at the same pace over the next five years, the turnover percentages per year will be as indicated in the table below.

PROJECTED TURNOVER RATES BY YEARS OF SERVICE

Years Service	Turnover Numbers	Turnover Percentages
Under 3	121	23.0%
3 – 5	39	12.3%
6 – 10	126	9.1%
11 – 20	120	10.2%
21 – 30	69	13.3%
Over 30	100	29.3%
Total	575	

Demographic data shows that 41.5 percent (1,797 employees) of TWC’s workforce will be eligible to retire by Sept. 1, 2023. Of that group, 10.1 percent (181 employees) are management or lead staff.

Future Workforce Profile (Demand Analysis)

Anticipated Increase/Decrease in Number of Employees

Based on the General Appropriations Act from the 85th Texas Legislature, agency FTEs would decrease from FY 2016 to FY 2017. The authorized number of FTEs was 4,649.7 in FY 2016 and 4,449.8 in FY 2017. The authorized number of FTEs was 4,868.5 for FY 2018 and 4,868.5 for FY 2019.



TWC Strategic Plan

Appendix G

Survey of Employee Engagement & Report on Customer Service

2018 Survey of Employee Engagement

Overview

For the eighth consecutive biennium, Texas Workforce Solutions (TWC employees, Board and contractor employees) participated in the Survey of Employee Engagement (SEE) during February 2018. Of the 28 Board areas, 26 participated in the survey.

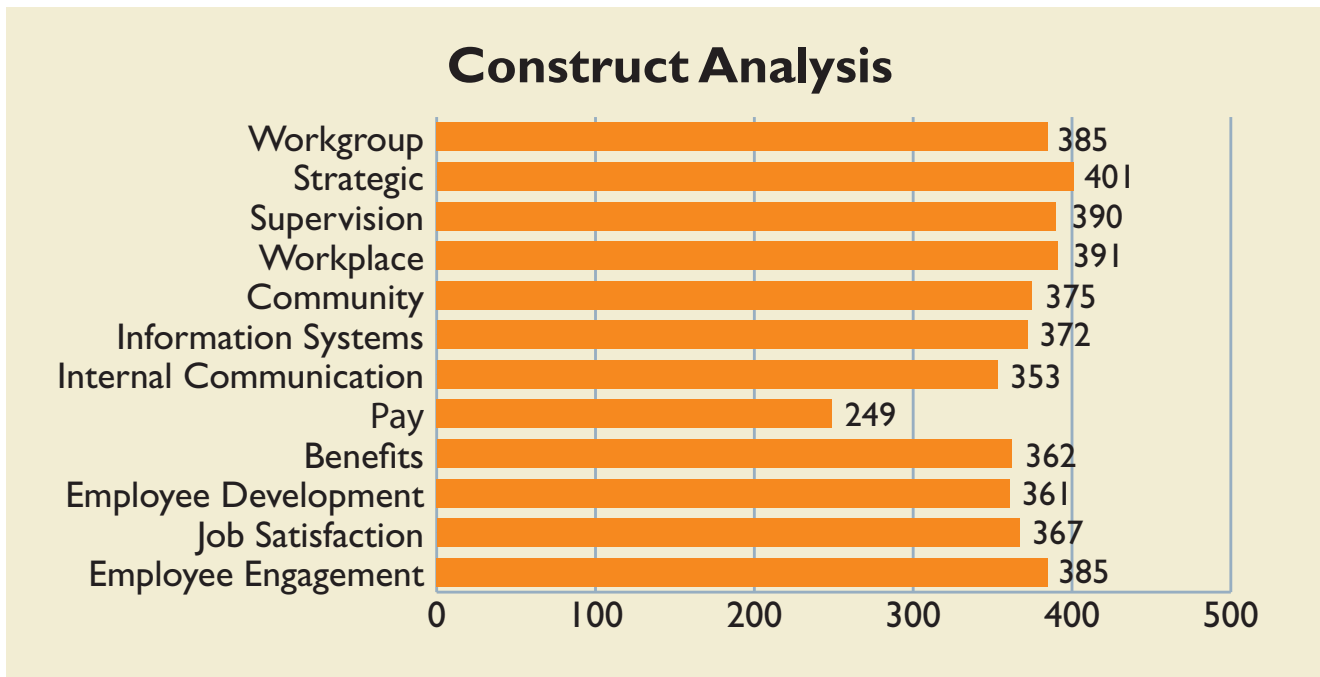
The Survey of Employee Engagement is specifically focused on the key drivers that encourage engaged employees to successfully fulfill the vision and mission of our organization. The Texas Workforce Commission views the Survey of Employee Engagement as an excellent benchmarking tool to use to support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

The survey was completed via an e-mail link to The University of Texas Survey website. Of the 7487 surveys that were disseminated to Texas Workforce Solutions employees, 4706 employees responded. The survey response rate for Texas Workforce Solutions was an impressive 62.9 percent.

