



TEXAS
WORKFORCE SOLUTIONS

New Board Member Orientation

Appendices

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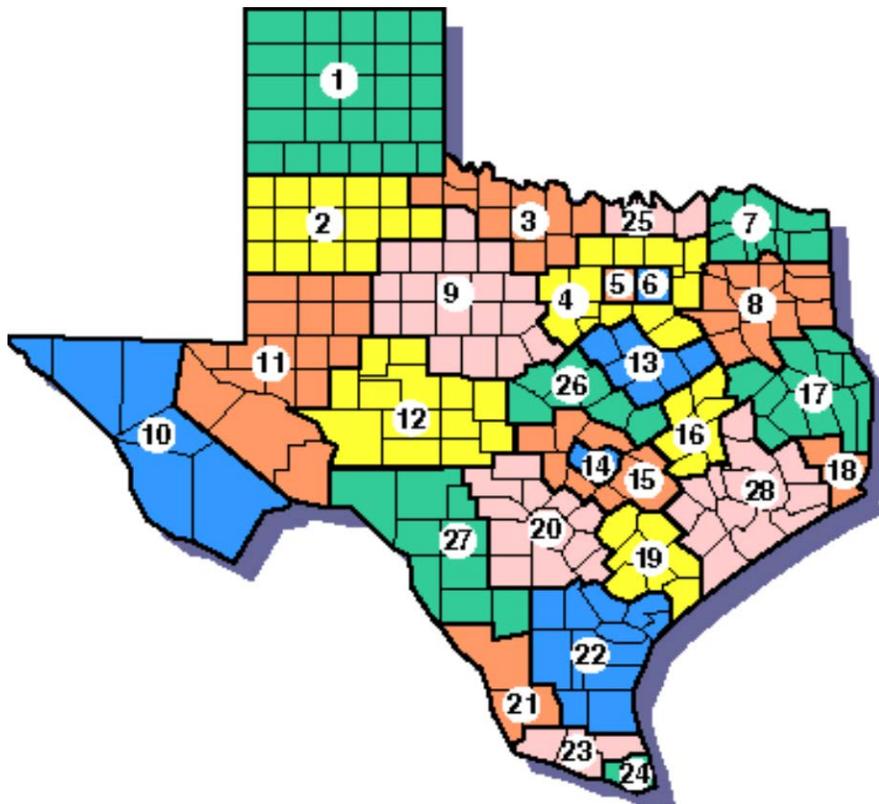
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Local Workforce Development Areas

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



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

The Texas Workforce Investment Council (TWIC)

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

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

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

- business
- organized labor
- local public, postsecondary, and vocational education
- community-based organizations
- five state agencies involved in workforce development.

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

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

Texas Workforce Solutions Offices

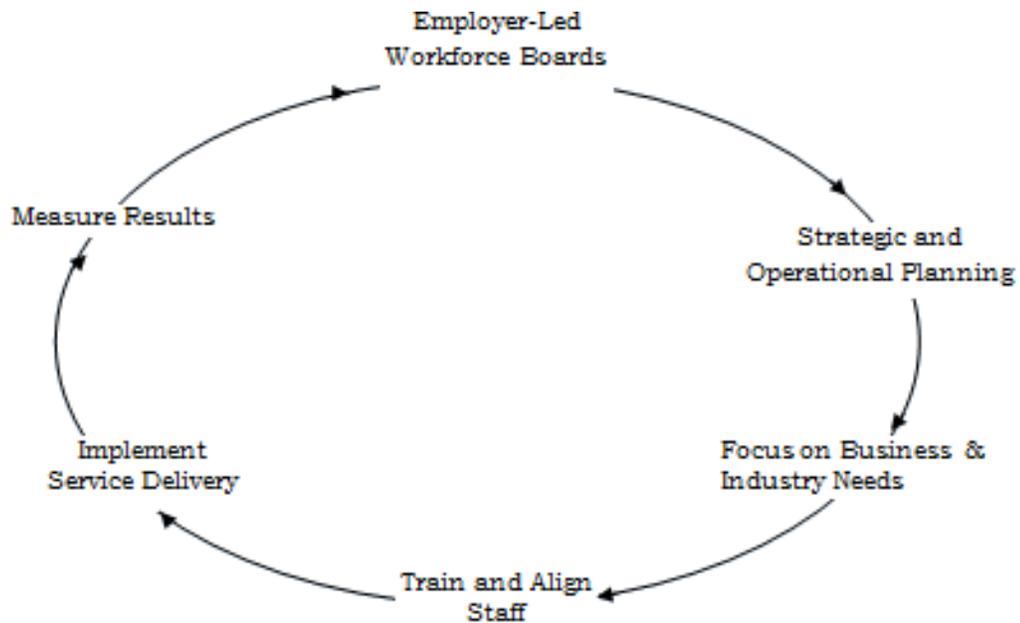
Boards are responsible for establishing Workforce Solutions Offices to deliver services. These centers serve the community by providing a broad array of services, job information, and job referrals in one place. Workforce Solutions Offices are accountable for establishing links to all segments of the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