Responses from the employees reveal that 78 percent see themselves working in the system in one year. This measure indicates how well the organization is doing at retaining its employees.

Information was collected on 12 constructs (specific work profile areas) based on a scale of 100 to 500. In 11 of the 12 constructs, the scores exceeded 350.

Texas Workforce Solutions Survey of Employee Engagement Results



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

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 flow of work.

The Workplace construct captures employees' perceptions of the total work atmosphere, the degree to which they consider it safe, and the overall feel. Higher scores suggest that employees see the setting as satisfactory, safe, and that adequate tools and resources are available.

Survey of Employee Engagement Action Plan

As a leader in the nation, Texas Workforce Solutions is known for excellence. Our participation in the Survey of Employee Engagement further demonstrates a desire to develop innovative workforce solutions.

To maximize our benefit from the survey, results are communicated accordingly:

- presented to the Executive staff;
- distributed to Local Workforce Board Executive Directors and local survey liaisons;
- distributed to all TWC employees.

Focus groups are also held with portions of the Texas Workforce Solutions in order to analyze the survey results and come up with business improvement ideas.

Texas Workforce Solutions continues to become more aware and stronger as a result of its participation in the Survey of Employee Engagement.



TWC Strategic Plan

Appendix G

Customer Relations Report

TWC Customer Service Report 2017-2018

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.

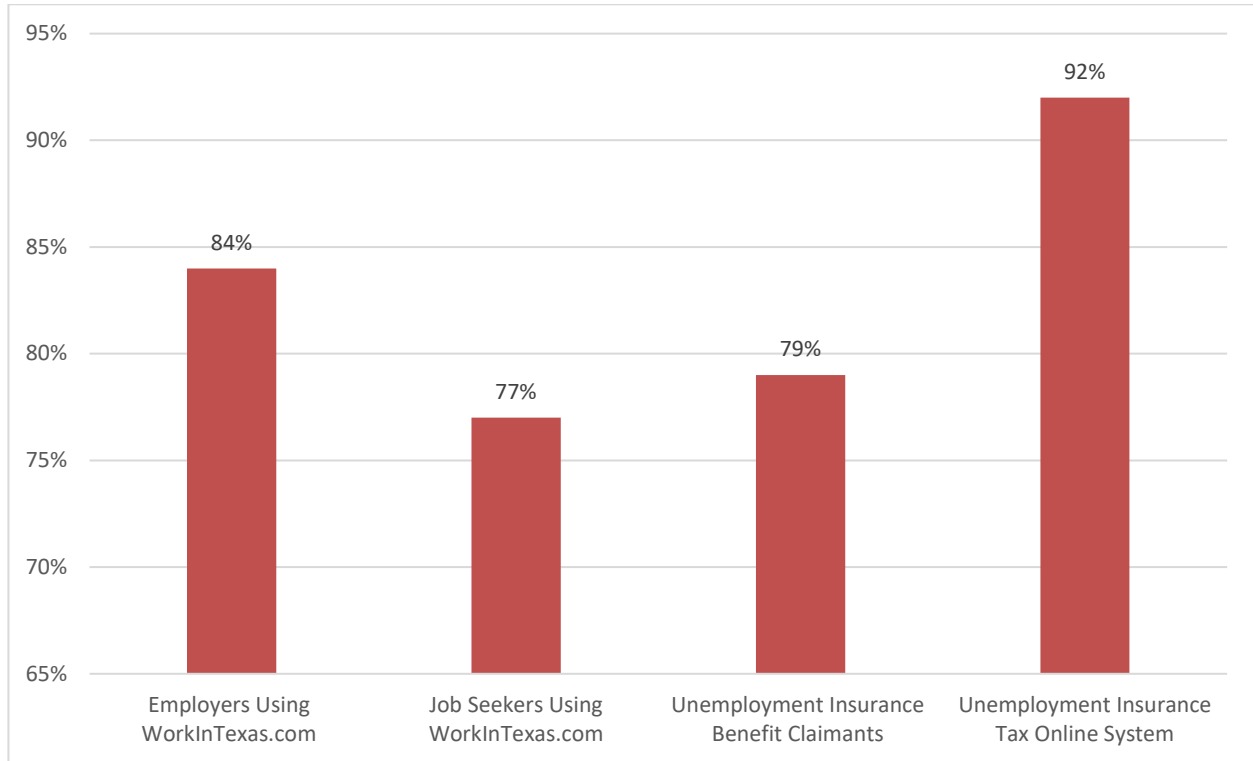
TWC uses a variety of methods to determine the level of customer satisfaction, including customer service evaluations that provided valuable qualitative information. Customer service evaluations serve as a barometer of how customers perceive TWC services and are a valuable tool for management. These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