FOUNDATION FOR SUCCESS

The Workforce Solutions Office concept provides:

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

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



GOAL OF TEXAS WORKFORCE SOLUTIONS OFFICES

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

The system has two major features:

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

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

**WHY A
WORKFORCE
SOLUTIONS OFFICE?**

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

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

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

**ACCESSING
SERVICES**

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

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

**OPERATIONAL
REQUIREMENTS
FOR A WORKFORCE
SOLUTIONS OFFICE**

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

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

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

**PROGRAMS
THAT MUST BE
AVAILABLE
THROUGH
WORKFORCE
SOLUTIONS OFFICES**

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

Board Administered Services

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

Other Mandated Services

- Adult Education
- Literacy

**PROGRAMS
THAT MUST BE
AVAILABLE
THROUGH
WORKFORCE
SOLUTIONS OFFICES
continued**

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

**TEXAS
WORKFORCE
SOLUTIONS OFFICE –
FUNCTIONAL
DESIGN**

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

- employer services
 - employment resources and services
 - employment assessment services
 - job coaching services.
-

**THE EMPLOYER
SERVICES
COMPONENT**

State law requires boards to establish an employer services component as an integral part of the local workforce system.

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

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

A detailed list of employer services is on page 1.4 of the New Board Member Orientation Guide.

**DELIVERY
OF EMPLOYER
SERVICES**

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

Employer services staff work directly with businesses to develop and communicate information about specialized services for key employers in industries targeted for special attention. As leaders in the community, board members can make personal contact with business executives as an effective strategy for building high level relationships with employers.

**EMPLOYMENT
RESOURCES
AND SERVICES**

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

WorkInTexas.com for Employers	An automated system for employers to enter, update, and archive job vacancy orders, specify job qualifications, conduct a search of the applicant database, receive a list of qualified applicants, submit job orders to America's Job Bank, and access Labor Market Information.
WorkInTexas.com for Applicants	An automated system for applicants to fill out and submit an online application for employers to review, and search for current job openings.
SOCRATES System	A fully integrated labor market analysis program that assists in workforce planning.

TRACER	Texas Rapid Access to Career and Economic Resources. A Web-based source for economic and labor market information using existing economic and labor market data in two distinct modules. The Career Resources module presents information aimed at helping the job seeker understand the total job market, and conducting an effective, self-directed job search. The Economic Resources Module is aimed at the economic developer and the labor market analyst, developed specifically for displaying and analyzing demographic, economic, and labor market information.
OSCAR	Occupation and Skill Computer-Assisted Researcher. An online career and skills assessment tool for job seekers and HR professionals.
TEXAS CARES	Texas Career Alternatives Resource Evaluation System. Software that allows job seekers to explore the worlds of work and learning. The system includes descriptions of occupations, colleges and universities, career path information in Texas and the nation, and the ability to identify career alternatives based on a variety of interests and aptitude tests.

**EMPLOYMENT
RESOURCES
AND SERVICES
*continued***

Other services may be included, such as:

- a Job Search Resource Center — PCs with résumé and cover letter software along with all the needed instruments for a successful job search, including telephones, copiers, and fax machines
 - printed material on new jobs and new companies
 - a job search library with printed material on topics such as interviewing skills, salary negotiations, current jobs, and employers in the area
 - videos on various occupations
 - job search workshops to include such topics as:
 - personal job search and job development strategies
 - interviewing techniques
 - networking skills
 - transferable job skills
 - other employment-related topics.
-

**EMPLOYMENT
ASSESSMENT
SERVICES**

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

Centers should have a variety of instruments that assess:

- work-related aptitude and achievement
- skills, knowledge, and abilities
- interests and preferences.