In FY 2016, TWC laid the groundwork for the transfer of vocational rehabilitation (VR) services from the former Texas Department of Assistive and Rehabilitative Services (DARS) to TWC on September 1, 2016, under the new program name Texas Workforce Solutions – Vocational Rehabilitation Services (TWS–VRS). TWS–VRS 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. VR customer satisfaction surveys are conducted throughout the state fiscal year. In SFY 2017, the VR surveys were conducted by Westat. Westat is a statistical survey research corporation based in Baltimore, Maryland. VR customers were surveyed by telephone or video relay. Additional information on the VR customer service surveys can be found in the appendix at the end of this report.

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. Additionally, the agency makes available an online survey on the employer and job seeker home pages of TWC's website. Additional links are placed in the confirmation box for those registering for work on WorkInTexas.com and on the menu site for employers that are users of TWC's online tax information system.

Online surveys were sent to all new employers and job seekers using TWC online services from January 2016 through December 2017. 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. 5,900 job seekers and employers responded to the survey. Of the customers surveyed, an average of 83 percent would recommend TWC product/services with results ranging from 77 percent to 92 percent. These results are illustrated in the following chart.

Breakdown of Customers Who Would Recommend TWC Products/Services January 1, 2016-December 31, 2017



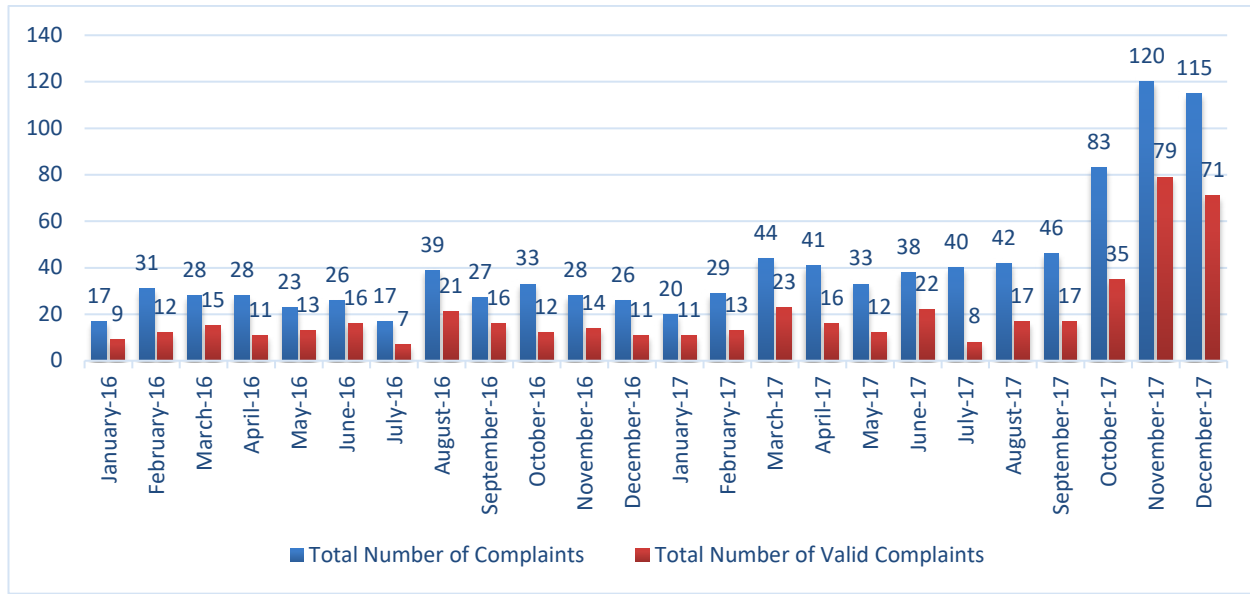
Complaint Resolution

To ensure customers have the opportunity to 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 2016 through December 2017, 974 complaints were reported and 481 were determined to be valid. TWC takes complaints seriously and strives to respond in a timely manner. Out of the 974 reported complaints for the period of January 2016 through December 2017, only eight complaints did not meet the measure of acknowledgement within five business days and telephone calls within one day.

Customer Complaints January 2016 – December 2017



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	407	166	241
2. Service not timely	123	82	41
3. Incorrect or no information provided	123	63	60
4. Calls not returned/Correspondence not answered	94	52	42
5. Appropriate program-specific procedure not followed	145	79	66
6. Records Lost/misplaced	1	1	0
7. Discrimination	5	1	4
8. Other	76	37	39
Total number of complaints reported	974	481	493

TWC Customer Service Initiatives 2017-2018

A Streamlined Unemployment Insurance Tax System for Employers

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

- More than 522,000 employers submitted UI quarterly tax reports electronically for the third quarter of 2017, which represents 99 percent of all reports filed.
- Of the employers filing tax reports online, more than 172,835 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 12,379 transactions in January 2017.
- More than 62,000 employers have registered online for new accounts using TWC's online Unemployment Tax Registration system during 2017.

UI Claims Filing