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

**JOB COACHING
SERVICES**

Many times, customers seek personal guidance in accessing resources that best serve their employment and training needs. Private conferences with experienced Workforce Solutions Office staff give individualized attention to customers to assist them in making an informed decision regarding their workforce choices.

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

- dislocated and trade-affected workers
- persons with disabilities
- veterans
- ex-offenders
- TANF and FSE&T recipients
- students
- older individuals
- employed individuals seeking to upgrade skills or in search of new employment.

These populations may have barriers that inhibit immediate employment. Workforce Solutions Office staff assist these job seekers in addressing obstacles that may impede productive employment. They also ensure that local employment resources are made available to assist these members of the community to become active members of the workforce. A detailed list of job seeker services can be found on page 1.5 of the New Board Member Orientation Guide.

**BUILDING
TOWARDS
EXCELLENCE**

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

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

Monitoring Contractors

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

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

THE MONITORING FUNCTION

The monitoring function includes:

- risk assessment
- monitoring plans
- monitoring programs
- reporting and resolution processes.

RISK ASSESSMENT

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

- significant program changes
- past compliance or failures
- contractor experience
- staff turnover or management instability
- complaints and inquiries
- funding levels.

MONITORING PLAN

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

**MONITORING PLAN
continued**

Monitoring plans should include:

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

**MONITORING
PROGRAM**

A monitoring program includes:

- monitoring forms or instruments
 - interview questionnaires
 - an outline of monitoring procedures
 - methods used
 - a compilation of the results of the work performed.
-

**REPORTING AND
RESOLUTION**

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

- instances of noncompliance
- recommendations for corrective action and program quality enhancements.

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

The board must also ensure that:

- resolution actions are documented
 - corrective actions are verified
 - costs are appropriately allowed or disallowed
 - debts are established and collected
 - the appeals and grievance process is appropriate.
-

**METHODS OF
EVALUATION**

Methods of evaluation include, but are not limited to:

- customer surveys and interview
- focus groups
- staff observation and reports
- self-evaluation
- performance appraisals
- program reviews.

**BOARD DESIGNATED
EVALUATION TOOLS**

The board can develop consumer report cards to measure:

- performance results
- customer satisfaction
- satisfaction information from other stakeholders
- the effect services have had on individuals who are no longer receiving services
- outcomes to include effectiveness, efficiency, aggregated individual services satisfaction, and aggregated stakeholder satisfaction with services.

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

**PERFORMANCE
REPORTS**

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

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

- Employer Measures
- Workforce Investment Act (WIA)
- Choices
- Child Care

**PERFORMANCE
REPORTS
continued**

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

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

TWC also distributes program information that impacts performance requirements to the boards through Workforce Development (WD) letters. The WD letters are distributed to every board executive director and are available from the TWC Workforce Development Division. They can also be accessed online at www.texasworkforce.org.

**PRIMARY EMPLOYER
MEASURES: THE
REEMPLOYMENT AND
EMPLOYER
ENGAGEMENT
MEASURES**

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

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

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

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

**PRIMARY JOB
SEEKER MEASURES**

There are four basic types of outcome measures focusing on job seekers.¹ They align with the goals of the services we provide to job seekers. That is, they focus on helping them obtain and retain employment, and improve their education and skills to allow them to fill the needs of employers and improve their earning capacity. Like the Primary Employer Measures, these measures focus on outcomes.

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

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

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

¹ "Job seeker" is used generically to refer to both those who were employed and unemployed when they first engaged the one-stop system.

**PRIMARY JOB
SEEKER MEASURES
continued**

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

Education Achievement — Many job seekers receive training designed to help them obtain a degree or certificate. Under the Common Measures, Education Achievement is measured by looking at all those job seekers who were enrolled in an education activity designed to help them obtain a degree or certificate and assessing what percentage of them obtain that degree or certificate by the end of the third calendar quarter following the quarter of exit.

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

Although these are job seeker-focused measures, they generally are of value to employers as well. Job seekers only enter employment when an employer has an immediate or anticipated hiring need. Employers need employees who are sufficiently skilled to perform the work and who demonstrate the ability to retain employment. Employers also benefit when employees acquire new job skills and gain greater proficiencies in their job skills. Furthermore, increases in job seekers’ or employees’ earnings can be seen as employers’ own assessment of the value of an employee to an employer.

¹A certificate is awarded in recognition of attainment of measurable technical or occupational skills necessary to gain employment or advance within an occupation. These technical or occupational skills are based on standards developed or endorsed by employers.

**SECONDARY JOB
SEEKER MEASURES**

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

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

Average Cost Per Customer Served — The expenditures for the month divided by the customers served that month. These monthly costs are then averaged for the year. At the end of the year, we also provide a “true” average cost based on federal standards, which takes the board’s annual allocation and divides it by the unduplicated number of customers served in the year.

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

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

¹ This number is only provided at the end of the year as job seekers are often served over a period of multiple months while expenditures are constant.

**SECONDARY JOB
SEEKER MEASURES
continued**

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

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

**CHILD CARE
MEASURES**

The Child Care program is designed to help low income parents stay employed by subsidizing the cost of child care. Without this subsidy, many individuals who are on the path to independence would not be able to afford to work because their child care expenses would be so high that they wouldn't be able to cover them with their earnings. By receiving subsidized child care, these parents remain in the workforce, gaining valuable experience and skills that can help them increase their earnings so that someday they might not need such assistance.

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

**CUSTOMER
SATISFACTION**

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

AUTOMATED REPORTS

The Workforce Information System of Texas (TWIST)

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

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

The Job Matching System – WorkInTexas.com

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

The Budget and Payment Application (BAPA)

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

- track contracts, children, units, performance measures, and other data for state and federal reporting
 - project expenditures
 - identify categories of funding
 - report direct child care expenditures.
-

Programs in the Texas Workforce Solutions

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

WORKFORCE INVESTMENT ACT

The Workforce Investment Act (WIA) of 1998 created a system to provide the framework for delivery of workforce investment activities at state and local levels. The WIA system is designed to provide activities that increase the employment, job retention, and earnings of participants. The WIA principles are:

- streamlining services
- empowering individuals
- ensuring universal access
- increasing accountability of training providers
- giving boards and the private sector a strong role
- providing state and local flexibility.

The Workforce Investment Act provides funding for services to assist:

- adults
- dislocated workers
- youth.

WIA provides services to employers and job seekers through a "One-Stop" system, where customers can have all their employment and training needs met in one place. In Texas, One-Stops are referred to as Texas Workforce Solutions Offices.

**WORKFORCE
INVESTMENT ACT
continued**

The Texas Workforce Solutions provides three WIA service levels:

- Core and Assisted Core Services
- Intensive Services
- Training

Core and Assisted Core Services shall include:

- outreach and intake, including services to employers and job seekers in the event of layoffs
- job search, job referral, and placement assistance
- career counseling
- labor market information identifying job vacancies, skills needed for demand occupations, and local, regional, and national employment trends
- initial assessment of skills and needs
- resource rooms (e.g., Internet access, résumé writing, job search assistance, etc.)
- information about available supportive services
- individual job development
- job clubs
- referrals (testing and background check done before referral).

Intensive Services may include:

- comprehensive employment assessment
- development of individual employment plans
- group and individual counseling
- case management
- job search assistance
- short-term pre-vocational services.

**WORKFORCE
INVESTMENT ACT
continued**

Training Services may include:

- occupational skills training, including training for nontraditional employment
 - on-the-job training (OJT)
 - programs that combine workplace training with related instruction, which may include cooperative education programs
 - training programs operated by the private sector
 - skills upgrading and retraining
 - job readiness training
 - entrepreneurial training
 - adult education and literacy activities provided in combination with another service
 - customized training.
-

**TRADE ACT
SERVICES**

The primary goal of the Trade Act is to help trade-affected dislocated workers locate new jobs as quickly and effectively as possible. Amendments to the federal Trade Act of 2002 ensure that early intervention strategies, as with WIA, will offer rapid, suitable, and long-term employment for adversely affected workers.