Economic conditions continued improving from 2015 to 2017. The State of Texas has experienced 93 consecutive months of annual job growth as of January 2018. Texas added 210,200 new jobs in 2016, and 240,500 seasonally adjusted nonfarm jobs in 2017. Texas Actual Unemployment (TUR) rates held steady during 2016, between 4.4 and 4.7 percent. However, unemployment rates have dropped during 2017. In 2017, the Texas unemployment rate dropped from a high of 5.1 percent in February to a low of 3.7 percent for December.

Due to several disasters during 2016-2017, the President declared several counties a disaster:

2016

- March 19, due to severe flooding in East Texas.
- May 26, severe storms and flooding impacted the state. This disaster had an effect on 28 counties, covering most of north and east Texas.
- June 11, severe flooding effected in another 12 counties, extending from the Houston area through the south coastal area.

2017

- August 25, Hurricane Harvey hit the coast producing more than 40 inches of rain in some parts of Texas, making it one of the most disastrous hurricanes in the United States. Hurricane Harvey is now tied with Hurricane Katrina as the costliest hurricane on record, estimating at least \$125 billion in damage, primarily due to flooding from rainfall in the Houston area. Forty-one Texas counties were impacted by Hurricane Harvey, and TWC processed nearly 25,000 Disaster Unemployment Assistance (DUA) claims from September through December.

The following table shows the number of regular claims processed by TWC during 2016 and 2017 as well as DUA claims. For the state fiscal year 2016, UI Tele-Centers answered 2.4 million calls, and 2.3 million calls in 2017.

Type of Claim	2016	2017
Regular	902,712	903,662
DUA	250	24,987

TWC implemented the following new features to assist claimants & employers:

Electronic Correspondence (EC) for Claimants and Employers

In February 2016, TWC implemented electronic correspondence (EC) for claimants and employers through existing online services. EC allows claimants and employers to receive most unemployment benefits correspondence electronically in a secure, online mailbox, instead of by paper. Claimants log in through Unemployment Benefits Services (UBS), where they can also view information about their claim and payments. Employers log in to EC through Employer Benefits Services (EBS). TWC sends an email to inform claimants and employers when they have new mail. Claimants and employers can view and print all their documents, which are also available as accessible documents. They can also appeal decisions by selecting an active appeal link listed next to the document in the online inbox. Since its inception, 721,807 (54 percent) claimants have signed up for EC, while 19,284 employers have signed up.

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) 2017, 11,679 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 to track the status of their claim.
- In January and February 2018, 794 individuals used the electronic wage claim system to file a wage claim. 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 to Feb 28, 2018)	Percent Filed Electronically	Percent Filed on Paper
1,925	41%	59%

- TWC developed online tutorials to assist customers using the electronic system to submit their wage claim and check the status of their claim. We also updated tutorials that help customers who wish to submit their wage claim using the paper form.