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

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

- Job Search Allowance — covers expense incurred in seeking employment outside the normal commuting area
- Relocation Allowance — provides reimbursement for approved expenses if the trade-certified dislocated worker is successful in obtaining employment outside the normal commuting area to relocate

**TRADE ACT
SERVICES
continued**

- Trade Readjustment Allowance (TRA) — provides weekly cash payments after a participant exhausts UI benefits while in an approved full-time training program
- Subsistence Allowance — provides certain costs associated with an approved training plan at a provider outside the commuting area
- Training — including On-the-Job (OJT) and customized training for re-employment in another job or career when “suitable employment” is not available.

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

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

The federal government administers the program. State agencies help identify people who are eligible and help promote the program. For additional information go to the IRS Web site at:

<http://www.irs.gov/individuals/article/0,,id=109960,00.html>

**TANF CHOICES
SERVICES**

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

The boards have responsibility for:

- continuing the focus on Work First — helping families transition to self-sufficiency through a quick transition to the workforce

**TANF CHOICES
SERVICES
continued**

- improving linkages between employer needs and individuals who participate in Choices services
- helping individuals access comprehensive services available through the Texas Workforce Solutions Offices
- stating client responsibilities clearly
- assessing, developing employability plans for, and delivering services to individuals
- providing descriptions of allowable component activities
- limiting application of good cause determinations
- emphasizing post-employment services aimed at job retention and career advancement
- addressing barriers that limit the individual's ability to work or participate.

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

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

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

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

**SUPPLEMENTAL
NUTRITION
ASSISTANCE
PROGRAM
EMPLOYMENT AND
TRAINING (SNAP E&T)**

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

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

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

**WAGNER-PEYSER
EMPLOYMENT
SERVICE**

Wagner-Peyser Employment Service (ES) provides universal job matching and recruitment services as a base to the local workforce development system. ES also includes migrant and seasonal farmworker outreach services and agricultural recruitment services. Boards are responsible for the planning, development, and oversight of ES. Although state law directs TWC to block grant ES to the boards, the United States Department of Labor (USDOL) requires state merit staff to deliver these services. As a result, TWC employees provide ES at the career center under the guidance of the center manager.

The boards and their one-stop contractor provide day-to-day direction of state (ES) staff. Contracted (service provider) management staff handle most of the administrative functions such as assigning individual performance measures, coordinating the hiring process, initiating disciplinary action, and evaluating staff performance. Ultimate decisions for any personnel actions of ES staff remain with TWC.

Employer

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

**WAGNER-PEYSER
EMPLOYMENT
SERVICE
*continued***

WorkInTexas.com is an online job matching system that gives employers access to the largest database of job seekers in Texas. Through the Internet, an employer can set up an individual account, enter job postings or a job listing to search for specific criteria, and view eligible job candidates for screening.

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

Job Seeker

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

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

**VETERANS
EMPLOYMENT
SERVICES**

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

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

**VETERANS
EMPLOYMENT
SERVICES**
continued

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

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

DVOP and LVER staff also serve as facilitators of seminars and classes for the Transition Assistance Program (TAP). TAP seminars are conducted to service people and their families, who are being released from active military service. The seminars, conducted on site at military installations, cover a wide range of topics directly related to employment in the civilian workforce, including:

- identifying skills
- learning job search techniques
- interviewing skills, and
- finding labor market information.

CHILD CARE

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

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

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

**OVERVIEW CHART
OF SERVICES
UNDER BOARD
JURISDICTION**

The chart on the next page provides an overview of the programs under board jurisdiction. Since employers are our primary customers, this chart reflects how an employer benefits from each of these programs.

Overview Chart of Services under Board Jurisdiction

Program Title	Program Characteristics
Child Care	Helps employers retain qualified workers with families by providing subsidized child care to low-income parents, children of teen parents, and children with disabilities.
TANF Choices	Provides training and education to parents in a household receiving benefits under the Temporary Assistance for Needy Families (TANF) block grant, to help them upgrade their skills to meet employers' needs.
Supplemental Nutrition Assistance Program Employment and Training (SNAP E&T)	Provides training and education to most adult recipients of food stamp benefits who do not also receive TANF, enabling recipients to fill employer needs.
Workforce Investment Act (WIA)	Identifies skills needed by employers and targets occupations in demand for quick job matching and placement of qualified workers. WIA ensures that the training provided meets the employer's needs by emphasizing performance goals to be met by training providers. Adults, dislocated workers and youth are served under WIA. State legislation mandates that foster care youth and former foster youth receive priority for services for which they are equally qualified.
Wagner-Peyser Employment Service (ES), Agricultural Services and Migrant and Seasonal Farm Worker Services	Acts as liaison between employers and job seekers to ensure employers have access to qualified workers. Provides public and universal job matching and recruitment services to employers and job seekers.
Veterans Employment Services	Provides employers with quick access to the talents and expertise of veterans and eligible persons, e.g., spouses of deceased, disabled veterans/MIAs to fill job openings.
Trade Act Services	Provides employers with skilled workers. Moves trade-affected workers into new jobs as quickly and effectively as possible.