New Debit Card Provider

TWC signed a contract in 2016 with a new debit card service provider, U.S. Bank, after JPMorgan Chase exited the debit card market. U.S. Bank began distributing debit cards to TWC claimants in June 2016. For 2016 and 2017, up to 35 percent of claimants received benefit payments via debit card.

Online Appeals

In September 2017, TWC implemented a new online appeals process. Claimants and employers can choose to use a secure online form to submit an appeal, instead of submitting an appeal by fax, mail, or in person. Claimants log in through Unemployment Benefits Services (UBS), while employers log in through Employer Benefits Services (EBS). The online form has a drop-down list of Determinations and Appeal Decisions specific to each claimant and employer, so they can choose which one they want to appeal. This reduces invalid or unnecessary appeals. The new online form also automatically transmits the appeal form information electronically to Appellate Services.

Online & TeleServ Disaster Unemployment Assistance (DUA) Payment Requests

In 2017, TWC added the option of requesting Disaster Unemployment Assistance (DUA) payments online using UBS or by calling Tele-Serv (TWC's interactive voice response unit) for those claimants who lost their jobs due to a declared disaster. This feature makes it easier for DUA claimants to request payment, and they receive their payments faster.

The State Information Data Exchange System (SIDES)

Starting in November 2015, TWC offered employers two options to respond to unemployment benefit claim notices using the State Information Data Exchange System (SIDES). The U.S. Department of Labor (DOL) and the states developed SIDES Web Services and SIDES E-Response to offer employers and Third-Party Administrators (TPAs) secure, electronic, and nationally standardized formats to respond to requests to claim notices, attach documentation when needed, and confirm the documents are received. Employers can use SIDES E-Response and SIDES Web Services at no cost. Since its inception, approximately 2,000 employers have signed up for SIDES E-Response and 24 TPAs representing over 18,000 employers have signed up for SIDES Web Services.

Online Tutorials

New online tutorials were developed to assist both claimants and employers:

For Claimants:

- How to Use Electronic Correspondence
- How to Request Benefit Payments
- How to Request DUA Payments Online
- How to Appeal Online

For Employers:

- How to Use Electronic Correspondence
- How to Appeal Online
- How to Complete Earnings Verifications Online

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, as well as improving accessibility for all online documents. Unemployment Insurance Operations and Customer Support (UIOCS) staff have also streamlined the claimant letter request process therefor claimants have timely help receiving letters they can provide to other agencies to obtain aid when needed. UIOCS staff updated and revised claimant and employer forms for clarity.

TWC maintained timely information on the agency's website regarding Hurricane Harvey for both claimants and employers, which provided access to valuable information and the latest news on the disaster without having to call a Tele-Center. The agency kept claimants informed timely regarding Texas disasters in both years through TWC's web pages as well as updating messages regularly on the hosted IVR phone system.

UIOCS also published revised and updated versions of the Texas Unemployment Compensation Act (TUCA), the Unemployment Benefits Handbook, the Unemployment Benefits at A Glance brochure, the Benefits Payments: Chose Direct Deposit or TWC Debit Card brochure, and the Trade Adjustment Assistance (TAA) Handbook.

Vocational Rehabilitation Services

The TWC Vocational Rehabilitation Division serves youth and adults with physical or cognitive disabilities, including blindness or visual impairments, and customers 55 and older adjusting to blindness.

The Vocational Rehabilitation (VR) program staff provide individualized services to assist customers achieve their employment goals. The Independent Living Program for Older Individuals who are Blind (ILS-OIB) program staff provide individualized services to assist customers achieve their independent living goals.

In State Fiscal Year (SFY) 2017, 14,601 VR customers completed a survey.

- There were 9,503 completed surveys of customer receiving services (active cases). Of the customers surveyed who were active, 87.4 percent of them were satisfied or very satisfied with their overall experience with VR.
- There were 5,098 completed surveys of customers who exited services (closed cases). Of the customers who were no longer receiving services, 87.7 percent of them were satisfied or very satisfied with their overall experience with VR.

ILS-OIB customer surveys are conducted once per state fiscal year. In SFY 2017, the ILS-OIB surveys were conducted by NuStats research Solutions, LLC. Nustats is a survey and research corporation located in Austin, Texas. All the ILS-OIB customer surveys were conducted by telephone. The survey for 2017 included active customers receiving services as well as cases no longer receiving services.