**BOARD
COORDINATION
RESPONSIBILITY**

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

- all other workforce programs available to their customers through the public and private sector, including community-based organizations and other state agencies
 - the intent of each program or service provided and the targeted clients
 - how the goals and objectives for these additional services complement the board's goals and objectives
 - ongoing workforce development activities to ensure effective coordination.
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Texas Workforce Commission Programs and Program Characteristics

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

Program Title	Program Characteristics
Senior Community Services Employment Program (SCSEP)	Allows state, local, or regional governmental entities, school districts, or certain tax-exempt nonprofit corporations to benefit from the talent and experience of low income workers age 55 and older.
Apprenticeship Training	Allows employers to train workers on the job so they can meet the employer's specific skill needs.
Workforce Literacy Program	Provides adults with basic reading and writing skills so employers will have a more competent workforce.
Work Opportunity Tax Credit Programs (WOTC)	The WOTC is a federal tax credit used to reduce the federal tax liability of private for-profit employers. Employers may hire from eight different targeted groups including TANF recipients, veterans, food stamp recipients, high risk youth, ex-felons, participants of the summer youth program, vocational rehabilitation referrals, and Supplemental Security Income recipients.
Welfare-to-Work Tax Credit	Employers who hire long-term TANF recipients may qualify for a tax credit of up to \$8,500.
Unemployment Insurance (UI) Benefits	Helps stabilize local community through temporary income maintenance for workers who are unemployed through no fault of their own. Phone or Internet access to filing and continuing claims must be available in the one-stop centers.

Legal Considerations

BOARD PERFORMANCE

- (A) A board shall achieve levels of performance consistent with performance standards that are reflected in the individual board's contracts with TWC.
- (B) The Commission shall determine the performance standards by using measures of performance based on federal and state performance requirements and by using factors that may be necessary to achieve the mission of the Commission.
- (C) A board shall comply with all:
 - Commission rules
 - Workforce Development (WD) letters
 - the Contract Administration Standards Manual, and
 - the Financial Manual for Grants and Contracts.
- (D) A board's achievement of high levels of performance may result in the Commission providing incentives for the board.
- (E) A board's failure to meet minimum levels of performance as referenced in the board's contract may result in corrective actions, sanctions, or penalties.
- (F) A board may submit to the Commission a request for an adjustment to the minimum levels of performance.
- (G) The Commission may determine what constitutes a necessary adjustment to local performance measures and may consider specific economic, demographic, and other characteristics of populations to be served in the local workforce development area and other factors the Commission deems appropriate including the anticipated impact of the adjustment on the state's performance.
- (H) The Governor may adopt additional performance incentives and sanction provisions as provided in WIA.
- (I) A board shall comply with and remain subject to provisions relating to performance or any other matters regarding any funds granted by the U.S. Secretary of Labor.

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

EXAMPLES OF ALLOWABLE AND DISALLOWED COSTS

Allowable Costs

Chapter 6 of *The Texas Workforce Commission's Financial Manual for Grants and Contracts* covers standard cost principles and allowable costs. Allowable costs must meet the general criteria of being necessary and reasonable, as detailed in Chapter 6.

Examples of allowable costs include, but are not limited to:

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

Disallowed Costs

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

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

TYPES OF AGREEMENTS

Written agreements, as opposed to contracts, between two or more parties describe a mutual understanding of the parties' respective roles in a project. The agreements usually do not involve any funds paid or received as consideration for performance. The agreements may be for a set period, or may include language that it continues until cancelled.

The following terms are interchangeable:

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

Such agreements may include:

- in-kind contributions for
 - staff time, goods, facilities provided by public or private entities, and
 - donated goods and services
- volunteer services.

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