In SFY 2017, 255 ILS-OIB customers completed the ILS-OIB survey.

- There were 100 completed surveys of customers receiving services (active cases). Of the customers surveyed who were active, 92.9 percent of them were satisfied or very satisfied with their OIB worker.
- There were 155 completed surveys of customers who were no longer receiving services (closed cases). Of the customers who were no longer receiving services, 91.6 percent of them were very satisfied or satisfied with their OIB worker.

TWC Outreach to Customers

For Employers and Workers- WorkInTexas.com

WorkInTexas.com (WIT) officially launched in 2004. The application hosts over 550,000 job postings with more than 2.8 million job seekers interacting with WIT. Since its inception, WIT has filled over 2.5 million jobs.

Modifications are continually made to WIT because of customer input and to improve the user's experience. In early 2017, Texas Workforce Commission created a task force to identify a list of requirements that would make *WorkInTexas.com* more modern and easy to use.

The task force was composed of Local Workforce Development Board (Board) members, Board executive directors, and a state agency representative from the following areas:

- Permian Basin Board
- Coastal Bend Board
- Tarrant County Board
- Greater Dallas Board
- Gulf Coast Board

- North Central Texas Board
- Gulf Coast Board
- Central Texas Board
- Director of Human Resources (HR) Division, Texas Department of Criminal Justice, and State Agency Coordinating Council HR Subcommittee
- West Central Texas Board

Following a procurement process, TWC awarded a contract to replace WorkInTexas.com, and the new site is scheduled to launch in July 2019.

The new website will have a user-friendly, mobile design, offer modern communications capabilities, and increase access to jobs and workforce talent. The site will also enable Texas Workforce Solutions to enhance service delivery, offering employers and job seekers another reason to connect with their local workforce development boards.

The new WorkInTexas.com will feature applications important to the modern-day job seeker:

- mobile app
- resume building tool
- ability to upload multiple resume versions
- email and text notifications

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 30,000 employers receive the Employer Commissioner's newsletter *Texas Business Today*; more than 5,000 employers receive the labor and employment law handbook *Especially for Texas Employers* including accessing the online version 22,000 times over the course of a year (May 2016-May 2017); and over 5,355 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 5,122 Texas Business Conference 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.

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 2016, there were more than 514,000 employers in Texas with most running small businesses. Just over 77 percent have fewer than 10 employees, and 97.2 percent employ fewer than 100 workers.

The remaining roughly three percent are considered large employers and supply 68.2 percent of all Texas jobs. TWC recognizes employers create jobs, and the Texas workforce system must meet employer demands for a skilled workforce to continue Texas' path of economic prosperity

TWC, the 28 Boards, and their contractors comprise the Texas workforce system which is ready to assist employers training new and incumbent workers to allow the business to grow, to remain profitable and to maintain a competitive advantage. The Skills Development Fund program is an effective tool to foster employer growth. In Fiscal Year (FY) 2017, TWC awarded 62 grants serving 118 businesses. The average grant was \$394,106. These grants were instrumental in adding 2,771 new jobs and upgrading 11,575 current jobs. In FY 2017, the average wage for participants completing a skills program was \$23.54 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 2017, 13.5 million people make up the Texas civilian labor force. These individuals are the customers served by workforce solutions offices across the state. 539,939 participants who completed services between July 1, 2015 and June 30, 2016 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. Veterans, international trade-affected workers, older workers, and youth benefit from TWC services. Specialized case management services are available for adults receiving public assistance through the Temporary Assistance for Needy Families (TANF) and Supplemental Nutrition Assistance Program (SNAP) Employment and Training programs. They may receive support services including child care and transportation while in training or working.

Communities

The 28 Boards serve employers and job seekers alike, and are a vital link to community resources by providing leadership and building partnerships. 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. 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: 92%
- Unemployment Insurance: 79%
- Employers Using WorkInTexas.com: 84
- Job Seekers Using WorkInTexas.com: 77%

Calls Answered by the Unemployment Benefit Tele-Centers

- State Fiscal Year (SFY) 2016, tele-centers answered 2.4 million calls
- State Fiscal Year 2017, tele-centers answered 2.3 million calls
- Average Hold Time of 8:03

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 974 reported complaints from January 2016 through December 2017, only eight 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: **5,900***

Number of customers served: **1.4 million**

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